

# Mapping Client Expectations for Better Business Design Innovation

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**Design d'@ffaires**  
**Business design**

Chaire CRSNG/Bell/Cisco de recherche  
NSERC/Bell/Cisco research chair



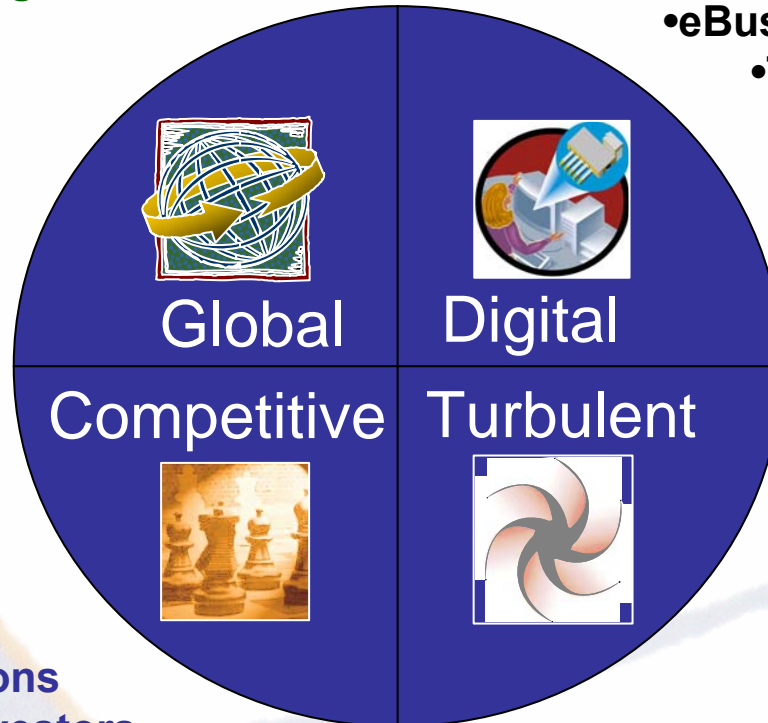
UNIVERSITÉ  
**LAVAL**

# Presentation

- **Client Expectations**
  - New Economy context
  - 15 different yet interrelated expectations
- **Business Design**
  - Concepts, models and designs
  - Tetrahedral Business Design Framework
- **Mapping Client Expectations**
  - Conceptual map
  - Innovations

# New Economy context

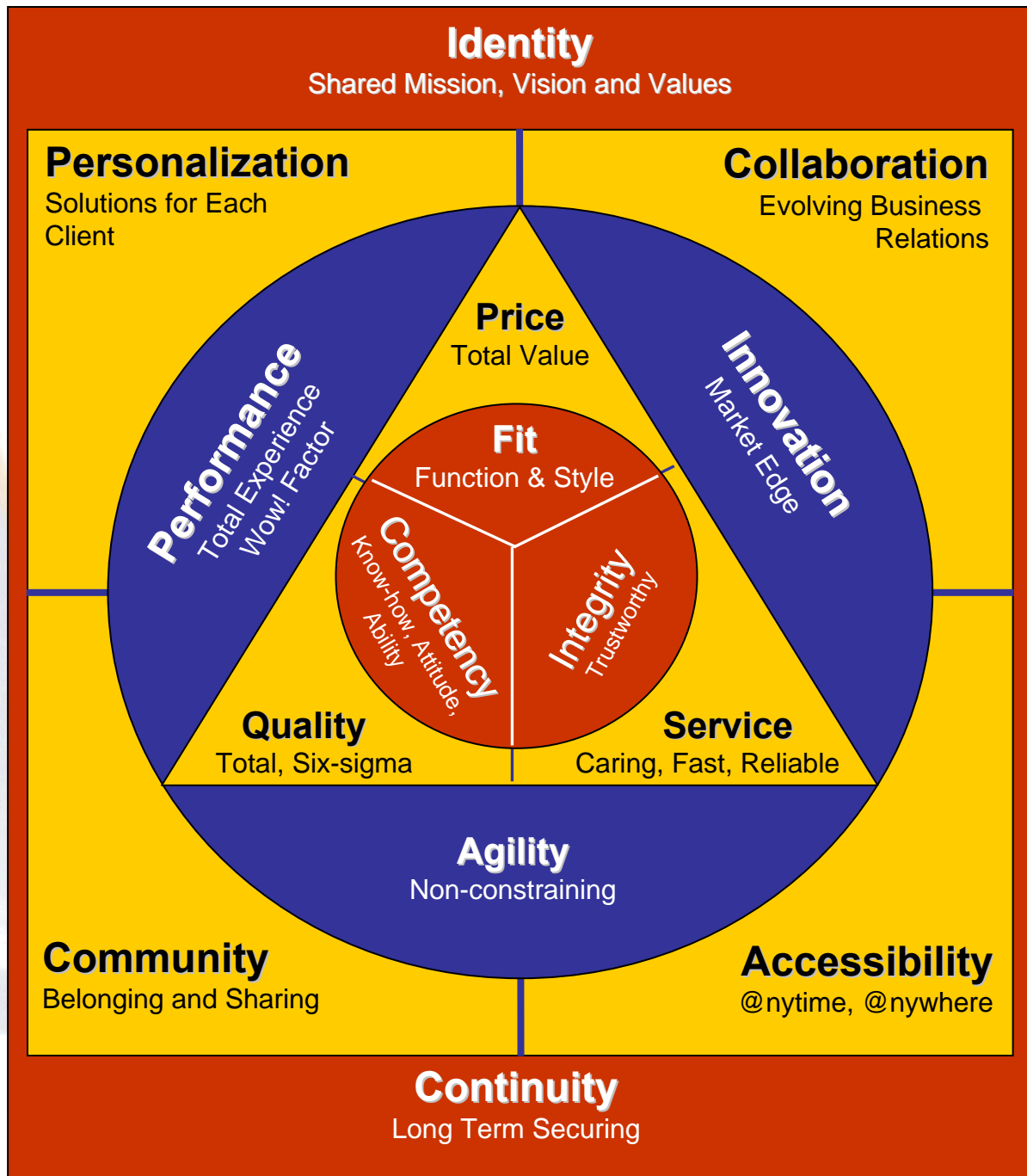
- **Worldwide Stakeholders**
- **Worldwide Benchmarking**
- **Worldwide Sourcing**
- **Worldwide Logistics**
- **Environmental Issues**
- **Ethical Issues**
- **Offshoring**
- **Free Trade**



- **Business webs and virtual enterprises**
- **Real-time monitoring, RFID, GPS**
- **eBusiness (including mobile)**
- **Transparency, tracability**
- **eMarketplaces**
- **Virtual agents**
- **Connectivity**
- **eSourcing**

- **Offer exceeds demand in numerous industries, yet fails to adapt to evolving client expectations**
- **Informed clients and investors**
- **Lower costs from developing nations**
- **Professional and innovative competitors**
- **Network scale competition**

- **Market volatility**
- **Political instability and terrorism**
- **Rapidly evolving business landscape**
- **Risk management and uncertainty**



A conceptual generic mapping of client expectations

How to design or transform a business to adequately meet these expectations for targeted clients?

Montreuil (2004)

Mapping Client Expectations for Better Business Design Innovation

Number of Pages

Content

< 1

**Business concept**

Limited focus synthesis

1-5

**Condensed Business Model**

Dense, compact synthesis

5-25

**Global Business Model**

Aggregated, holistic synthesis

25-200

**Business Design**

Deep and exhaustive synthesis, granular, holistic

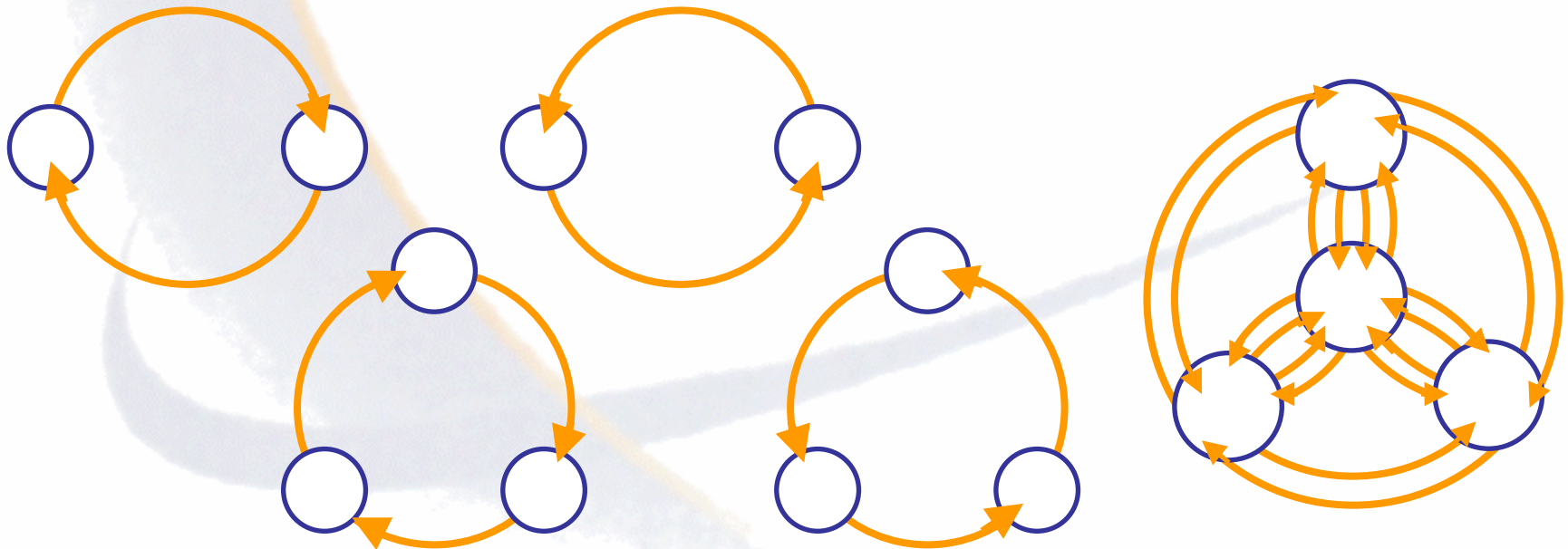
Business knowledge representation pyramid

# The need for a conceptual framework

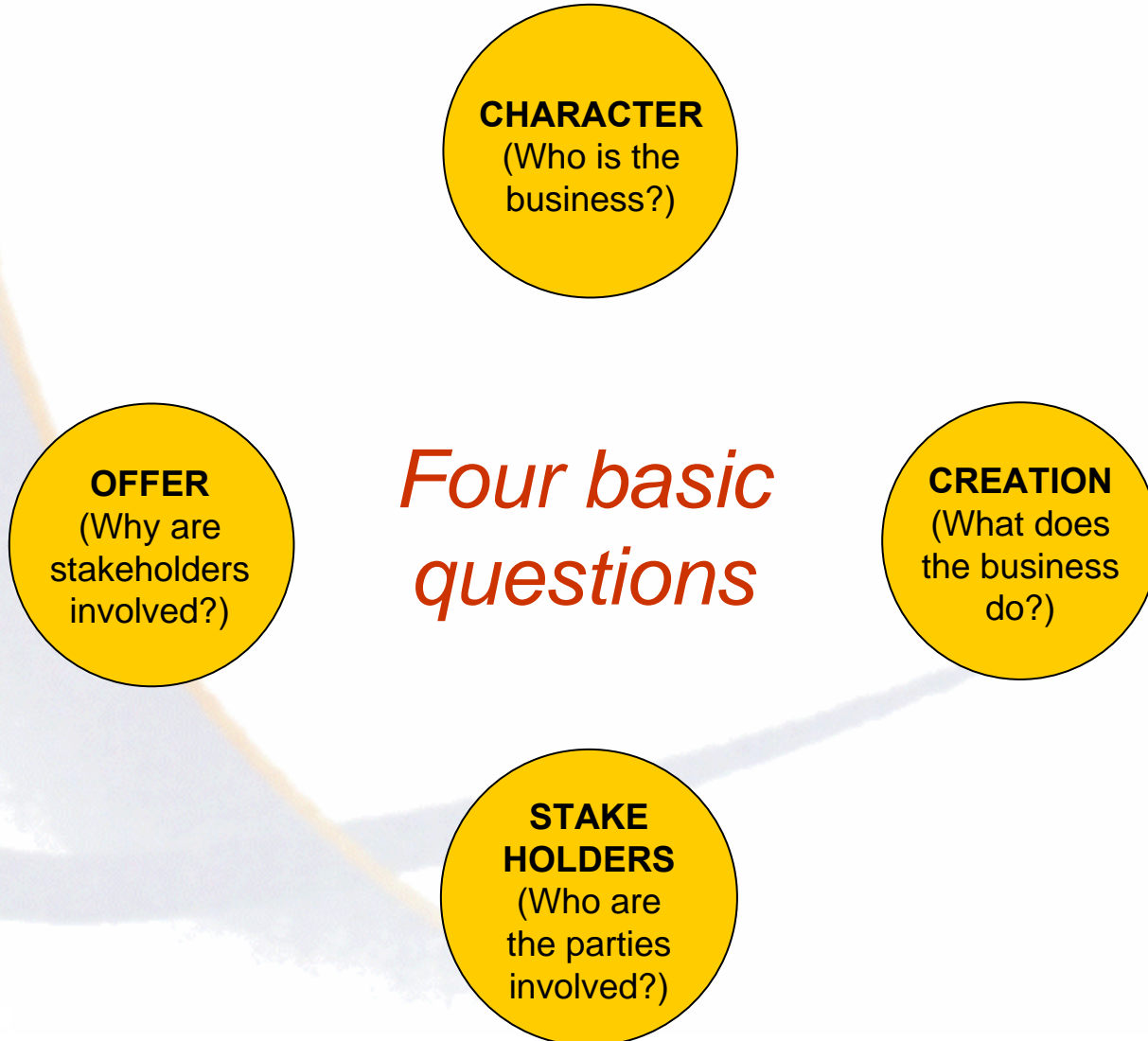
« Language shapes perception. What we see depends on what we are prepared to see. Western languages, with their subject-verb-object structure, are biased toward a linear view.

If we want to see system wide interrelationships, we need a language of interrelationships, a language made up of circles. »

-- Peter M. Senge, The Fifth Discipline, 1990



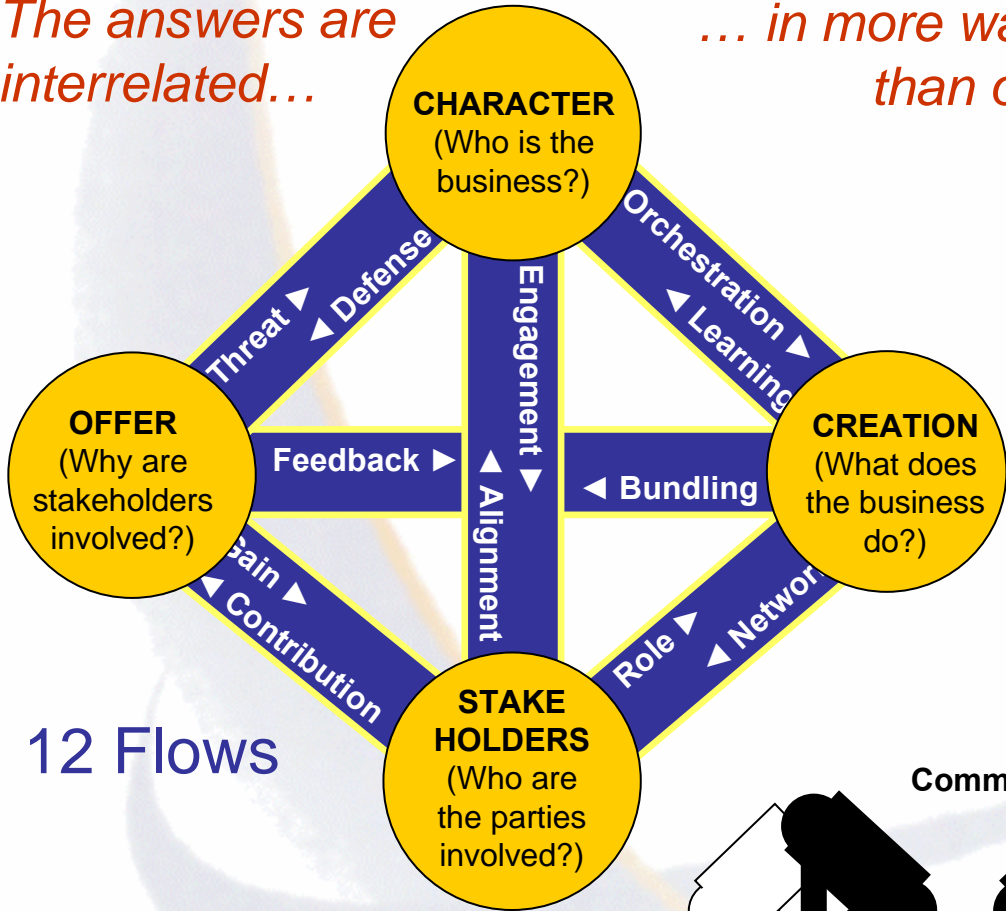
# Tetrahedral Business Design Framework



# Tetrahedral Business Design Framework

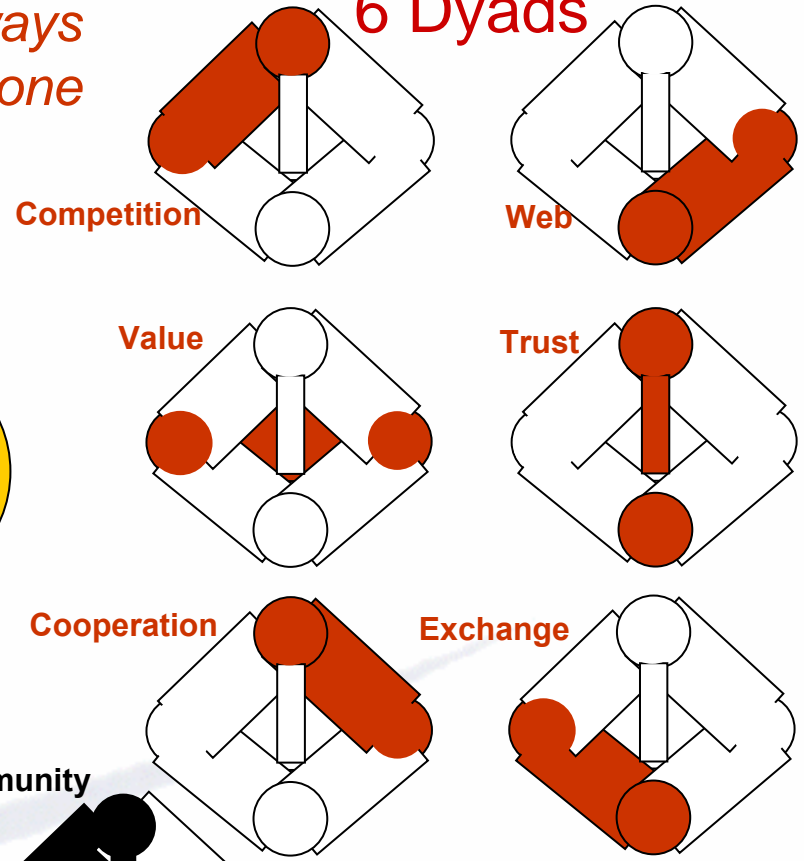
*The answers are interrelated...*

*... in more ways than one*

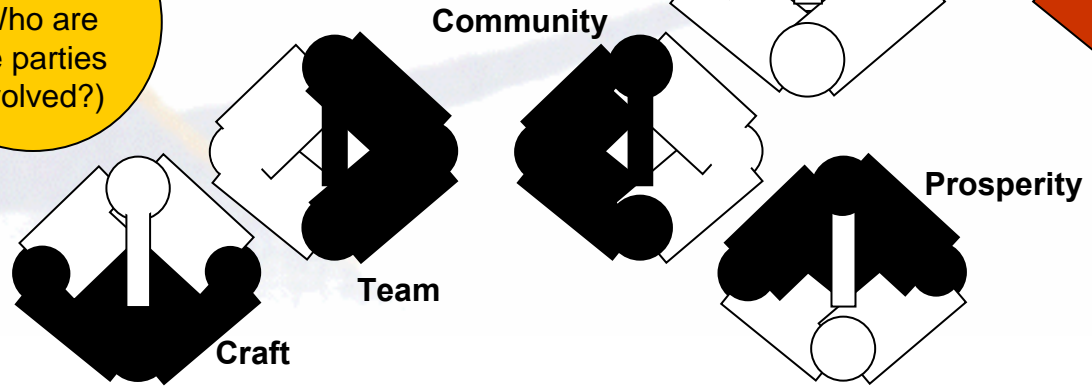


12 Flows

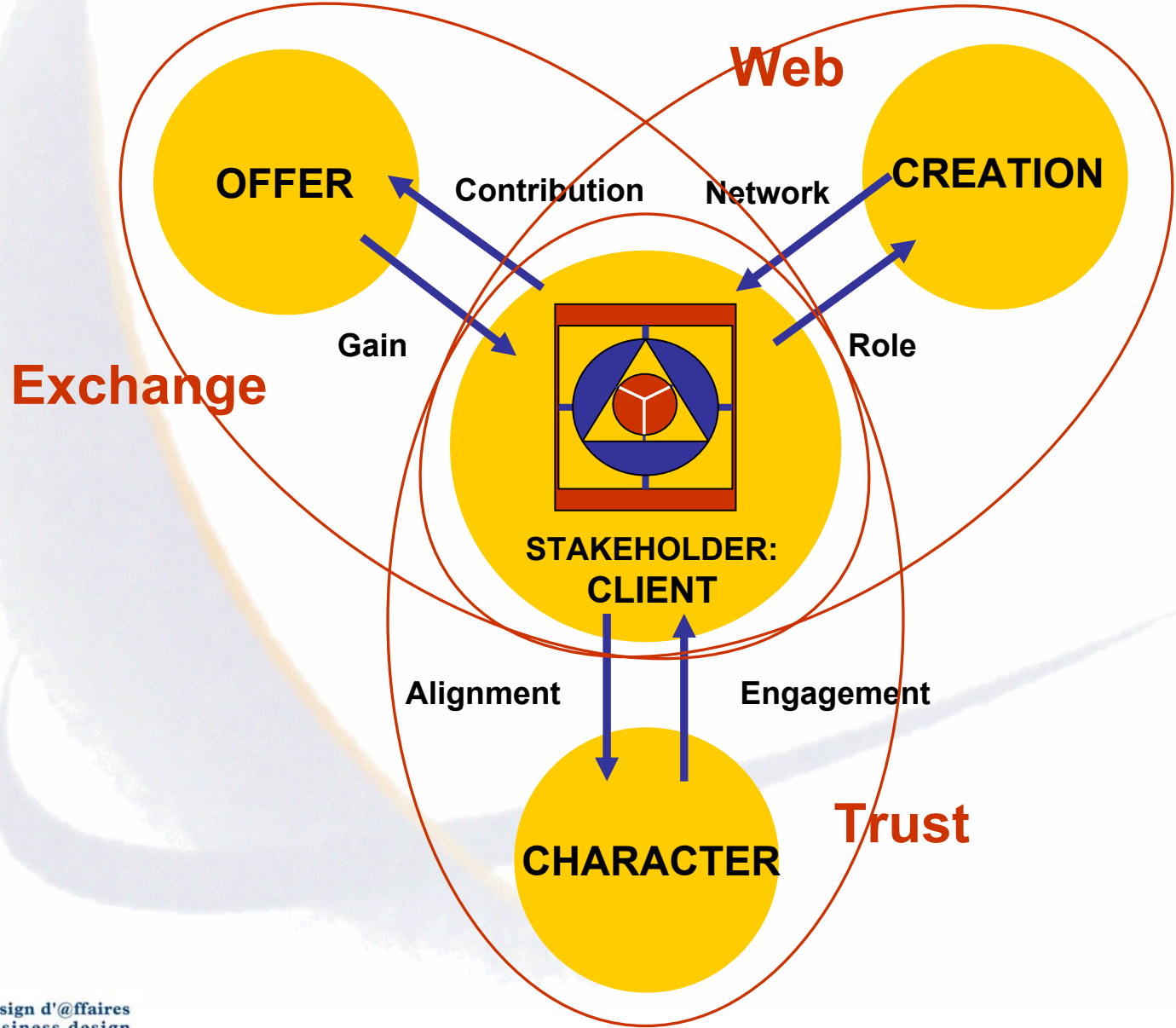
6 Dyads



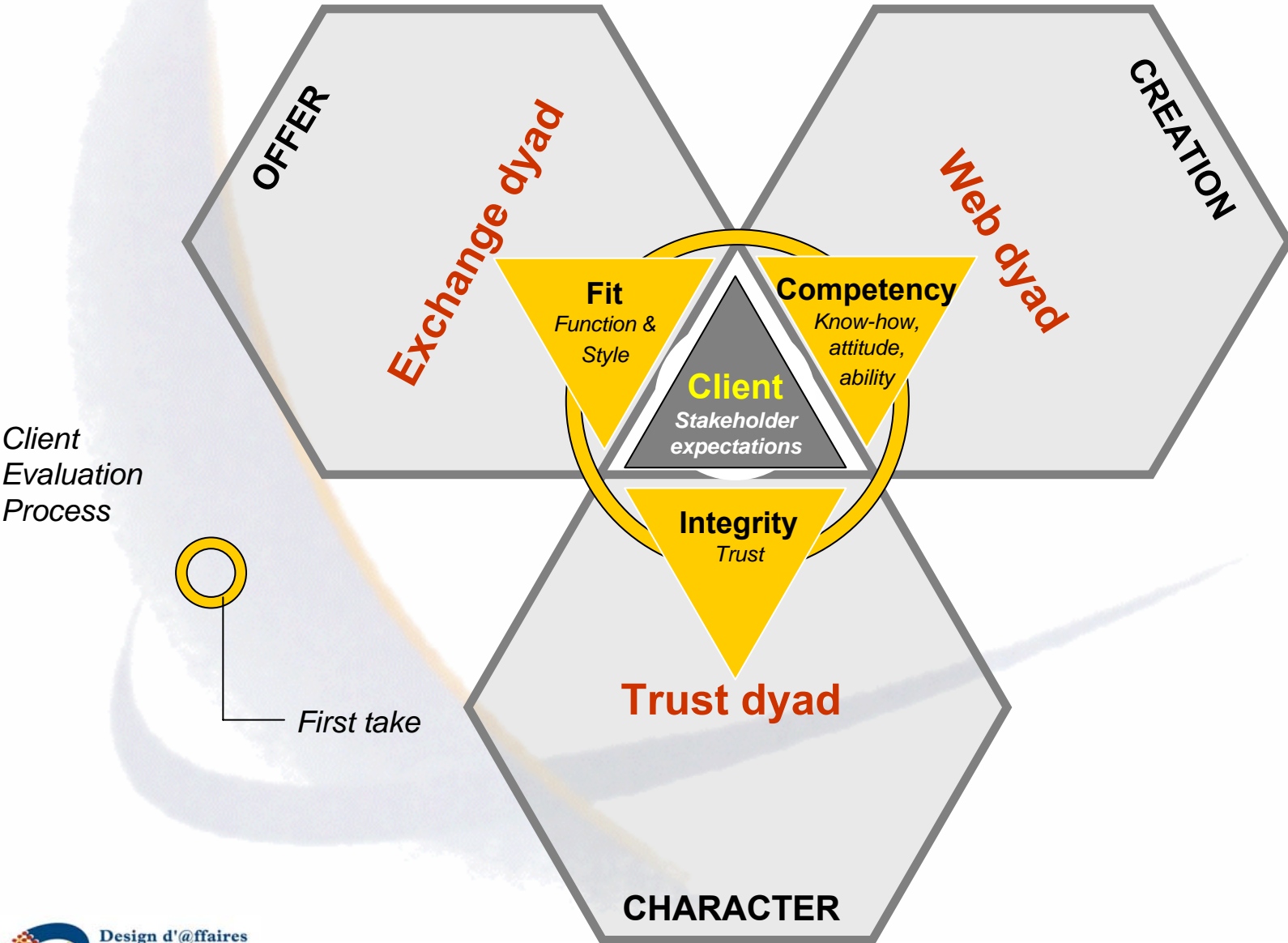
4 Faces



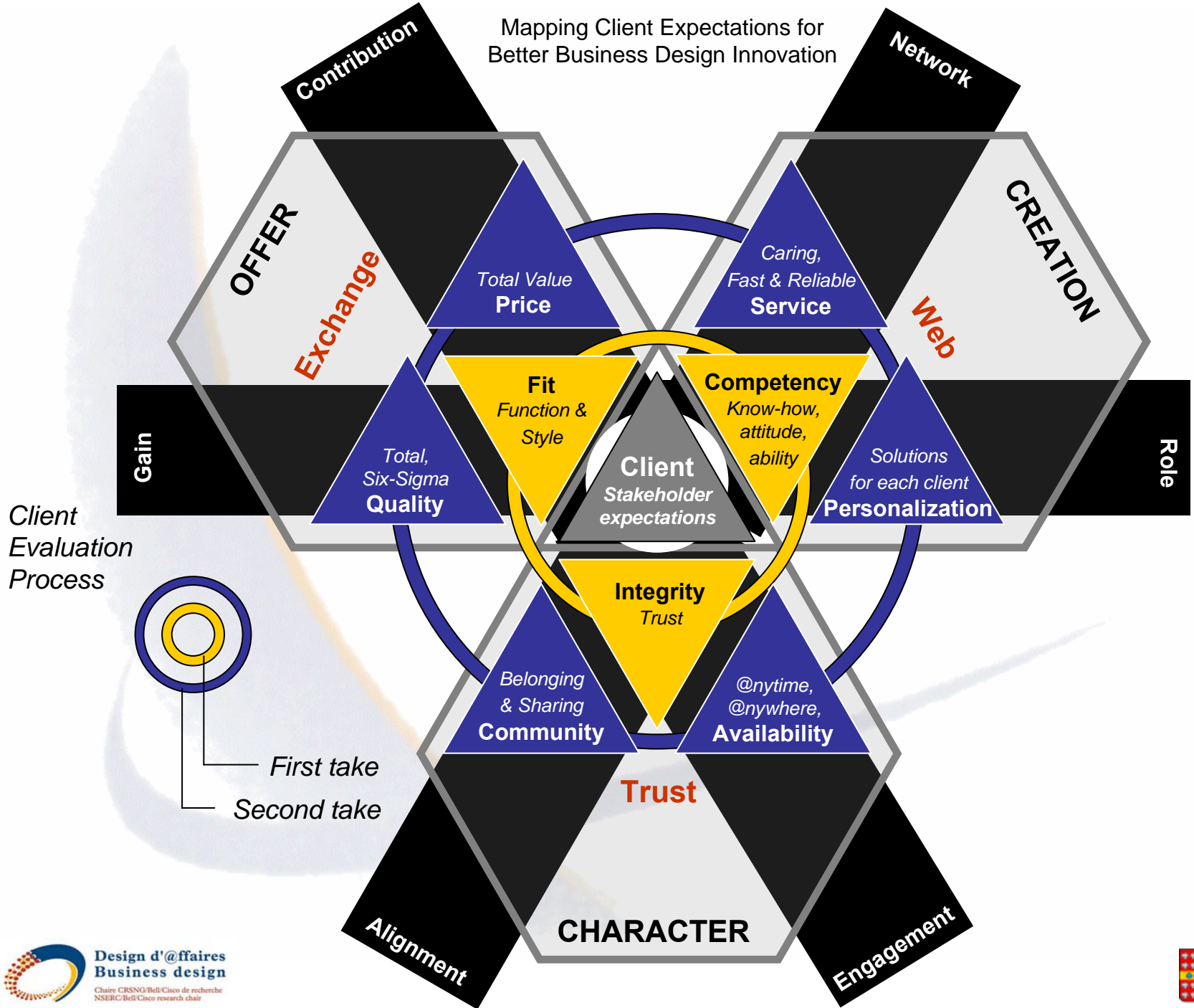
Mapping Client Expectations for Better Business Design Innovation



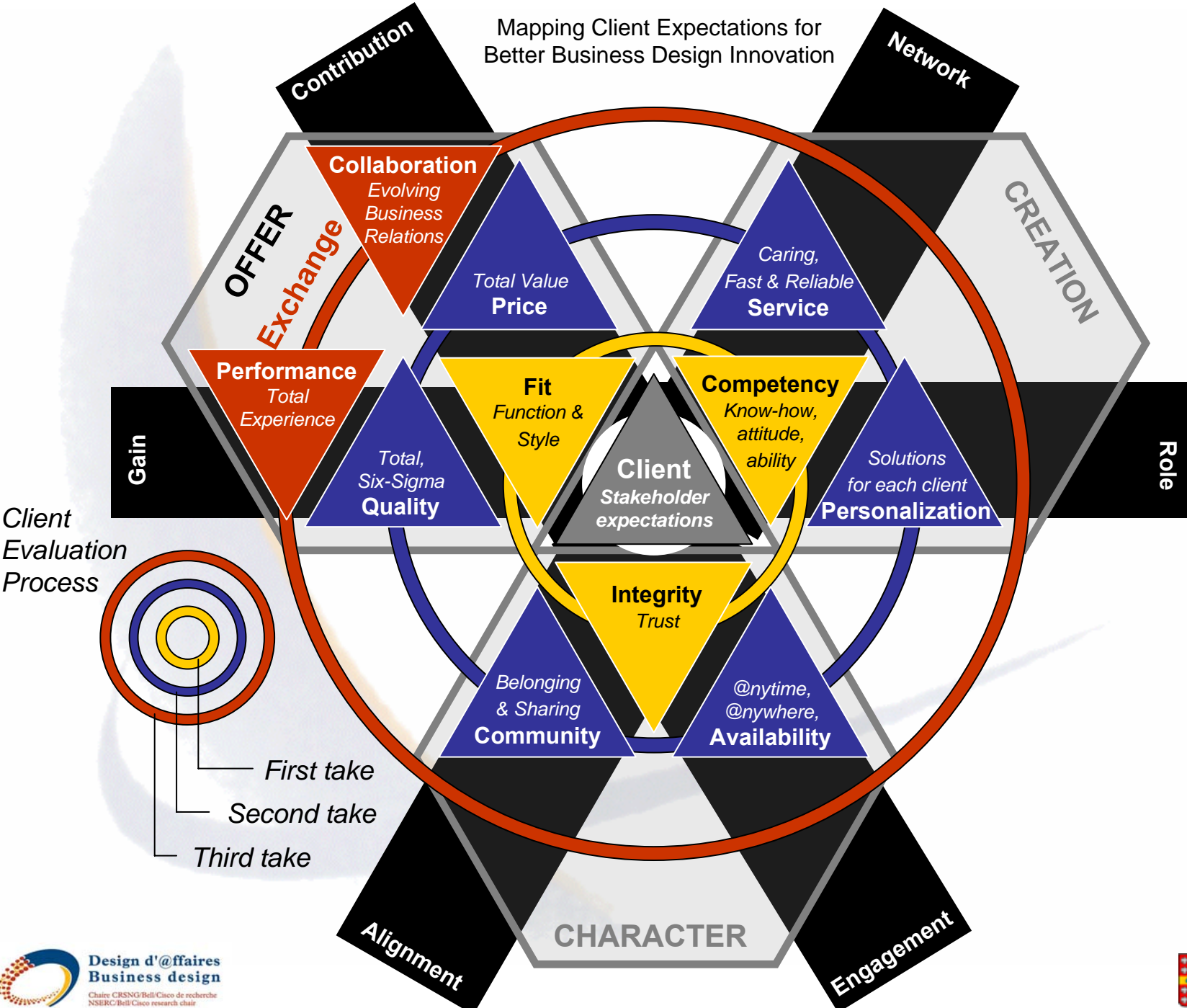
Mapping Client Expectations for  
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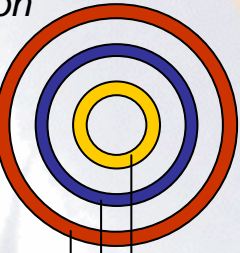
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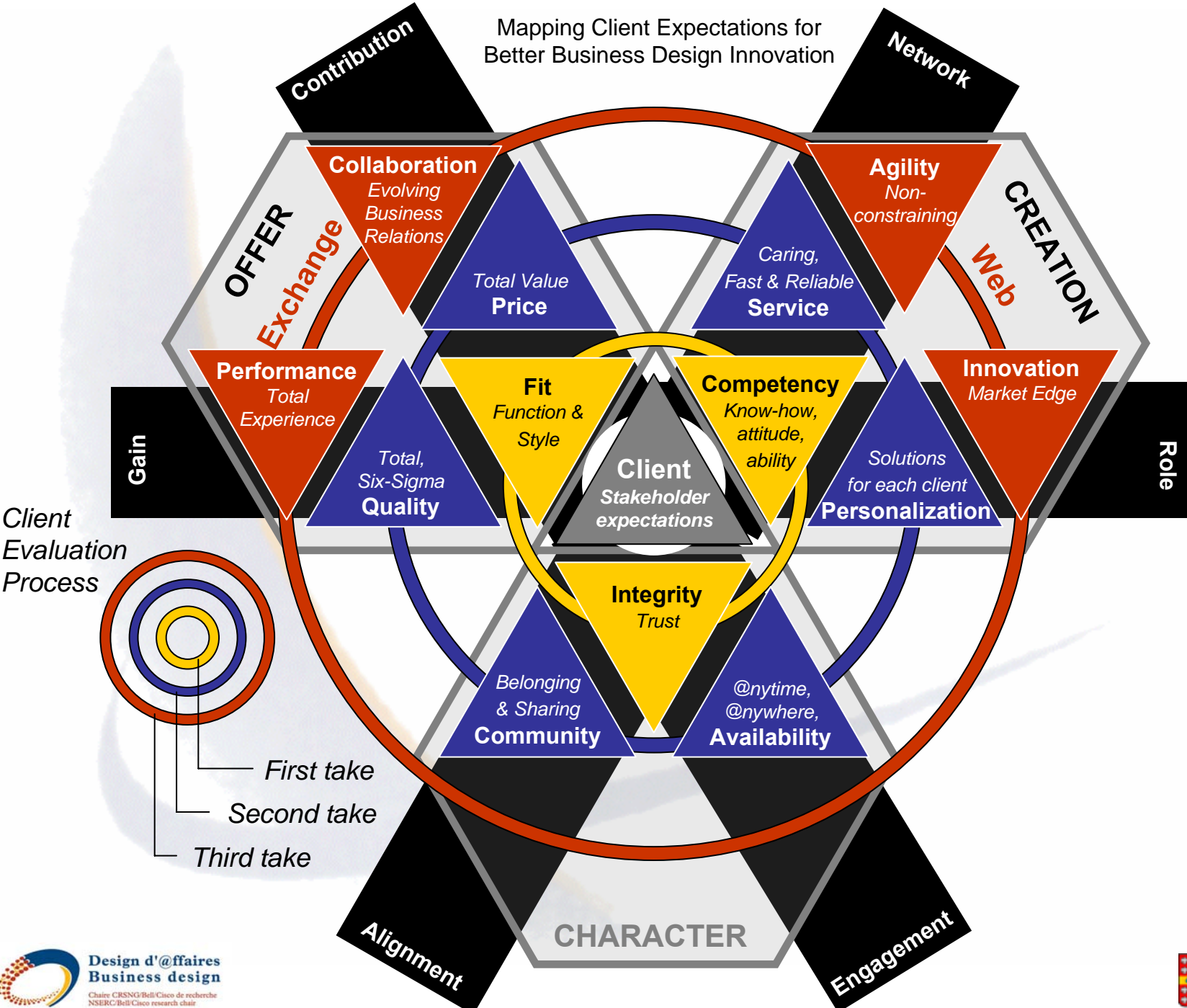


Client Evaluation Process

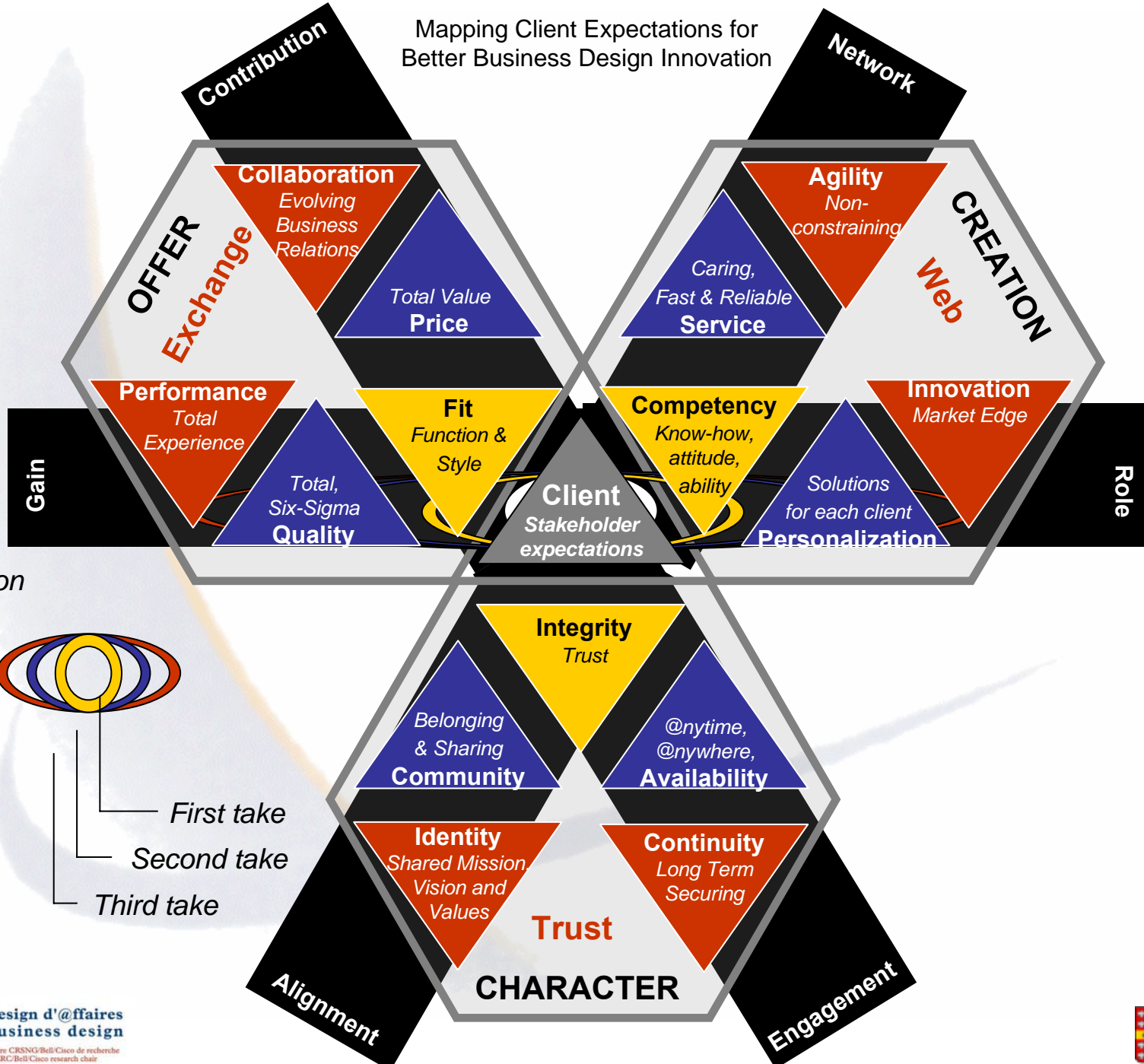


First take  
Second take  
Third take

Mapping Client Expectations for Better Business Design Innovation



# Mapping Client Expectations for Better Business Design Innovation



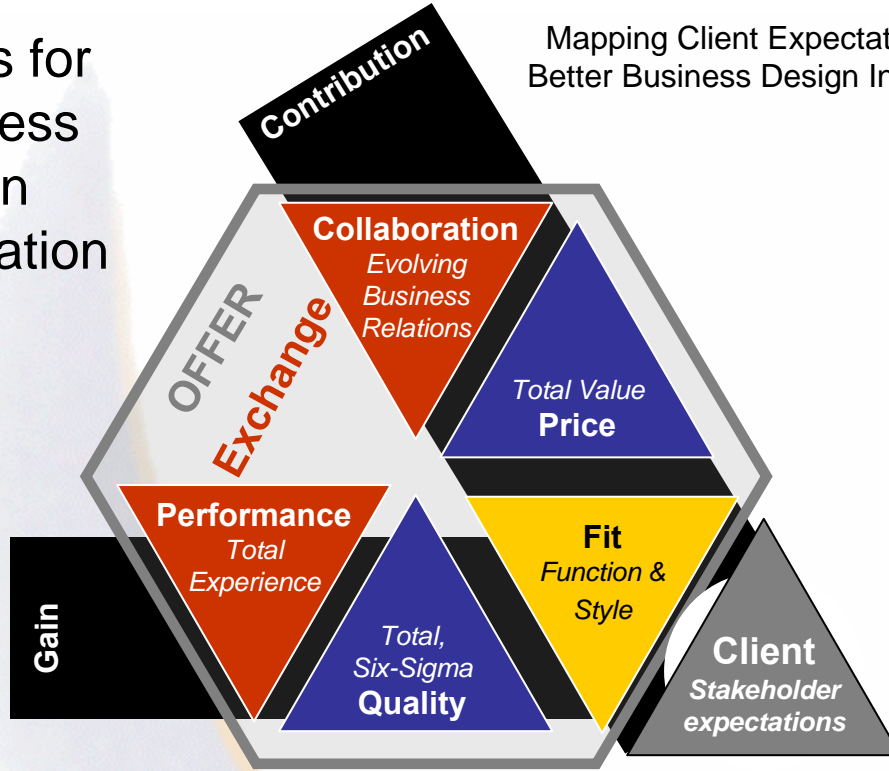
Client Evaluation Process



- First take
- Second take
- Third take

Seeds for  
Business  
Design  
Innovation

Mapping Client Expectations for  
Better Business Design Innovation

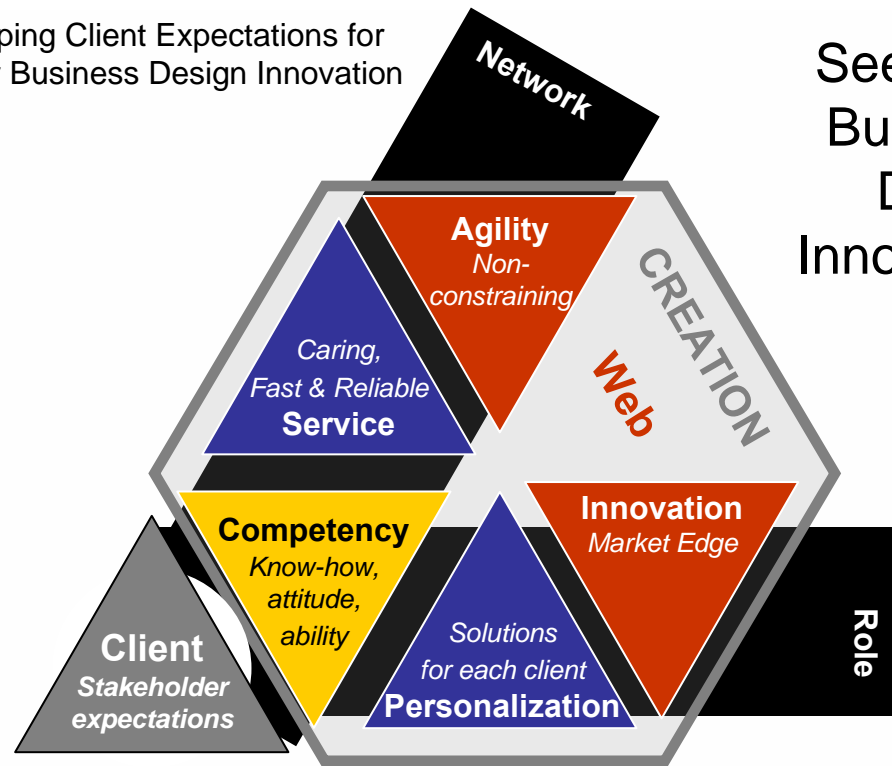


# Seed 1 Exchange Dyad

What business design can offer an  
outstanding collaboration / performance  
exchange  
beyond the classic price / quality fit?

# Seed 2

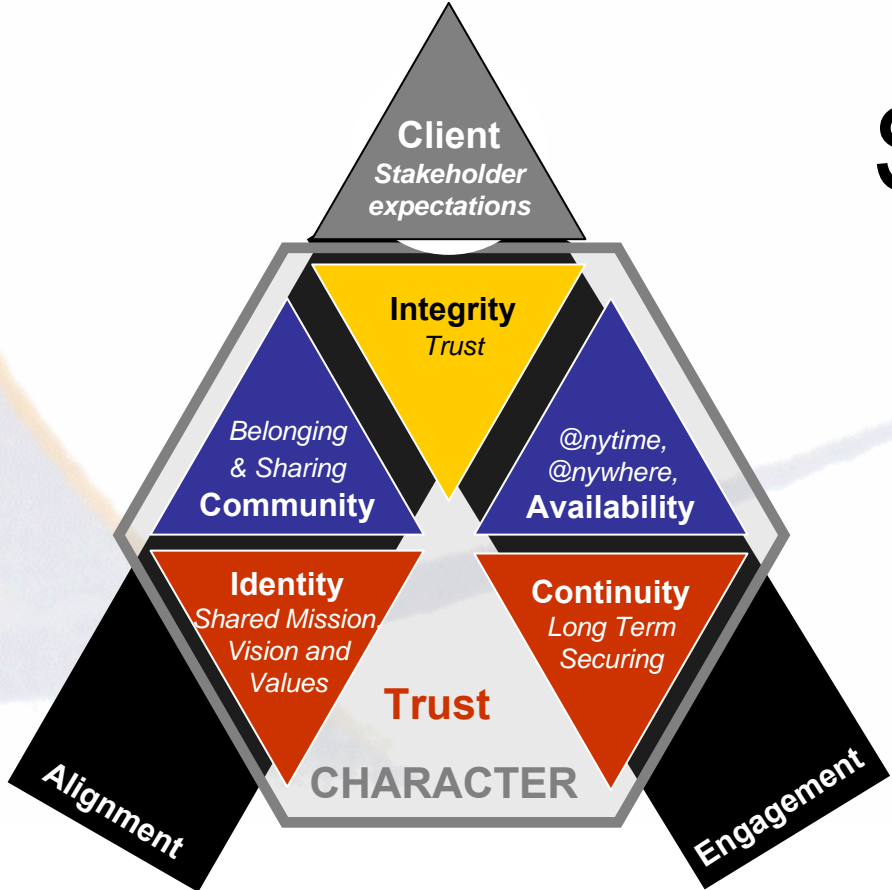
## Web Dyad



What business design can create  
agility and innovation in  
the client's own creation web  
once the design achieves and masters  
competency, service and personalization?

What business design can best foster  
enduring trust to cement business-to-clients  
relationships in continuity and client-to-client  
relationships in prosperous communities?

Seed 3  
Trust  
Dyad



Seeds for  
Business  
Design  
Innovation

# ASSESSMENT:

- **Unearthing client expectations requires time, resources and competency**
- Every client is different: each has unique instantiations of all 15 expectations
- Expectations are dynamic and change over time
- **Thresholds of necessity, desirability and perfection vary**
- Knowledge is fragmentary, even if a client can, wants and is able to express his expectations
- The business has limited time, resources and competency to satisfy all expectations profitably
- **Choices must be made: how to gather knowledge and generate wisdom?**
- Also requires information, knowledge and wisdom about the competition
- See competition through client's expectations
- **OUTWARD assessment:**
  - Accessing client knowledge / getting to know client expectations
  - Knowledge aggregation / generalizations
  - Information, knowledge and wisdom about competition
- **INWARD assessment:**
  - Which clients are worthy?
  - What is the business' expectations regarding its clients?

# ACTION & INNOVATION

- What can be done to surpass expectation thresholds (unmet, met, surpassed) of clients the business wishes to delight?
  - Optimize current design to meet expectations
  - Conduct localized continuous improvements
  - Conduct localized transformations (targeted on one design element / client expectation)
  - Innovate on:
    - *How the client relates to business offers (seed 1)*
    - *How the client relates to business creation (seed 2)*
    - *How the client relates to business character (seed 3)*

Transformations enacted on any seed encompasses more than one business design element / client expectation: dyads include poles, flows and 5 expectations

Such innovations alter an entire system of interrelated expectations, and how clients relate to the business
- Design innovations need to find validation / invalidation through experiments
  - Businesses are highly complex systems
  - Outcome of changes to a single design element seldom predictable; even more so when multiple elements are transformed simultaneously
  - Need for effectual and causal thinking to enlighten the journey

# CONCLUSION

- Wide encompassing set of expectations
- All linked to various business components
- Discovery process must be put in place
- Priorities need to be set
- Seeds for better business design innovation are identified to help conduct conceptualization, assessment and experimentation

