Pour commencer …

Écrivez en une phrase votre définition d’innovation (2 min)

Produit

Processus

Modèle d’affaire

“Aujourd'hui, la concurrence n'est pas entre différents produits, mais entre différents modèles commerciaux.”

Professeur Gary Hamel
auteur de "Competing for The Future" (en compétition pour l'avenir)

Somewhere in Between

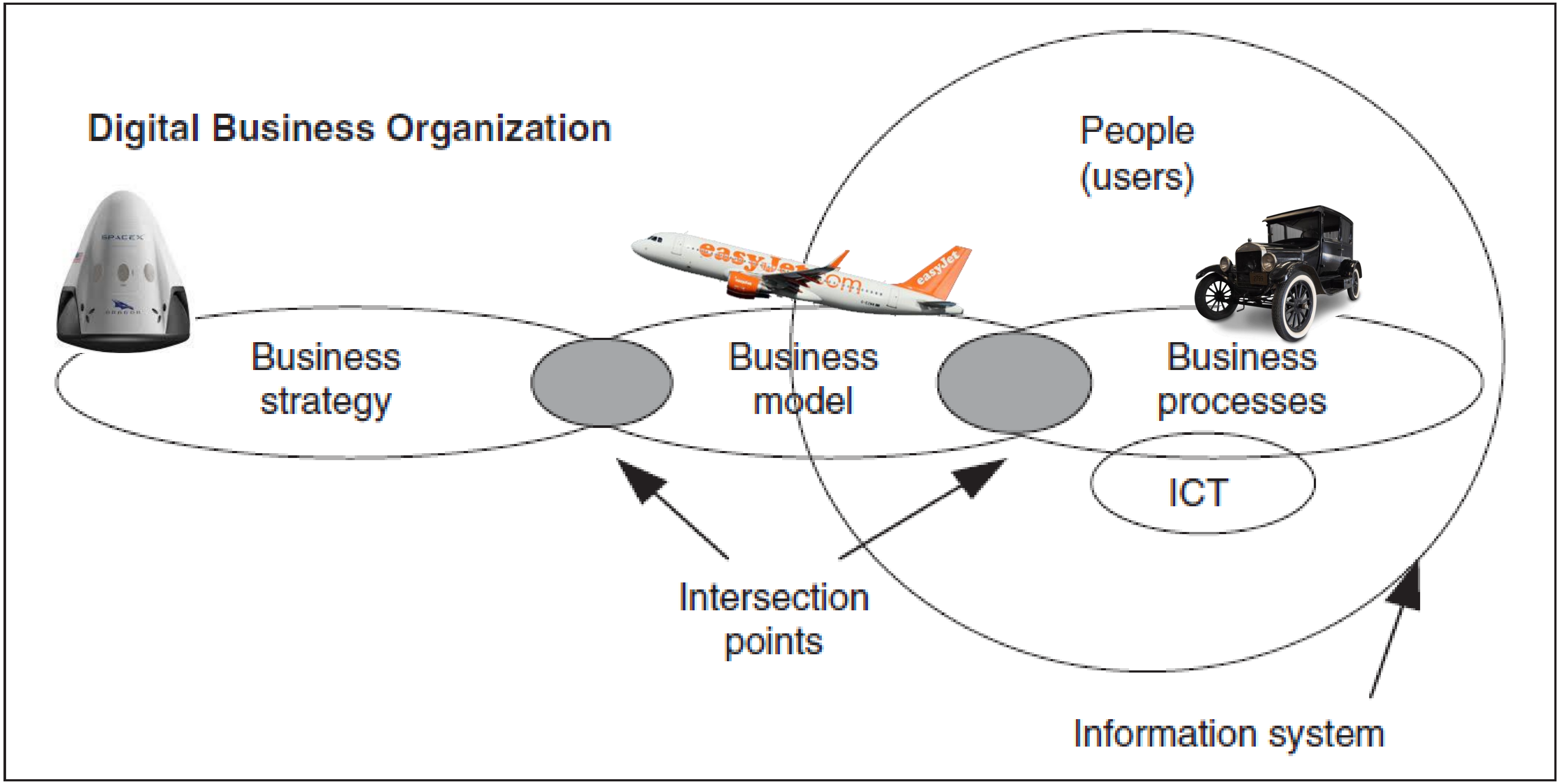

Figure 4: **Developing a unified framework of the business model concept,** 2010, Mutaz M. Al-Debei, David Avison,

15th Bled Electronic Commerce Conference

eReality: Constructing the eEconomy

Bled, Slovenia, June 17 - 19, 2002

An eBusiness Model Ontology for Modeling eBusiness

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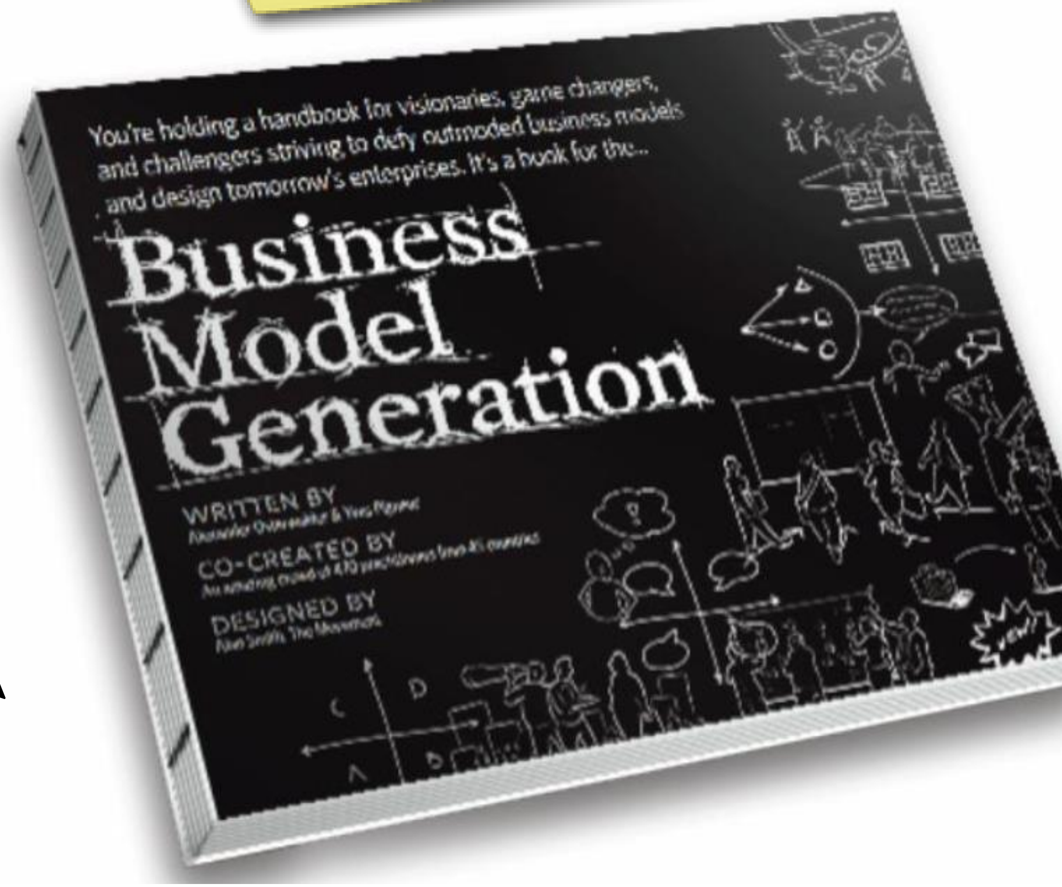
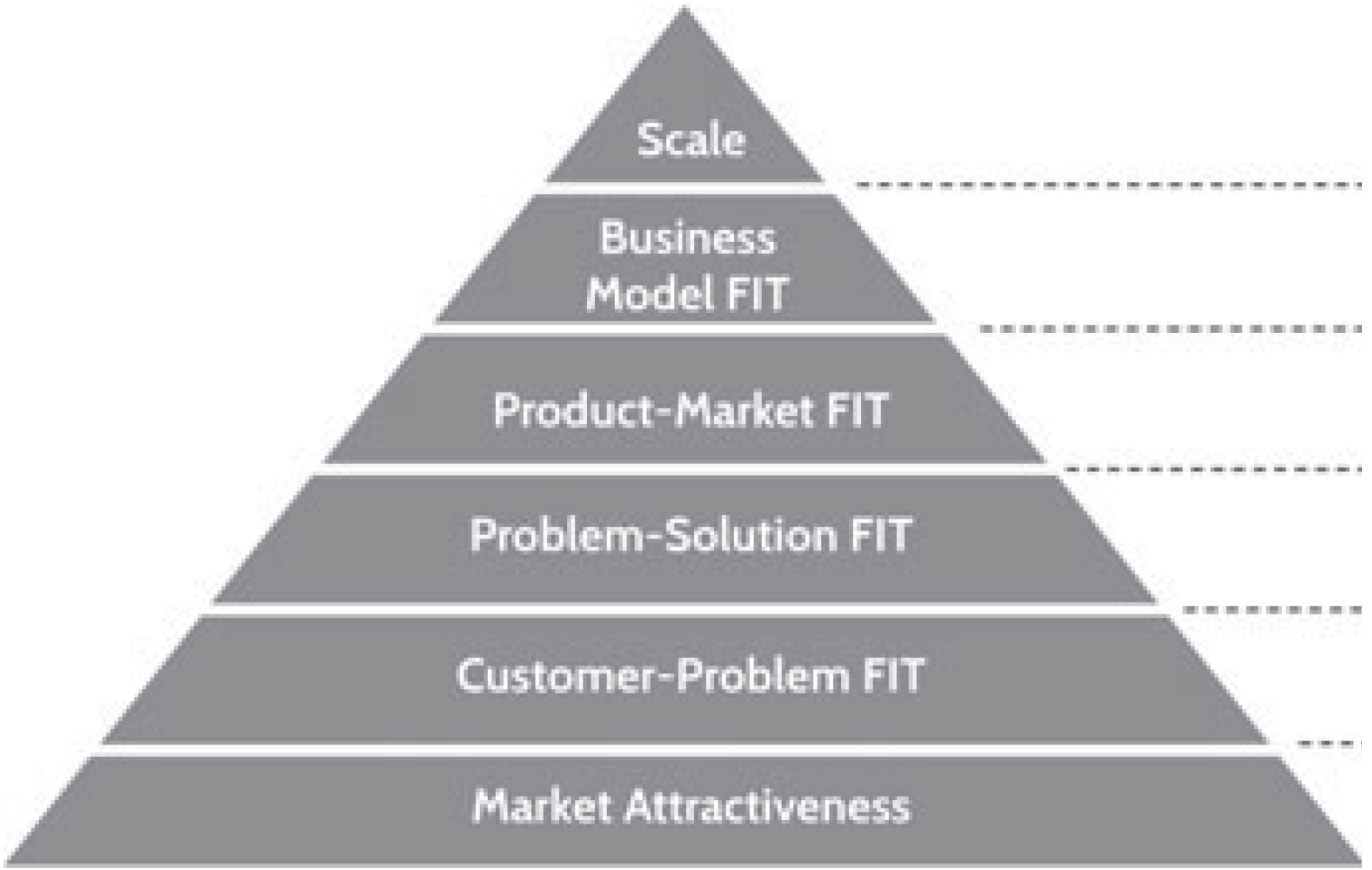
Abstract

After explaining why business executives and academics should consider th
about a rigorous approach to e-business models, we introduce a new e-Bu
Model Ontology. Using the concept of business models can help com
understand, communicate and share, change, measure, simulate and learn
about the different aspects of e-business in their firm. The generic e-Business

Focus on value creation to make strategic choices (50% score)




Scale
Business Model FIT
Product-Market FIT
Problem-Solution FIT
Customer-Problem FIT
Market Attractiveness

(Göcke, 2017)

desire to fill so many of these categories with content. When gauging a show's performance, Netflix will consider how big its audience is and whether the show is cost-effective. But it also cares about whether a show is performing well across multiple verticals, since that means the series is reaching a larger number of "constituent groups," as Holland calls them during one meeting.

If verticals are the way Netflix executives think about what kinds of content to buy or make, taste clusters help them analyze how subscribers interact with programming. The phrase, along with the interchangeable "taste communities," comes up time and again during my visits. Instead of grouping members by age or race or even what country they live in, Netflix has tracked viewing habits and identified almost 2,000 microclusters that each Netflix user falls into. While it's not a direct parallel, taste communities are sort of like Netflix's version of the demographic ratings used by traditional ad-supported networks, just more evolved. Because their business model is heavily weighted toward pleasing advertisers, broadcast and cable outlets such as NBC or Lifetime rely on demos — women under age 35, men 25 to 54, African-Americans 18 to 49 — to make sure their series are resonating with groups of viewers coveted by advertisers.

To show Grant's team how this works, De Carlo gives a PowerPoint presentation. It shows how one of Netflix's biggest hits, *Black Mirror*, plays particularly well in two major taste communities: Cluster 290 and Cluster 56. "We didn't come out of the gate and say, 'We think *Black Mirror* is for this audience or not for that audience,' " she says. "But after we launched the show, we're able to start to see patterns." The chart shows how folks who liked *Black Mirror* were also fans of *Lost* and *Groundhog Day*. "On the surface, if you thought about *Groundhog Day* with *Black Mirror*, you might not find an obvious similarity," De Carlo tells the group. "*Lost* and *Black Mirror* is also a stretch. But when you look at these in aggregate, you can see this through-line of supernatural or extreme worlds, and somehow that clustering tends to make more sense." She then points to another graphic detailing other shows and movies that "have this dark-drama through-line," and

Average number of purchases per year	1	1	10
Average spend per purchase	$10	$250	$400
Average gross margin	5%	75%	75%
Acquisition response rate	1%	2.0%	10%
Direct marketing costs per customer per year	$4	$10	$24
Average customer retention rate	40%	95%	95%
Average discount rate	3%	10%	15%

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue per customer	-	$250	$250	$250	$250	$250
Cost of Goods Sold (COGS)	-	($63)	($63)	($63)	($63)	($63)
Gross revenue per customer	-	$188	$188	$188	$188	$188
Acquisition cost	($500)	-	-	-	-	-
Mailing costs	-	($10)	($10)	($10)	($10)	($10)
Profit per customer (contribution)	($500)	$178	$178	$178	$178	$178
Cumulative retention rate	100%	95%	90%	86%	81%	77%
Cumulative discount rate	100%	91%	83%	75%	68%	62%
Present Value of Expected Customer Contribution Margin	**($500)**	**$153**	**$132**	**$114**	**$99**	**$85**

Customer Lifetime Value over five years

$84

Average number of purchases per year	1	5	10
Average spend per purchase	$10	$50	$400
Average gross margin	5%	75%	75%
Acquisition response rate	1%	2.0%	10%
Direct marketing costs per customer per year	$4	$10	$24
Average customer retention rate	40%	95%	95%
Average discount rate	3%	10%	15%

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Customer Lifetime Value over five years

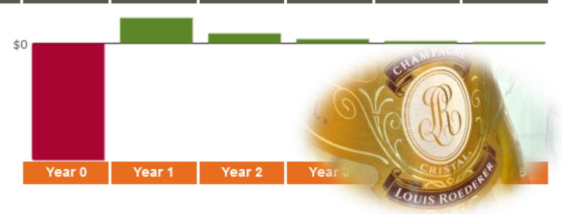
$84

Average number of purchases per year	1	1	10
Average spend per purchase	$10	$400	$400
Average gross margin	5%	75%	75%
Acquisition response rate	1%	2.0%	10%
Direct marketing costs per customer per year	$4	$10	$24
Average customer retention rate	40%	40%	95%
Average discount rate	3%	10%	15%

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue per customer	-	$400	$400	$400	$400	$400
Cost of Goods Sold (COGS)	-	($100)	($100)	($100)	($100)	($100)
Gross revenue per customer	-	$300	$300	$300	$300	$300
Acquisition cost	($500)	-	-	-	-	-
Mailing costs	-	($10)	($10)	($10)	($10)	($10)
Profit per customer (contribution)	($500)	$290	$290	$290	$290	$290
Cumulative retention rate	100%	40%	16%	6%	3%	1%
Cumulative discount rate	100%	91%	83%	75%	68%	62%
Present Value of Expected Customer Contribution Margin	**($500)**	**$105**	**$38**	**$14**	**$5**	**$2**

Customer Lifetime Value over five years

($335)



Average number of purchases per year	1	6	10
Average spend per purchase	$10	$100	$400
Average gross margin	5%	50%	75%
Acquisition response rate	1%	2.0%	10%
Direct marketing costs per customer per year	$4	$10	$24
Average customer retention rate	40%	80%	95%
Average discount rate	3%	10%	15%

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue per customer	-	$600	$600	$600	$600	$600
Cost of Goods Sold (COGS)	-	($300)	($300)	($300)	($300)	($300)
Gross revenue per customer	-	$300	$300	$300	$300	$300
Acquisition cost	($500)	-	-	-	-	-
Mailing costs	-	($10)	($10)	($10)	($10)	($10)
Profit per customer (contribution)	($500)	$290	$290	$290	$290	$290
Cumulative retention rate	100%	80%	64%	51%	41%	33%
Cumulative discount rate	100%	91%	83%	75%	68%	62%
Present Value of Expected Customer Contribution Margin	**($500)**	**$211**	**$153**	**$112**	**$81**	**$59**

Customer Lifetime Value over five years

$116

"We want to visit this famous festival while being in the region."

Nowak Family - Anna (35), Jan (40), Ola (12), Adam (9)
Visiting the region

city: Cracow
hobby: dancing, football

Goals

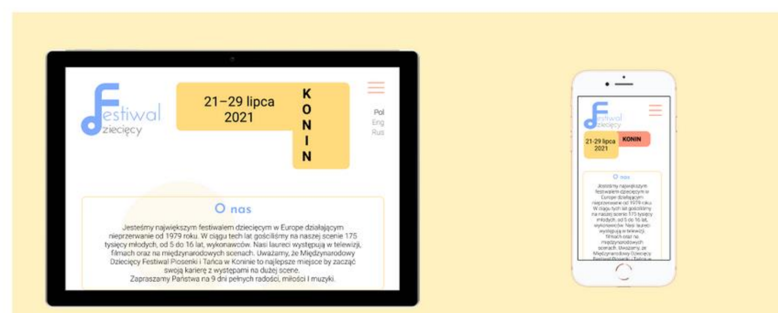
- have a family activity
- visit the festival
- spend the time with other families

Frustrations

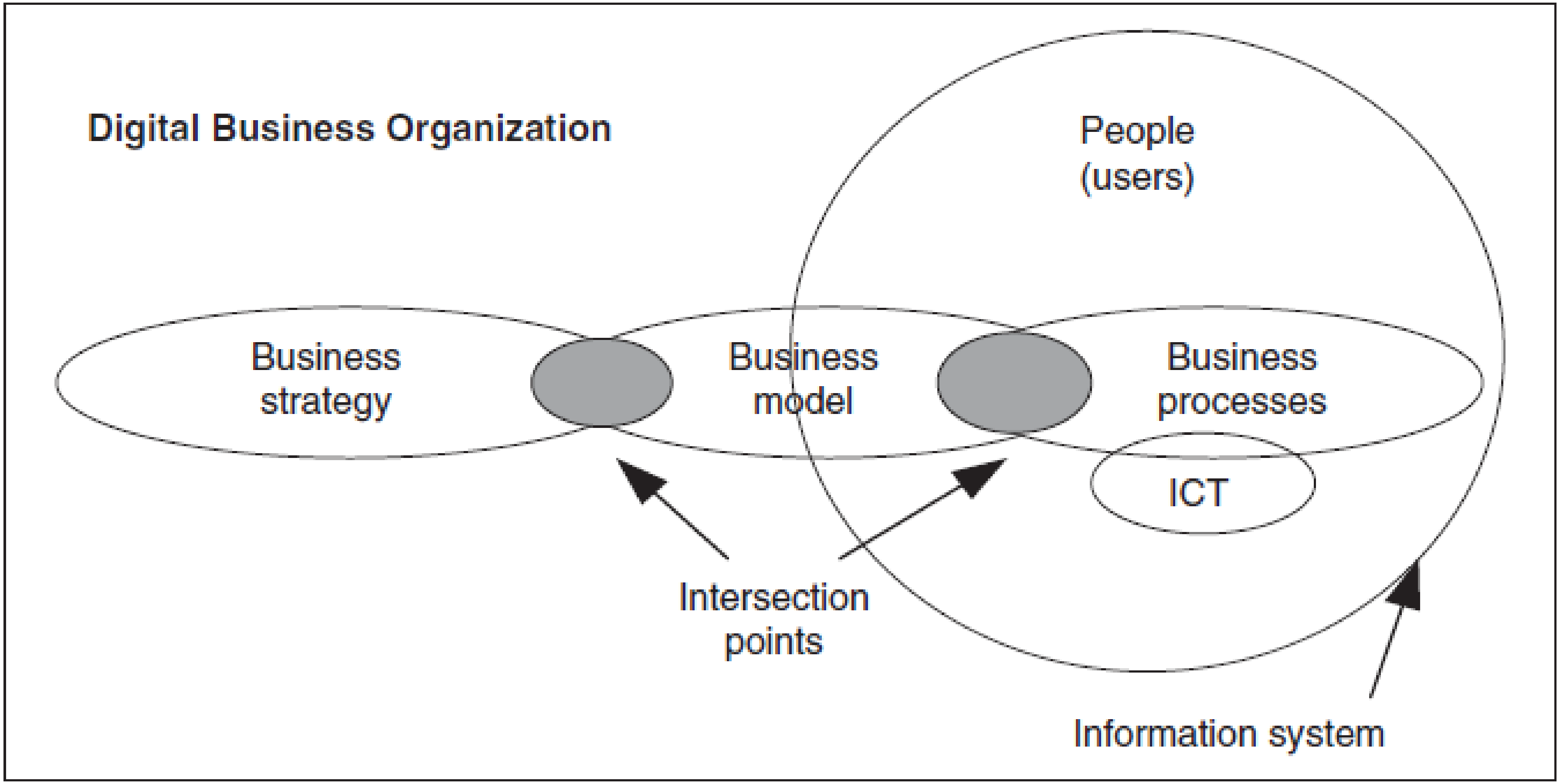
- more informations for participants than visitors aviable on the website
- the website is hard to navigate

Magdalena Gabryś
May 10, 2020 · 7 min read · Listen

Children festival redesign — from zero to hero in one week.



Somewhere in Between



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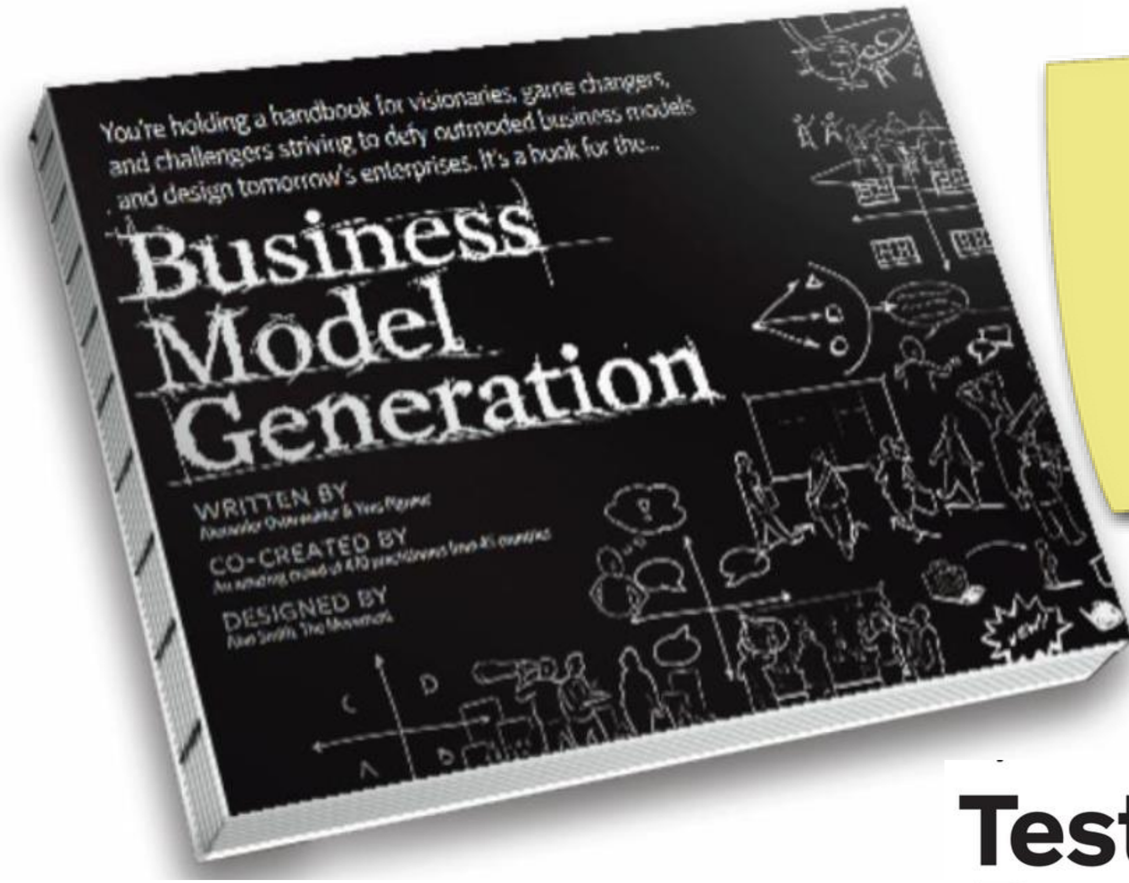
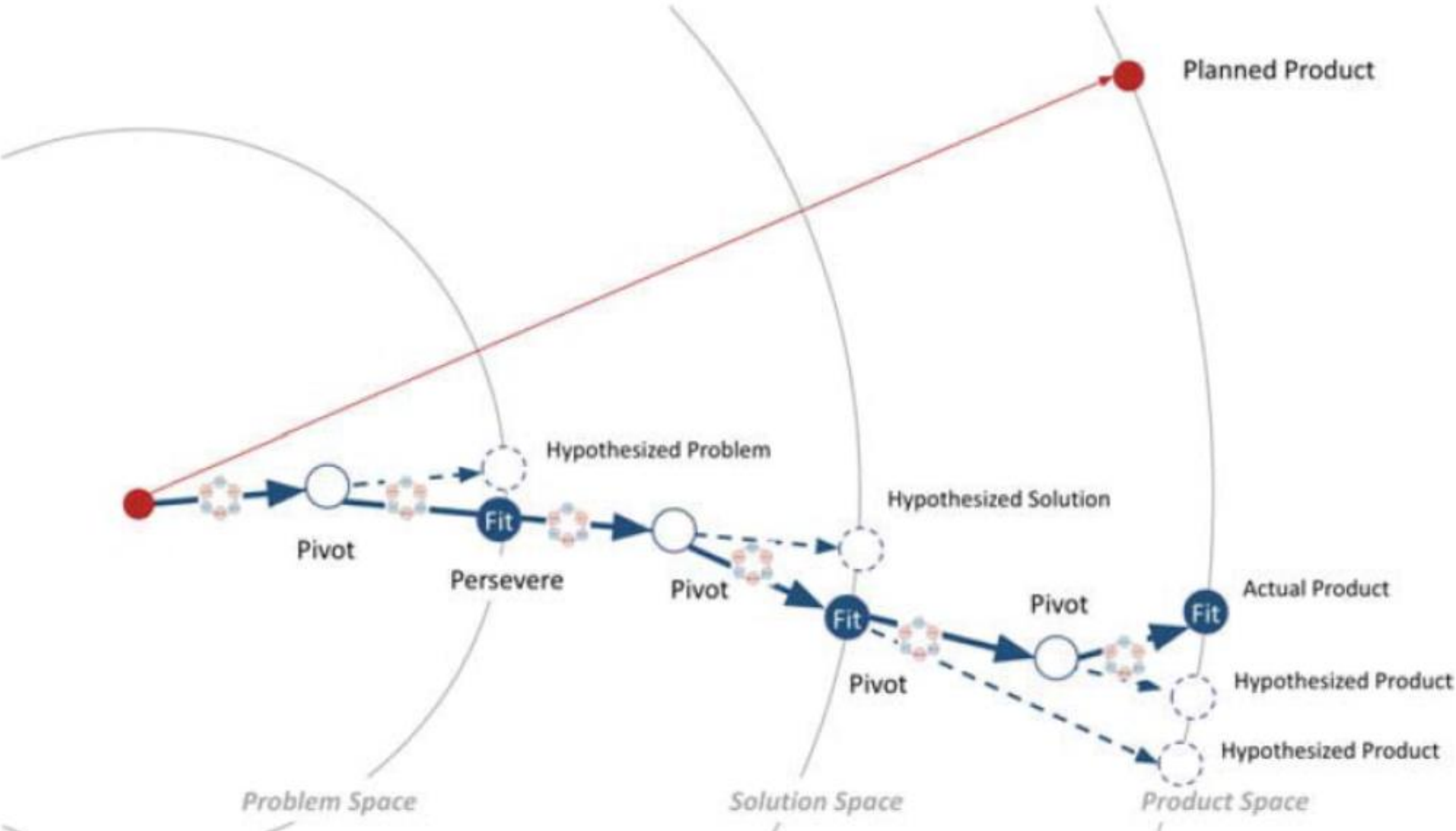
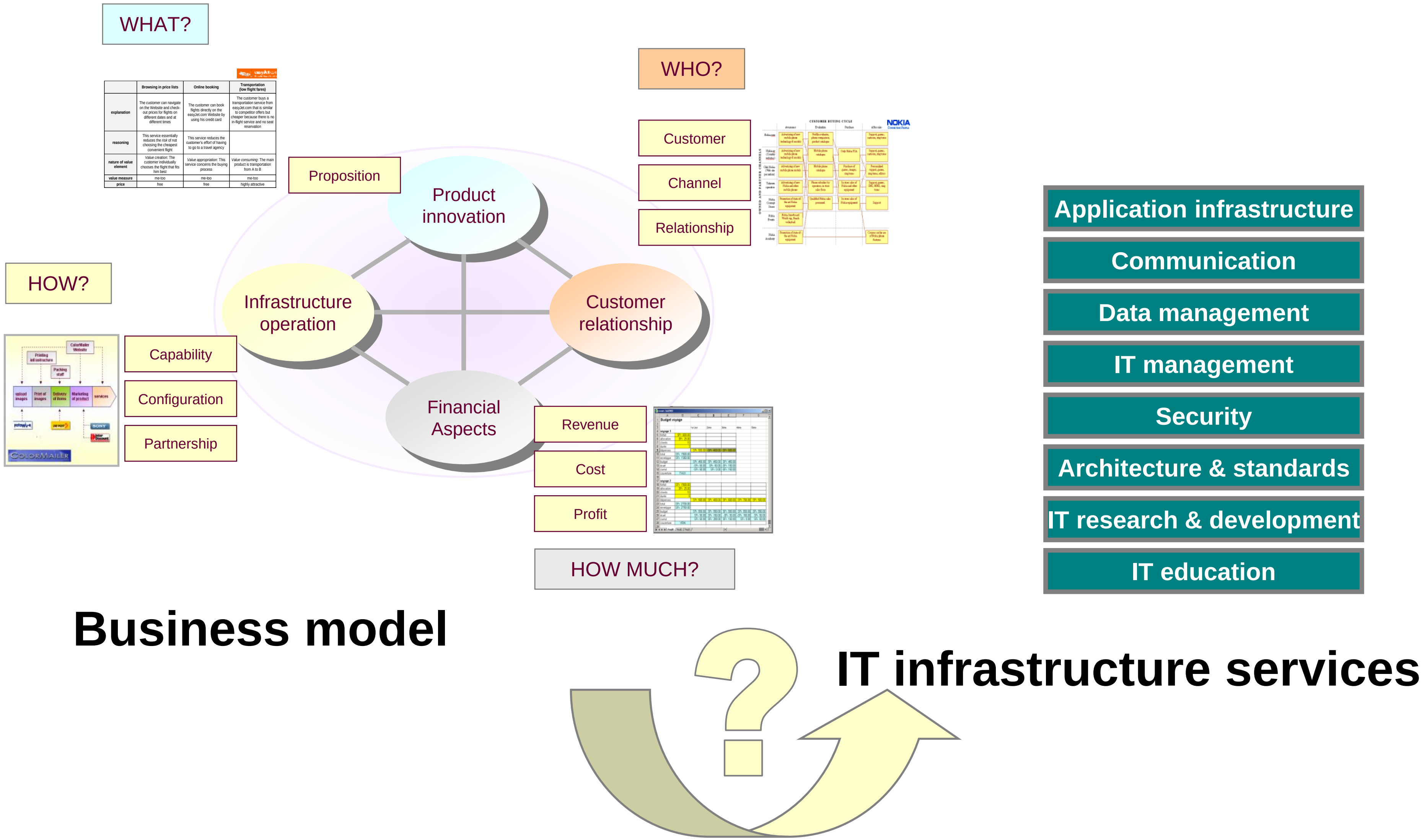


Make prototypes
to collect real
data
(50% score)


Planned Product
Hypothesized Problem
Hypothesized Solution
Fit
Pivot
Persevere
Pivot
Fit
Pivot
Pivot
Fit
Actual Product
Hypothesized Product
Hypothesized Product
Problem Space
Solution Space
Product Space

(Göcke, 2017)

Ontology for business models & IS Governance



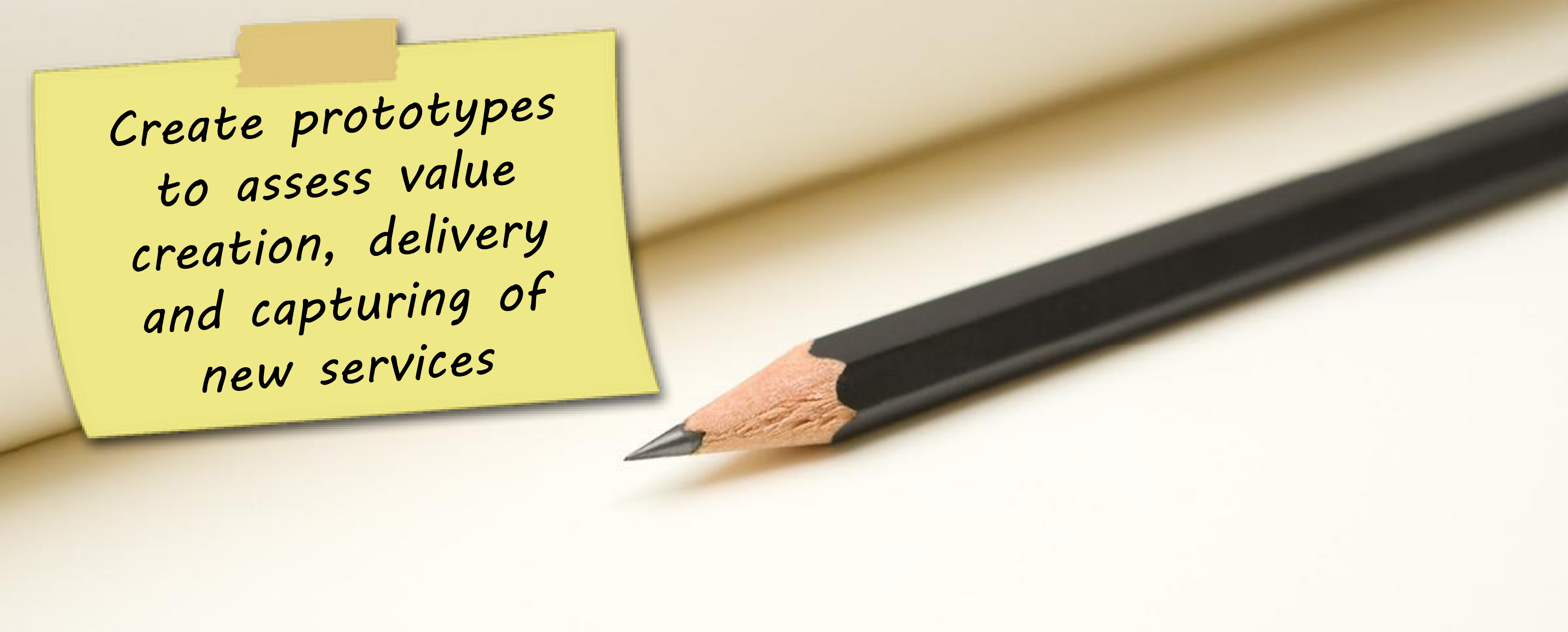
Aujourd’hui: Focus on data management

Avant	Pendant	Après
Trouve site web	Fait sa commande	Reçoit réduction
Donnée Google Ads	Données site web	Envoyer Whatsapp

Exemple de lien avec les projets agiles:
Changer le site web et tester prix / fonctionnalités

Current Champion	Weight	Visitors	Views	Conversions	Conversion Rate		
A **First Variant** Updated 4 minutes ago	2%	0	0	0	0%	Edit	•••

Challenger Page Variants					Confidence ?		
B **Groupe 01** Updated 4 minutes ago - Republish page to receive traffic	14%	0	0	0	0%	Edit	•••
C **Groupe 02** Updated 3 minutes ago - Republish page to receive traffic	14%	0	0	0	0%	Edit	•••
D **Groupe 03** Updated 3 minutes ago - Republish page to receive traffic	14%	0	0	0	0%	Edit	•••
E **Groupe 04** Updated 3 minutes ago - Republish page to receive traffic	14%	0	0	0	0%	Edit	•••
F **Groupe 05** Updated 3 minutes ago - Republish page to receive traffic	14%	0	0	0	0%	Edit	•••
G **Groupe 06** Updated 3 minutes ago - Republish page to receive traffic	14%	0	0	0	0%	Edit	•••
H **Groupe 07** Updated 2 minutes ago - Republish page to receive traffic	14%	0	0	0	0%	Edit	•••



Pour terminer …

Écrivez en une phrase votre définition d’innovation (2 min)