

IDBM CHALLENGE 2020

Design thinking and business narratives

Dr. Ville Eloranta, University Lecturer,
Aalto University, School of Business,
Dept. of Management Studies (IDBM)

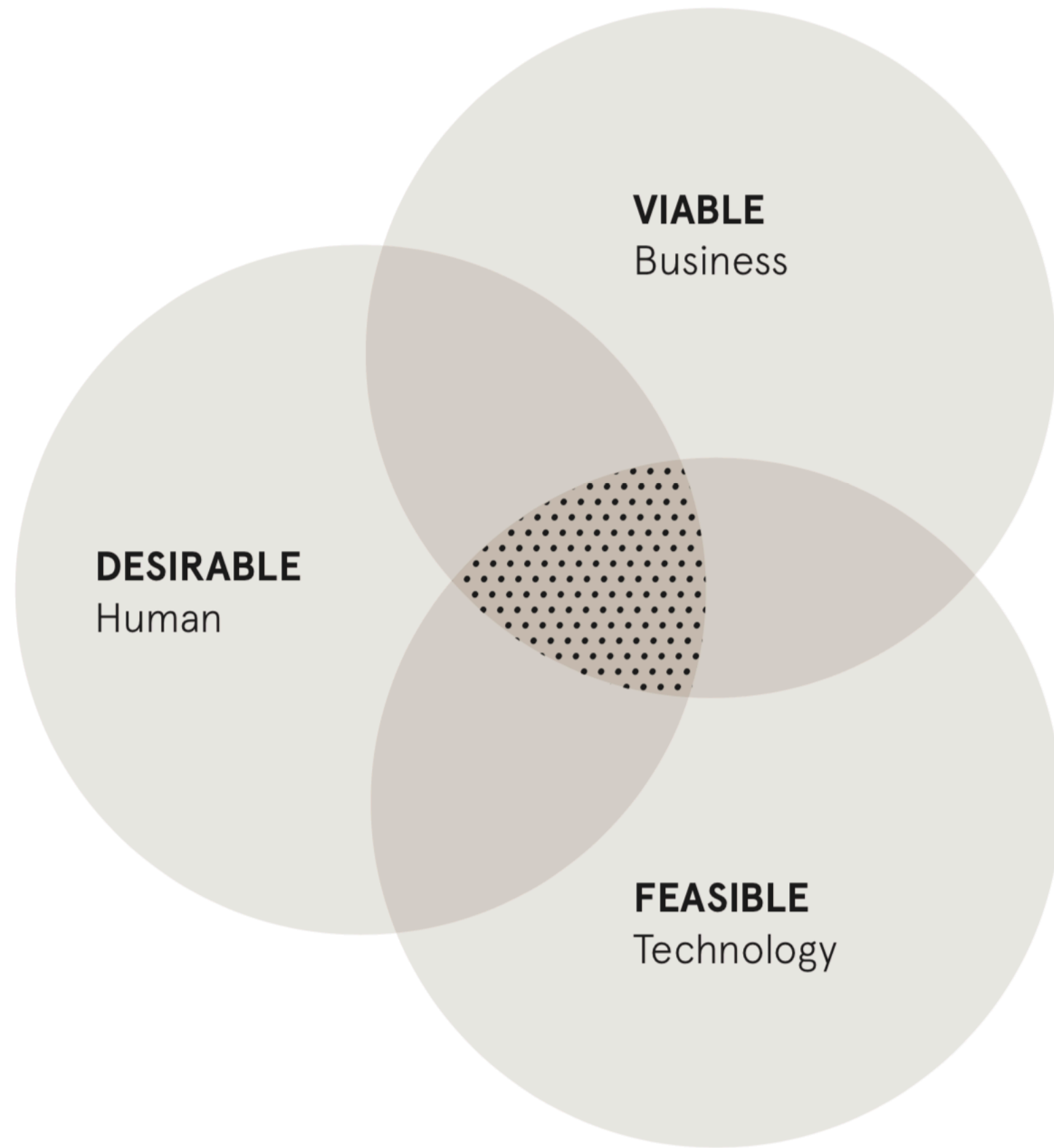
Agenda

- Towards clarity in your design tasks: the power of business narrative
- Making business out of (transition) design: words from a practitioner
- Preparing for the rest of the week

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BUSINESS.



WHAT IS BUSINESS?



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THIS NOTE IS LEGAL TENDER
FOR ALL DEBTS, PUBLIC AND PRIVATE

Mary Ellen Withrow
Treasurer of the United States.

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THIS NOTE IS LEGAL TENDER
FOR ALL DEBTS, PUBLIC AND PRIVATE

Anne Escobedo Cabral
Treasurer of the United States.

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business

/'biznəs/

noun

noun: **business**; plural noun: **the business**; plural noun: **businesses**; noun: **busyness**; plural noun: **busynesses**

commercial activity.

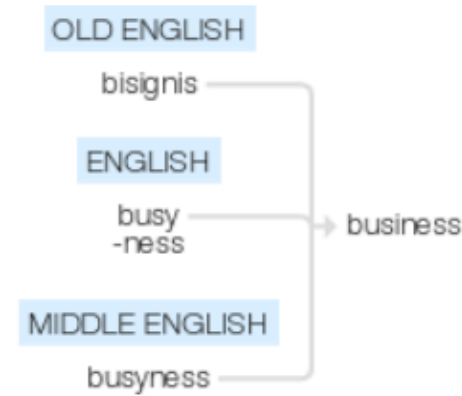
"firms who want to **do business with Japan**"

synonymit: trade, trading, commerce, buying and selling, dealing, traffic, trafficking, marketing, merchandising, bargaining; Lisää

- trade considered in terms of its volume or profitability.
"how's business?"

- a commercial operation or company.
"a catering business"

synonymit: firm, company, concern, enterprise, venture, organization, operation, undertaking, industry, corporation, establishment, house, shop, office, bureau, agency, franchise, practice, partnership, consortium, cooperative, conglomerate, group, combine, syndicate; *informal* outfit, set-up
"she was running her own business"



Old English *bisignis* 'anxiety' (see [busy](#), [-ness](#)); the sense 'state of being busy' was used from Middle English down to the 18th century, but is now differentiated as *busyness*. The use 'appointed task' dates from late Middle English, and from it all the other current senses have developed.

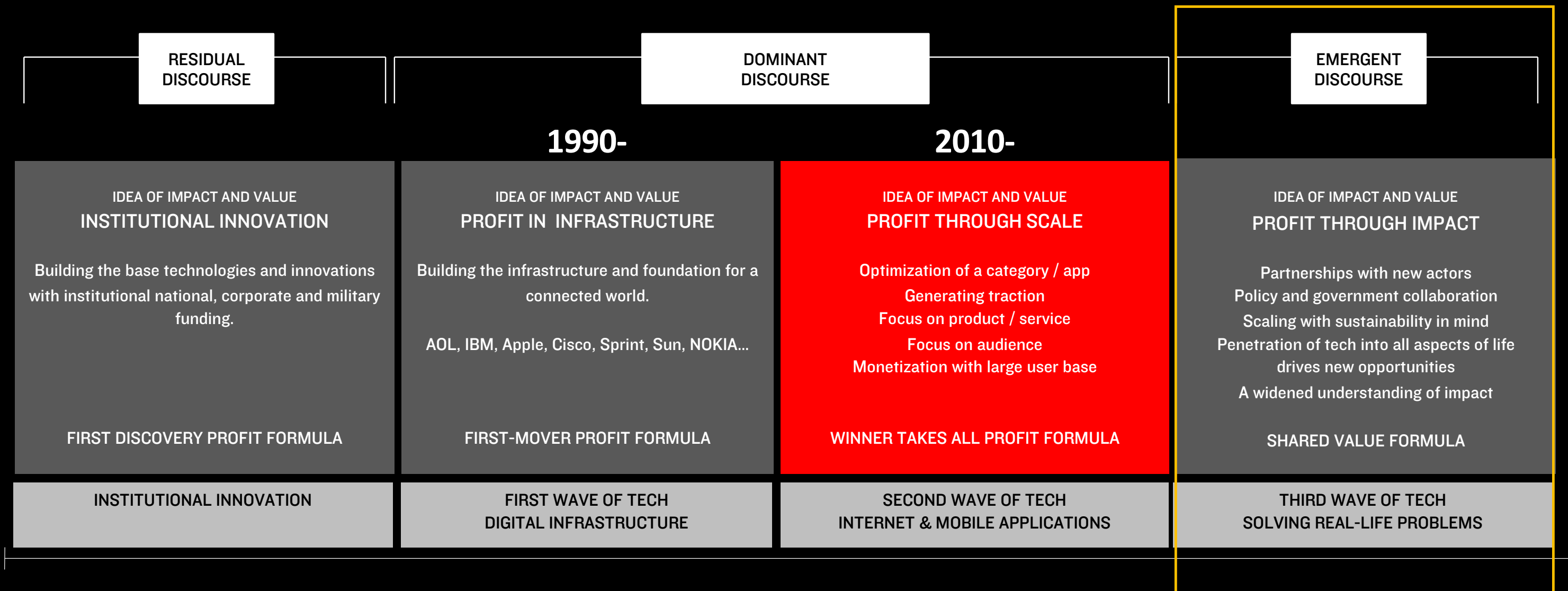
Value creation + value capture

More modern perspective:

Value creation + ~~value capture~~

Value sharing among
the contributors

A NEW VALUE LOGIC IS EMERGING



**SO, SHALL WE MAKE
A BUSINESS PLAN NOW?**

**NO. BUT YOU MUST
SHOW HOW YOU PLAN COULD
REACH THE OBJECTIVES.**

**IT IS ABOUT LANGUAGE WE USE.
AND IT IS ABOUT PRIORITIES.**

WHAT IS THE "BIG PICTURE".

**WE HAVE BEEN TALKING ABOUT
OPPORTUNITIES, UNCERTAINTY,
AMBIGUITY, LOVING THE PROBLEM.
ITERATIONS.**

**TO BE COMPATIBLE WITH BUSINESS
NARRATIVE, YOU NEED:**

CLARITY, PRIORITIES, MOMENTUM.

GREAT TENSION.

GREAT POTENTIAL.

TOWARDS CLARITY.

TASK: THEORY OF CHANGE.

I want to
clarify my priorities
by defining my
goals and the path
to reach them



THEORY OF CHANGE

INSPIRED BY

Nesta (2011) Theory of Change.

What is it & why should I do it?

Setting up a **Theory of Change** is like making a roadmap that outlines the steps by which you plan to achieve your goal. It helps you define whether your work is contributing towards achieving the impact you envision, and if there is another way that you need to consider as well.

The Theory of Change tool not only helps to clearly articulate and connect your work to your bigger goal, it also allows you to spot potential risks in your plan by sharing the underlying assumptions in each step. In large organisations, when there may be several projects running simultaneously, the Theory of Change helps to map these different projects first and then consider how they link and relate to each other.

This tool can also aid in aligning team members to the larger end goal, and help them understand their role in achieving it.

? HOW TO USE IT

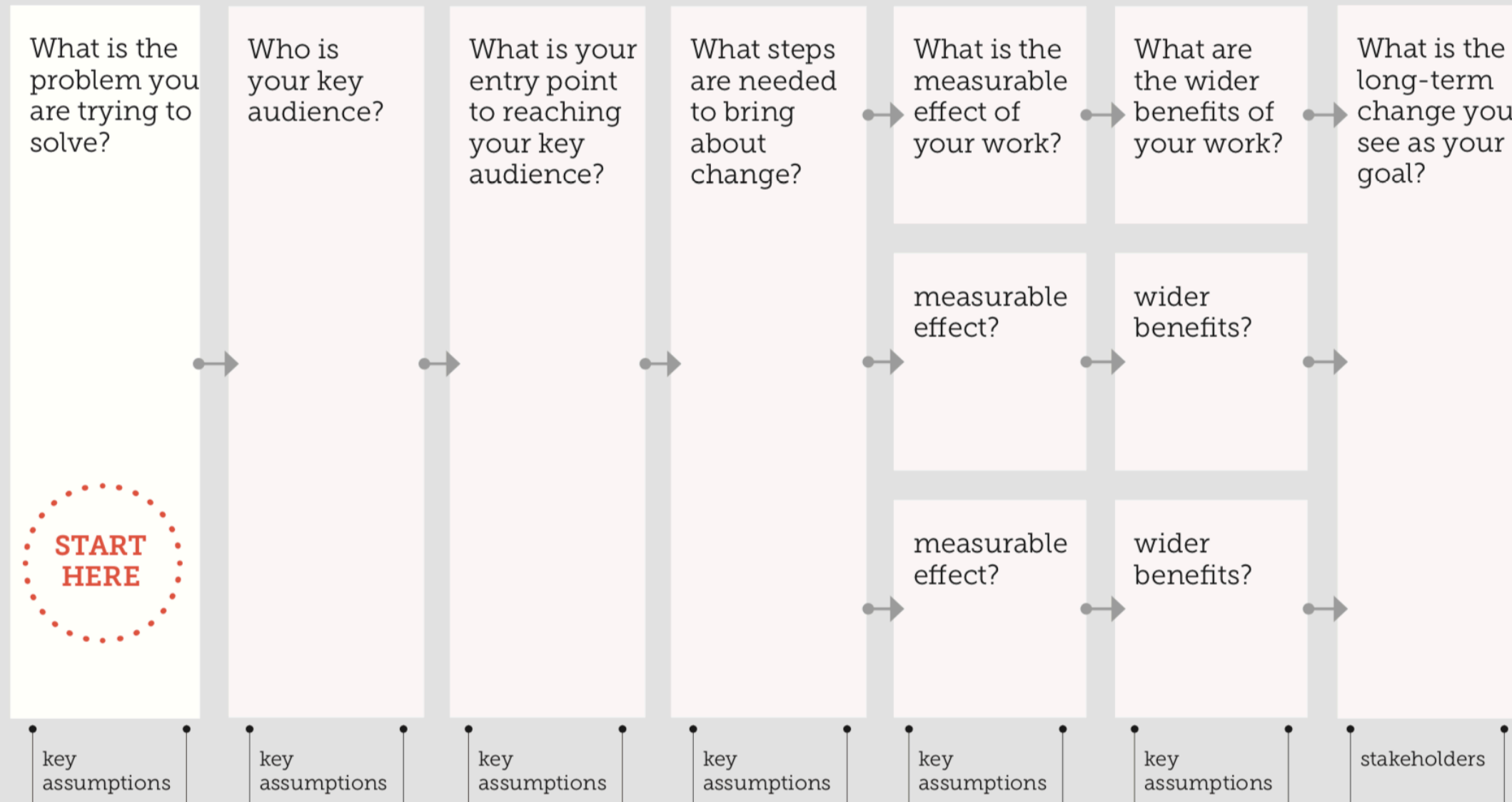
Start by noting down the main problem you want to solve, and also your long term vision on the change you want to accomplish. Then complete the other boxes, such as your key audience and your entry point to reach that audience. Try to be as specific as possible because it will help you to come up with more effective actions that you can take.

Work outwards from your defining problem, and towards your long-term impact. Write down the people that are most affected by the issue that you've identified and who you hope to help with your work – this could be a small community group or a large organisation. Then think about where to start your work, you may need to find a place, a person or a thing that will be your first port of call. Try to think of some practical steps that you can take to

make changes – like creating partnerships, or making tweaks to existing processes. Try to keep these as action-oriented as possible.

And finally, what would the immediate results or outcomes be? These could be tangible results that you can show to other people to clarify how your work is making a difference. List the key outcomes that your activity would lead to: these are the pre-conditions that you need to realise your vision.

As you fill each of the boxes in the worksheet, it is critical to also reflect on the key assumptions that underpin these steps in your work. This may help you to spot potential risks or connections between the different projects.



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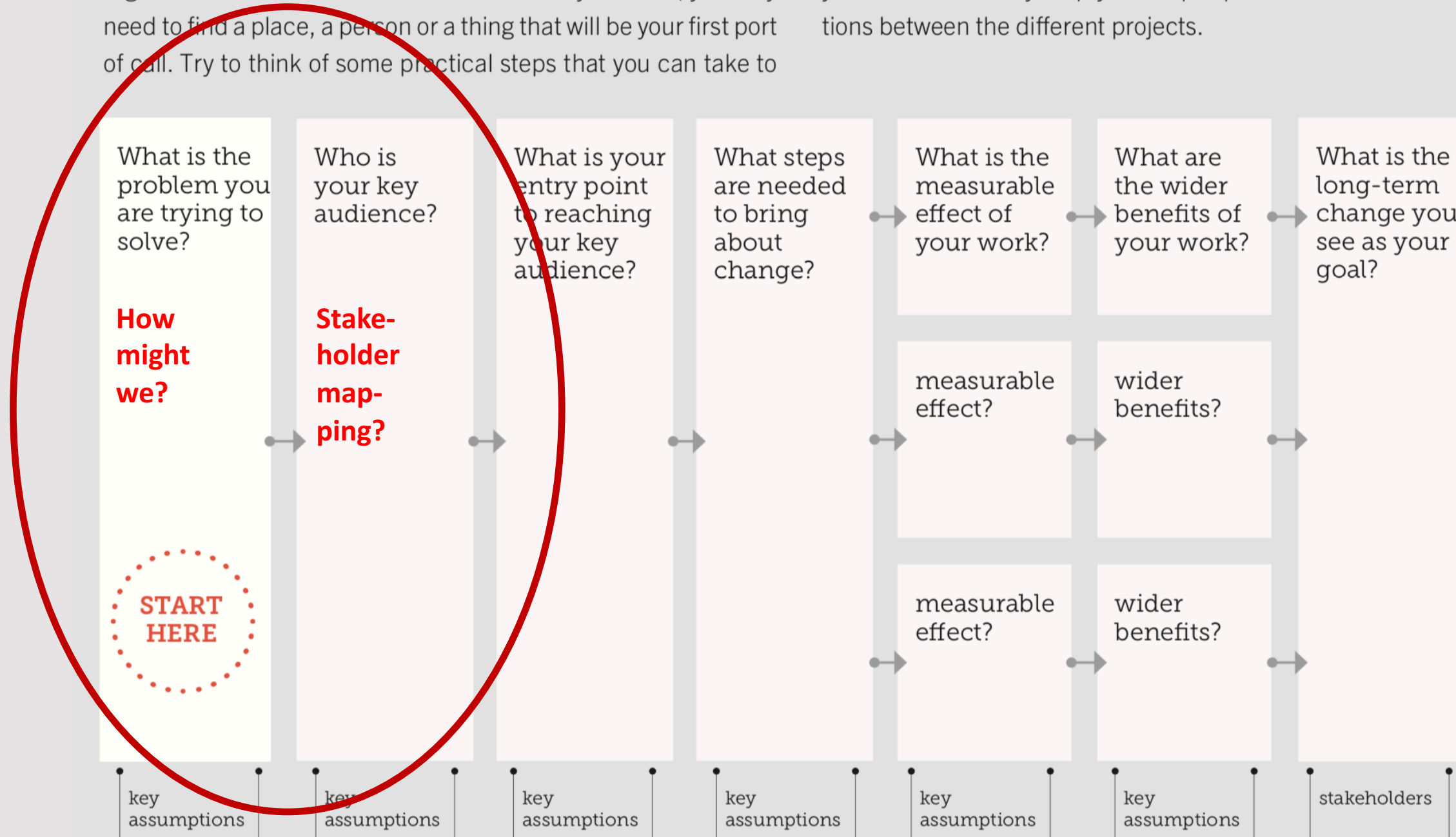
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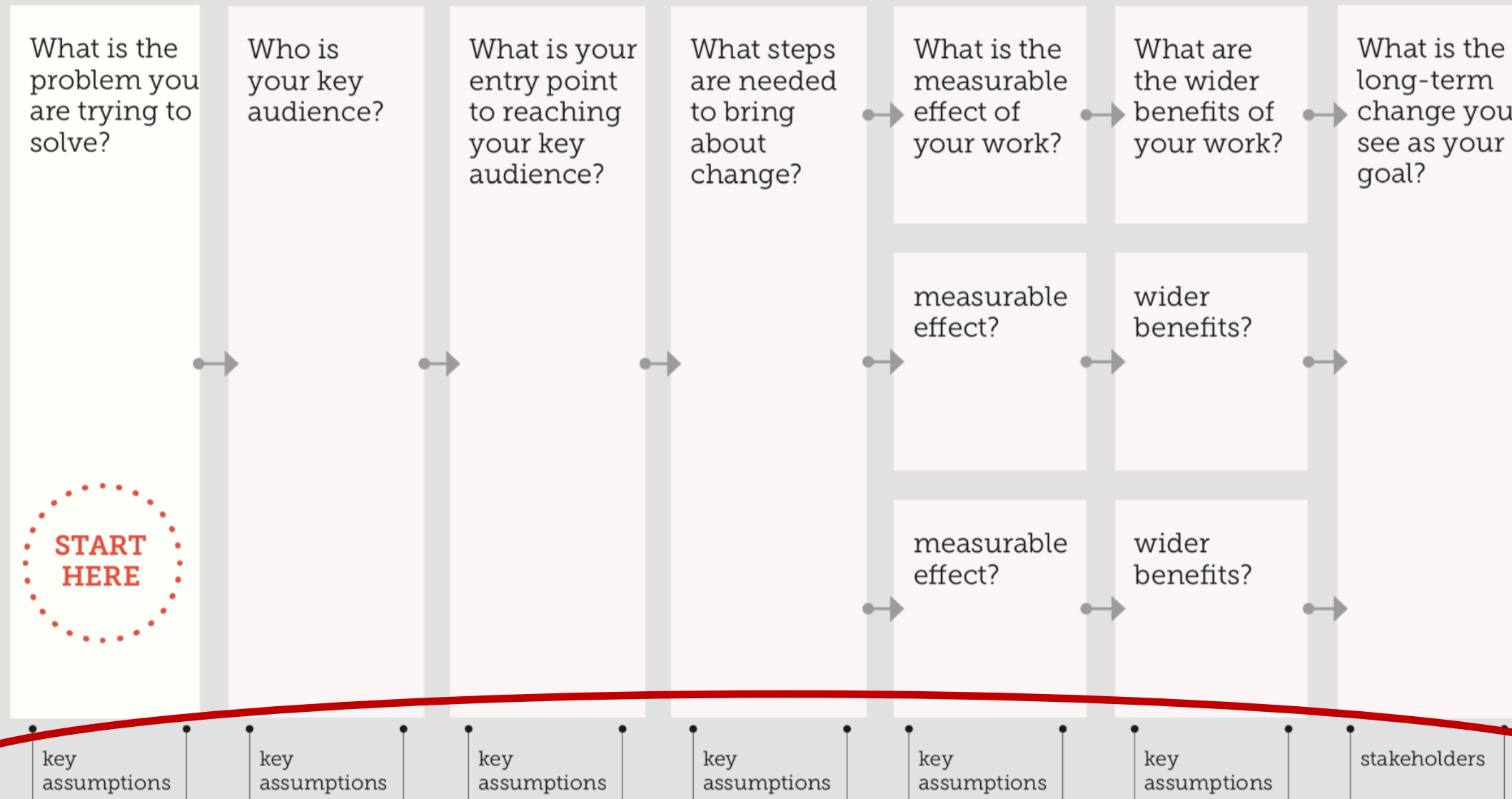
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Q&A

MORE INFORMATION

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