

# INF3290 Innovasjon & nyskaping - moter, myter og metoder

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Logo, Ole Johan Dahls Hus

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# 'Buzzword bingo': Se etter fellesnevnerne og variasjoner i begrepsapparat og verdensbilde

## **Informasjonssystemer**

Complexity

Control

Cultivation

Agile development

Bootstrapping

Installed base

Improvisation

Bricolage

...

## **Entreprenøriell innovasjon**

Combinatorial

Risk and uncertainty

Lean Startup

Minimal Viable Product

Pivot

Business Model Design

Experimentation

Effectuation

...

entrepreneur

/ˌɒntreɪprəˈnɜː; **French** ɑ̃trəprənœr/

**Entrepreneurship  
is a combinatorial  
process.**

—— Joseph Schumpeter

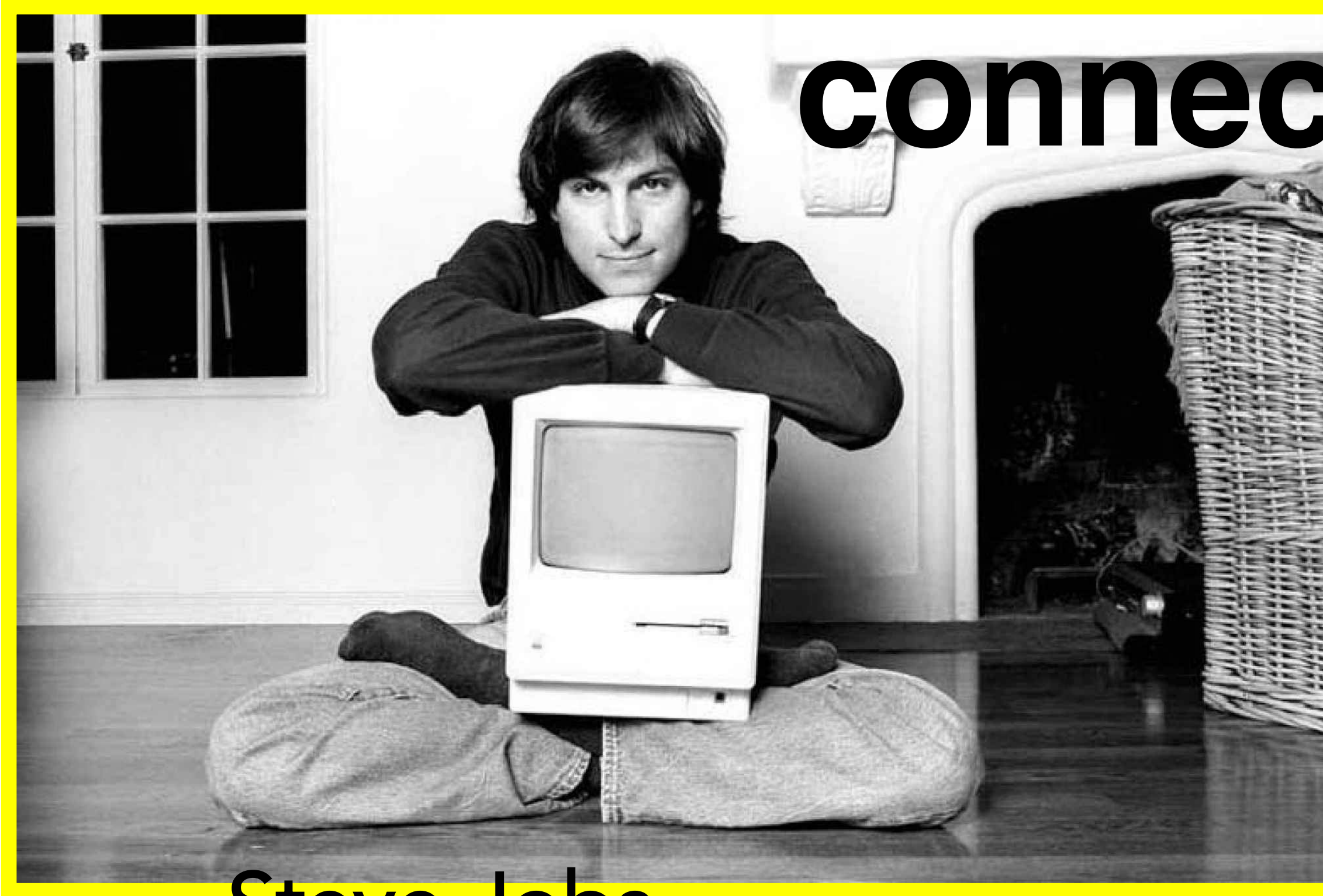


**Combinatory play  
seems to be the  
essential feature  
in productive  
thought.**



— Einstein

**Creativity is just  
connecting things.**



— Steve Jobs



“  
**Entrepreneurship  
is throwing  
yourself off a cliff  
and building a  
plane on the way  
down.**

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Reid Hoffman  
LinkedIn, m.m.





**~ 9 / 10 NYE  
PRODUKTER  
MISLYKKES**



# Prematur skalering

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70 % skalerer  
(investerer) før  
de er klare



“

Entrepreneurship is the process of bearing the risk of buying at certain prices and selling at uncertain prices.



Richard Cantillon, 1800-tallet



KJØP TIL EN KJENT PRIS,  
SELG TIL EN UKJENT PRIS,  
DERAV RISIKO.

A black and white photograph of a street scene. In the background, a two-story building has a balcony with a decorative railing. Below the balcony, there are two signs: one for 'SAWTELLS' and a larger one for 'PAULS ICE CREAM'. In the foreground, a group of five people, including a man in a white shirt and suspenders, a woman in a dark dress, and three other individuals, are standing on the sidewalk. The overall scene is in grayscale, with a semi-transparent dark overlay across the middle where the text is placed.

KJØP TIL EN UKJENT PRIS,  
SELG TIL EN UKJENT PRIS,  
DERAV HØYERE RISIKO.



KJØP TIL EN UKJENT PRIS,  
UKJENT FOREDLINGSKOST,  
SELG TIL EN UKJENT PRIS,  
DERAV ENDA HØYERE RISIKO.



KJØP TIL X PRIS,  
X FOREDLINGSKOST,  
SELG TIL X PRIS.

RISIKO VED  
Å BYGGE  
'FEIL TING'

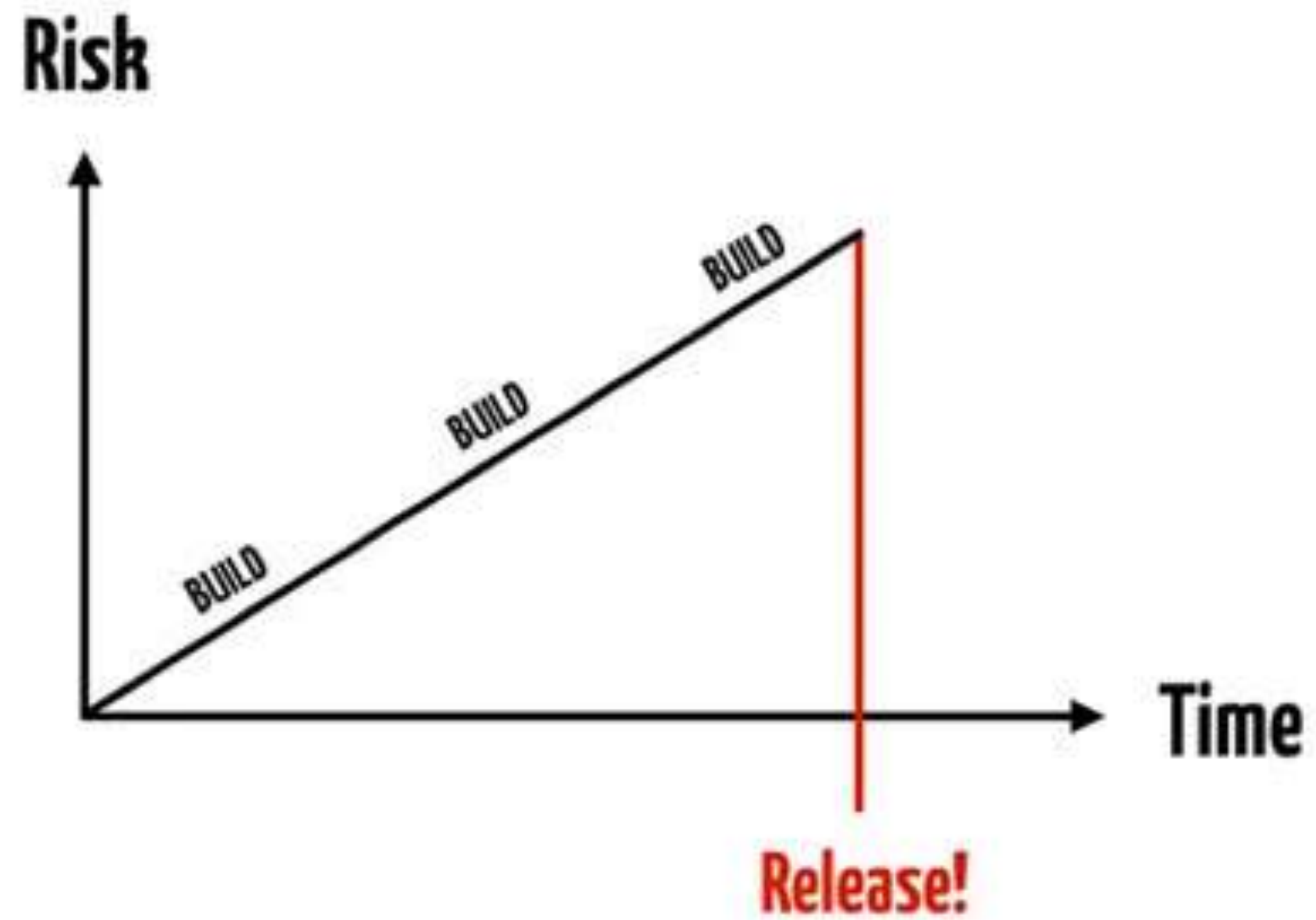


Chart by @lfittl



# STRATEGI FOR REDUSERE RISIKO

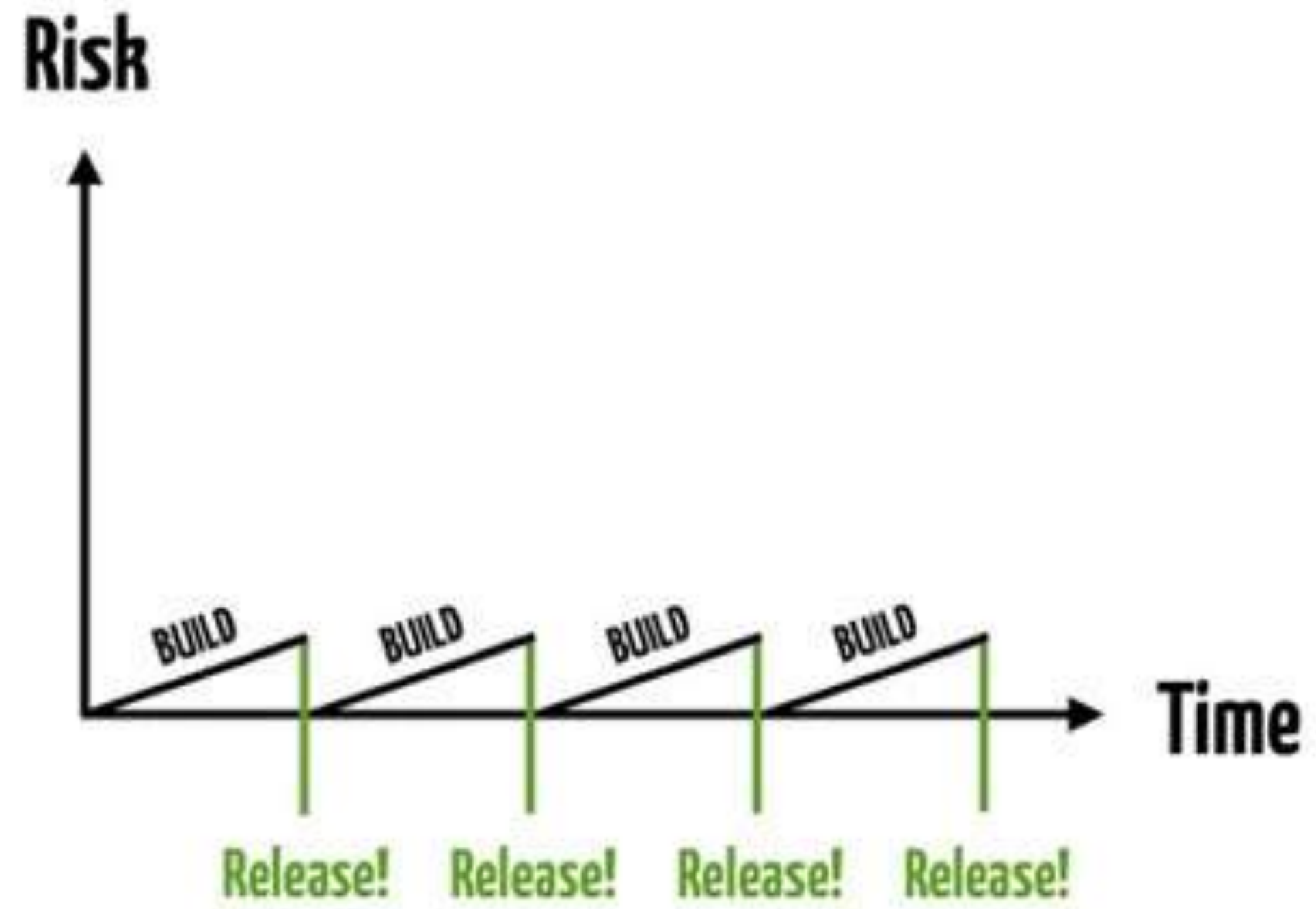
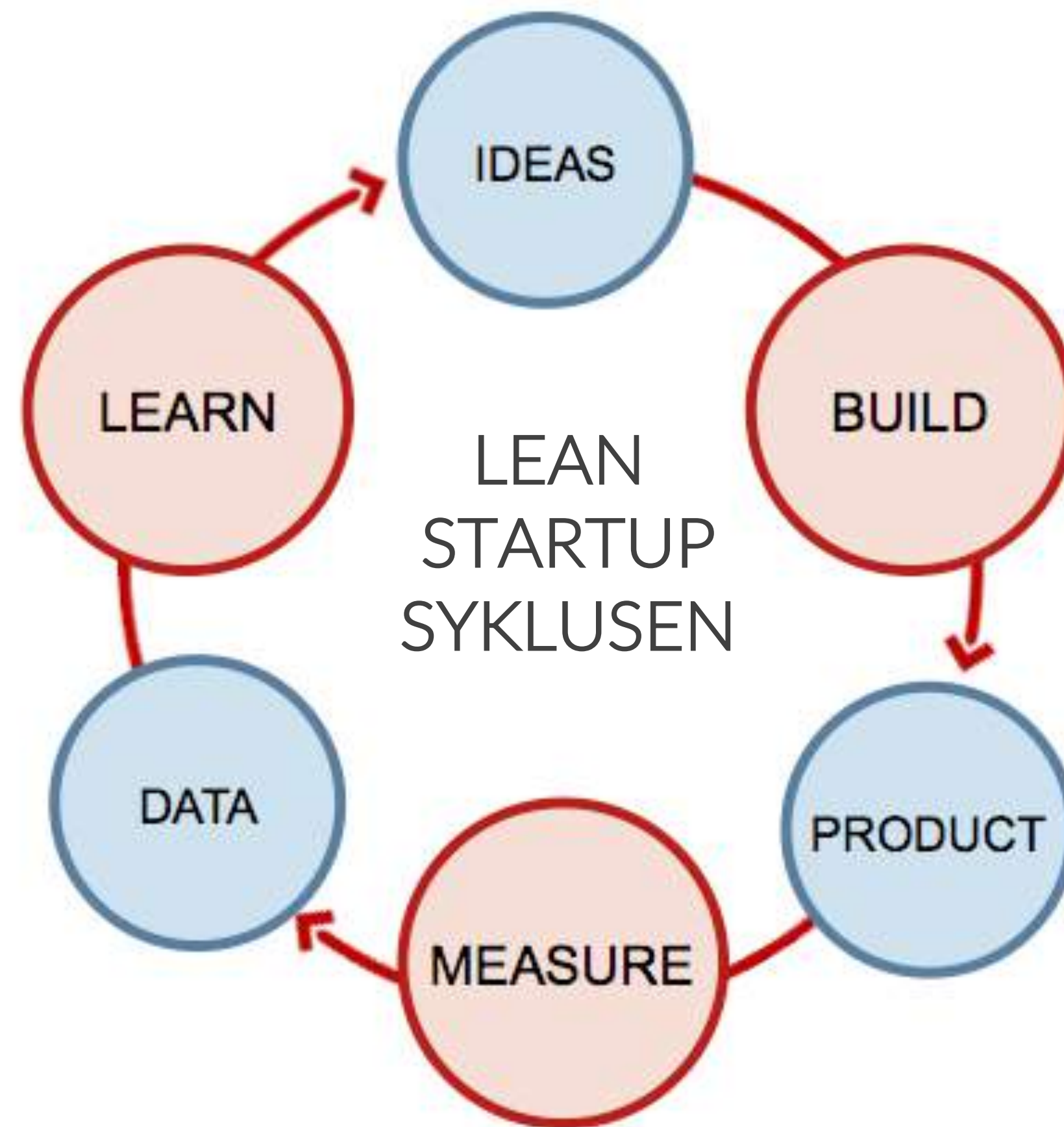


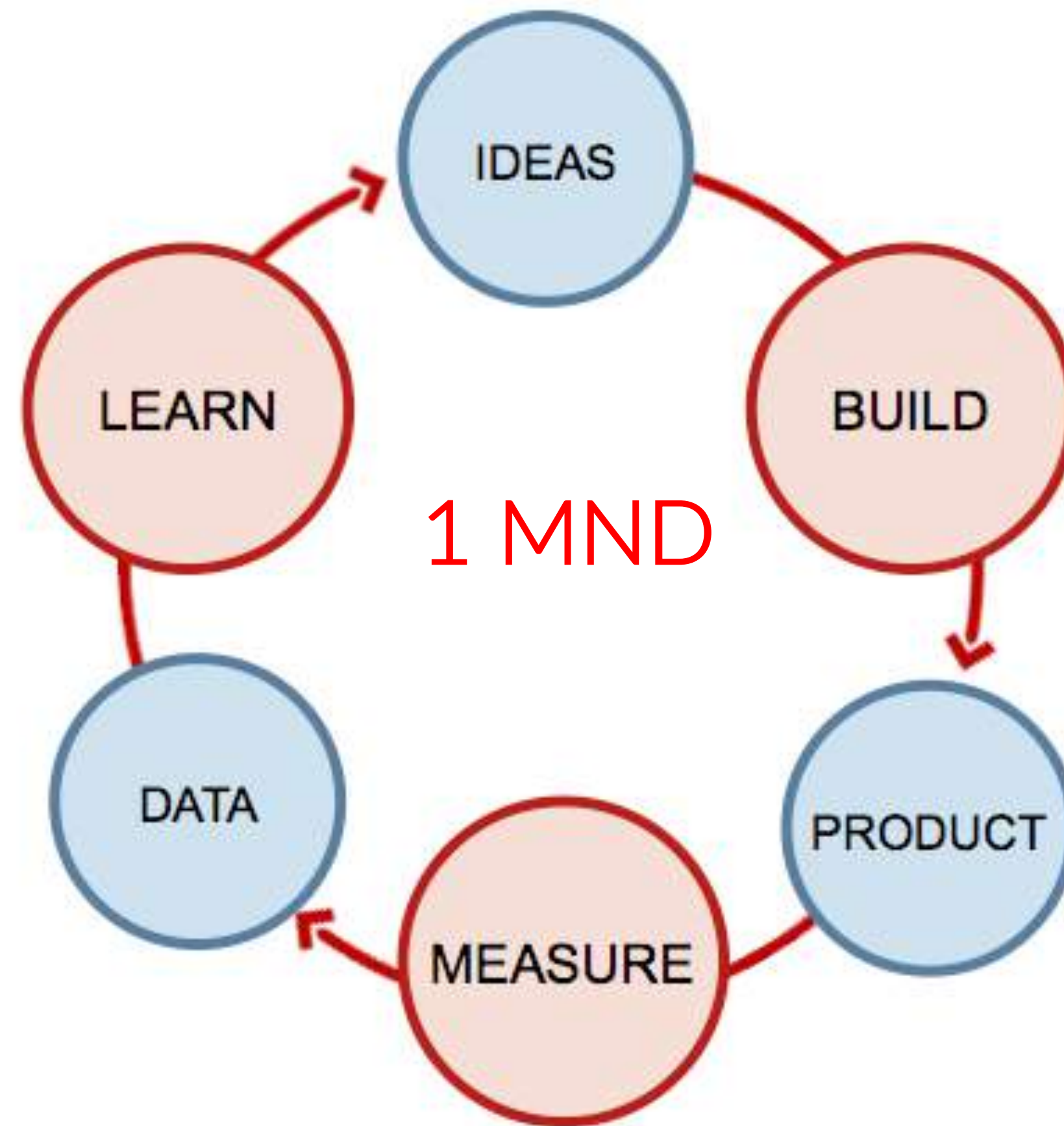
Chart by @lfittl

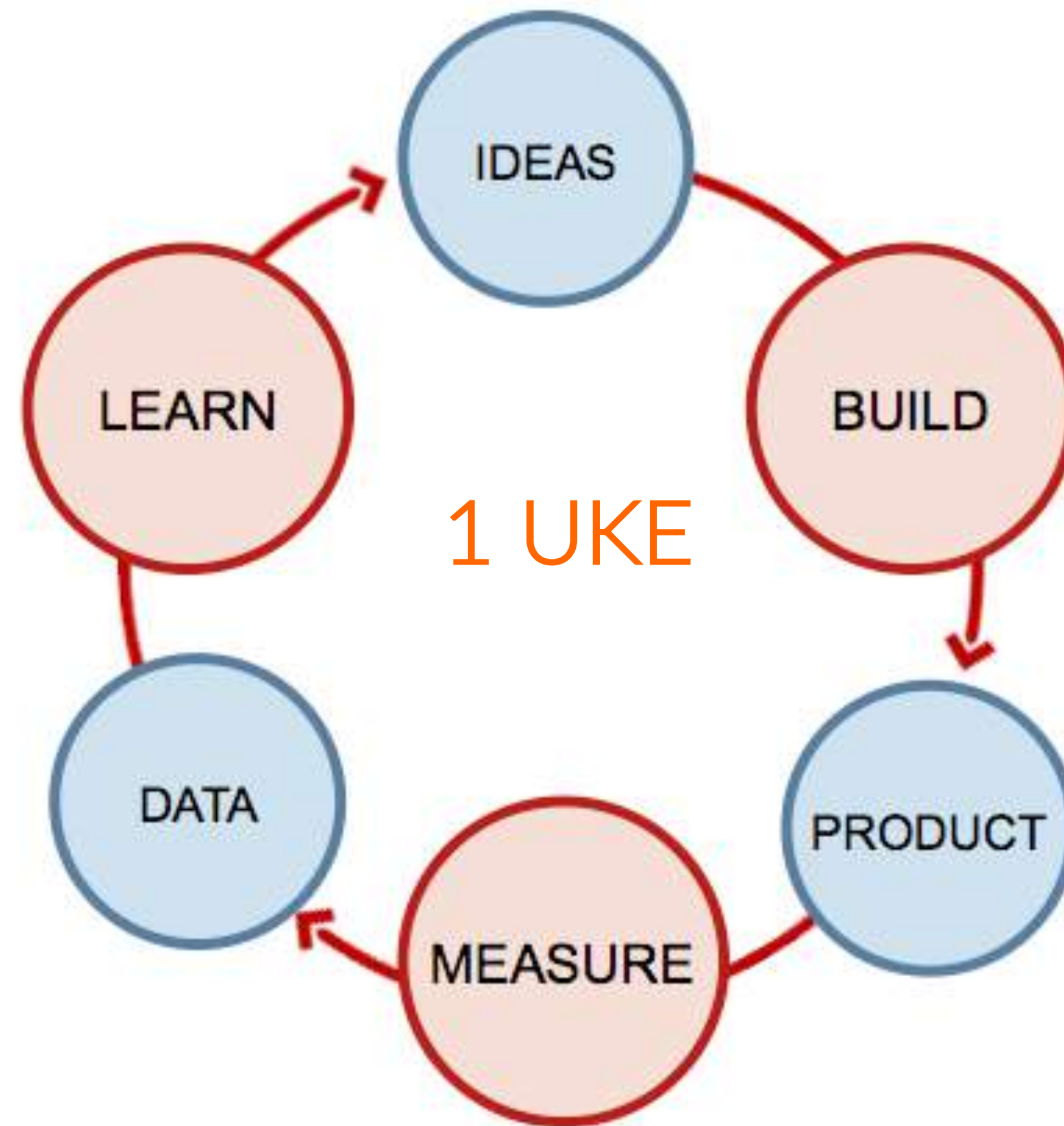
“  
**The only way to win  
is to learn faster  
than anyone else.**

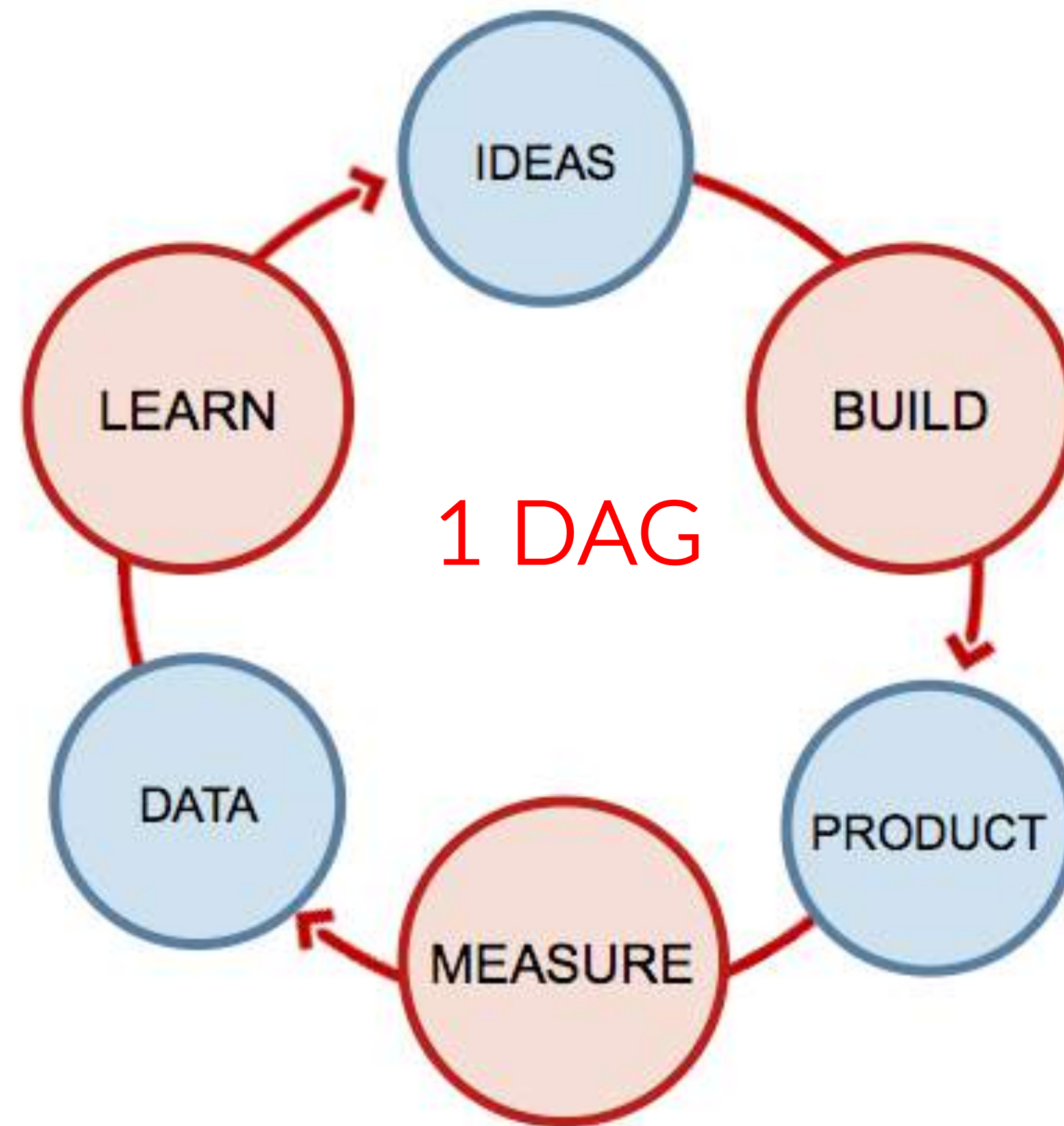
Eric Ries  
The Lean Startup

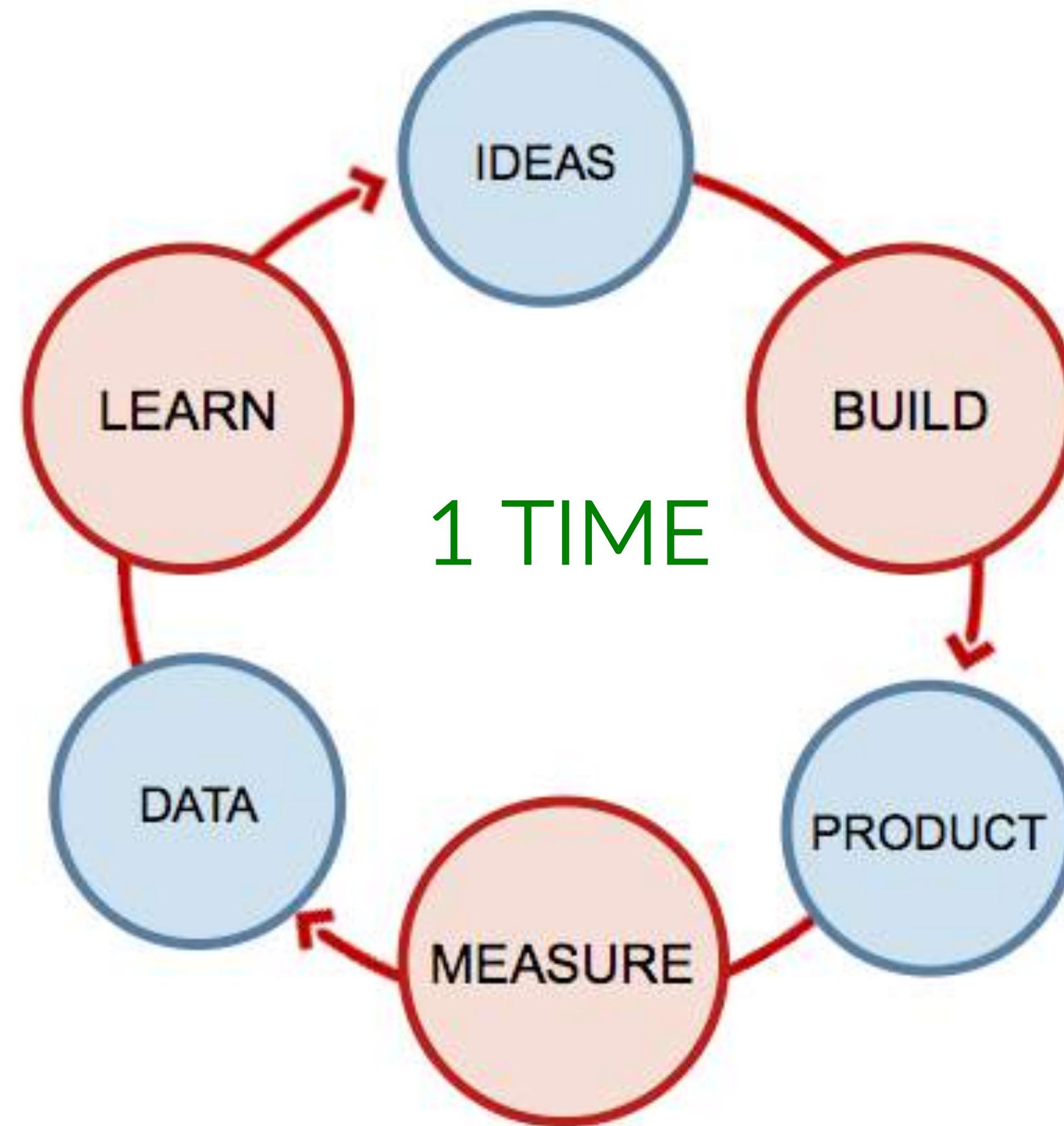


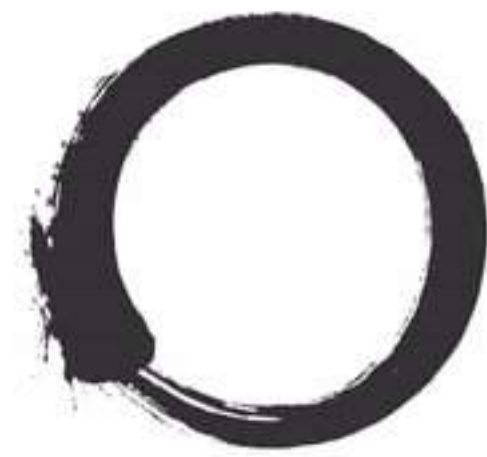








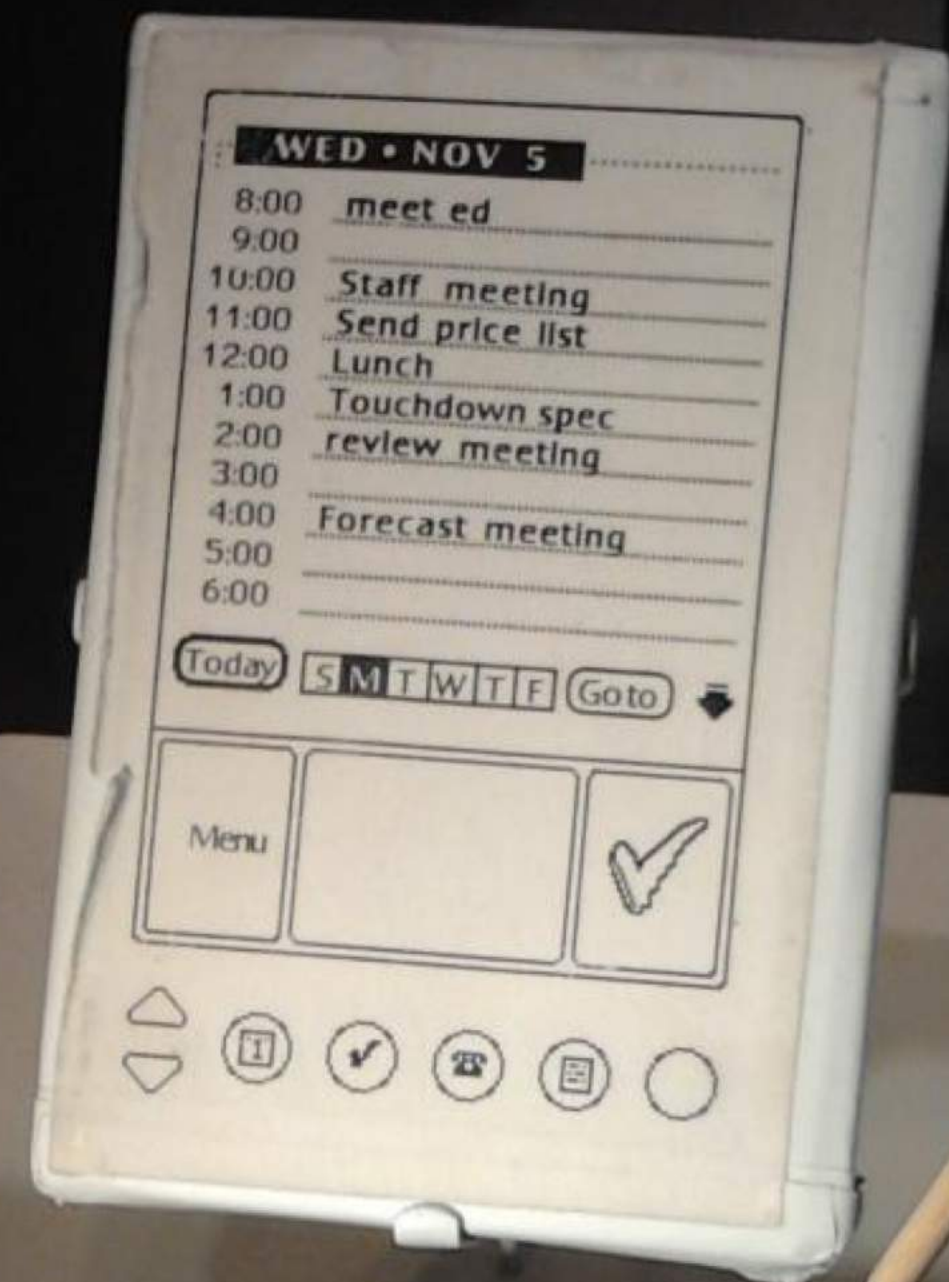




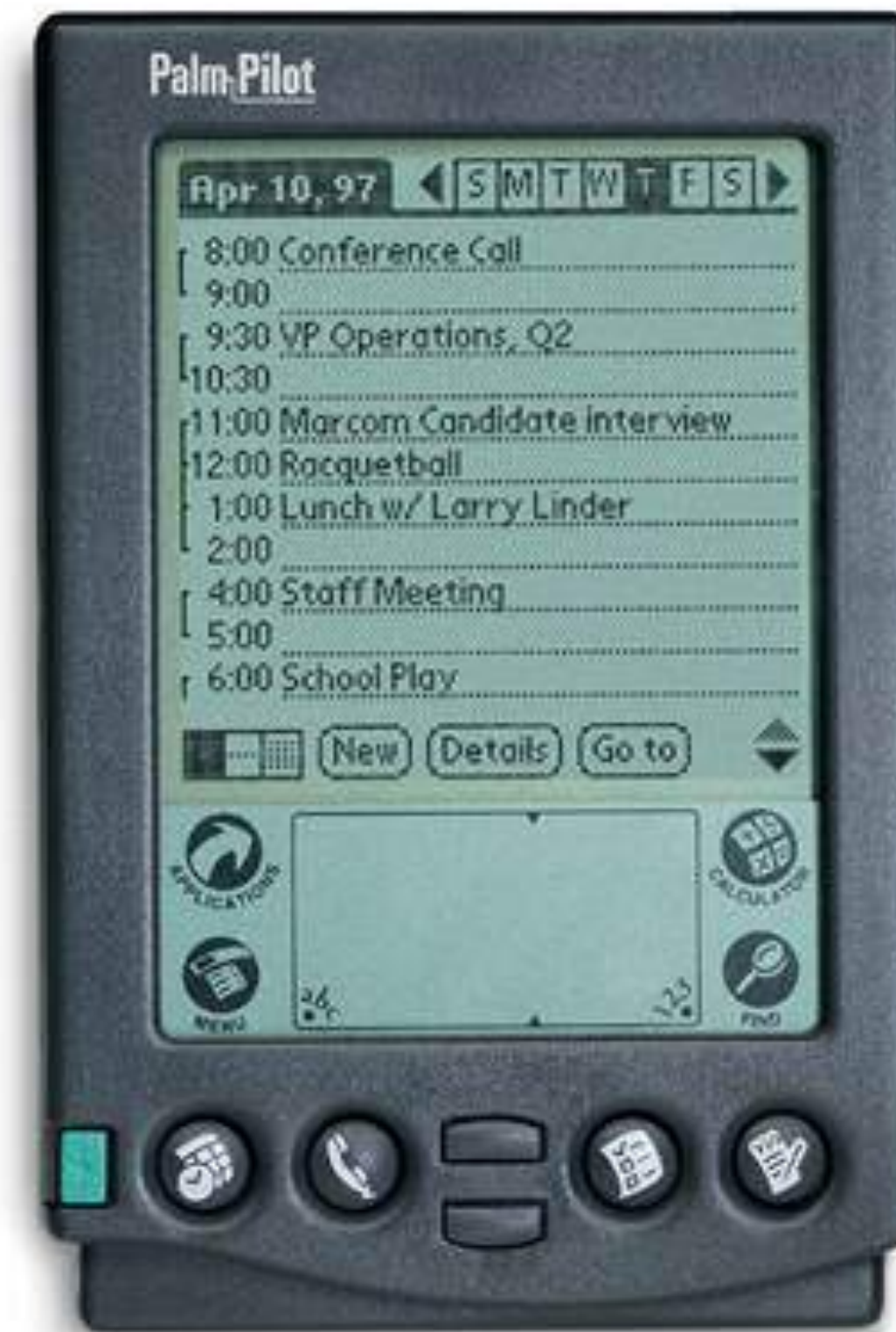
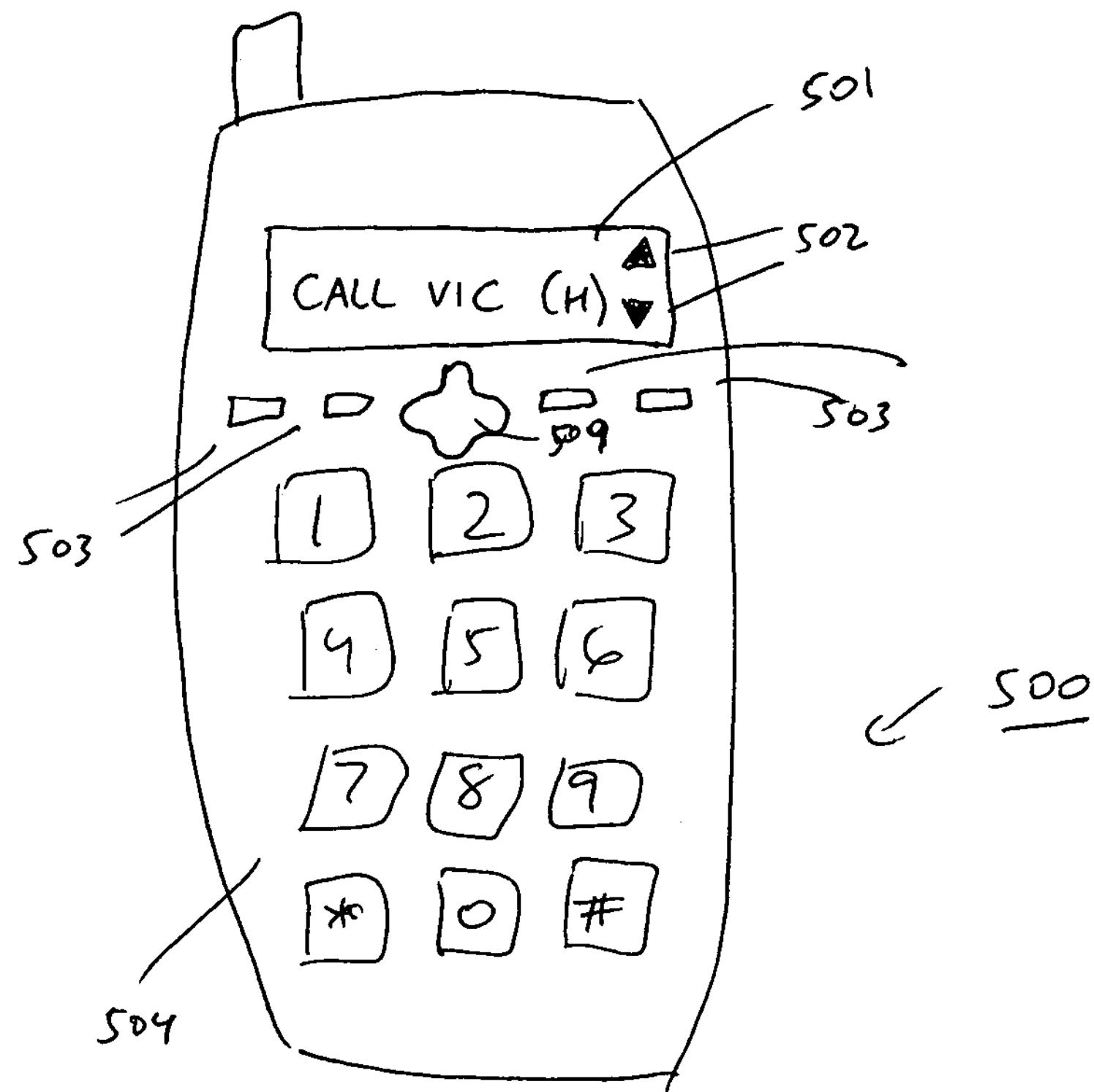
**Hvordan kommer vi oss gjennom  
læringssyklusen?**







**PalmPilot wooden model, Jeff Hawkins, 1995**  
Jeff Hawkins tested the PalmPilot's design with this model, using a chopstick for a stylus. He took pretend notes in meetings, and counted the steps it took to perform common tasks.  
*Gift of Jeff Hawkins, 102619074*



MVP er den versjonen

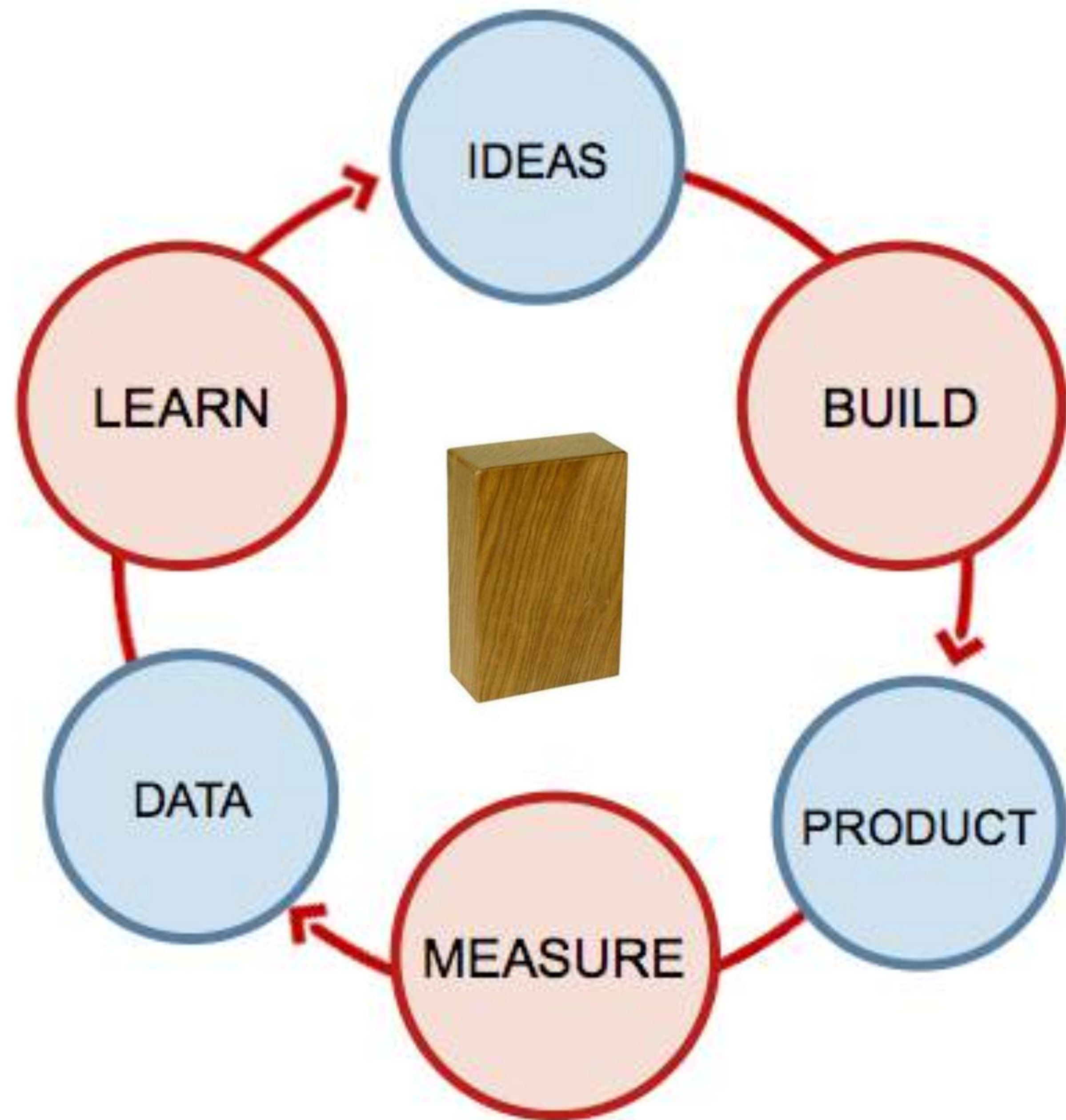
av et nytt produkt som tillater oss

mest mulig læring om kundene

til lavest mulig investering

**MINIMUM VIABLE PRODUCT**

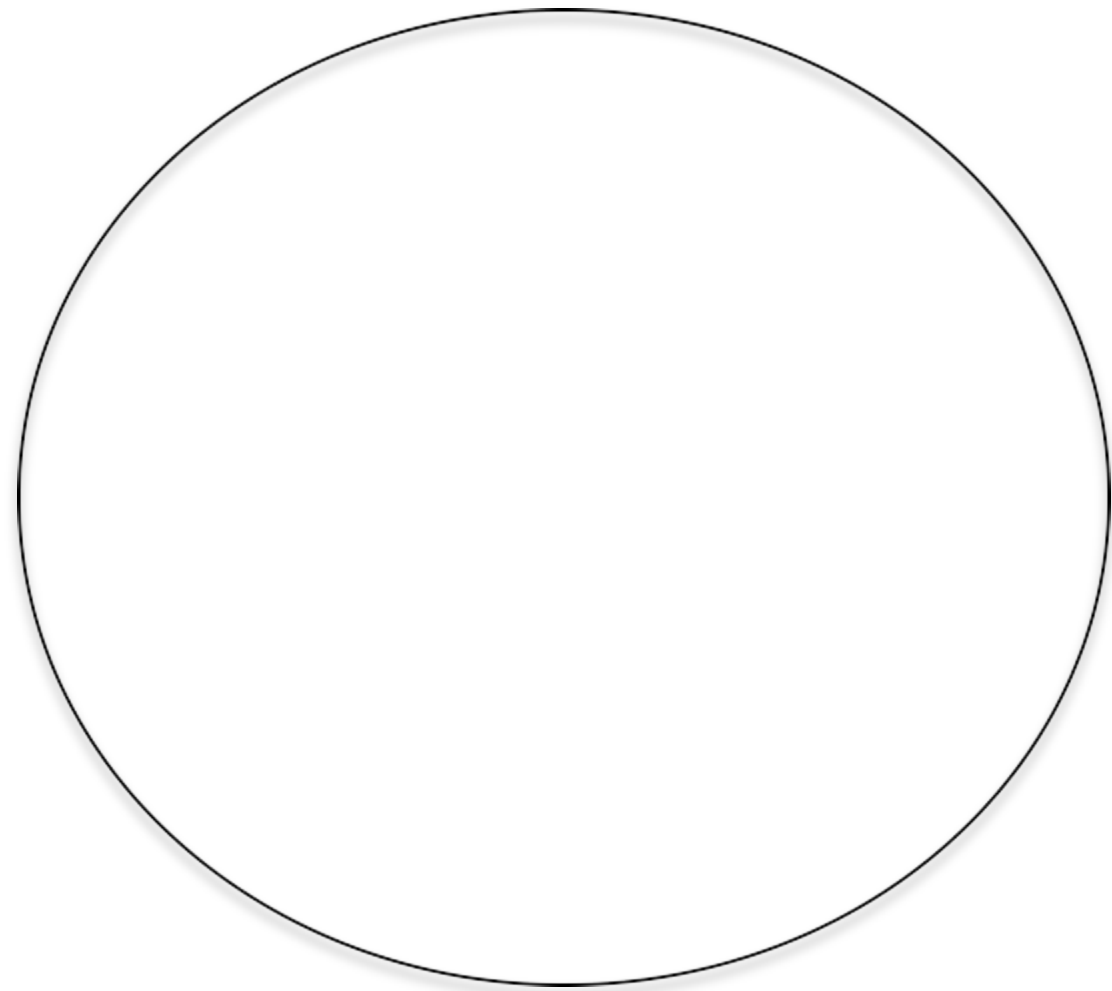




# TEXTUAL

a curved line with every  
point equal distance  
from the center

VISUAL



TEXTUAL

a curved line with every  
point equal distance  
from the center

VISUAL

TEXTUAL



**60 000X FASTER**

a curved line with every  
point equal distance  
from the center

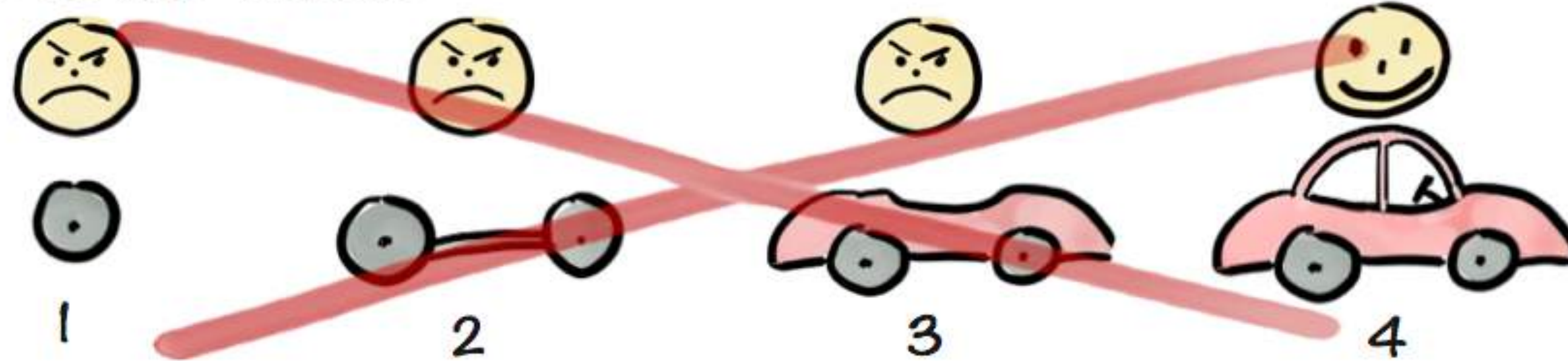




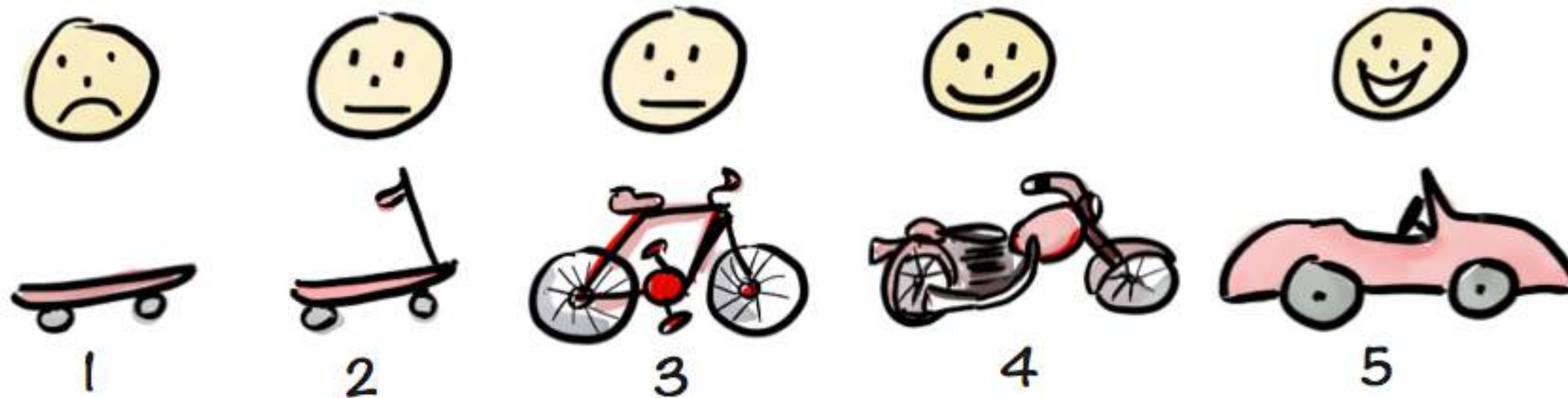
the web's most popular shoe store!®

# Spotify's tilnærming til MVP

Not like this....



Like this!



by Henrik Kniberg

TYPES OF

# Minimum Viable Product



Pre Order MVP

Make people pay \$\$\$ (Best way to validate your assumptions)



Audience Building MVP

Build Customer Base in advance of building your Product.



Concierge MVP

Manually solve the problem for the customer.



Wizard of the Oz MVP

Product that seems fully functional, but is based on manual work.



Single Use Case MVP

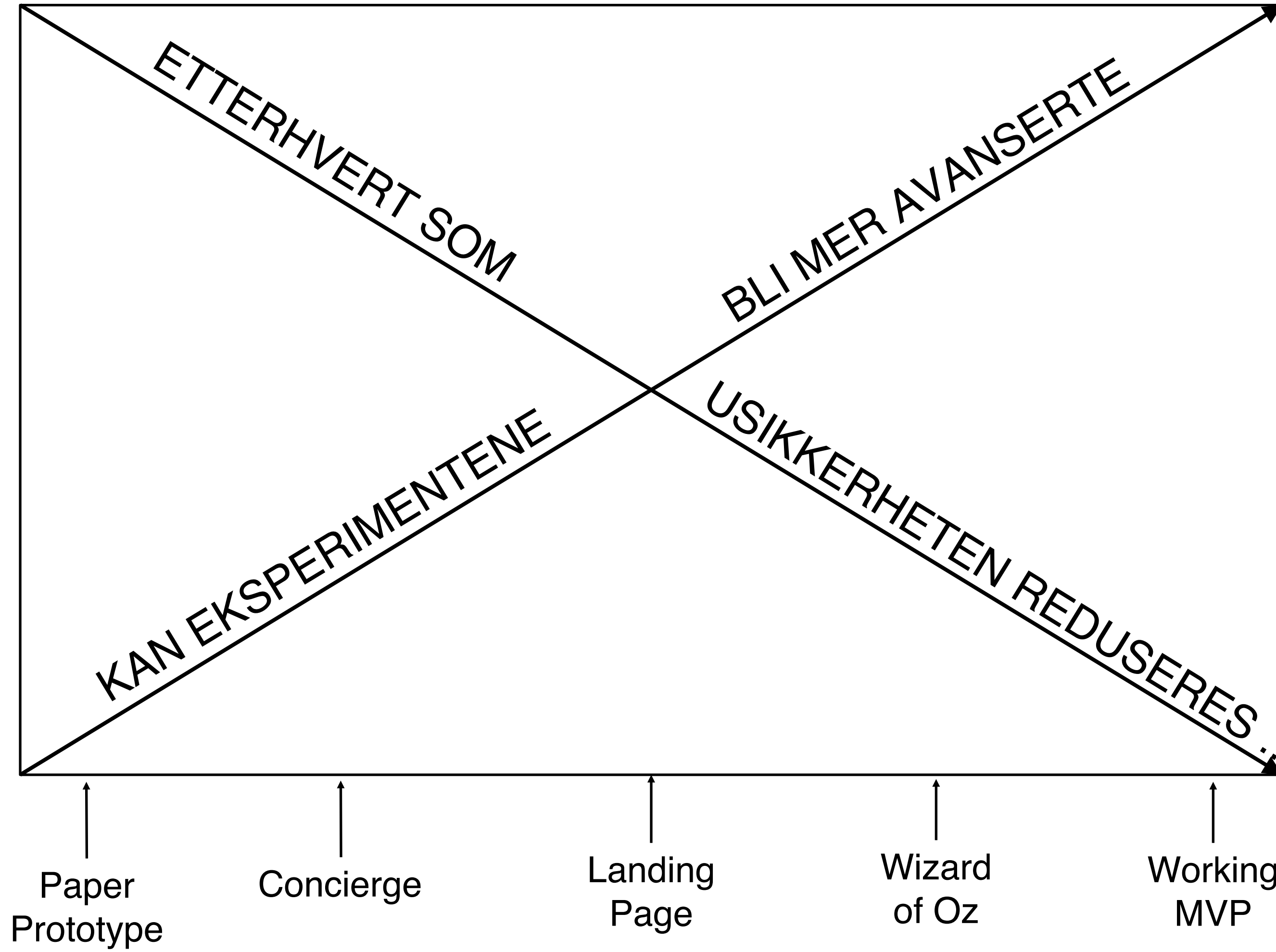
Product solving only one specific part of the problem.



Other People's Product MVP

Product that includes parts of other products.

Based on Cindy Alvarez (@cindyalvarez) classification on Lean Customer Development. By Nicolas Nemni (@nicolasegosum).



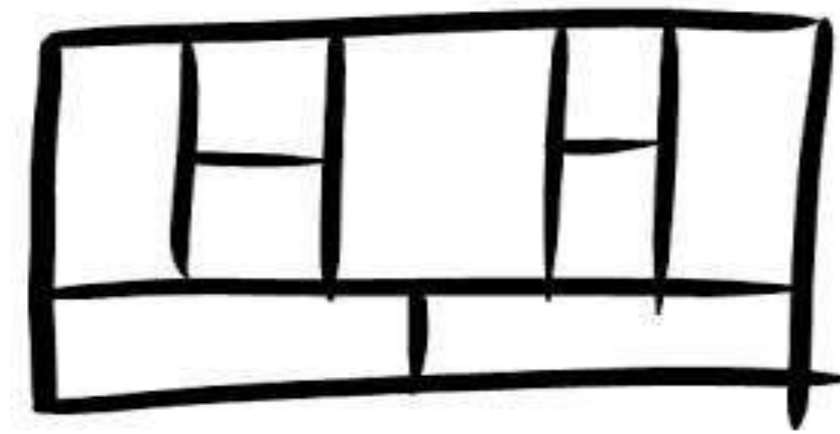
If you are not  
embarrassed by the  
first version of your  
product, you've  
launched too late.

*Startup Quote!*



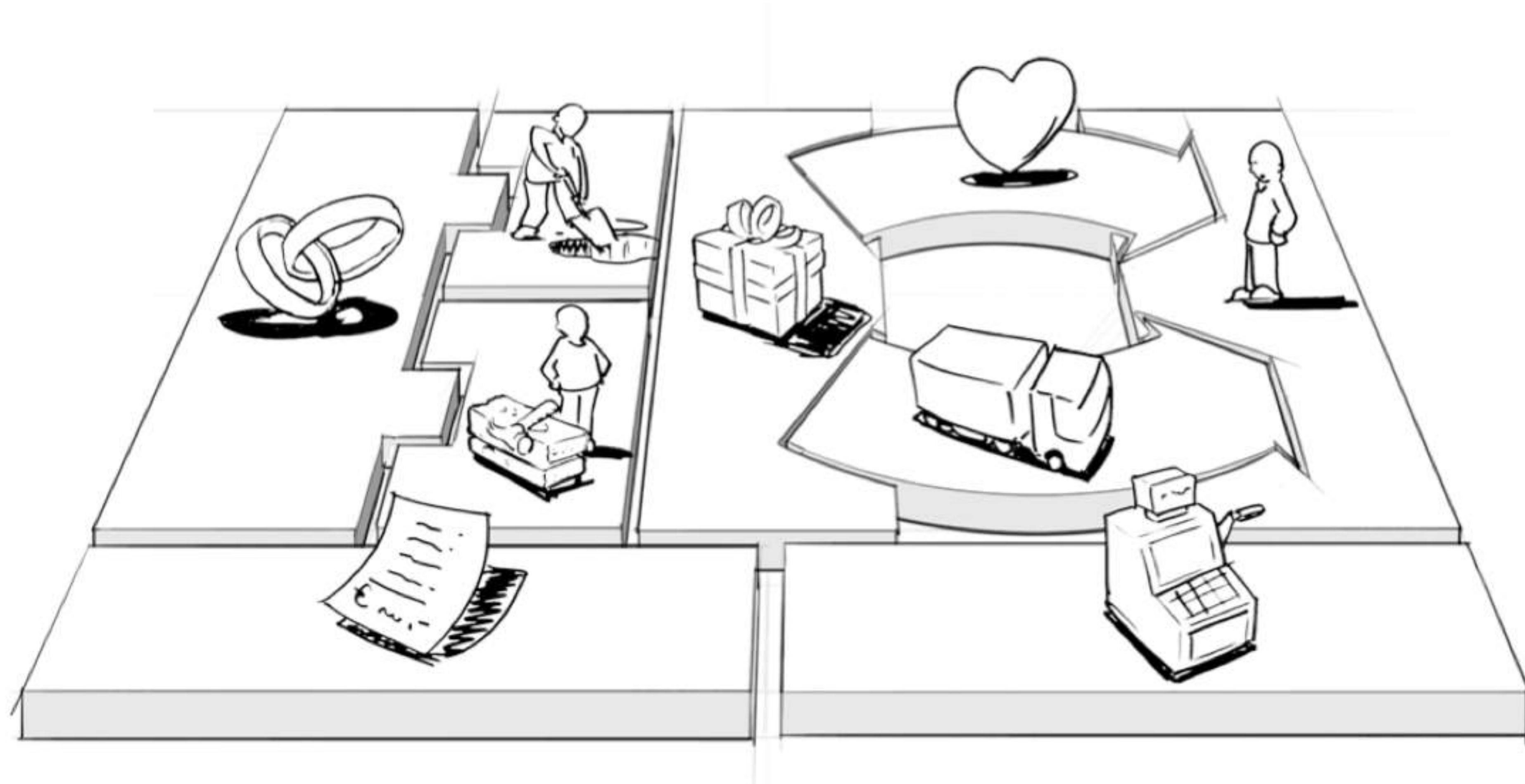
**REID HOFFMAN**

FOUNDER, LINKEDIN

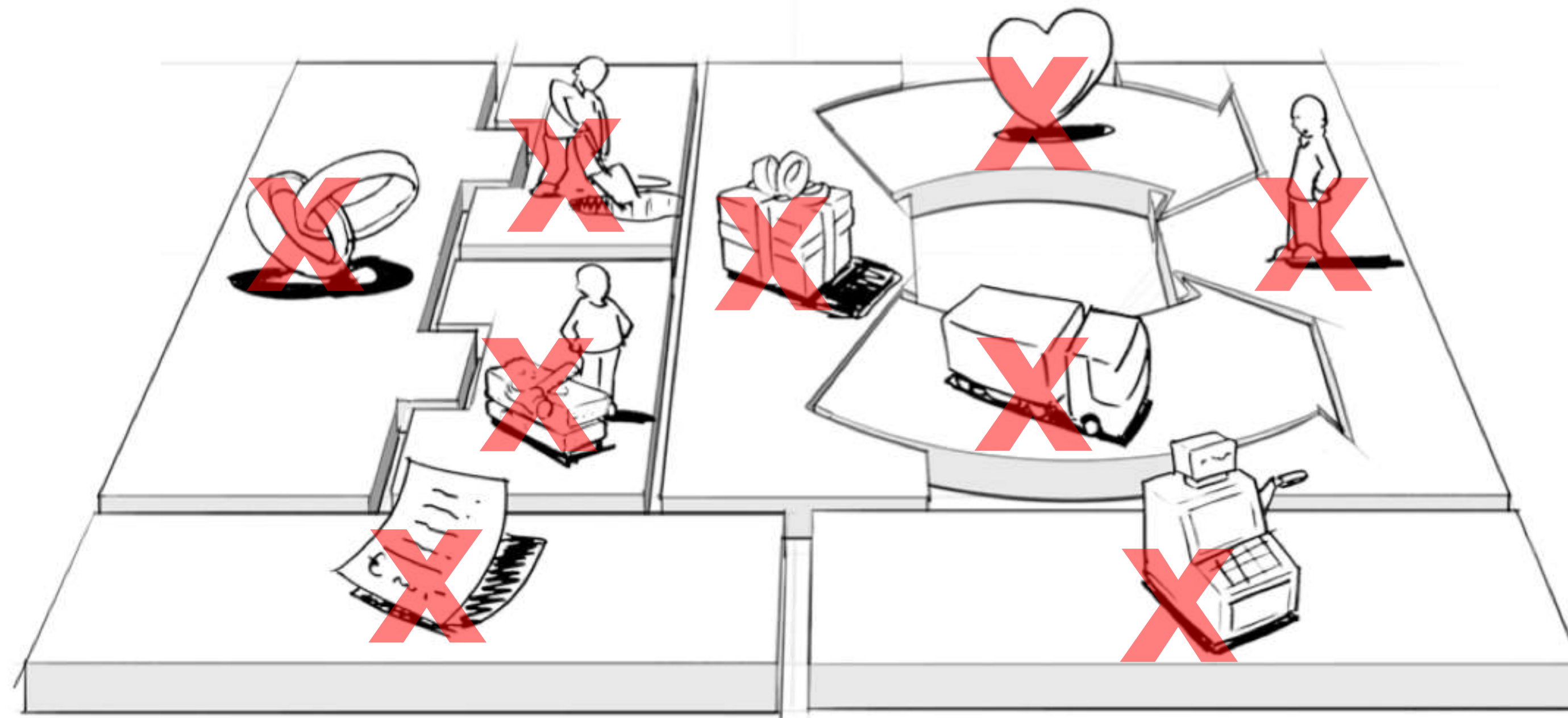


**HVA SKAL VI TESTE?**

# Business Model Canvas – en generisk referansmodell



# Hvordan håndtere 'ukjente' elementer i mer komplekse forretningsmodeller?





“  
**En oppstart er en organisasjon som er etablert for å søke etter en repeterbar og skalerbar forretningsmodell.**

Steve Blank  
/ The Startup Owner's Manual

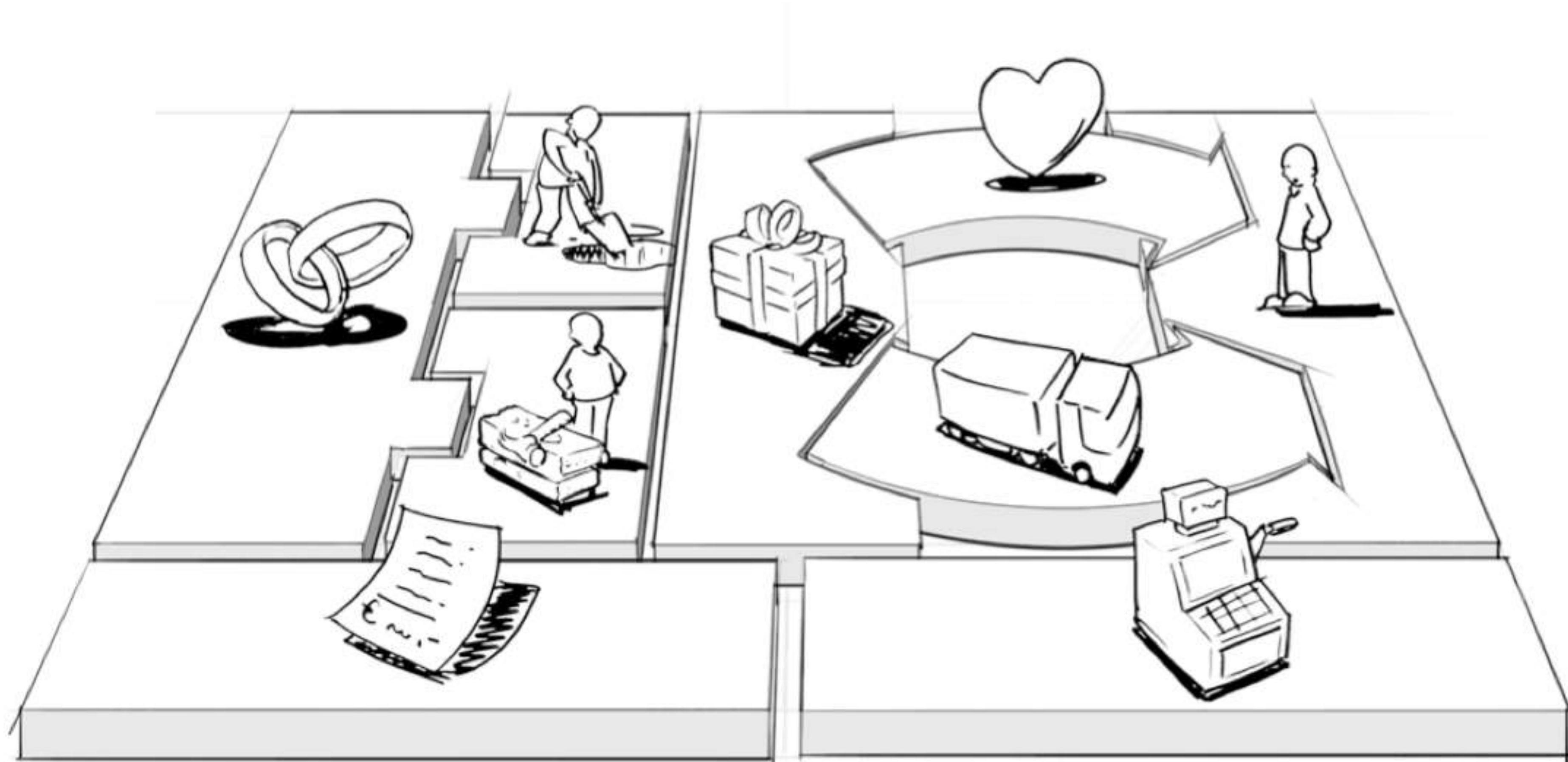


“  
**En forretningsmodell beskriver  
hvordan en organisasjon skaper,  
leverer og fanger verdi.**

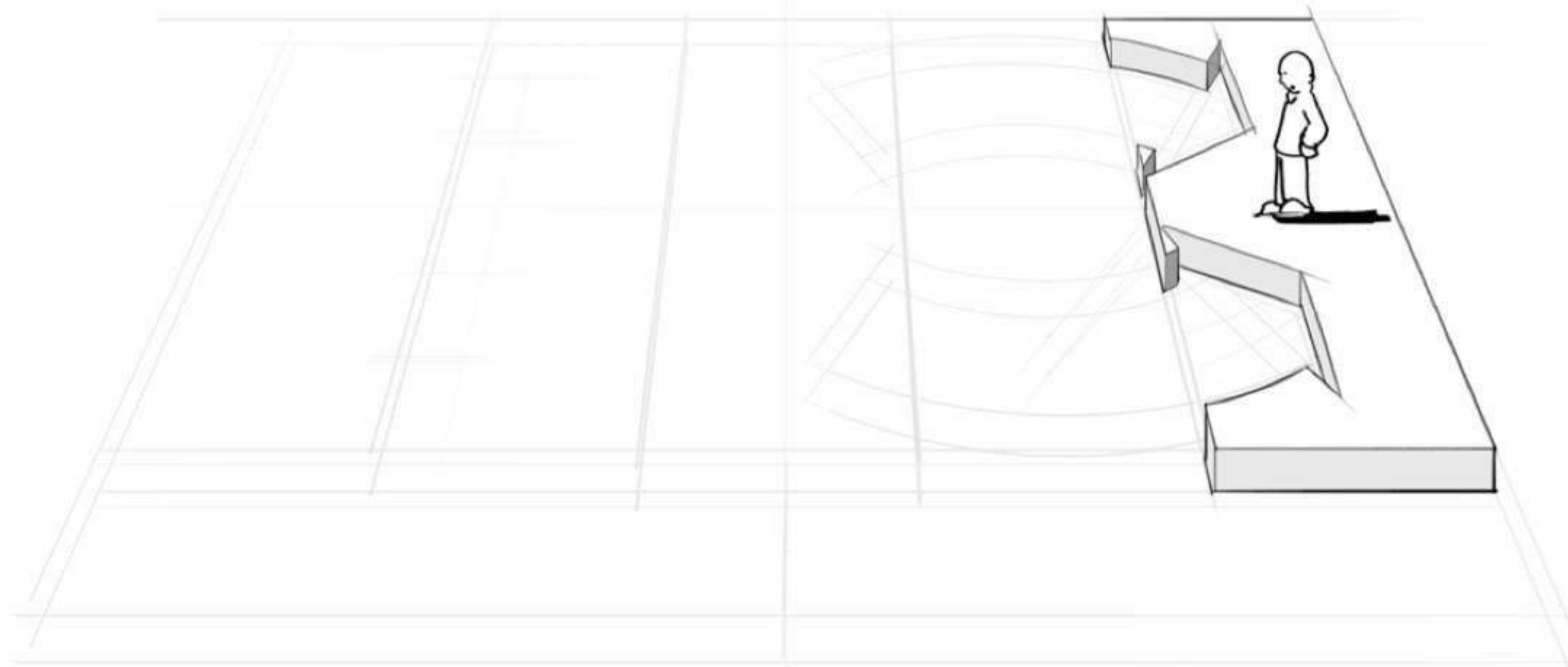
Alexander Osterwalder  
/Business Model Generation



# BUSINESS MODEL CANVAS

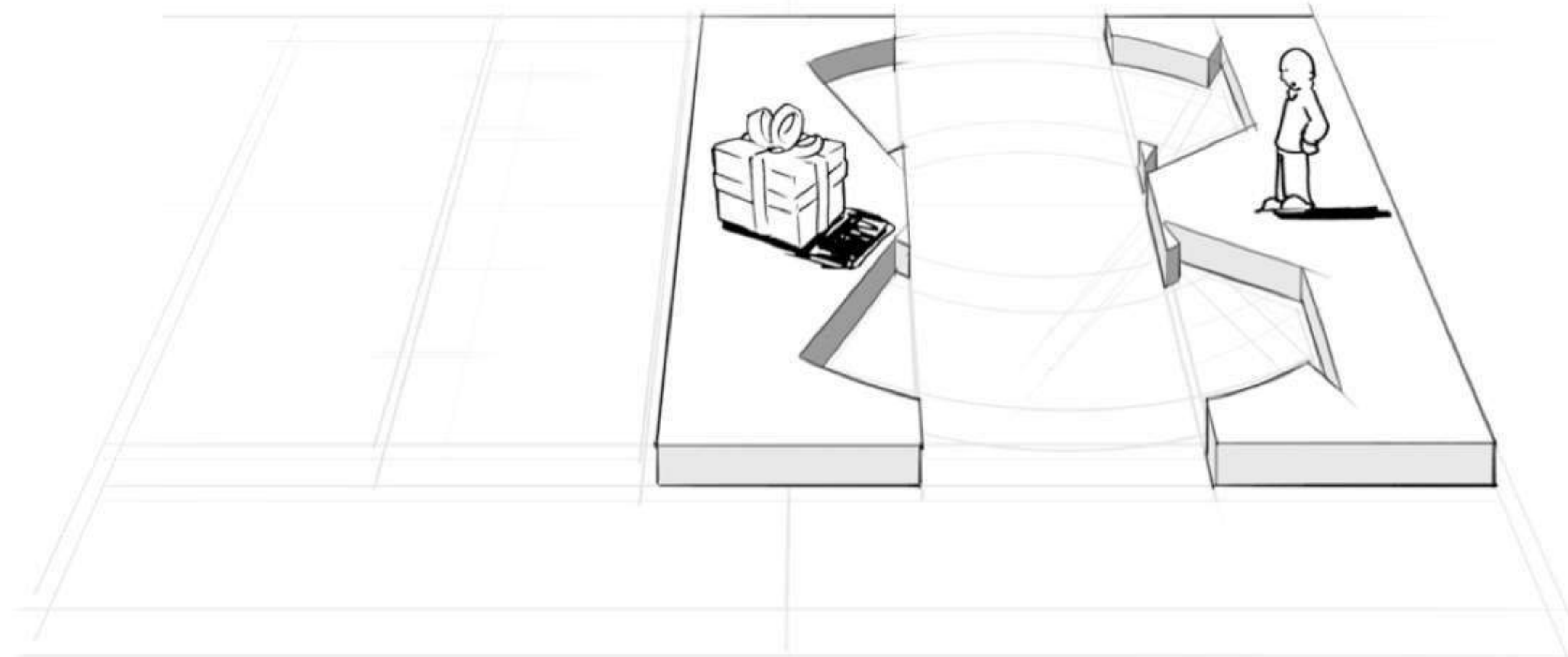


# KUNDESEGMENT



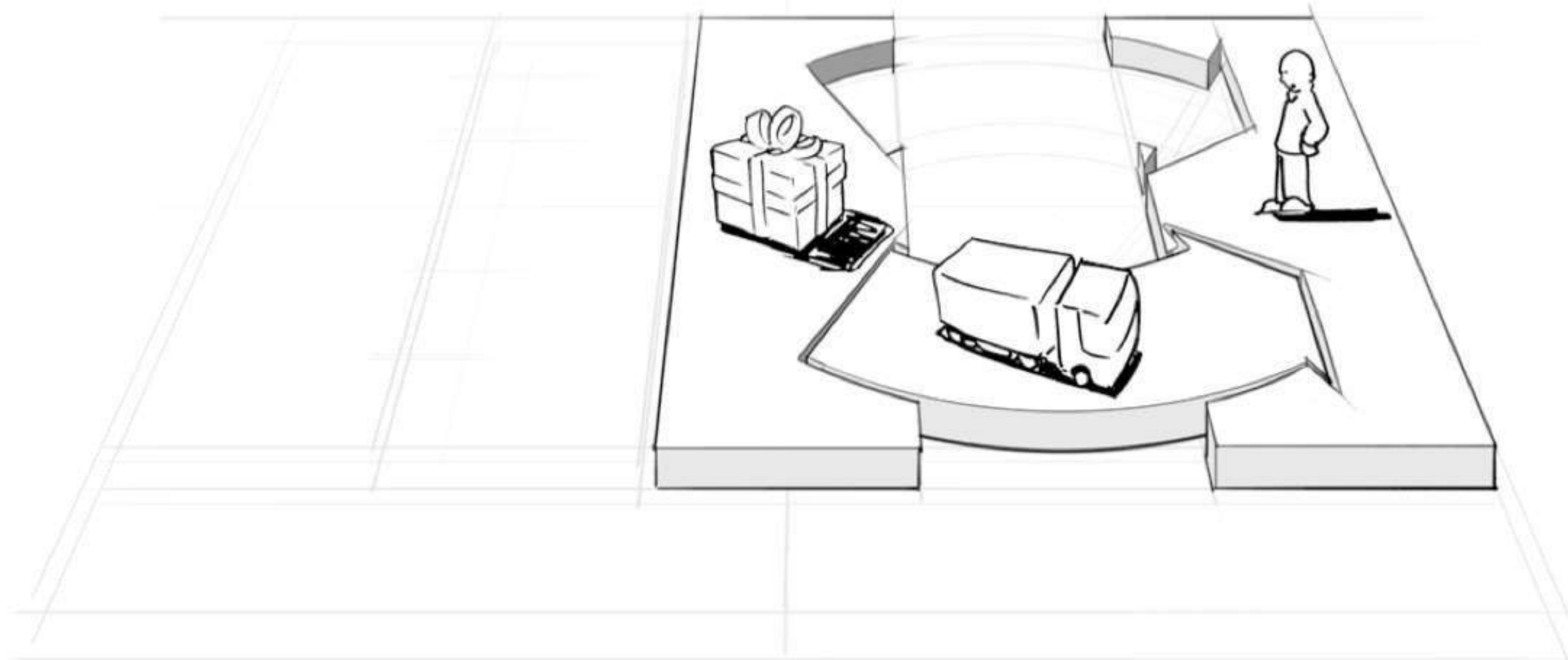
Hvilke kunder tjener du? Hvilke jobber ønsker de å få utført – i hvilke situasjoner? Hva er deres mål? Hvor stort er markedet?

# VERDIFORSLAG



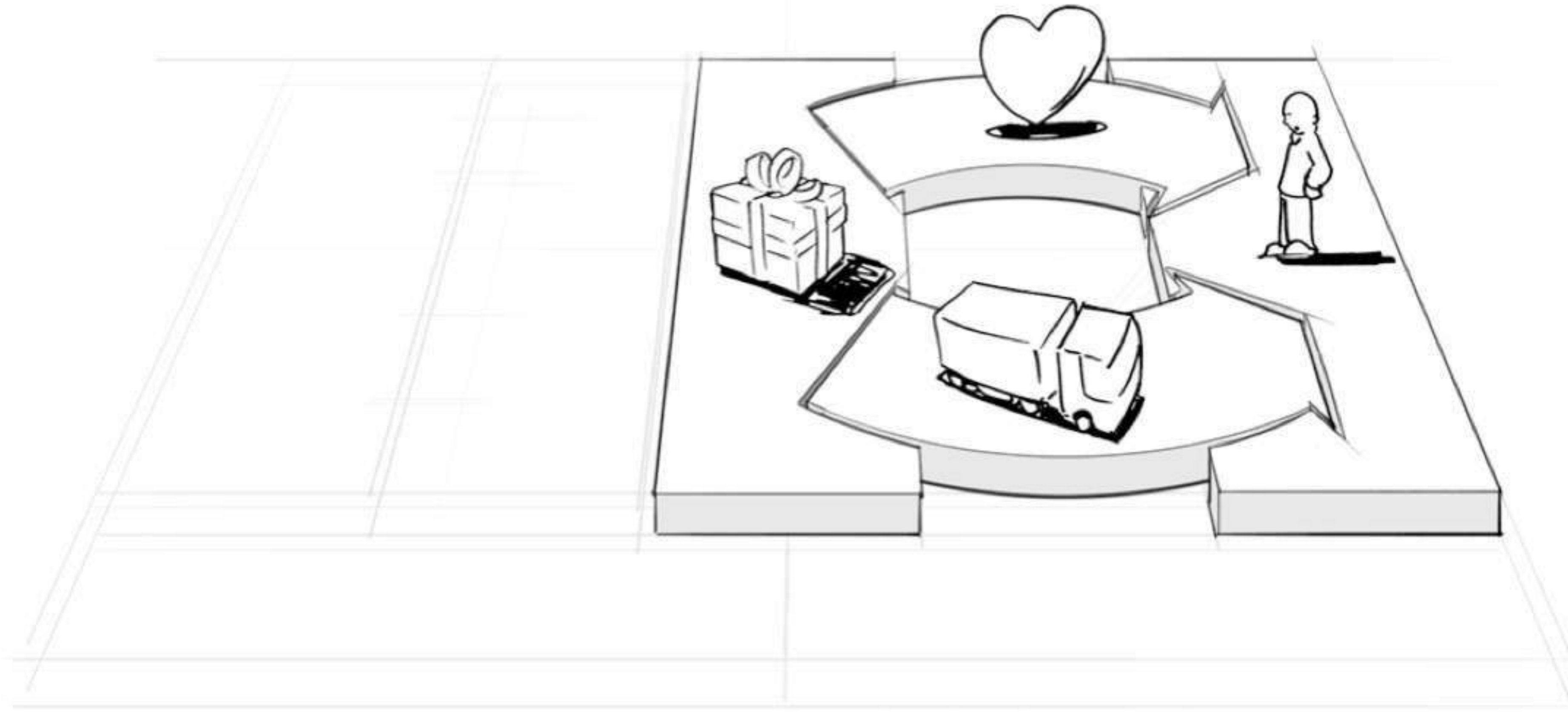
Hva tilbyr du til ditt kundesegment? Hvilke jobber utfører du for dem? Løser produktet/tjenesten kundens problem?

# DISTRIBUSJONKANALER



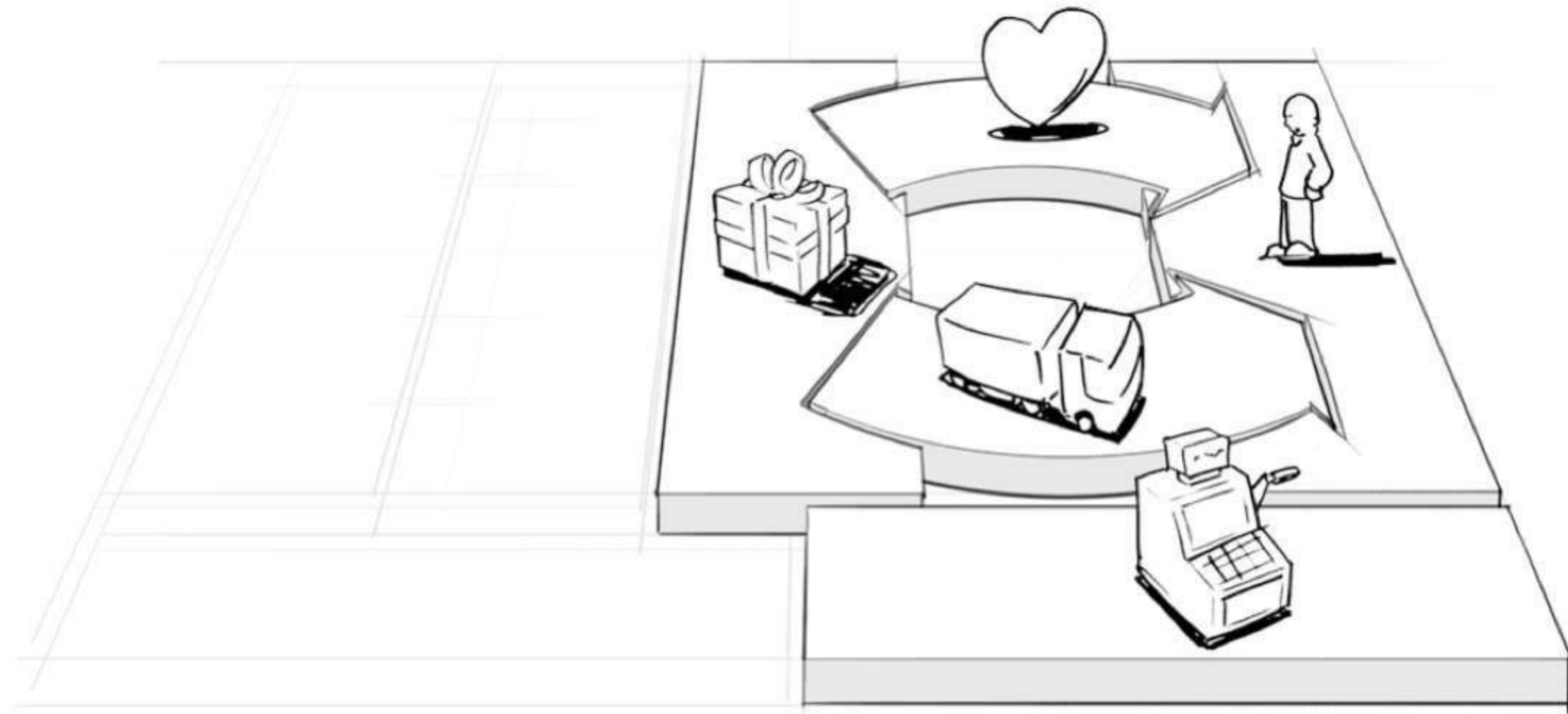
Hvordan distribuerer og overleverer du ditt produkt til kundesegmentet? Gjennom hvilke kanaler?

# KUNDERELASJONER



Hvordan skaper du etterspørsel for produktet ditt? Hvordan skaffer, beholder og utvikler du kundebasen?

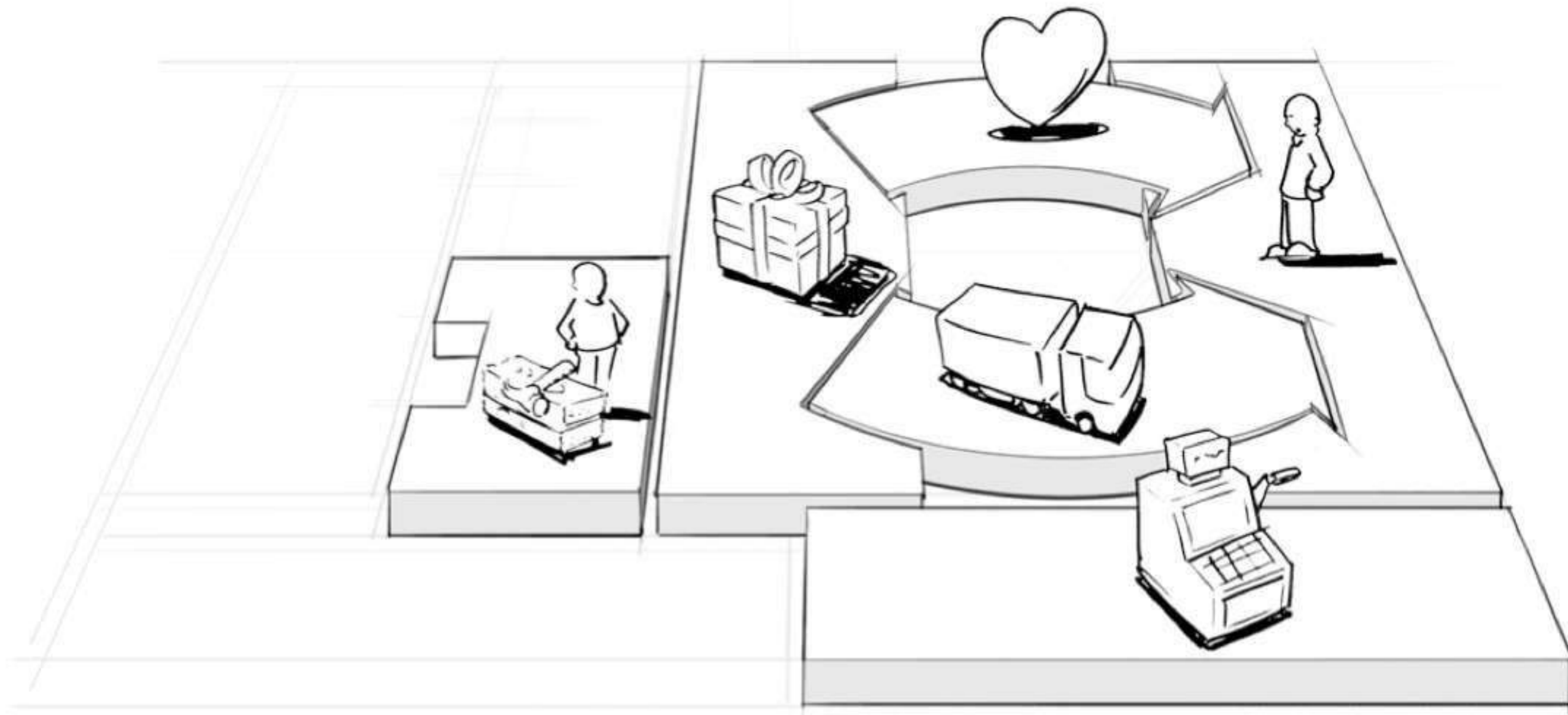
# INNTJENINGSSTRØMMER



Hvor mye er kundene villige til å betale, og hvorfor? Hvordan skaper du en repeterbar inntekt? Hvilke prismekanismer?

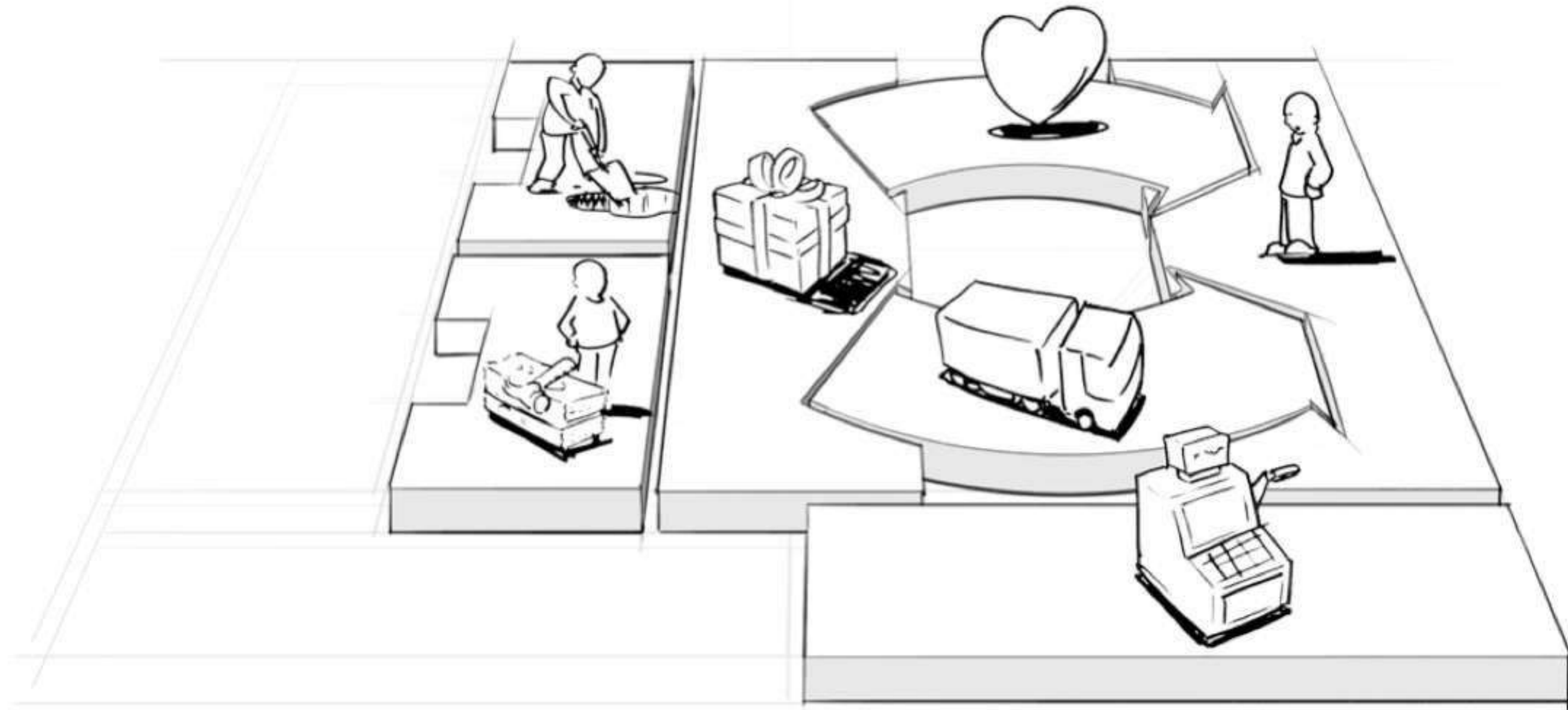


# NØKKELRESSURSER



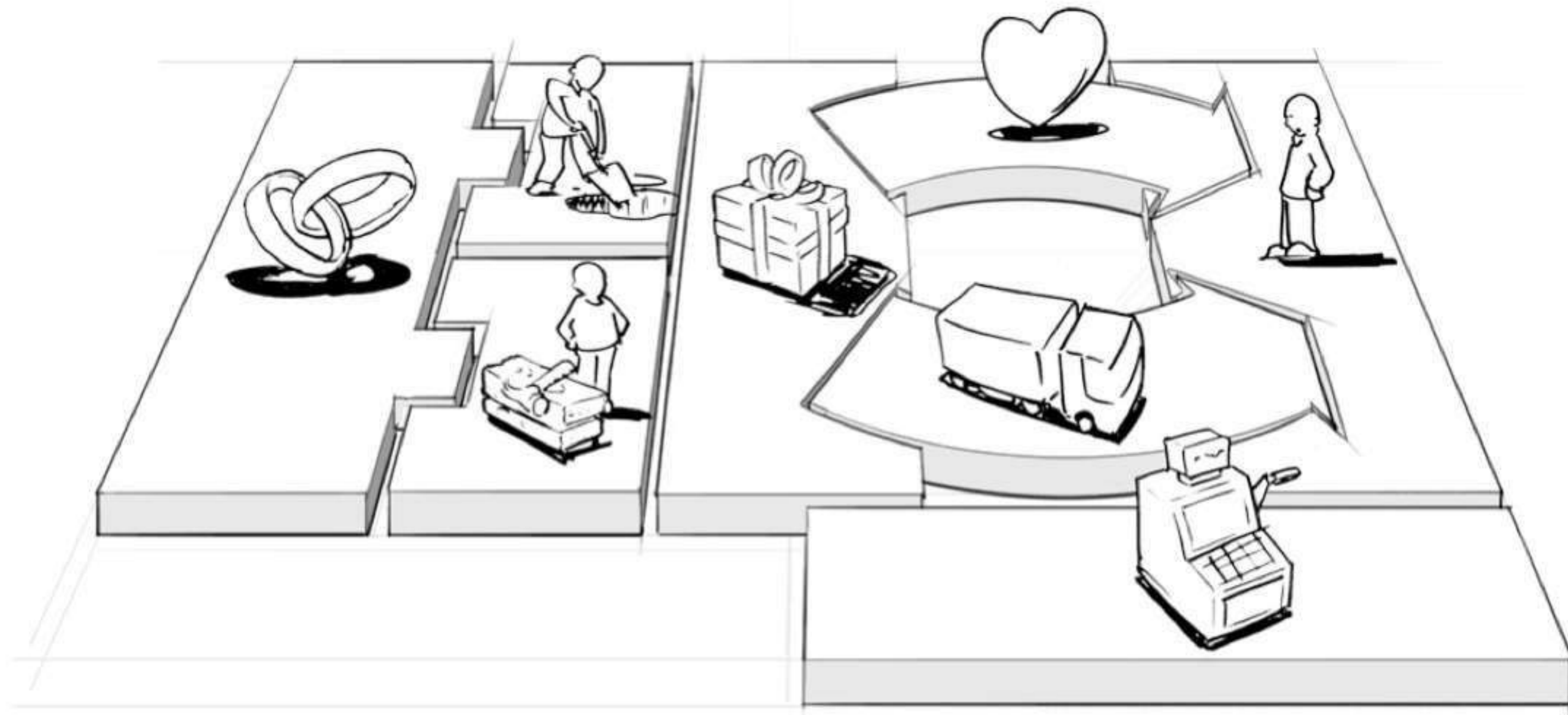
Hvilke ressenser kreves for å skape verdiforslaget, betjene kundene og overbringe produktet til kundesegmentet?

# NØKKELAKTIVITETER



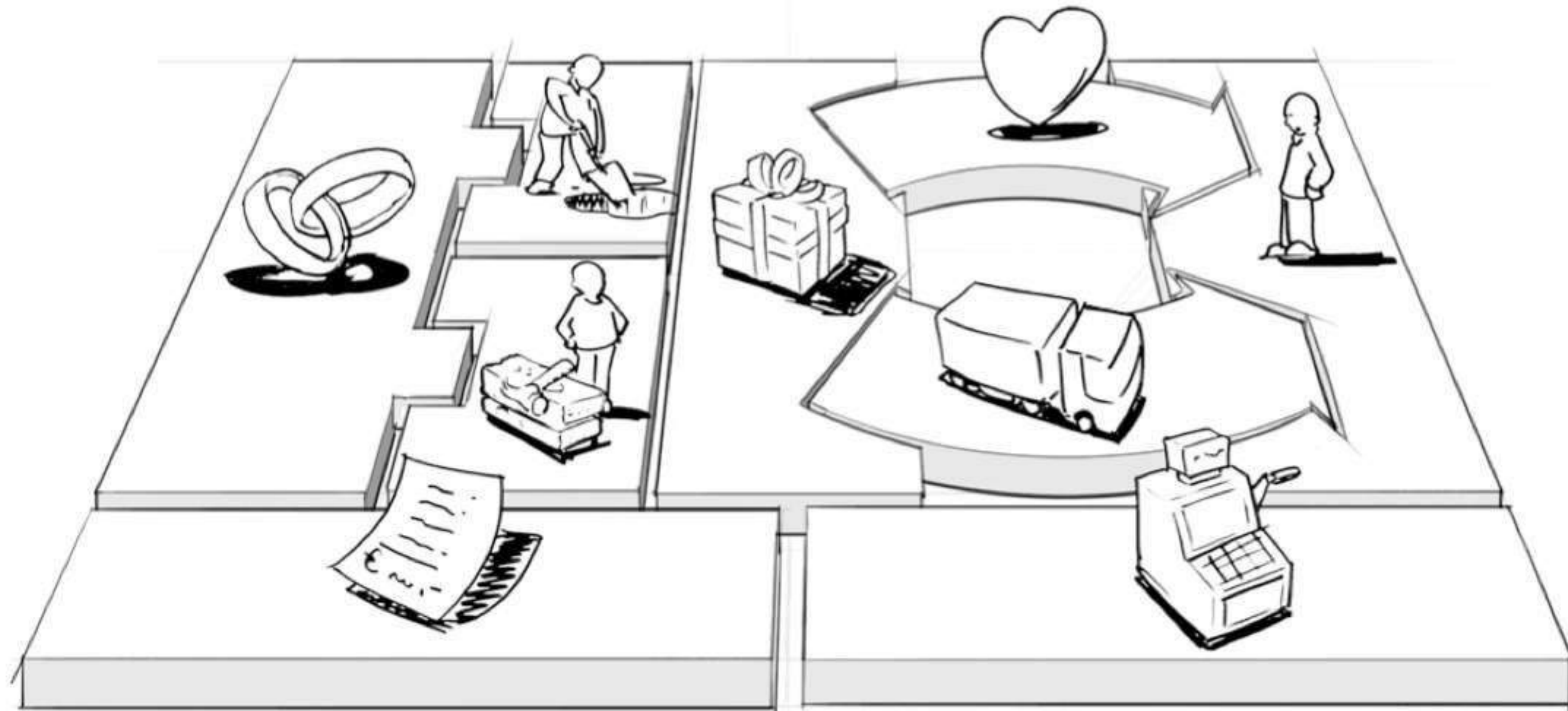
Hvilke aktiviteter kreves for å skape verdiforslaget og drive forretningsmodellen? Verdikjede, verdinettverk, verdiverksted?

# NØKKELPARTNERE

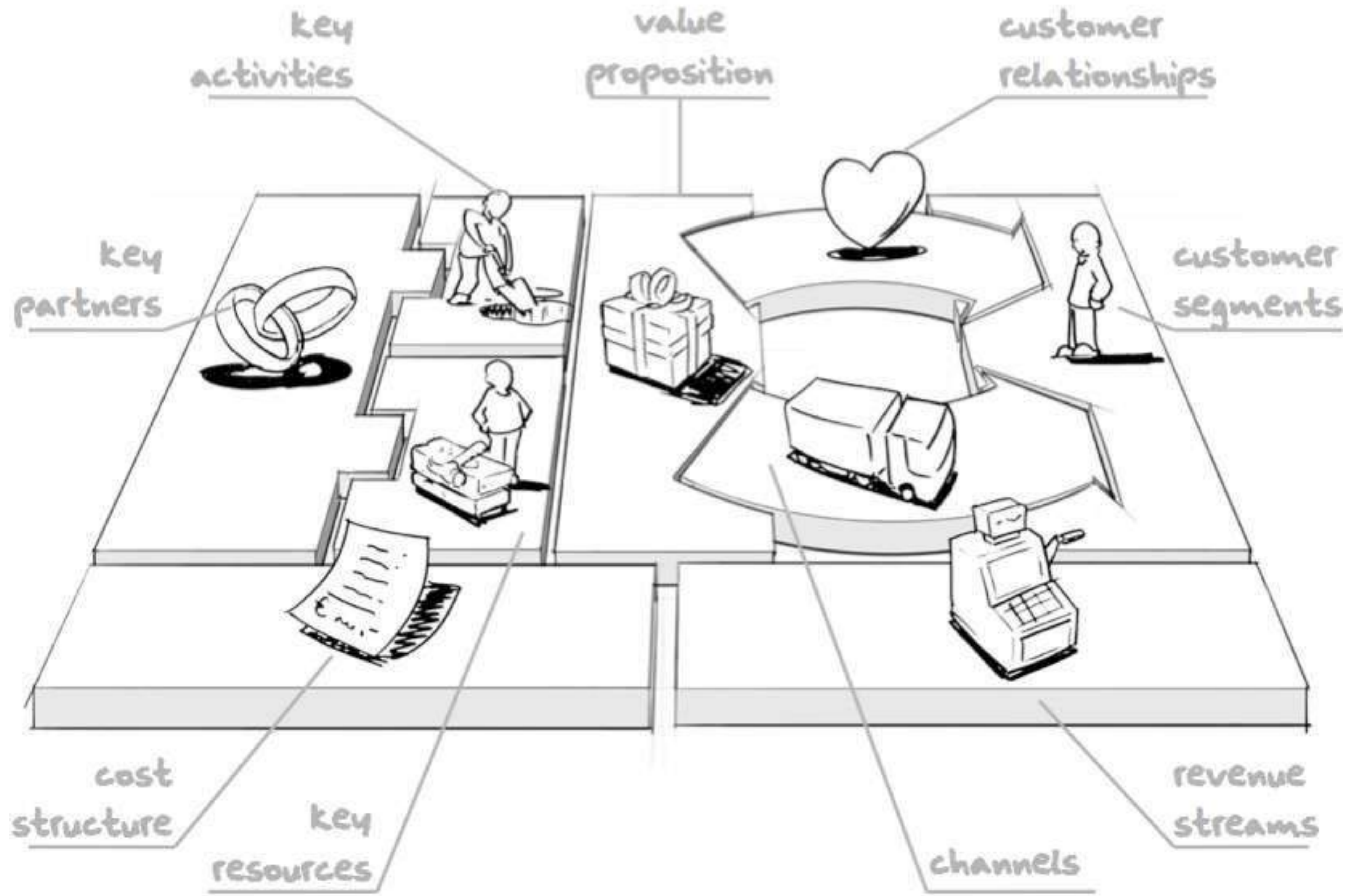


Hvem er dine nøkkelpartnere og leverandører? Hvilke ressurser anskaffer vi fra partnere? Hvilke aktiviteter utfører de?

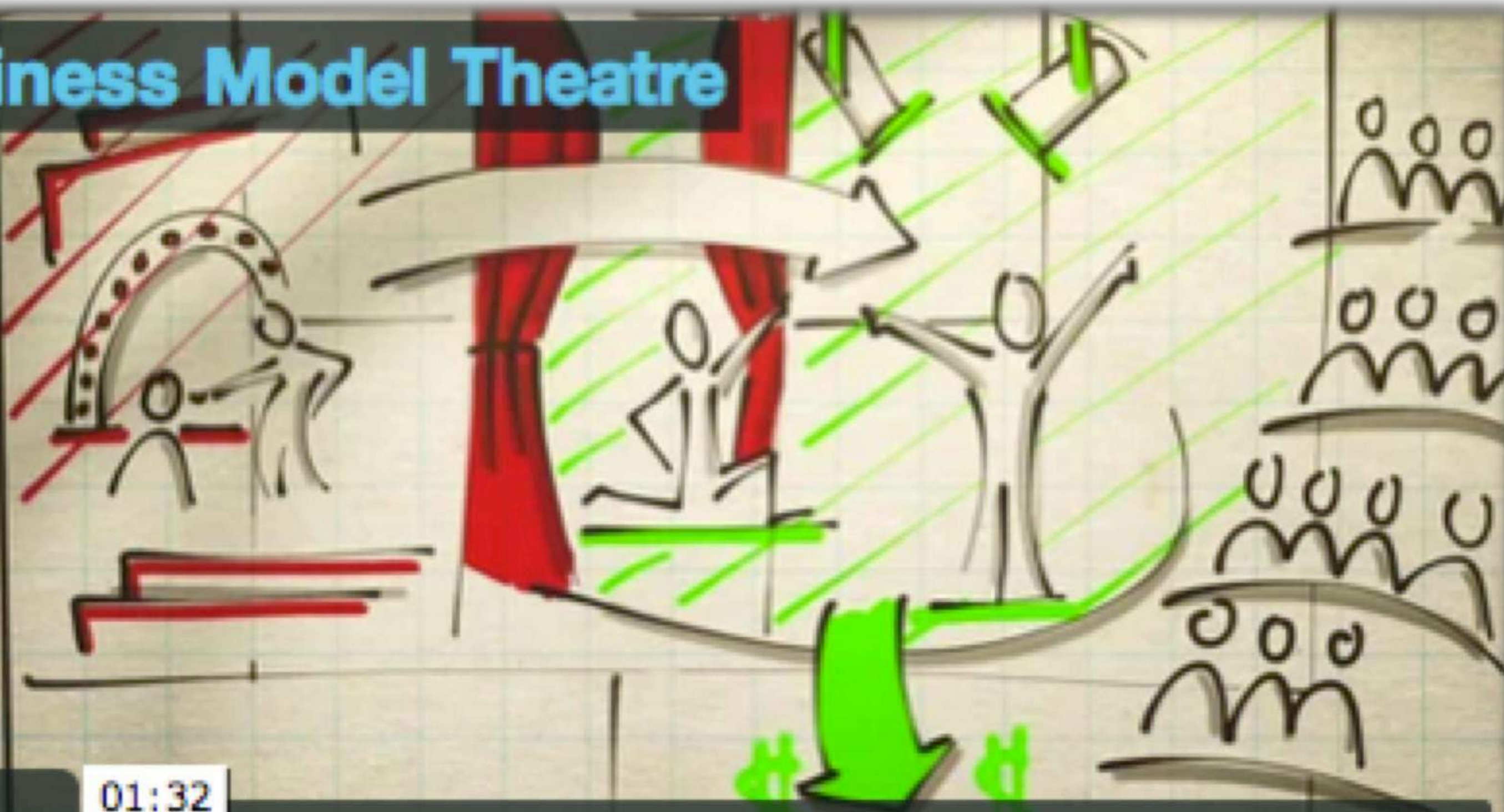
# KOSTNADSSTRUKTUR



Hvilke kostnader oppstår for å få forretningsmodellen til å fungere?  
Hvilke ressurser koster mest? Hvilke aktiviteter koster mest?



# Business Model Theatre

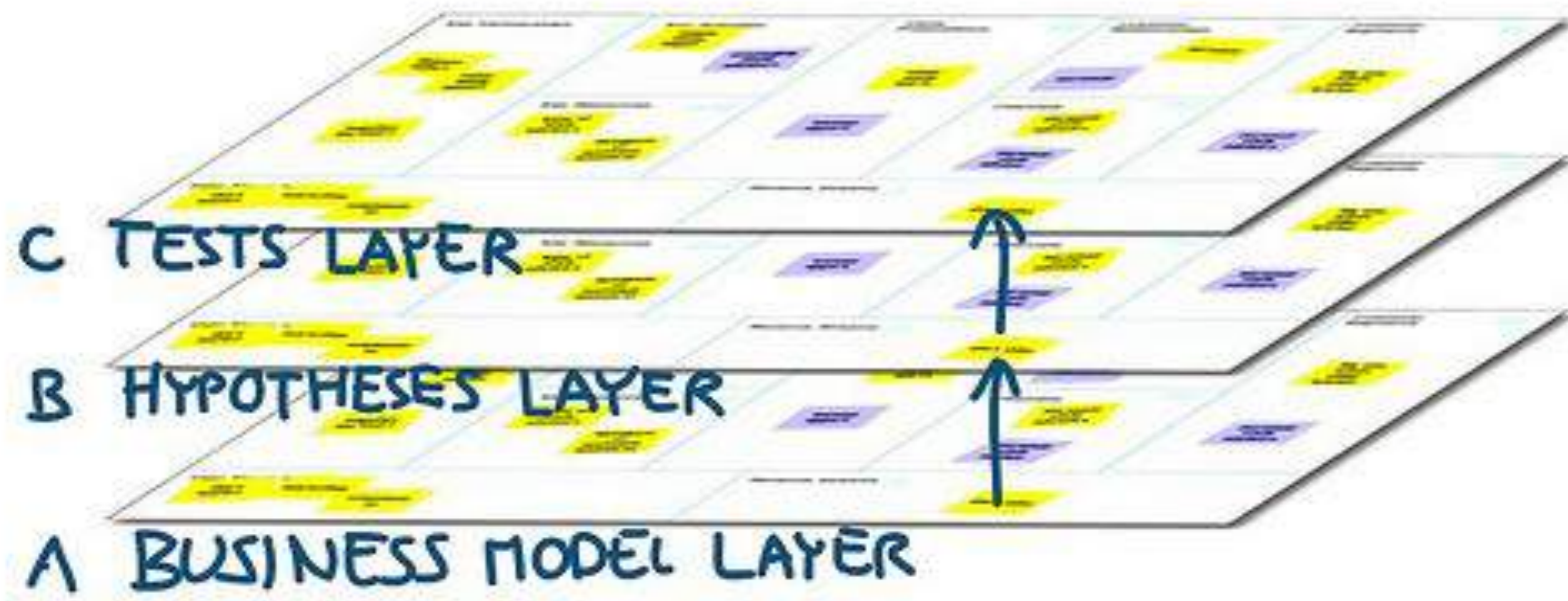


01:32



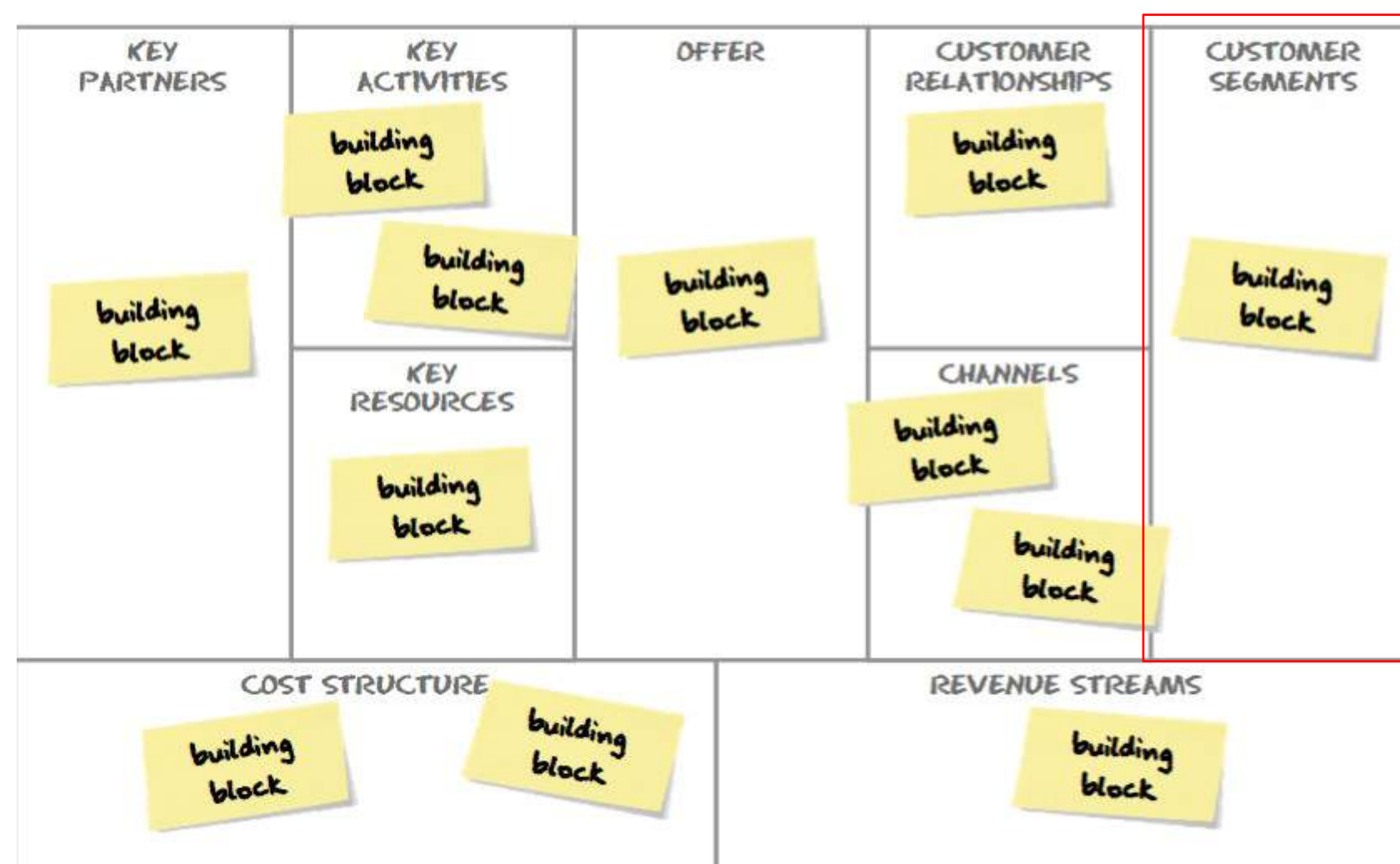
HD





# BRUK AV RAMMEVERKENE TIL Å DOKUMENTERE HYPOTESER OG EKSPERIMENTER

## FORRETNINGSMODELL-HYPOTESER



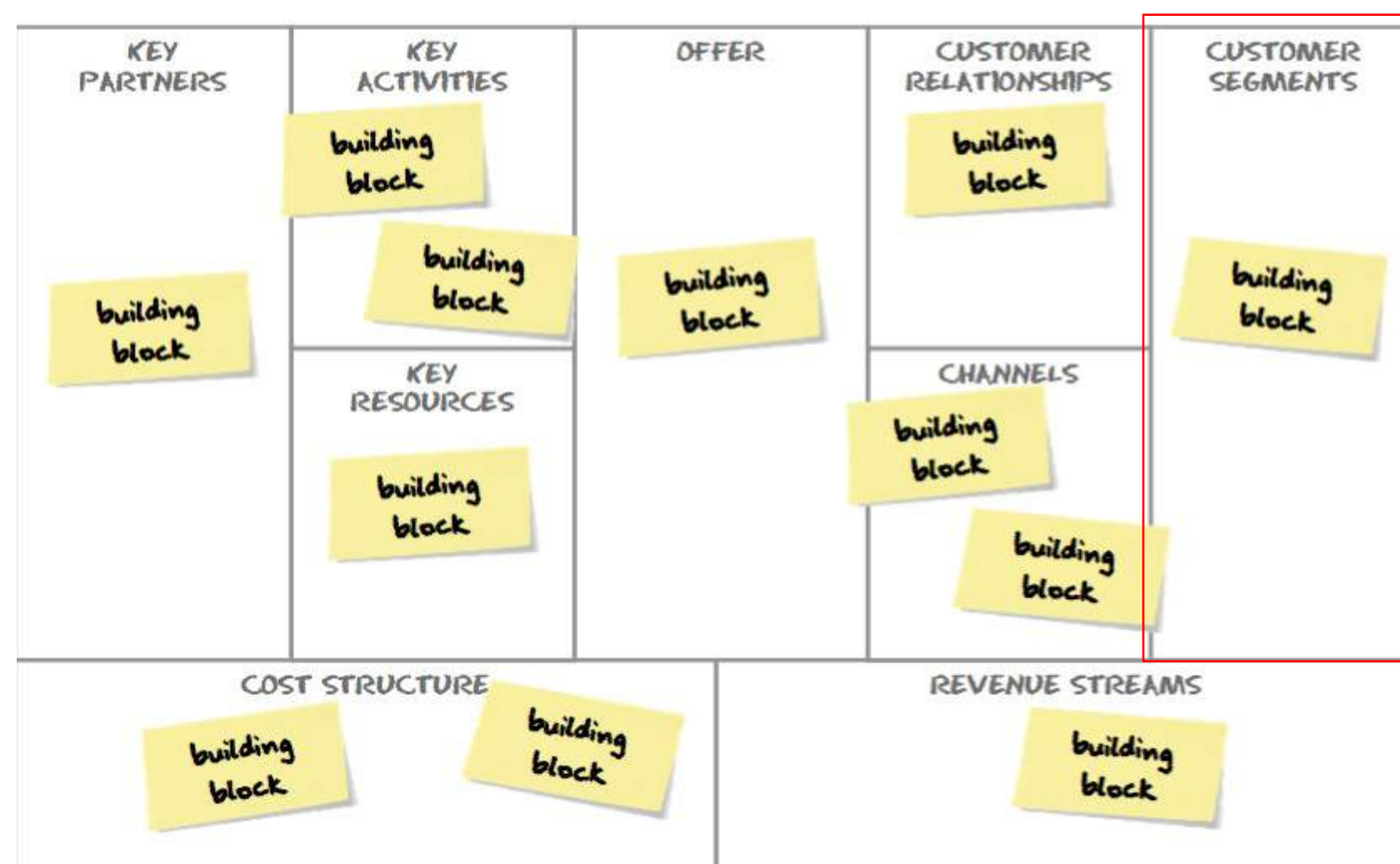
## KUNDESEGMENT: JTBD- EKSPERIMENTER

HYPOTHESIS	EXPERIMENT	VALIDATED?
building block	building block	building block
building block	building block	
building block		



# BRUK RAMMEVERKENE TIL Å DOKUMENTERE VALIDERING OG LÆRING

## FORRETNINGSMODELL-HYPOTESER; KUNDESEGMENT JOBS-TO-BE-DONE



## 'KANBAN': JOBS-TO-BE-DONE EKSPERIMENTER

HYPOTESER	EKSPERIMENT	VALIDERT?
building block	building block	building block
building block	building block	
building block		

THE LEAN STARTUP CYCLE  
BUILD-MEASURE-LEARN

“  
**[Pivot is] a change in  
strategy without a  
change in vision.**

Eric Ries,  
/The Lean Startup



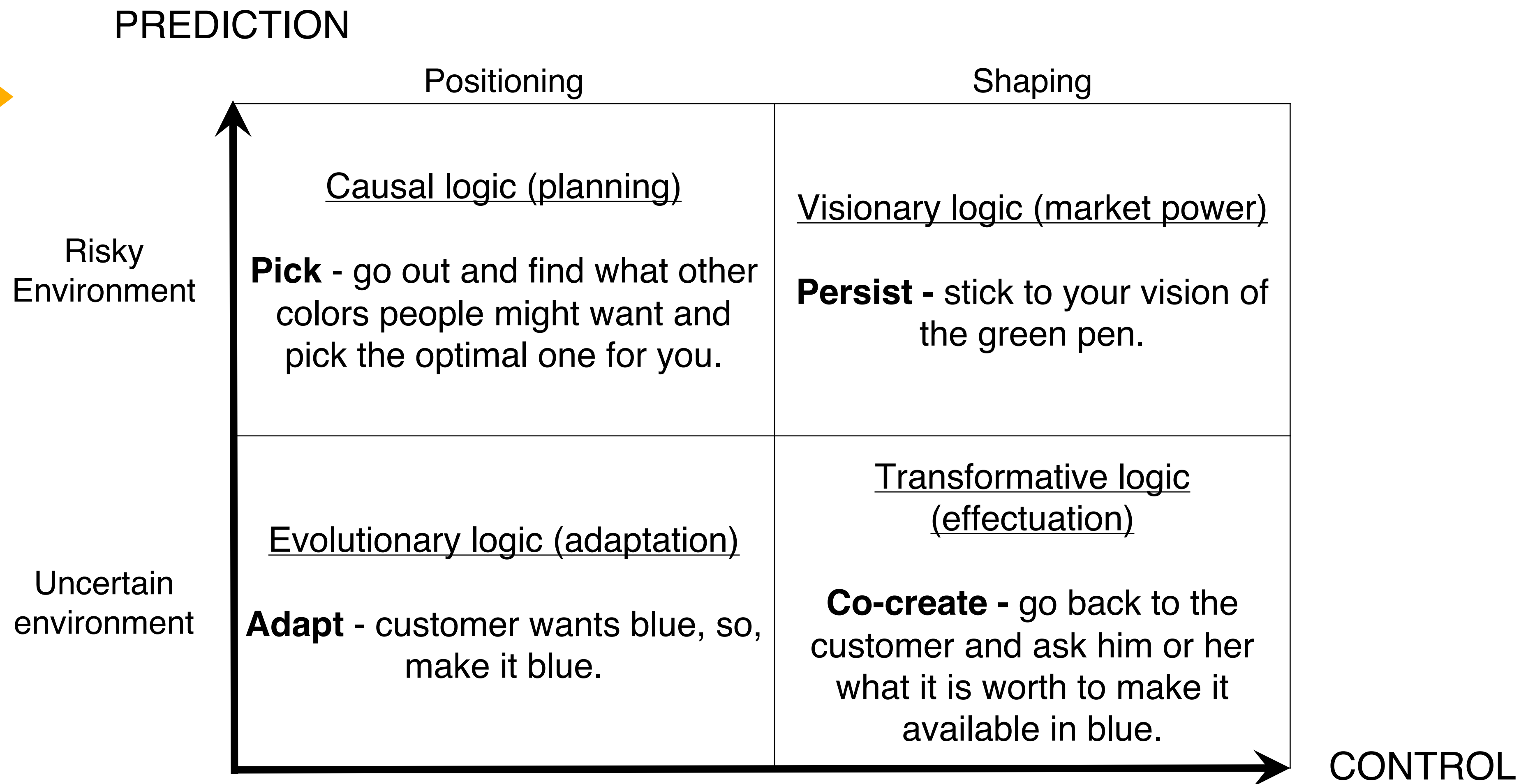


*"I'm not leaving you. I'm pivoting to another man."*

Does one size fits all?

Flere strategier i lys av prediksjon og kontroll

Hvor hører f.eks. lean startup hjemme her?

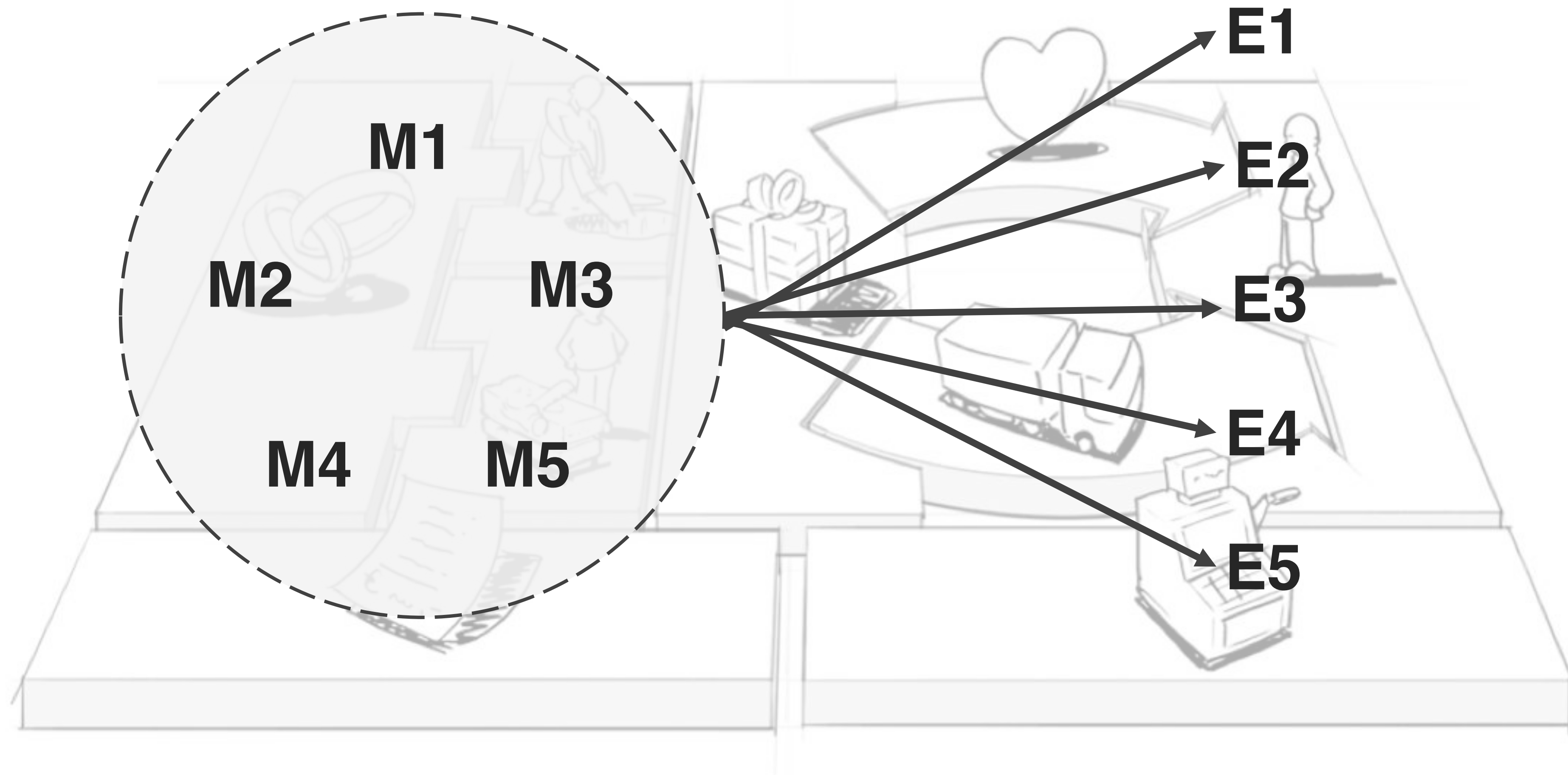


“  
When expert entrepreneurs set out to build a new venture, they start with their means: who I am, what I know, and whom I know.

Saras Sarasvathy  
/ Effectual Entrepreneurship



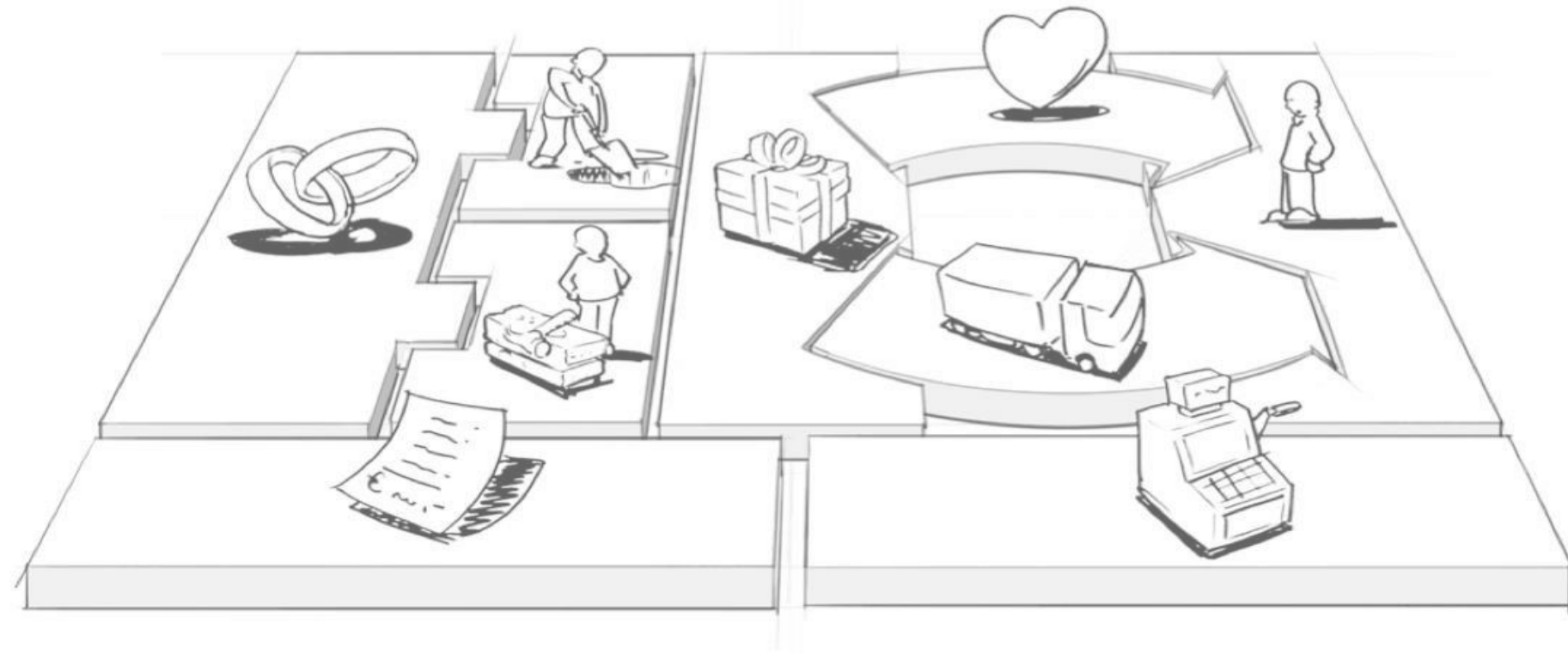
# EFFECTUATION (CO-CREATION)



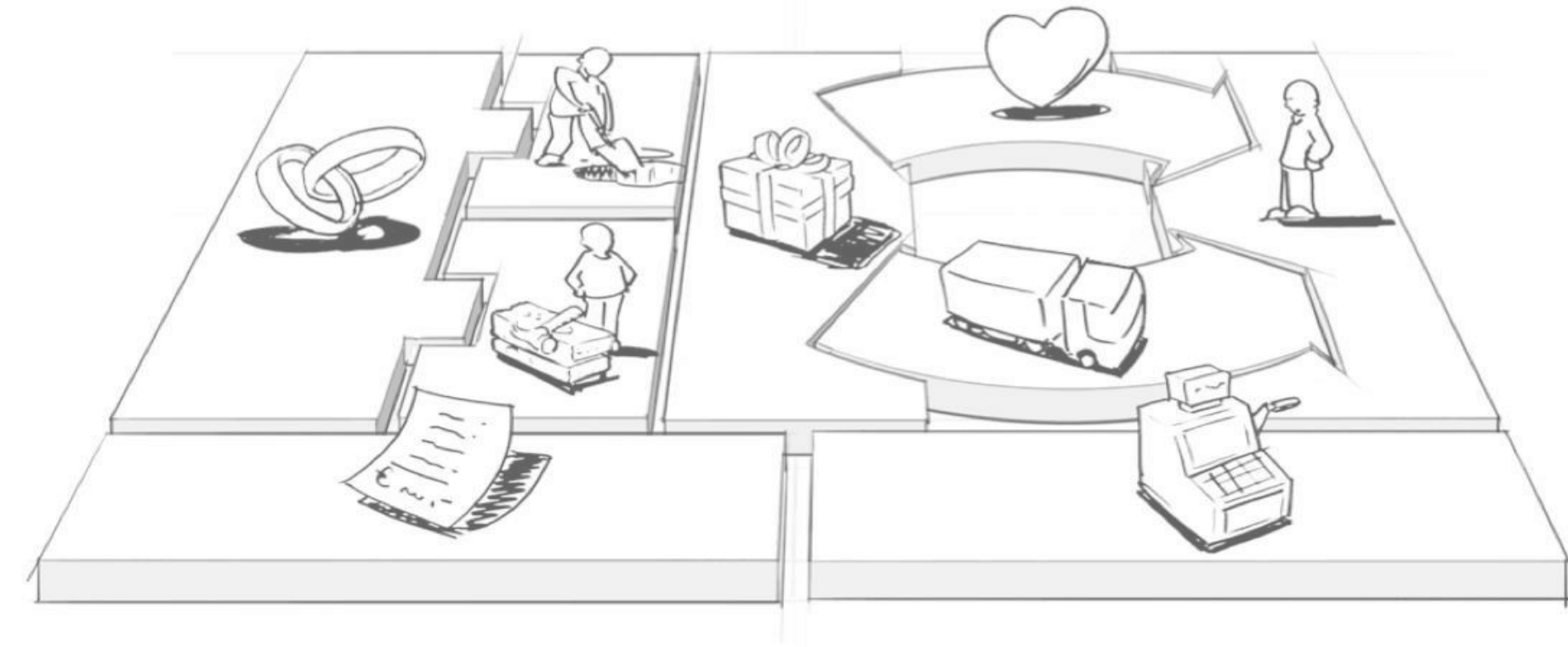
# **Food for Thought**

Extending the business model  
(or the power of a generic reference model)

# Strategi? Når forretningsmodeller konkurrerer...



**VS**



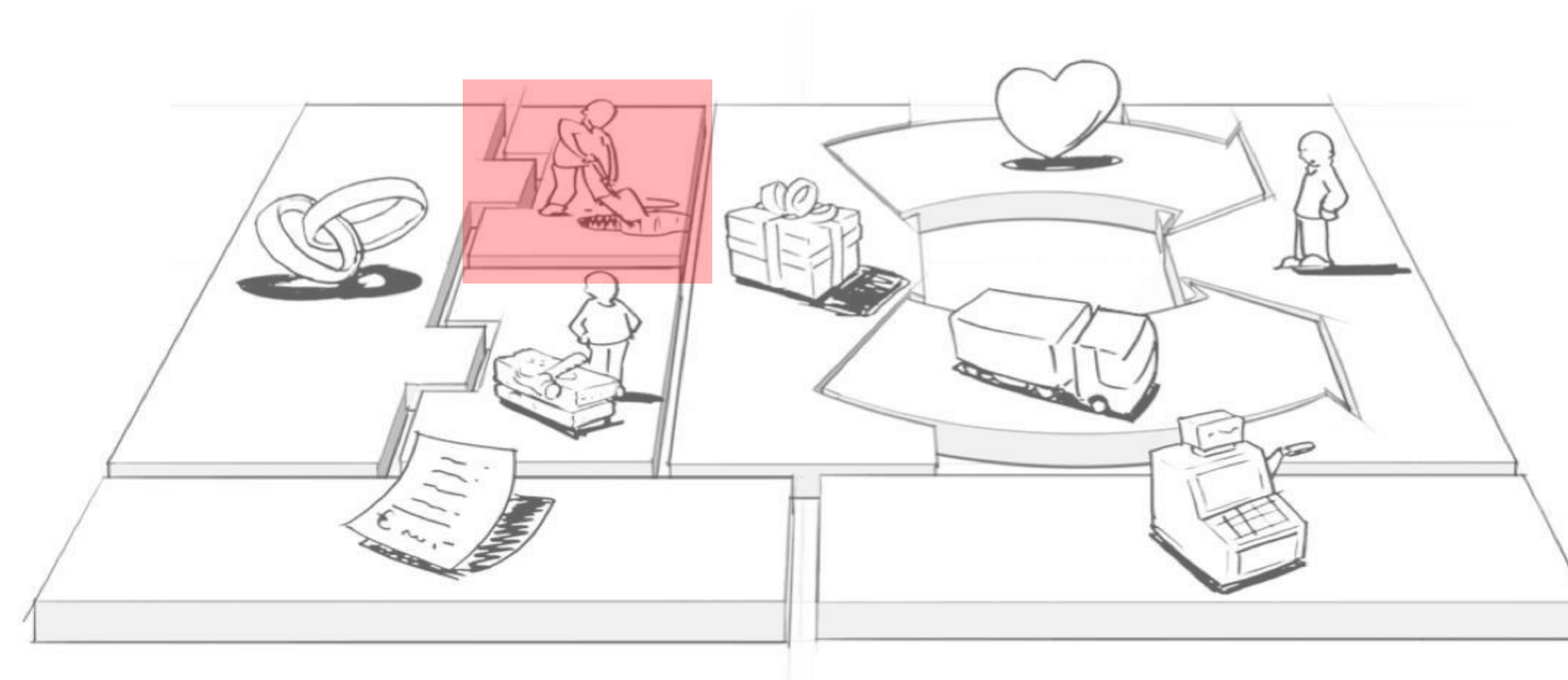


# Allianser? Når forretningsmodeller samarbeider ...



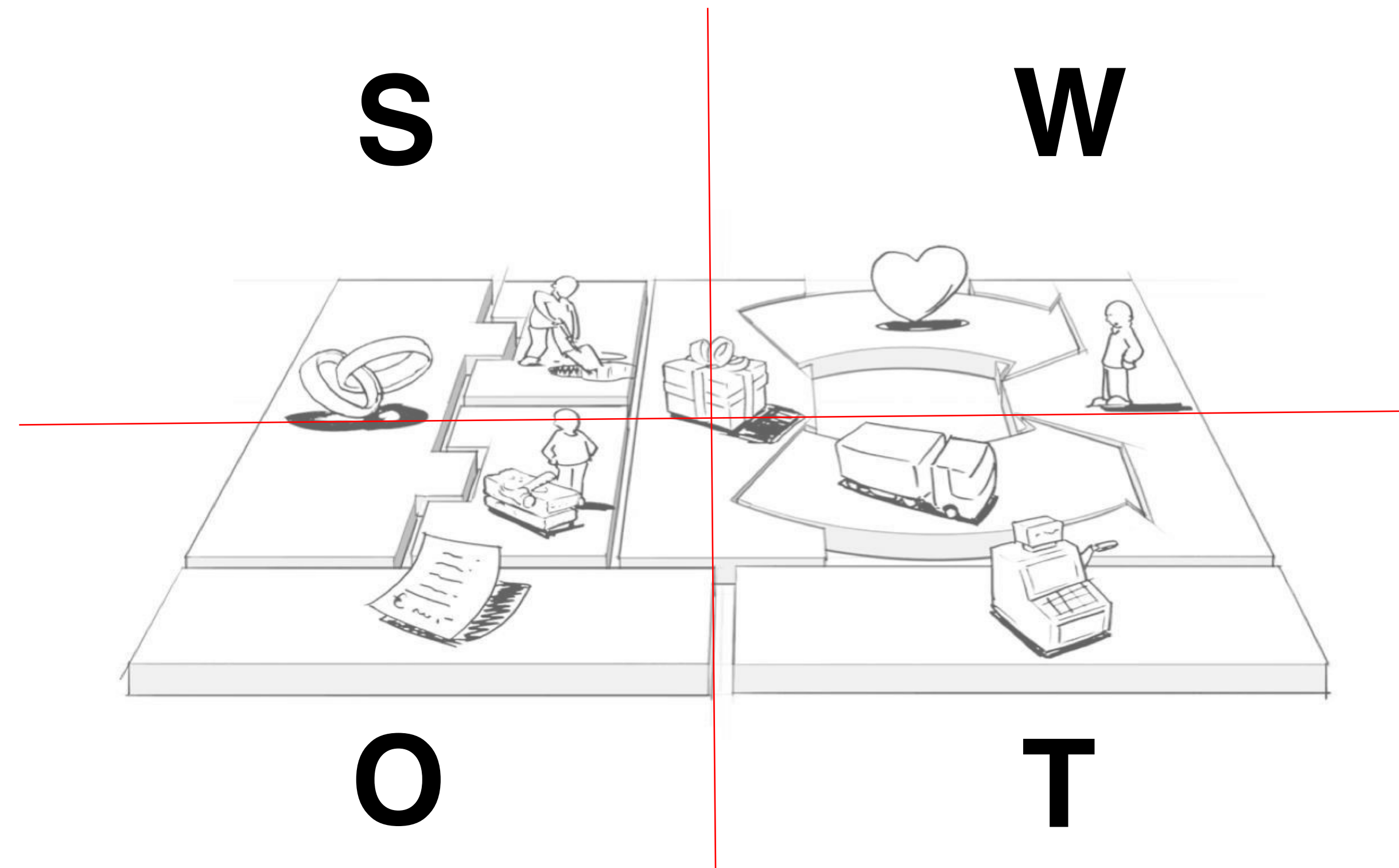
# Aktivitets-basert syn på strategi

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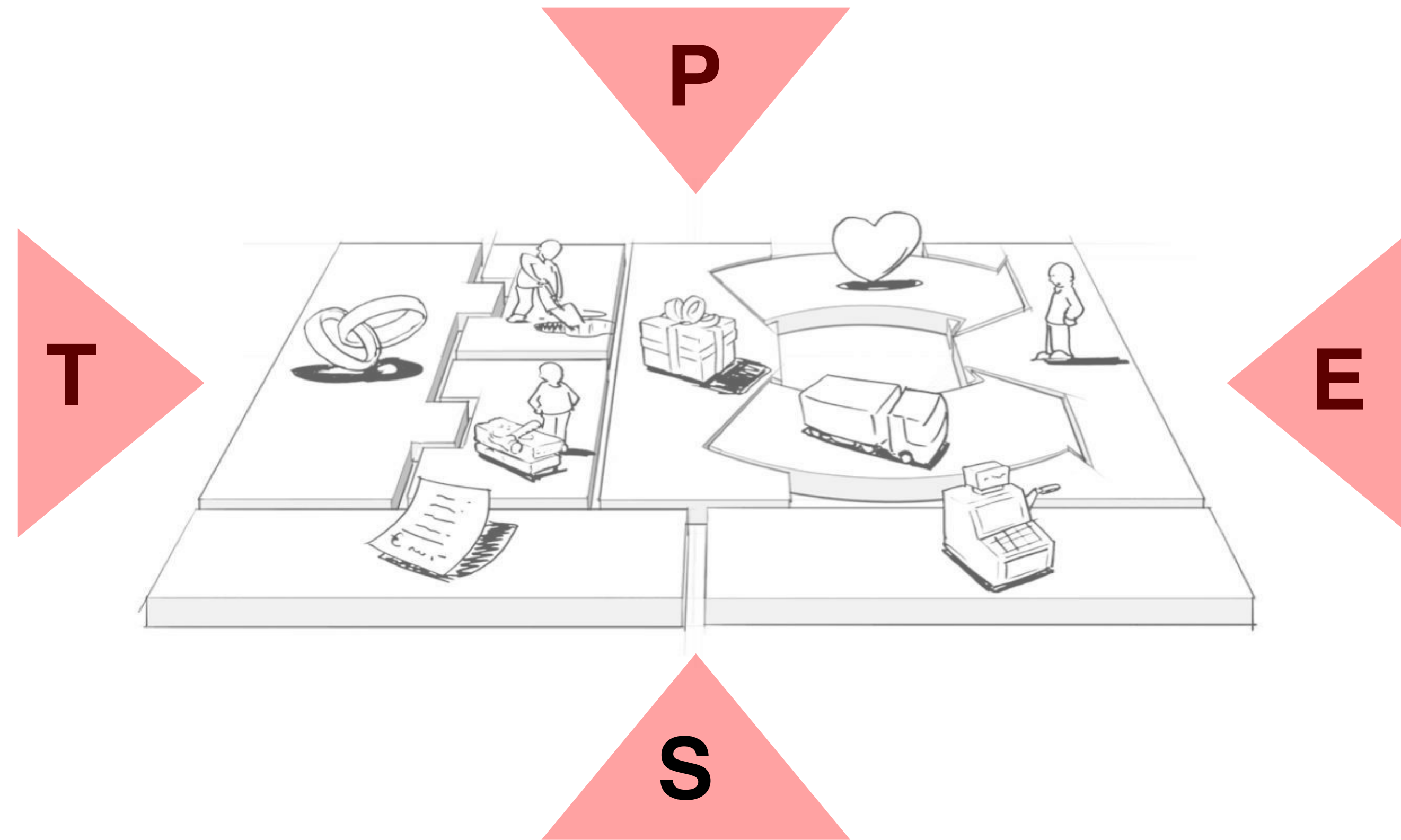
# SWOT analysis

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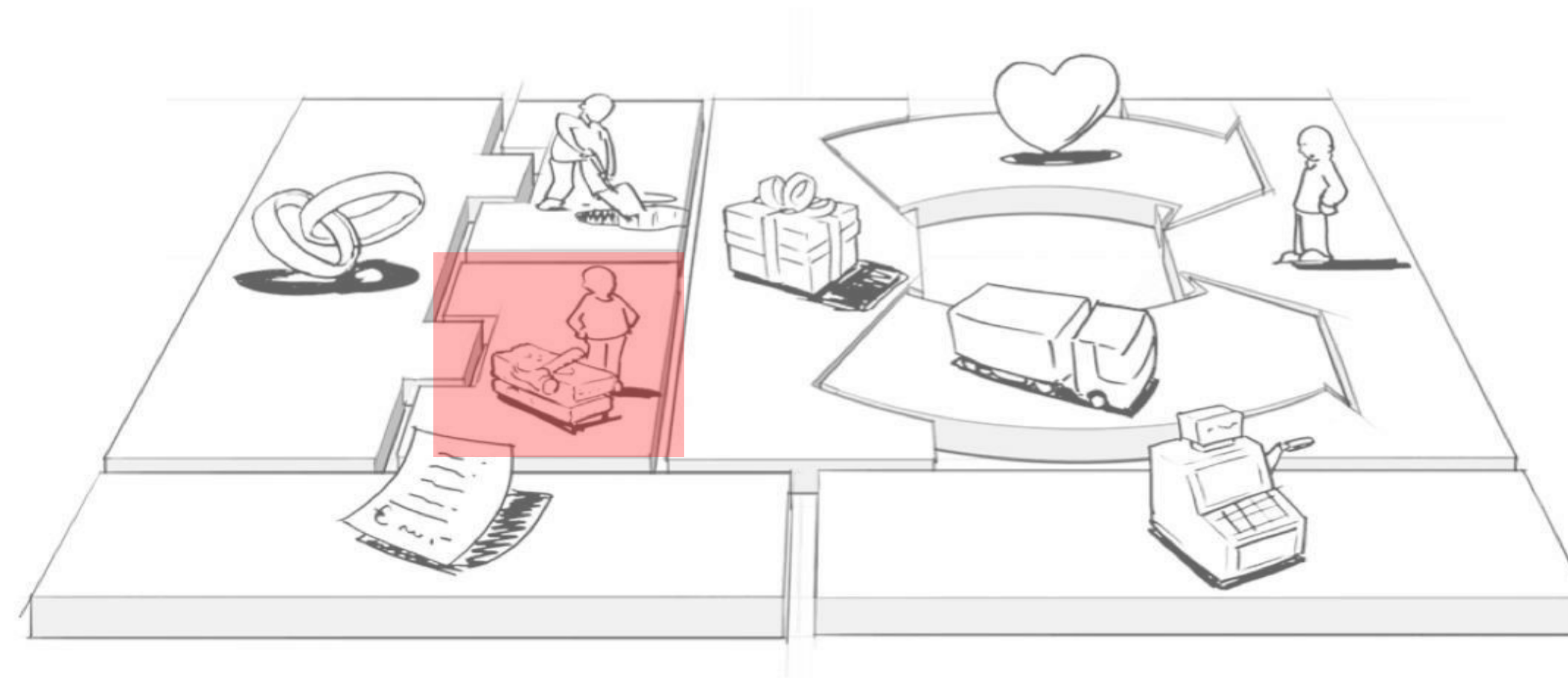
# PEST(EL)

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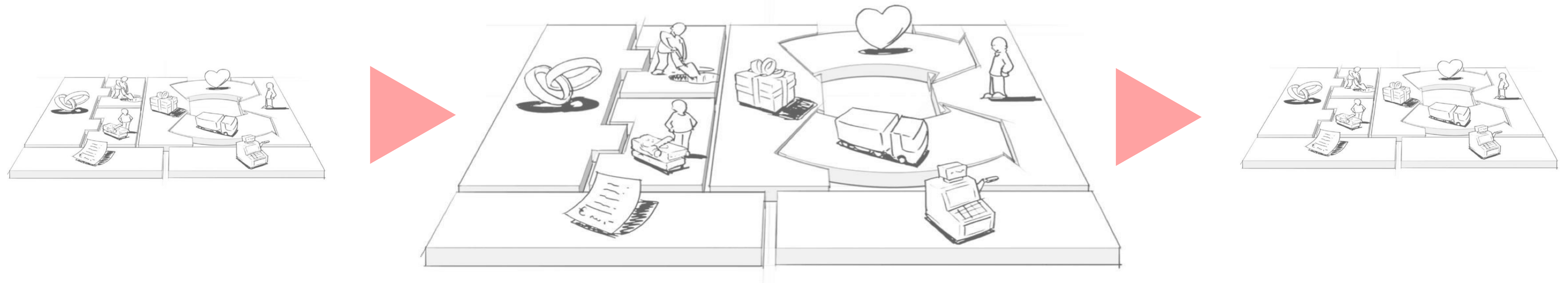


# Ressurs-basert syn på strategi

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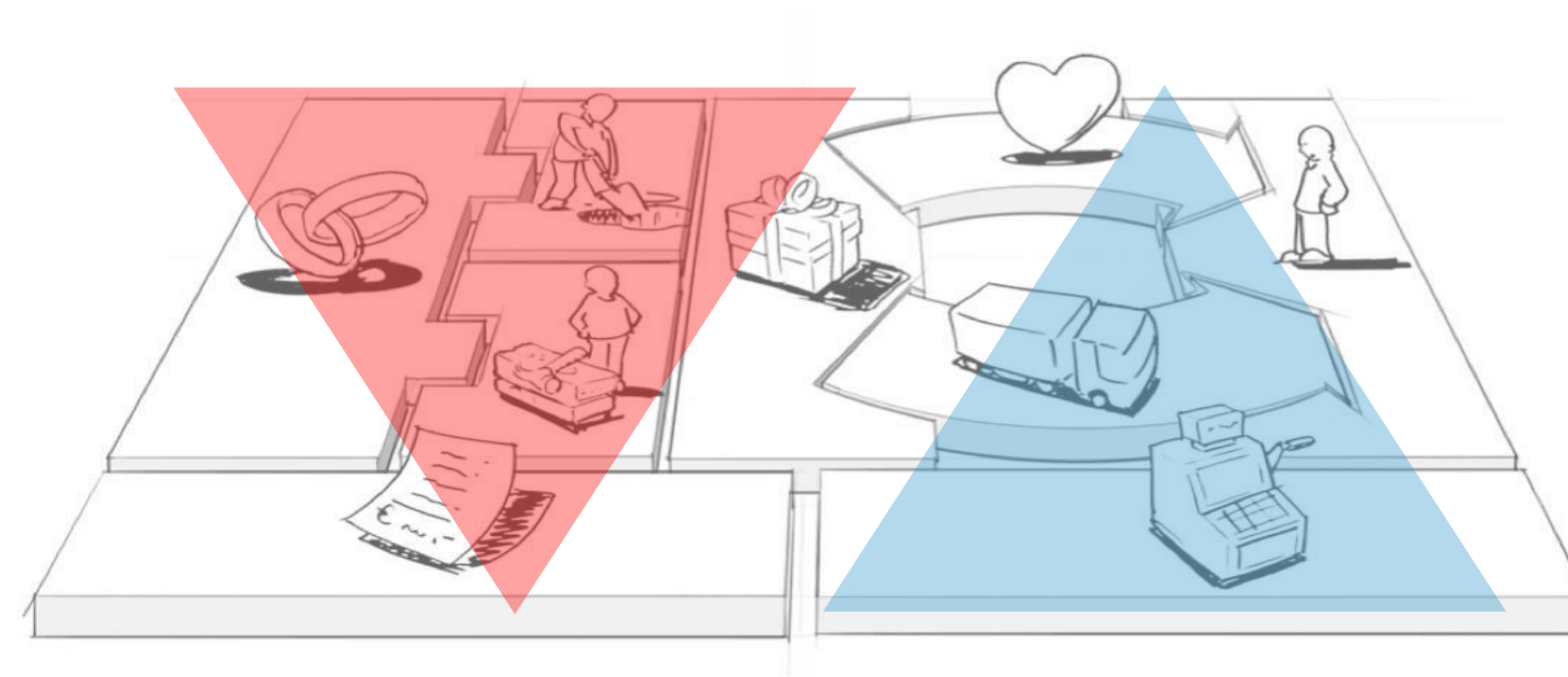


# Supply Chain (vertical/horizontal integration)



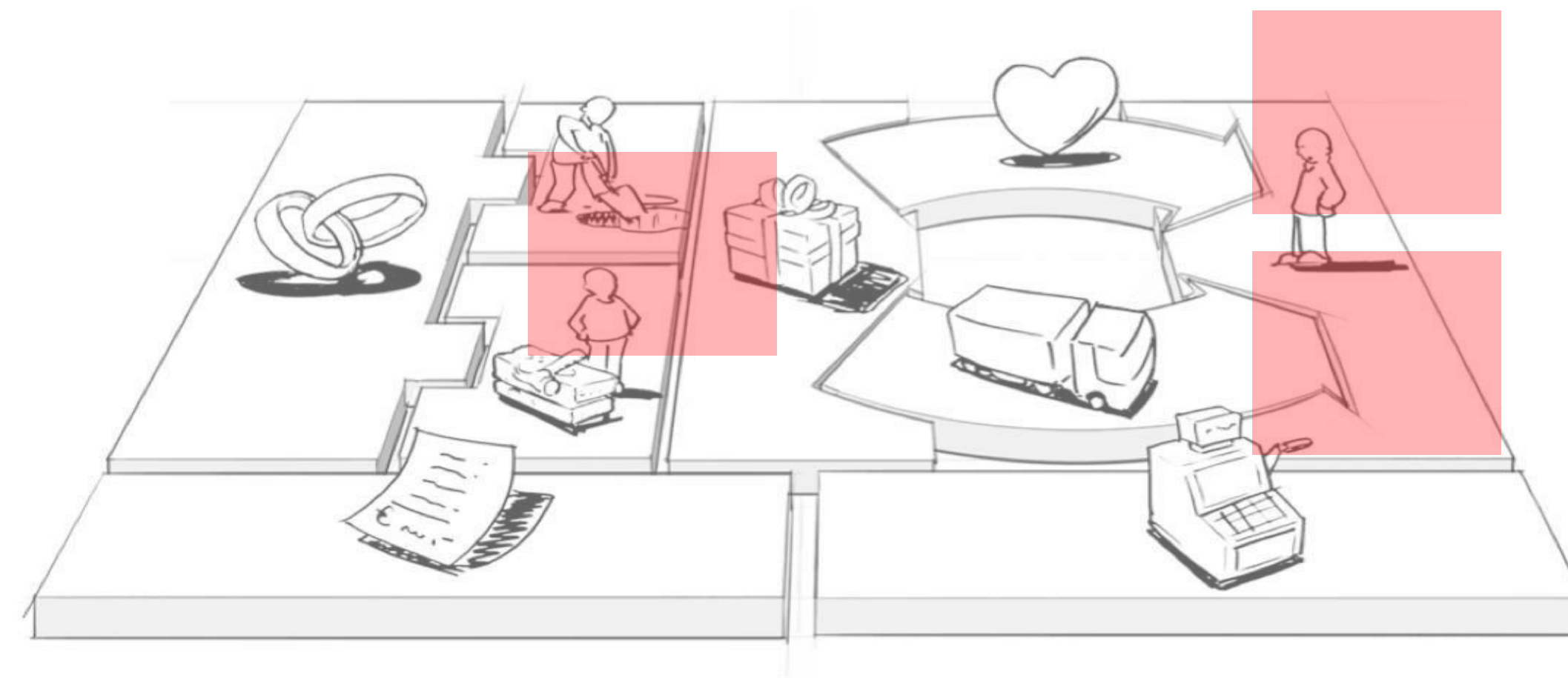
# Blue Ocean Strategy

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# Netzwerk / Plattform

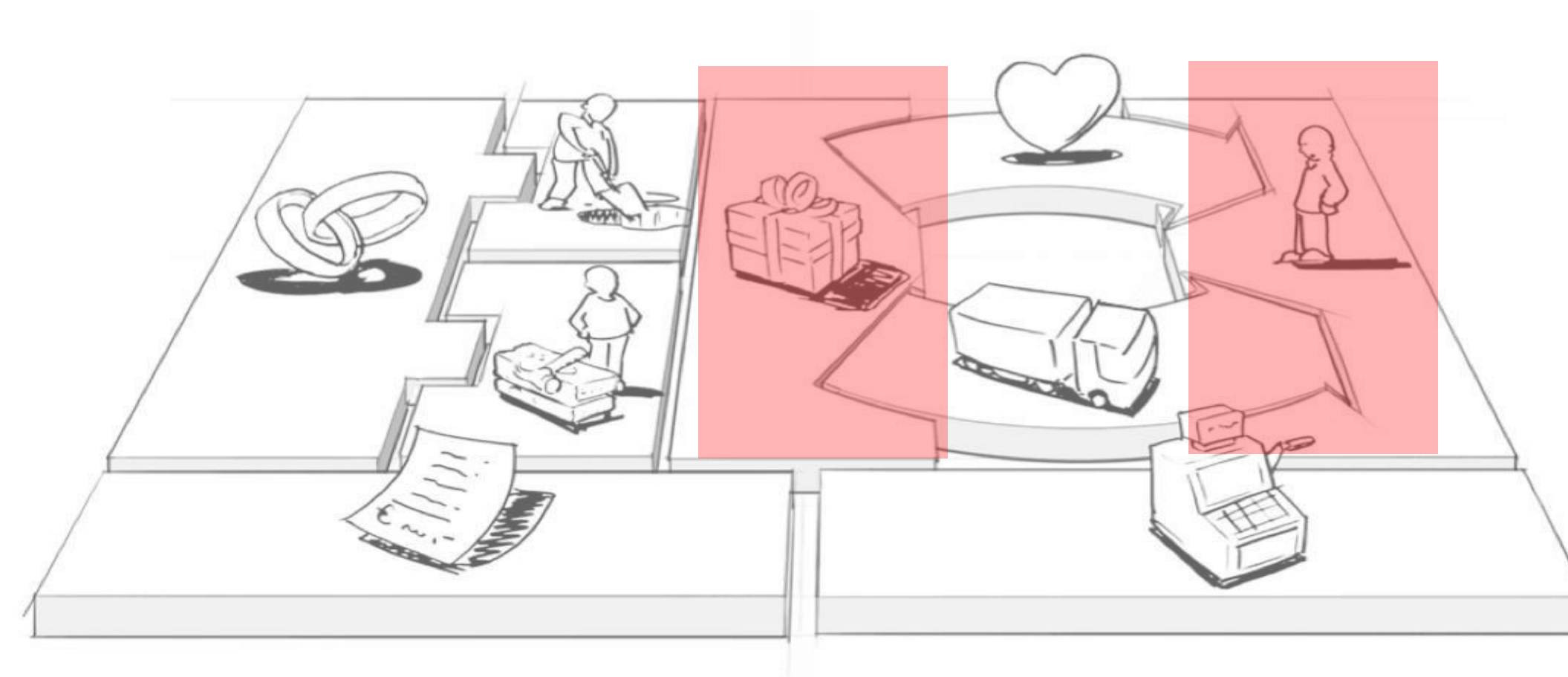
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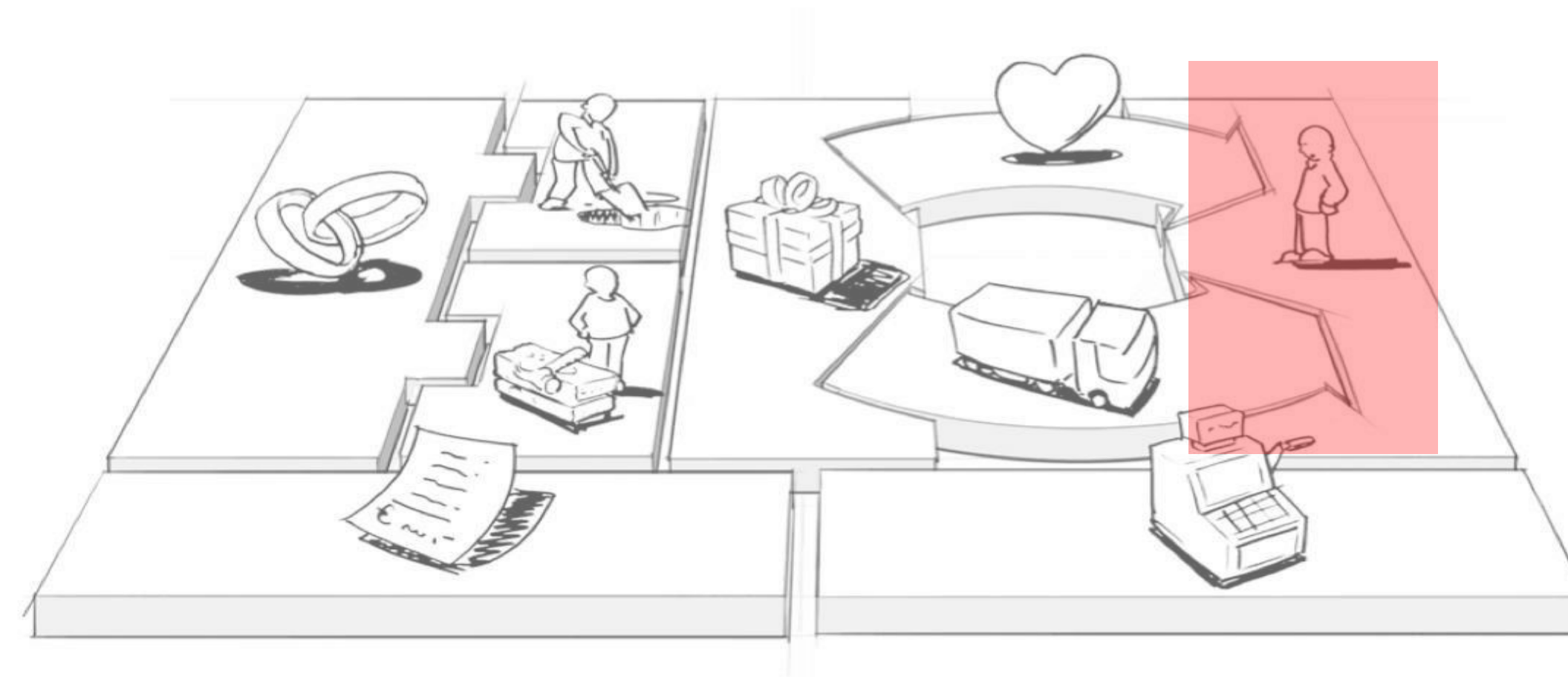
# Product-Market Fit

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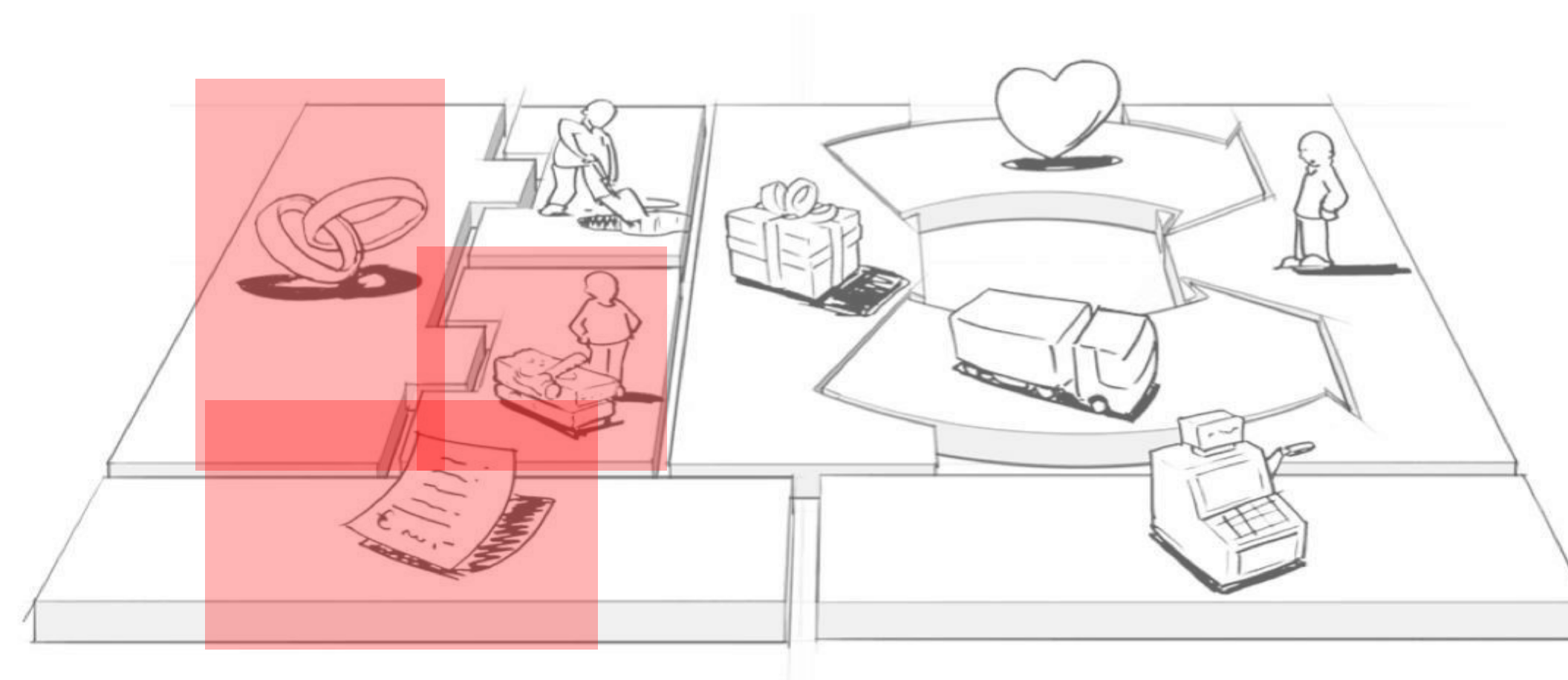
# Design Thinking

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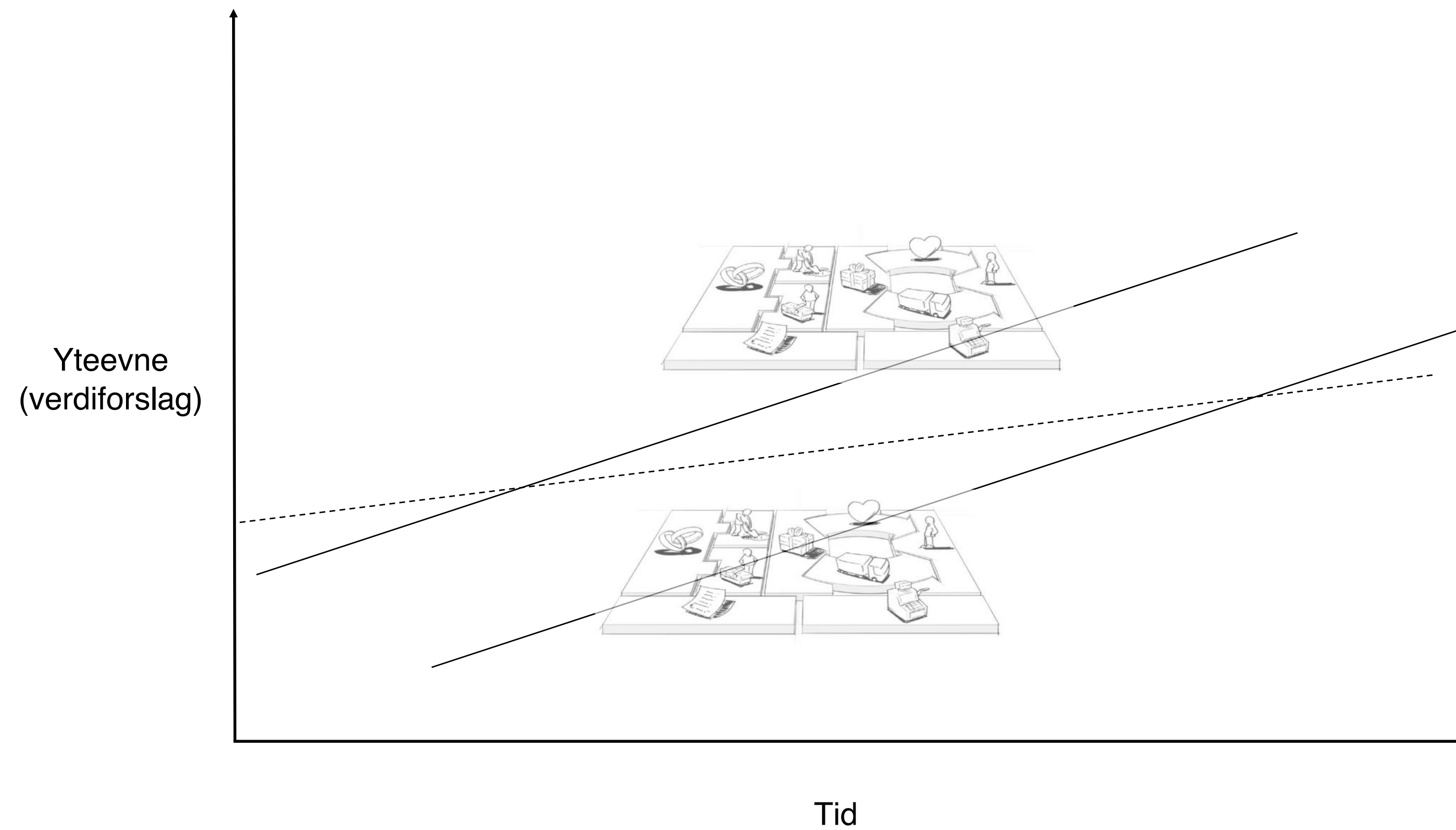
# Effectuation / Bricolage

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# Disruptive innovation

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**Q&A**

**Tor Rolfsen Grønsund**

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Universitetet i Oslo

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