

ახალი ტექნოლოგიებიდან ახალ ბიზნეს მოდელებამდე

ინოვაციების მენეჯმენტი 21 საუკუნეში

Prof. Maka De Lameillieure

27/03/2018

Broad International Alliances Network



Programs for Recent Graduates

Master in Global Management

Master in Innovation & Entrepreneurship

Master in Global Supply Chain Management

3Continent Master in Strategic marketing

Master in China-Europe Business

Programs for Experienced Professionals

Executive MBA

Executive MBA Moscow

Executive Master in Enterprise IT Architecture

Executive Master in Public Management

Executive Master in Real Estate Management

Executive Master in IT Governance & Assurance

Executive PhD Program



Research

Expertise Centre Business Design & Innovation

Expertise Centre Smart Mobility

Expertise Centre Digital Business & IT

Expertise Centre New Generation Work

Expertise Centre Leadership

Expertise Centre Sustainable Transformation

Accreditations

AACSB (Association to Advance Collegiate Schools of Business)

AMBA (Association of Masters in Business Administration)

NVAO (Nederlands-Vlaamse Accreditatie Organisatie)

RICS: Master Real Estate is accredited by the Royal Institution of Chartered Surveyers

Master Personal Financial Planning is recognized by The Nationale Kamer van Notarissen, IAB en IBR







Agenda

Innovation  Technology: Ten types of innovation

How to innovate: Customer Journey Map

Innovation to Market: Value pricing


Agenda

Innovation ≠ **Technology: Ten types of innovation**

How to innovate: Customer Journey Map


Innovation to Market: Value pricing

10 types of innovation: move beyond products to win

1. Business model 
how the enterprise makes money

2. Networking
enterprise's structure/
value chain


5. Product performance 
basic features, performance and functionality

6. Product system 
extended system that surrounds an offering


7. Service 
how you service your customers

Finance		Process		Offering			Delivery		
Business model	Networking	Enabling process	Core process	Product performance	Product system	Service	Channel	Brand	Customer experience


3. Enabling process
assembled capabilities


4. Core process
proprietary processes that add value

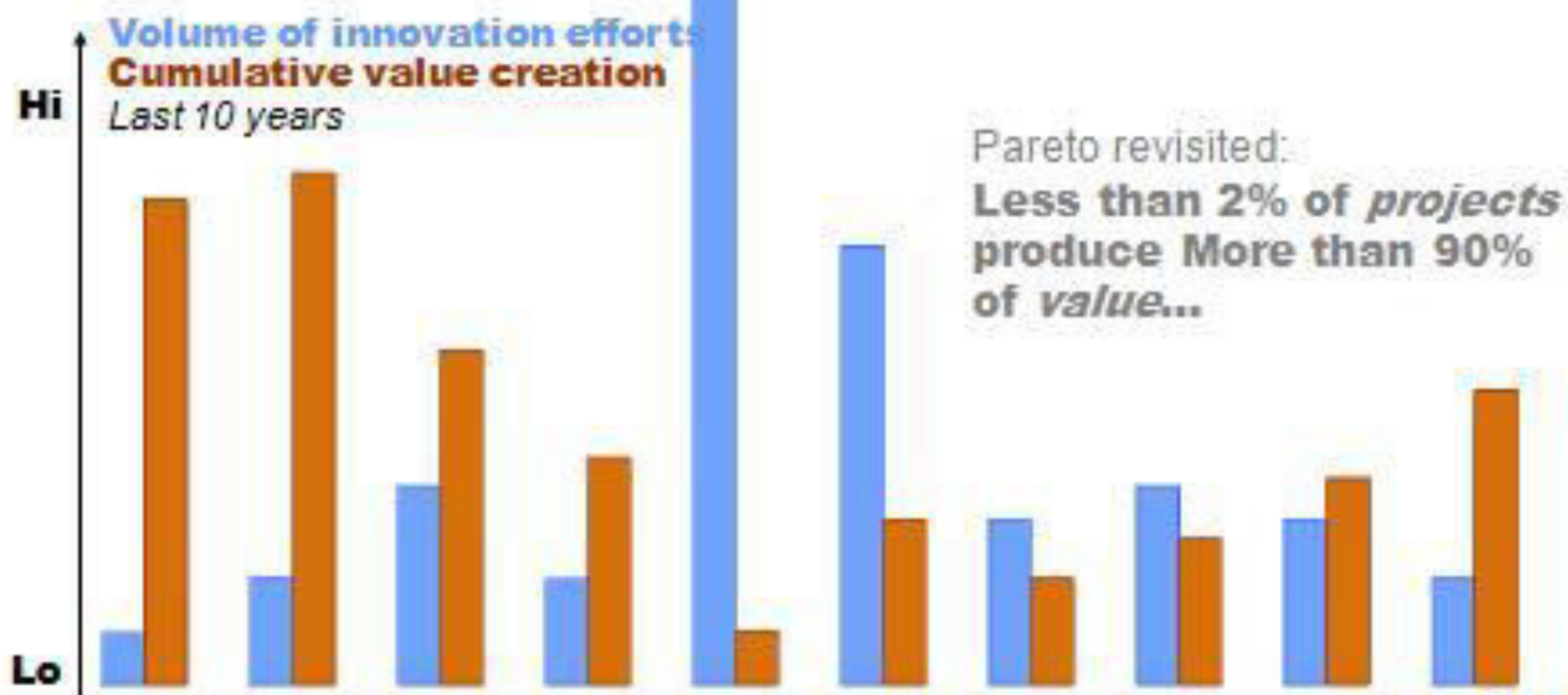
 **GE Capital**
Aviation Services

8. Channel 
how you connect your offerings
to your customers

9. Brand 
how you express your offering's
benefit to customers

10. Customer experience 
how you create an overall
experience for customers

Leading to a shift in value creation...



Source: Dublin analysis



<p>PROFIT MODEL The way in which you make money</p> <p><i>For example, how Netflix turned the video rental industry on its head by implementing a subscription model</i></p>	<p>STRUCTURE Alignment of your talent and assets</p> <p><i>For example, how Whole Foods has built a robust feedback system for internal teams</i></p>	<p>PRODUCT PERFORMANCE Distinguishing features and functionality</p> <p><i>For example, how OXO Good Grips cost a premium but its "universal design" has a loyal following</i></p>	<p>SERVICE Support and enhancements that surround your offerings</p> <p><i>For example, how "Deliver WOW through service" is Zappos' #1 internal core value</i></p>	<p>BRAND Representation of your offerings and business</p> <p><i>For example, how Virgin extends its brand into sectors ranging from soft drinks to space travel</i></p>
<p>NETWORK Connections with others to create value</p> <p><i>For example, how Target works with renowned external designers to differentiate itself</i></p>	<p>PROCESS Signature or superior methods for doing your work</p> <p><i>For example, how Zara's "fast fashion" strategy moves its clothing from sketch to shelf in record time</i></p>	<p>PRODUCT SYSTEM Complementary products and services</p> <p><i>For example, how Nike+ parlayed shoes, sensors, apps and devices into a sport lifestyle suite</i></p>	<p>CHANNEL How your offerings are delivered to customers and users</p> <p><i>For example, how Nespresso locks in customers with its useful members only club</i></p>	<p>CUSTOMER ENGAGEMENT Distinctive interactions you foster</p> <p><i>For example, how Wii's experience draws more from the interactions in the room than on-screen</i></p>

4 million lodging listings

In 65,000 cities in 191 countries

Airbnb is valued at [\\$30 billion](#)

The market capitalization of Hilton and Marriot is hovering around \$20 billion and \$34 billion respectively





Tbilisi, Georgië · Woningen

Word verhuurder Help Aanmelden

26 mrt. – 27 mrt.

1 gast

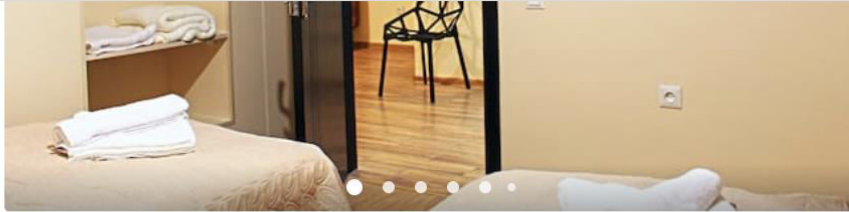
Woningtype

Prijs

Direct Reserveren

Type reis

Meer filters

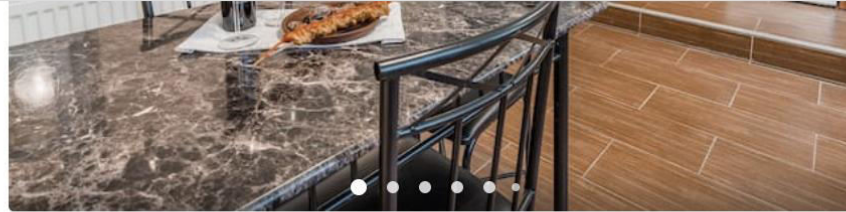


GEHEEL APPARTEMENT · 4 BEDDEN

Yango Apartment; 2 BR; centre of Tbilisi

€25 per nacht

★★★★★ 68 · Superhost

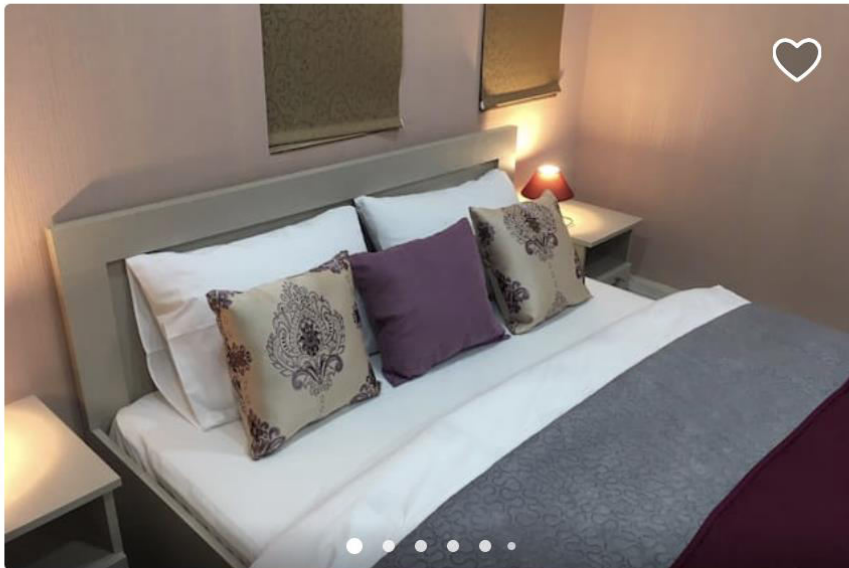


GEHEEL APPARTEMENT · 1 BED

Entire flat in the City Center Rustaveli

€15 per nacht

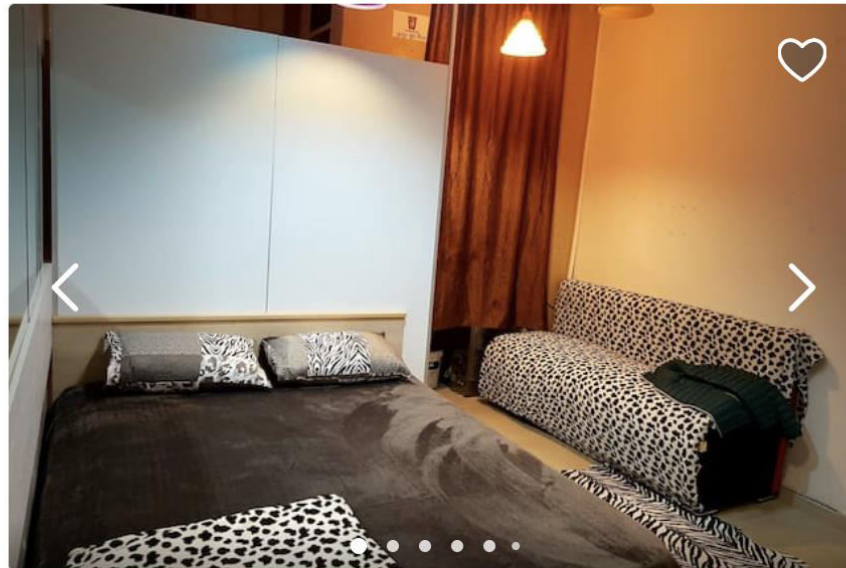
★★★★★ 29



GEHEEL APPARTEMENT · 2 BEDDEN

Avlabari Lux Apartment

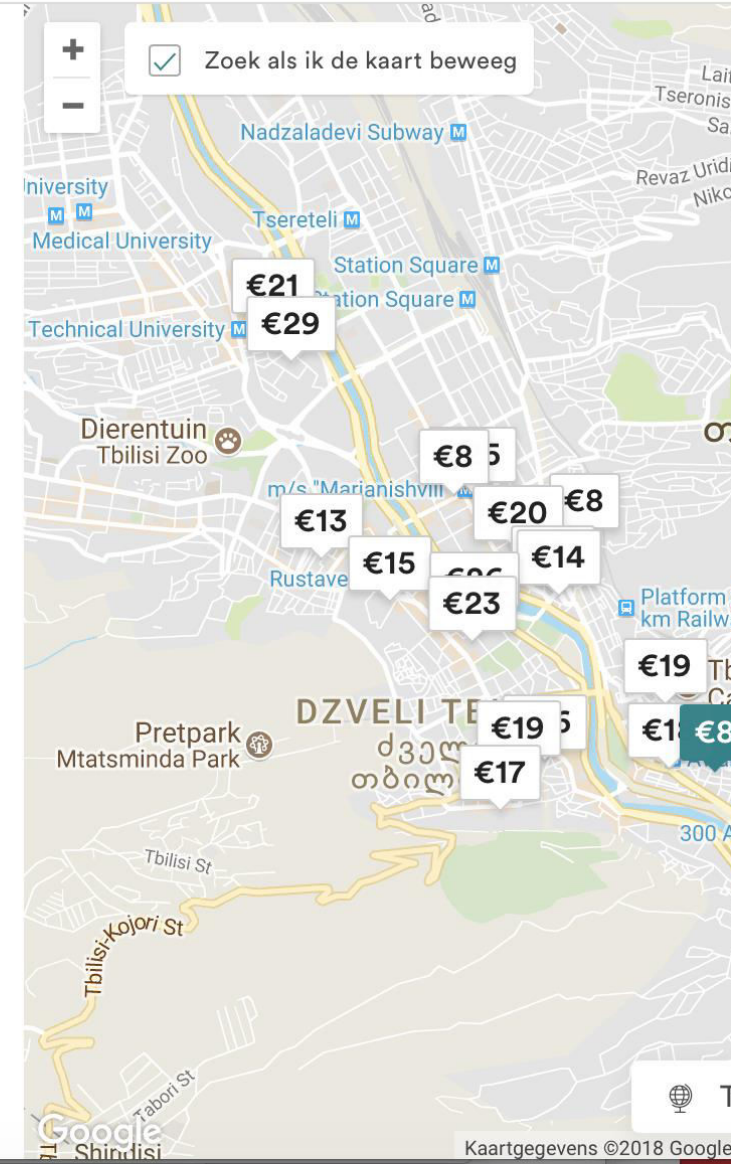
€19 per nacht



GEHEEL APPARTEMENT · 1 BED

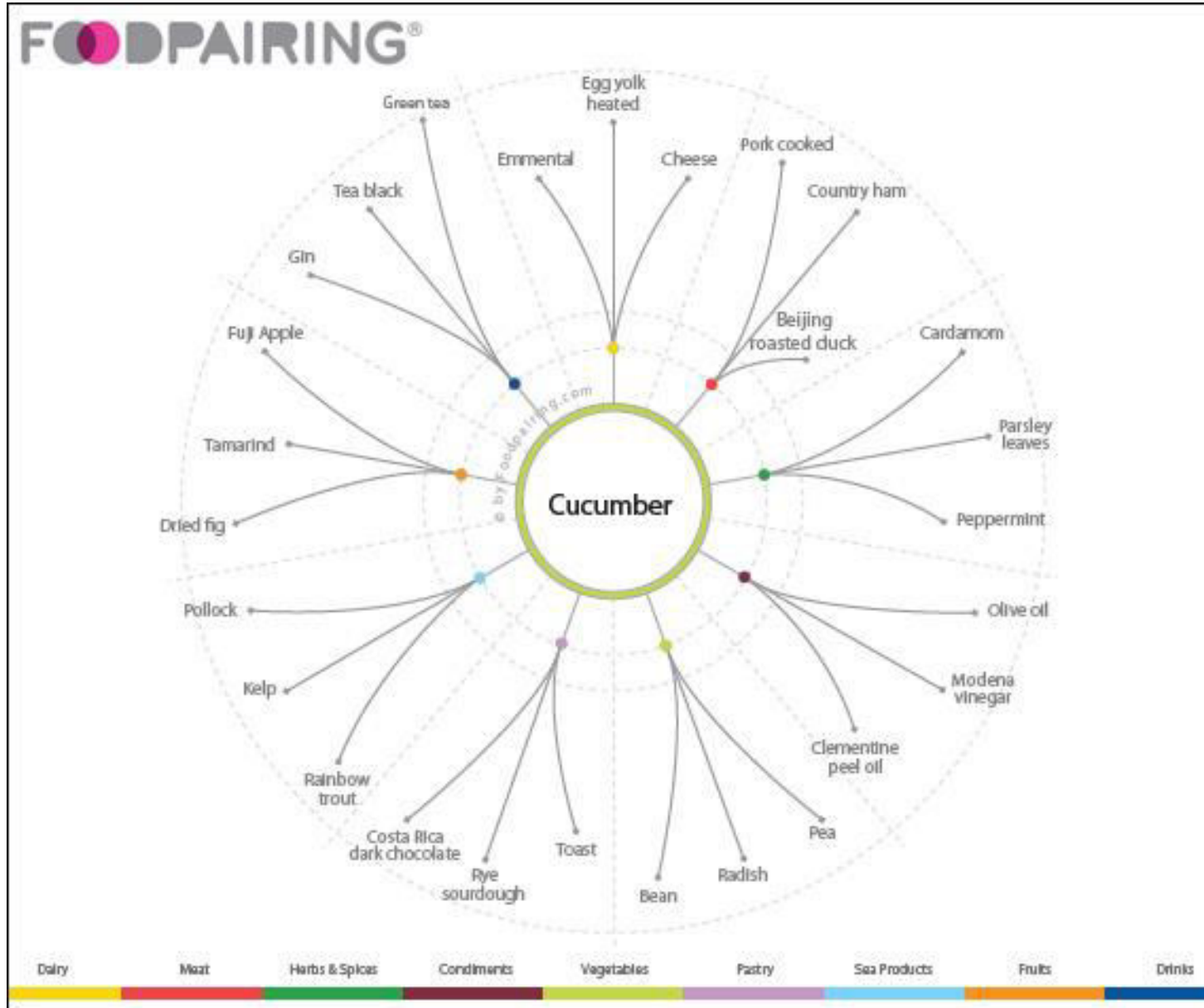
The small apartment is cheap at low price!!!

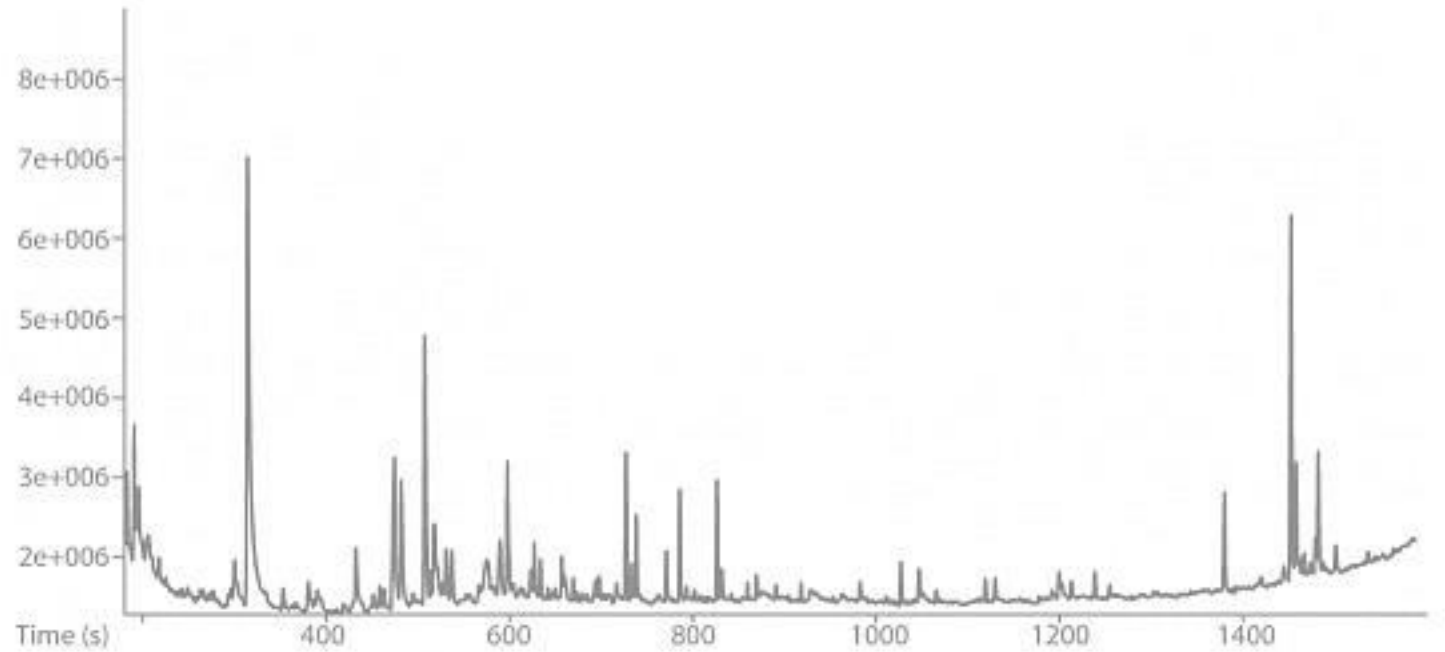
€8 per nacht





FOODPAIRING®







<p>PROFIT MODEL The way in which you make money</p> <p><i>For example, how Netflix turned the video rental industry on its head by implementing a subscription model</i></p>	<p>STRUCTURE Alignment of your talent and assets</p> <p><i>For example, how Whole Foods has built a robust feedback system for internal teams</i></p>	<p>PRODUCT PERFORMANCE Distinguishing features and functionality</p> <p><i>For example, how OXO Good Grips cost a premium but its "universal design" has a loyal following</i></p>	<p>SERVICE Support and enhancements that surround your offerings</p> <p><i>For example, how "Deliver WOW through service" is Zappos' #1 internal core value</i></p>	<p>BRAND Representation of your offerings and business</p> <p><i>For example, how Virgin extends its brand into sectors ranging from soft drinks to space travel</i></p>
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Waze: GPS data + user data



Smart City project Antwerp: city services (data from travel lights, ...), transportation companies, IT firms (shared travel)



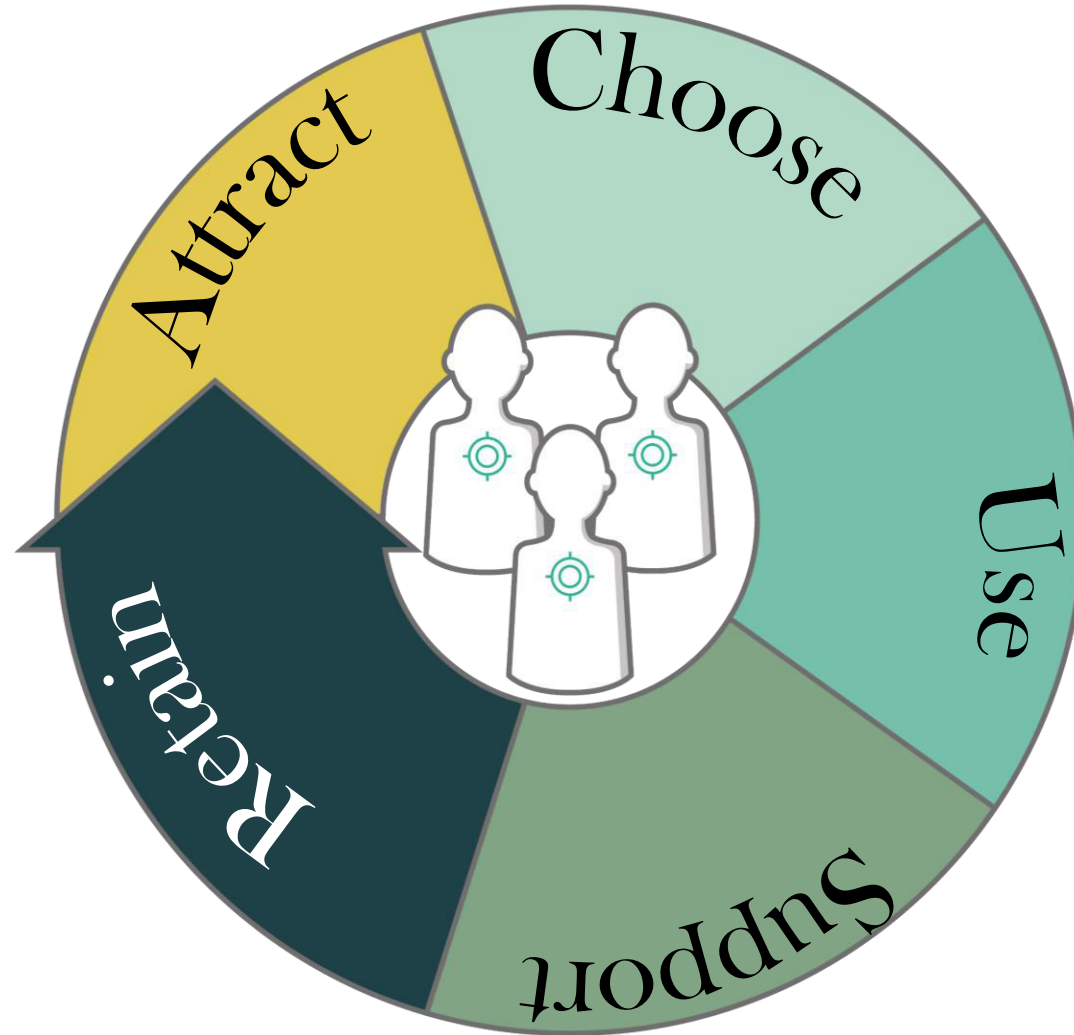
Agenda

Innovation \neq Technology: Ten types of innovation

How to innovate: Customer Journey Map

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The customer journey





Starbucks touchpoints

Attract



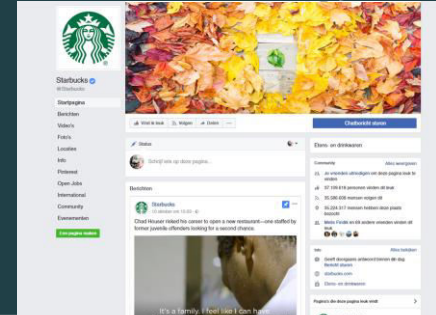
Choose



Use



Support



Retain





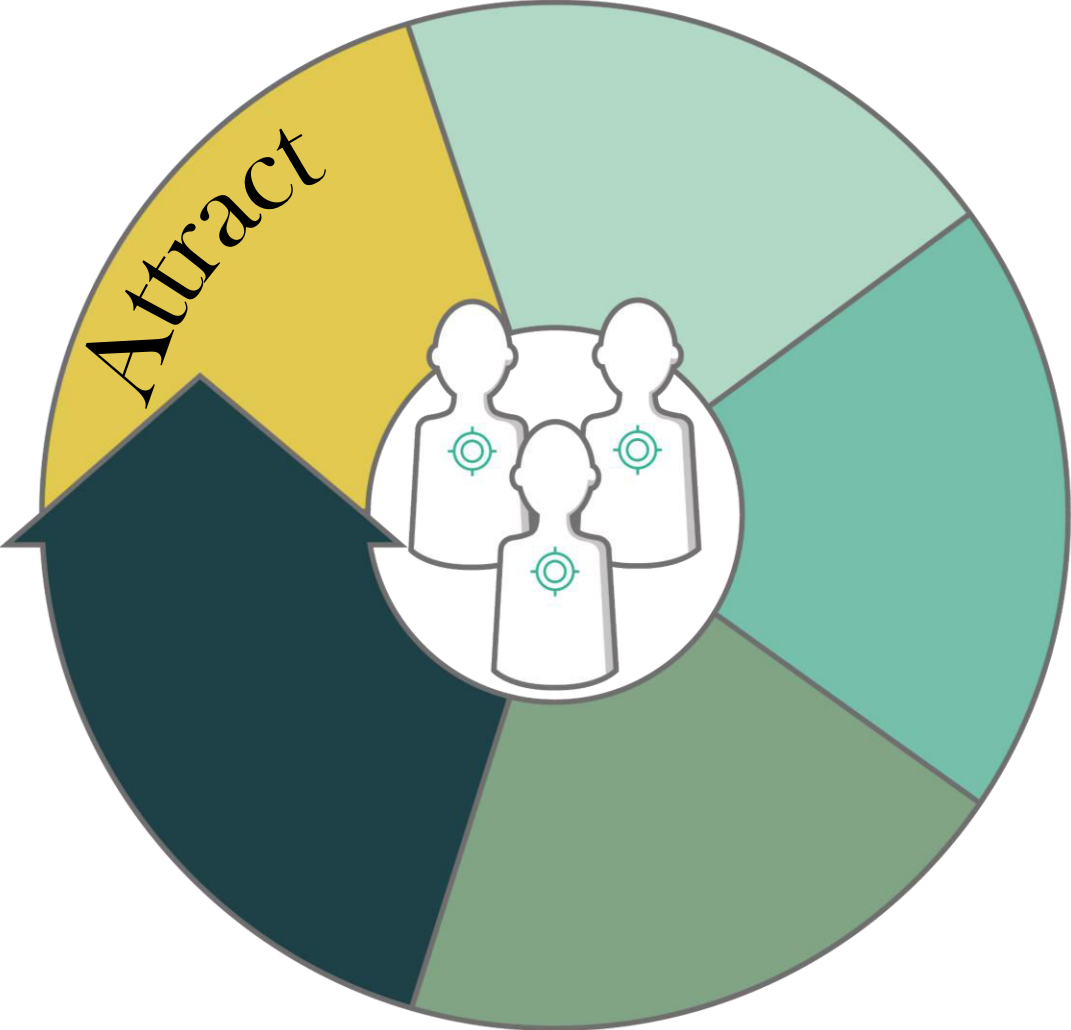
“Understand how good or bad your service is by putting yourself in your customer’s shoes.”



Design

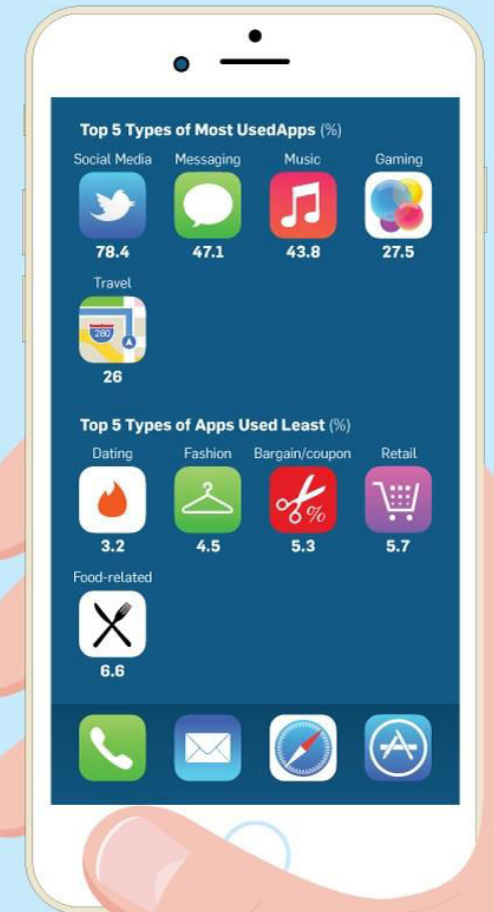
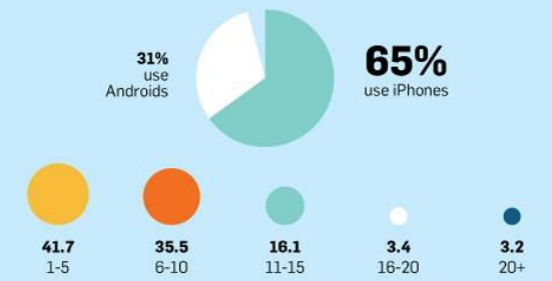
User experience

Customer journey: *Attract*

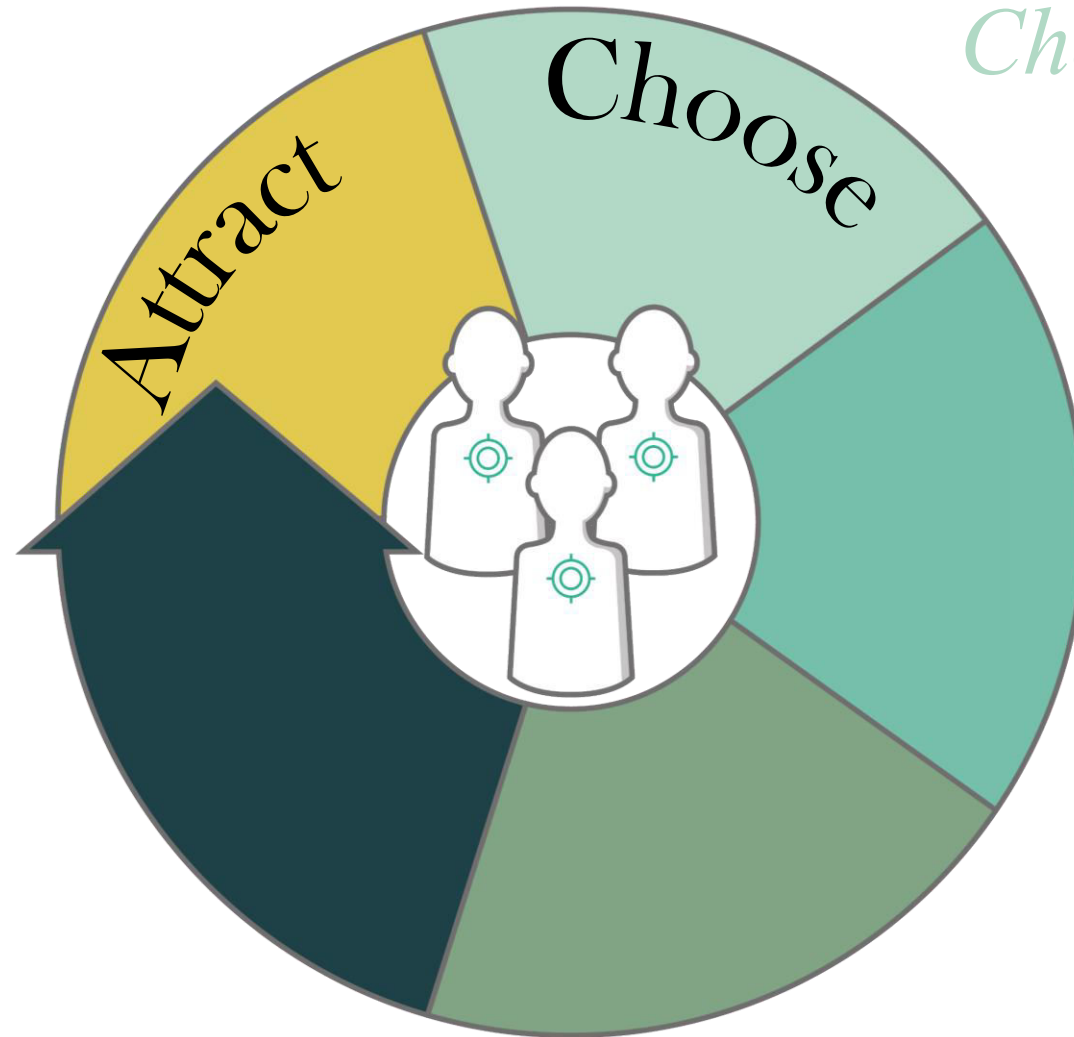


The mobile revolution

Hours Per Day Spent on Mobile Device/Devices (%)

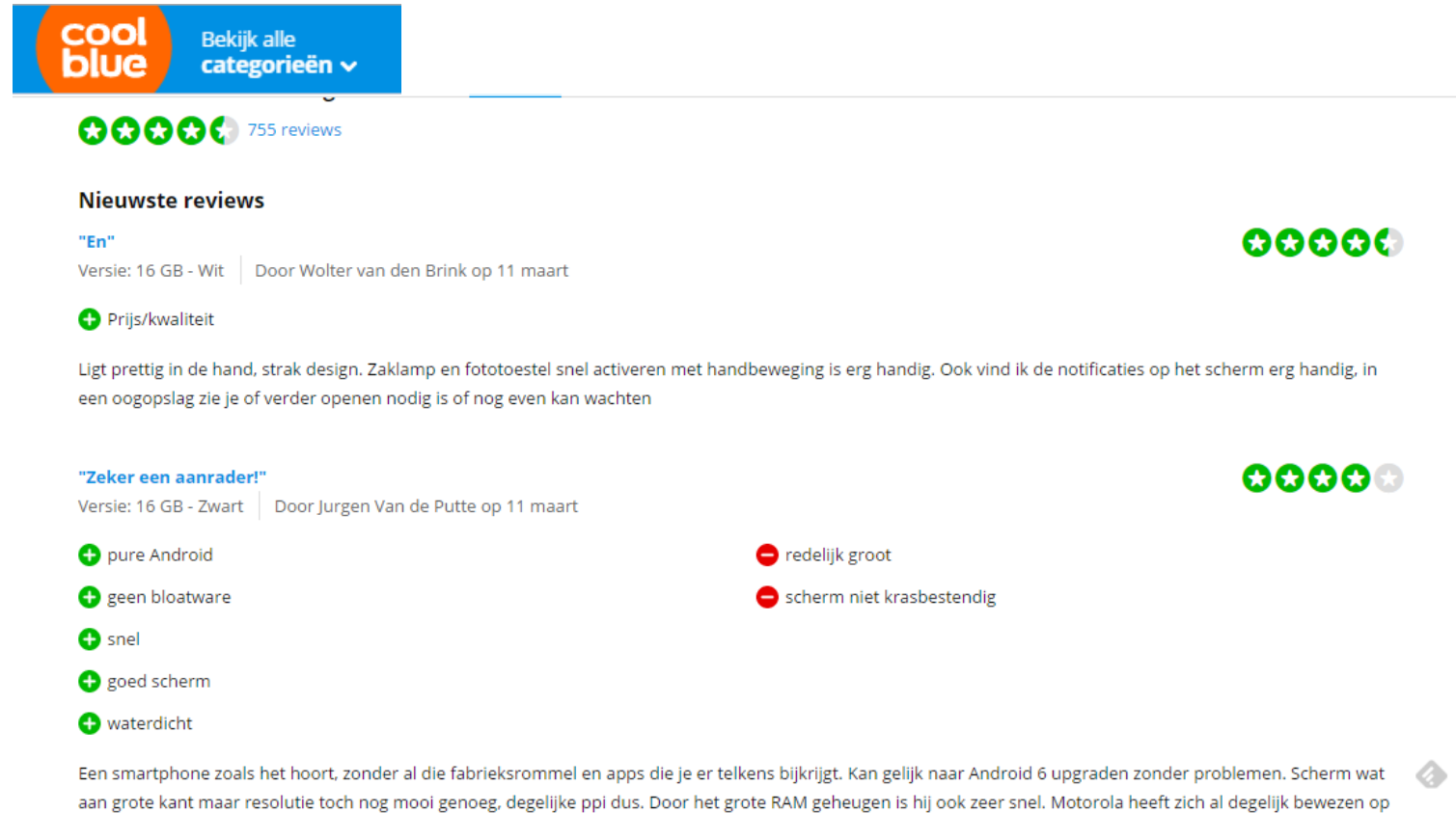


Customer journey:
Choose



Peer to peer referral


- Soc media shares
- Recommendation



The screenshot shows a product page for 'cool blue'. At the top, there is a blue header with the 'cool blue' logo and a button that says 'Bekijk alle categorieën'. Below the header, there are five green stars and the text '755 reviews'. The page is divided into two review sections. The first section is titled 'Nieuwste reviews' and contains two reviews. The first review is titled '"En"' and is by 'Wolter van den Brink' on '11 maart'. It has a rating of five green stars. The second review is titled '"Zeker een aanrader!"' and is by 'Jurgen Van de Putte' on '11 maart'. It has a rating of four green stars. Below the second review, there are several pros and cons listed. The pros are: '+ pure Android', '+ geen bloatware', '+ snel', '+ goed scherm', and '+ waterdicht'. The cons are: '- redelijk groot' and '- scherm niet krasbestendig'. At the bottom of the review section, there is a paragraph of text: 'Een smartphone zoals het hoort, zonder al die fabrieksrommel en apps die je er telkens verkrijgt. Kan gelijk naar Android 6 upgraden zonder problemen. Scherm wat aan grote kant maar resolutie toch nog mooi genoeg, degelijke ppi dus. Door het grote RAM geheugen is hij ook zeer snel. Motorola heeft zich al degelijk bewezen op'.

Social influencers

- Youtube: watch game being played
- Youtube: unboxing, commenting



The banner features the 'TYPICAL GAMER' logo in a stylized blue font. To the left, three men are shown in a scene from the game 'Grand Theft Auto V'. To the right, a character from 'Far Cry 5' is visible. Text on the right side of the banner reads: 'FOLLOW ME @TYPICALGAMER SUBSCRIBE FOR MORE DAILY, TOP NOTCH VIDEOS'. There are also social media icons for YouTube, Instagram, and Facebook, and a 'SUBSCRIBE!' button.

Typical Gamer ✓
6.554.889 abonnees

ABONNEREN 6,5 MLN.

HOME VIDEO'S AFSPEELLIJSTEN KANALEN DISCUSSIE OVER

Aanbevolen: Far Cry 5: Gun For Hire Compilation | Ubi Sof... ⓘ

FAR CRY 5 FREE ROAM GAMEPLAY!! (Far Cry 5)
103.960 weergaven • 13 uur geleden

Today we explore Far Cry 5 in free roam and do a few missions! This video is sponsored by Ubisoft.
▶ Check out Far Cry 5! Click here ▶ <http://ubi.li/9jqkp>
▶ Far Cry 5 Bill of Rights ▶ <https://goo.gl/sbPmuS>

Follow me on Twitter: <https://www.twitter.com/typicalgamer>
Follow me on Instagram:

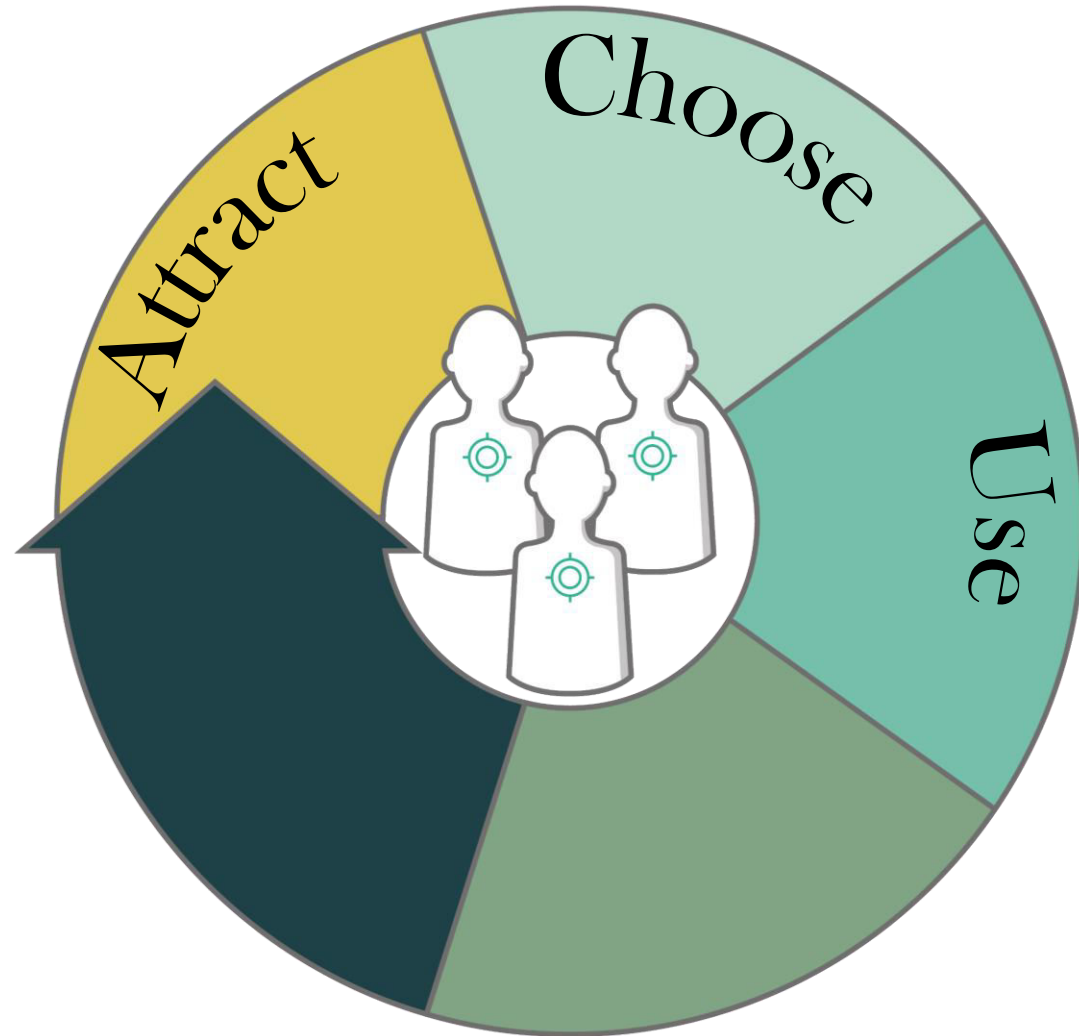
MEER WEERGEVEN

FEATURED CHANNELS

- Samara Redway**
ABONNEREN
- HikePlays**
ABONNEREN
- Nicovald**
ABONNEREN
- .lellv**

Retail design



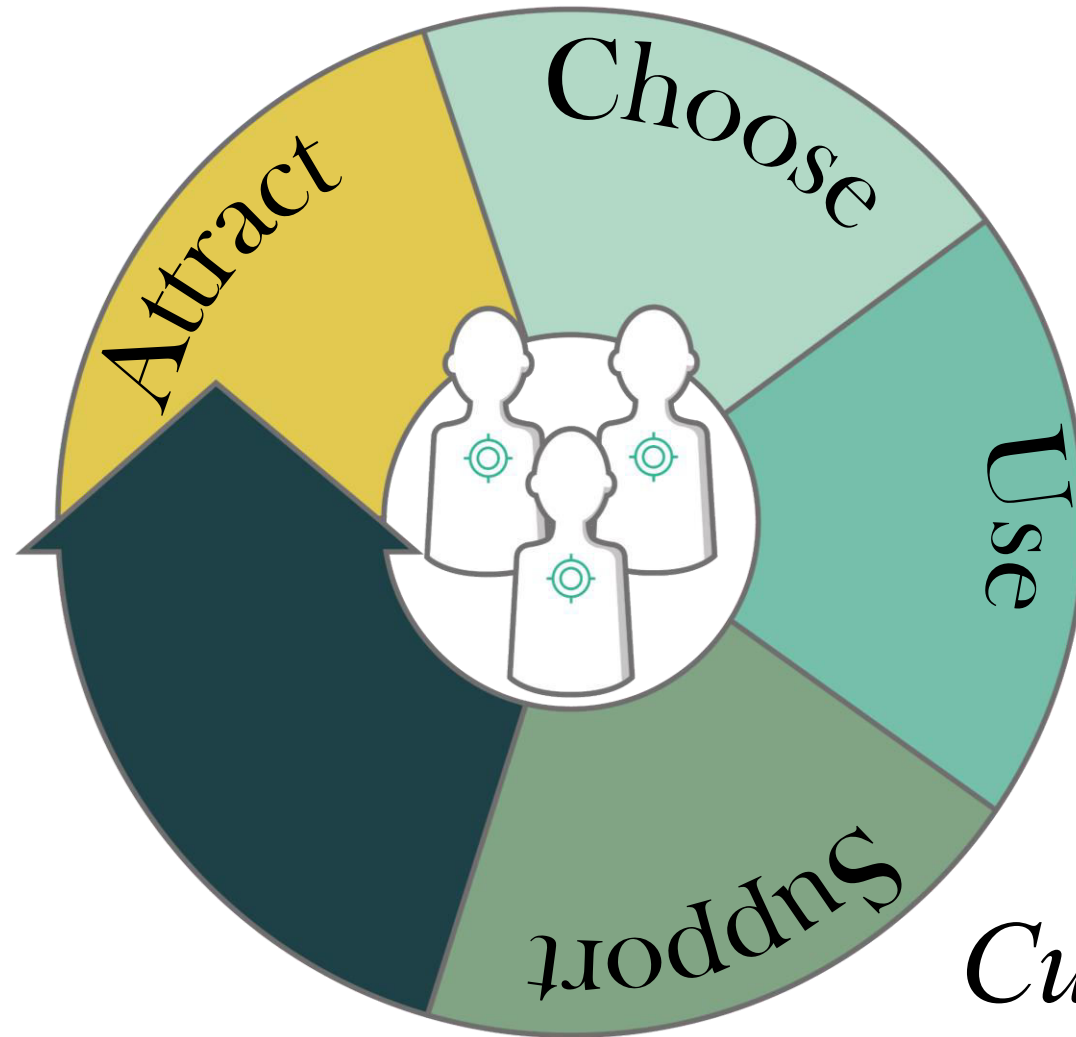


*Customer
journey: Use*









*Customer
journey: Support*

Support - Helpdesk



Unhappy customers

A happy customer will tell 8-10 people.

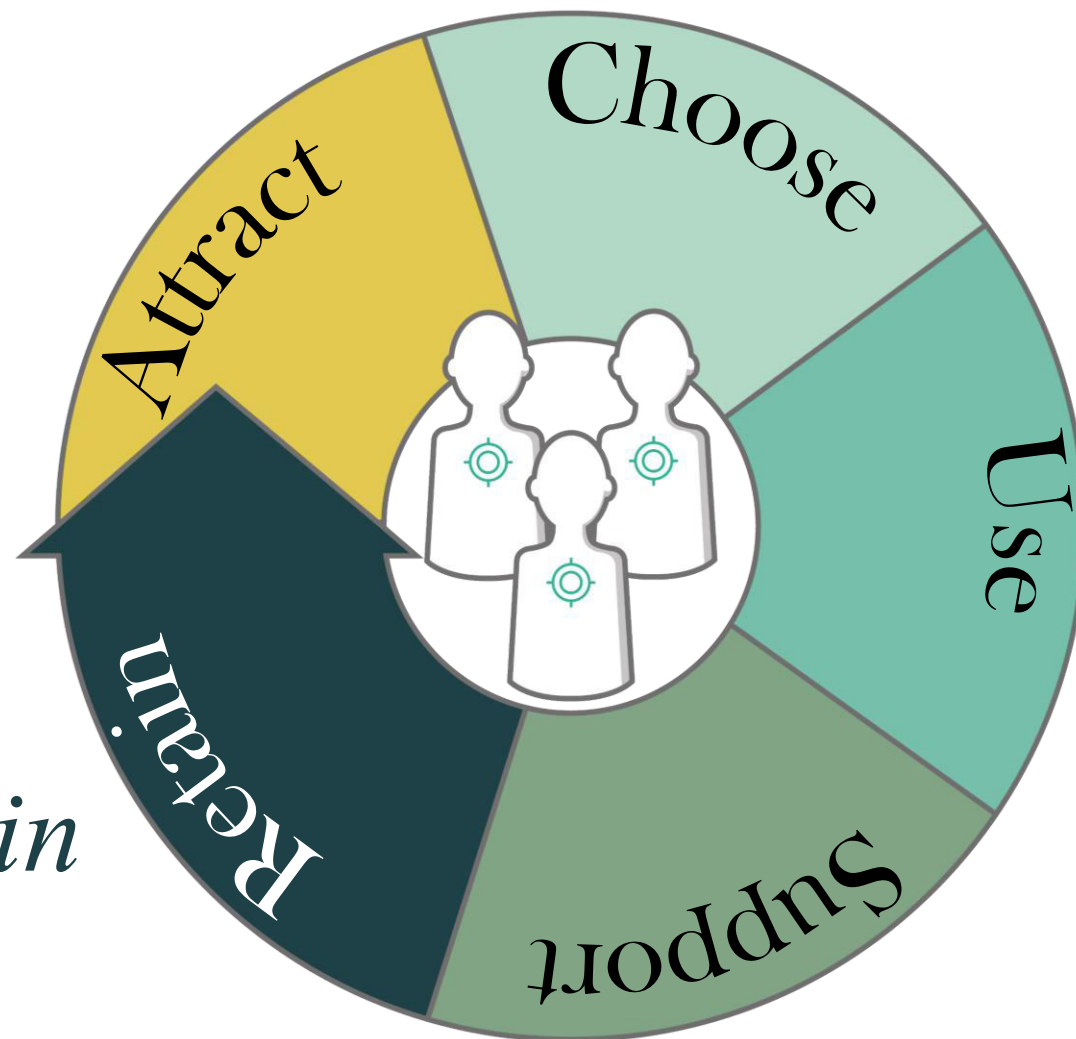
An unhappy customer will tell 10 – 20 people.

A customer who is very unhappy will tell as many as 40 people about their terrible experience.

Most new car customers are worth £130,000 in gross profit over their car-buying lifetime (in repeat purchases, servicing and referrals.)

It would be foolish for us not to do our utmost to make them as happy as possible.

Len Wong, Operations Manager, Toyota



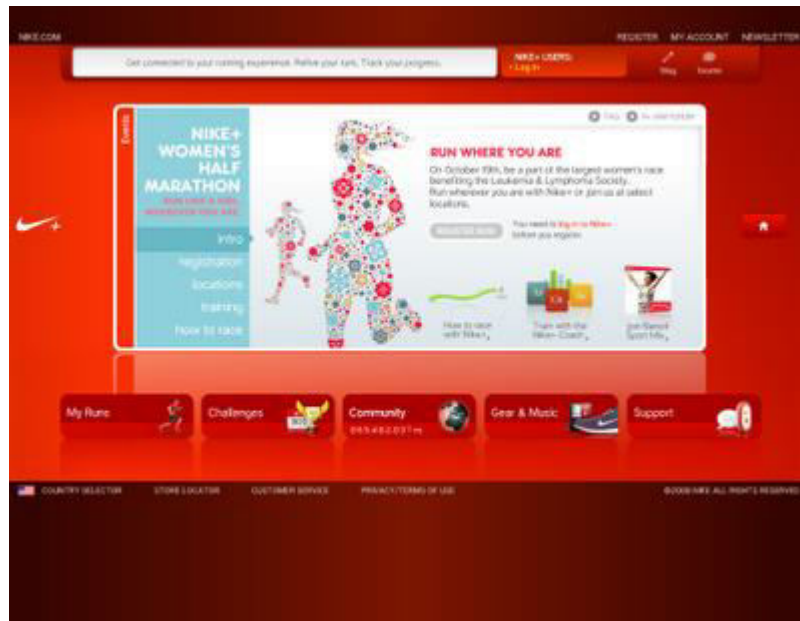
*Customer
journey: Retain*

Retain | Retention : Ambassadors

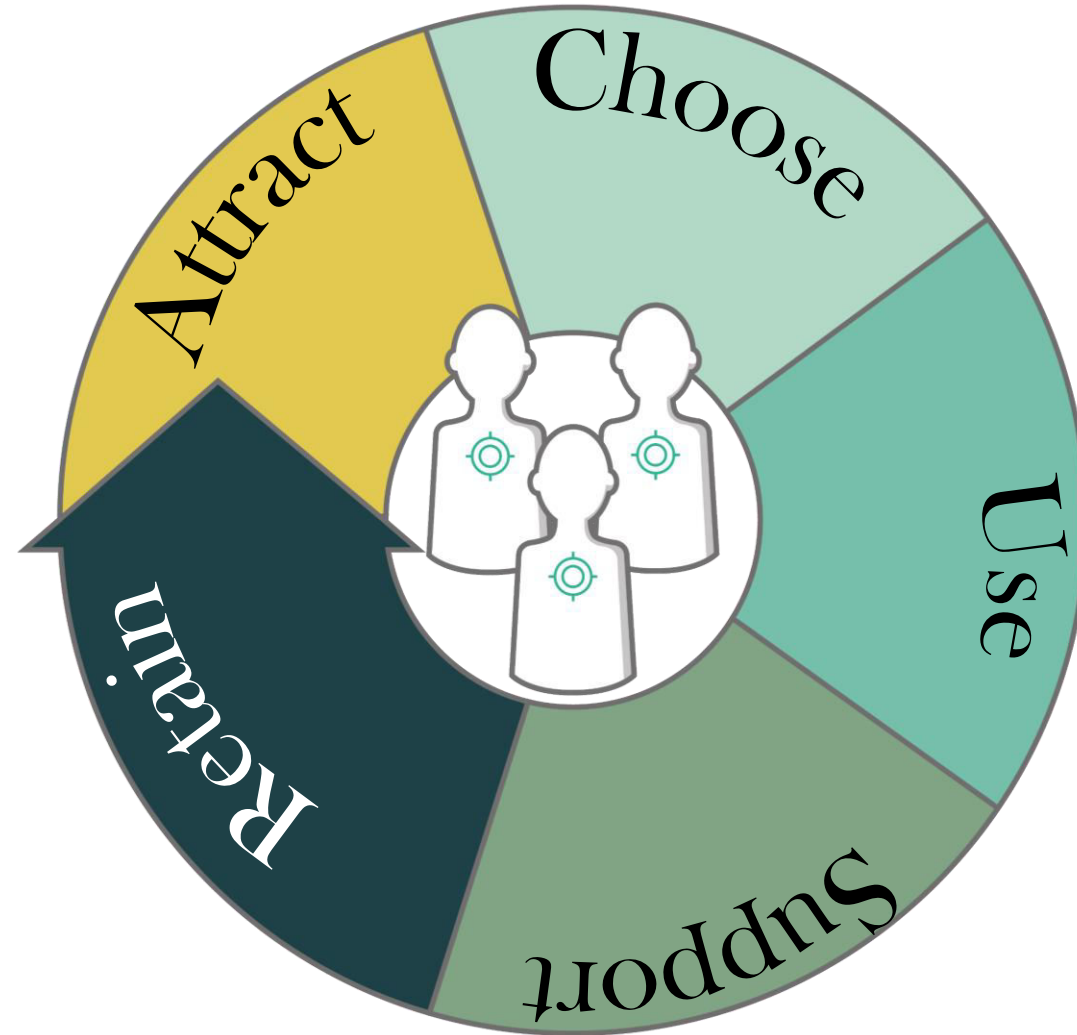


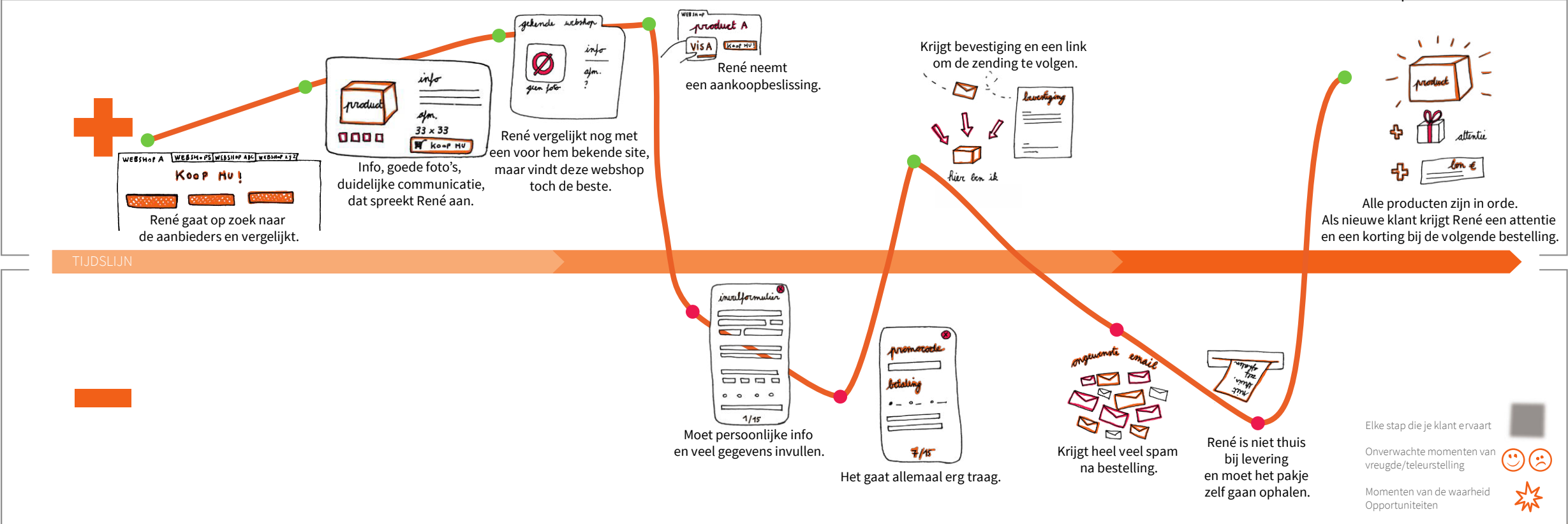
Storytelling

Community



The customer journey





Elke stap die je klant ervaart

Onverwachte momenten van vreugde/teleurstelling ☺ ☹

Momenten van de waarheid Opportuniteiten ✨

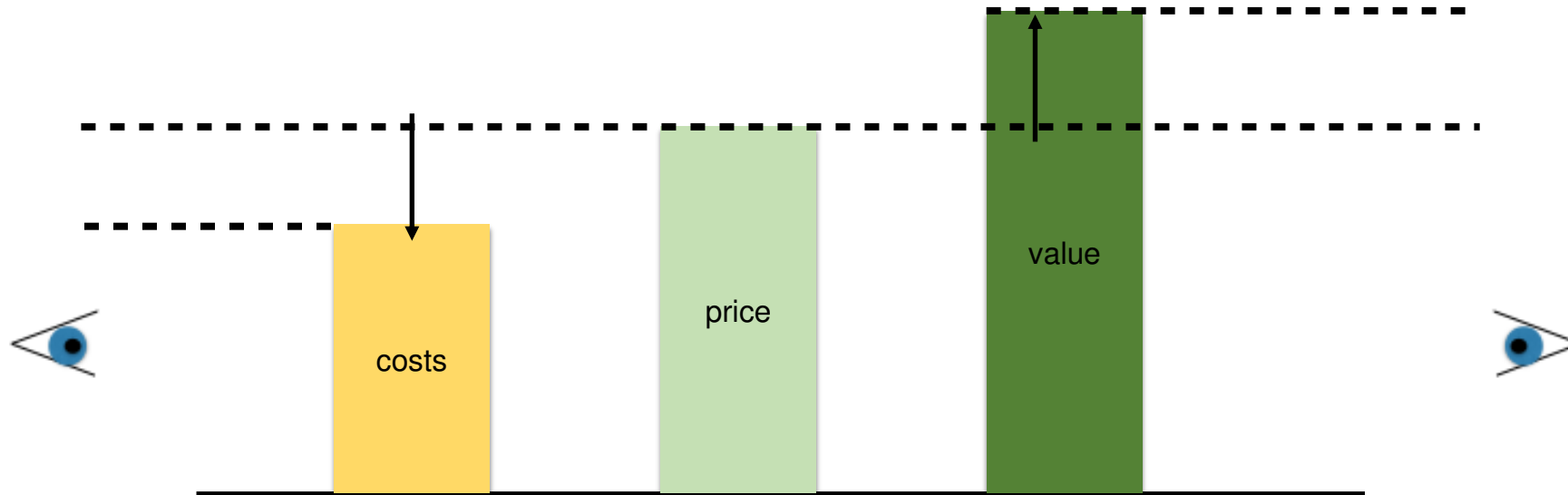
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COMPANIES WHO STRIVE FOR SUCCESS COMPETE BY SHIFTING MEANING



Competence blindness



Company experts tend to focus on features of products that are interesting for them, but not always for customers. By doing so, they can miss the next big thing that will disrupt their business.

Commoditized customers



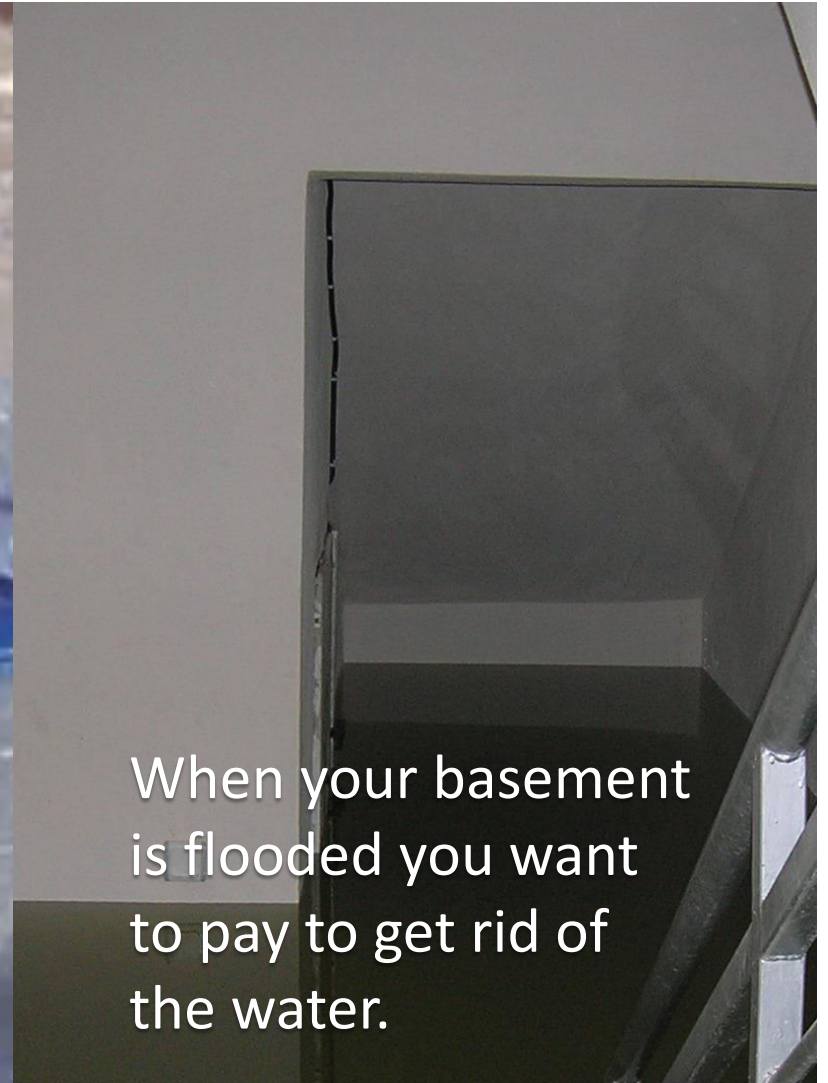
Going from commoditized customers, only focussed on price towards engaged customers choosing a product or service based on the value it brings for them.

Context

Water is worth a lot if you're stuck in the desert for some days.



In the supermarket where water is abundant, you're choice is deliberate.



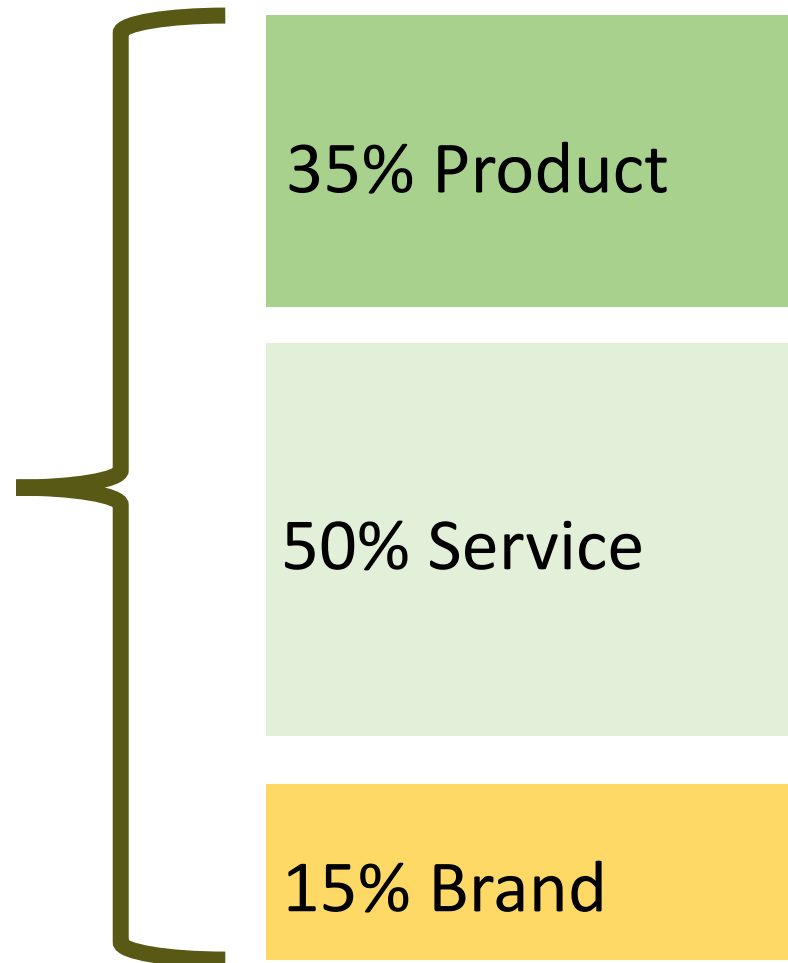
When your basement is flooded you want to pay to get rid of the water.

“Beauty is in the eye of the beholder”

Shakespeare

‘ **Value**
creativity is in the eye of the beholder”

Perceived Value Pricing: Based on the emotional value associated with the product, service, and/or brand



Companies fail because they do the wrong things or they are not ambitious, not because of litigation or competition

Larry Page

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მადლობა!

maka.de.lameillieure@ams.ac.be



@makaDLM

 antwerp
management school

**Opening minds.
Touching Souls.
Energizing Business.**