Business Model Innovation in the Tourism and Experience Economy

A Joint Nordic Innovation and OECD Programme on Innovative Green Growth

Copenhagen 22 June, 2011

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Items

• The Value Proposition of the Programme
• The Tool-kit: Innovation Radar
• Linking Green Growth and Innovation
• Applying Business Model Innovation
“No Battle Plan Survives Contact With the Enemy”

General Colin Powell

Charles Joseph Minard: Mapping Napoleon’s March, 1861
… And Few Innovation Plans Survive Contact With Market Realities

Source: Doblin analysis
Programme Proposition

New Tool

+ 

Differentiation

Change of Mindset

= Successful Green Innovation
The Results

New Tool

New Business Models

Differentiate

More Competitive

Changed Mindset

More Innovative

New Markets  Green Growth  Profit
© Examples Jørn B. Andersen: Adapted from Mohan Sawhney and Jiyao Chen’s Innovation Radar 2.0
Tying Innovation to Corporate Strategy

- Select 2 - 5 dimensions to get a clear focus in your innovation efforts

- Look for dimensions that differentiate your company from its competitors: **Dimensions of Differentiation & Dimensions of Parity**

- Coordinate all internal functions and external partners to innovate around these differentiating dimensions of your business system
Innovative and Green Growth
Green Growth
Green Marketing

Thomas Cook Group

National Geographic
Four Key Elements

- Reduce carbon emissions
- Conservation of bio-diversity
- Manage waste properly
- Protect and conserve water
The New Business Model

Profit potential

Old school company

New school of conscientious entrepreneurs

Old school not for profit

Green impact potential
Differentiate and Change Tracks
Three Ways to Look at it…

1. The same as the industry— but a lot better.

2. Turn a dimension on its head.

3. Look across other industries for new solutions.
The Same as the Industry
...but a lot Better...
Turn a Dimension on its Head

Cirque de Soleil

- No animals
- No logistics
- Opera clients = premium price plus...
Look Across Industries for New Solutions

Formula 1

- Textiles
- Slaugther house
- Violin builder
- Formula 1
Four Attributes to Compete on…

- Functionality
- Price
- Experience
- Partnership/Ecosystem?
Mindset: Present and Future
Settlers versus Pioneers
What business are we in?
Who is our customer?
What solutions do we provide?
How do we what we do?
What is our business?
Who is the customer?
What does the customer buy?
What is the value to the customer?
Are we in the right business?

Business Model
Innovation to the Core
Plus a Few Simple Steps…

- Visualize and brainstorm
- Differentiate on maximum 3-5 dimensions
- Prototype small scale and develop
- Communicate and align
- Review innovative green growth strategy
Sum up the Innovation Radar Applied…

1. Profile
- Current State
- Competition
- Diverse Perspectives

2. Envision
- Strategic Dimensions
- Desired Future State

3. Enable
- Communicate
- Educate
- Empower

4. Track
- Progress
- Performance
End Note: From Failure to Success

Быстро = bystro (quickly)

Changed mindset – Russian Cossack soldiers

Differentiate – quick cooking

New business – Bistro concept

Thus the French Bistro was borne.
Thank you for listening