

## **Design thinking and business model innovation**

Business model innovation is related to how new and existing companies can act in order to create and capture value. Business model innovation focus on how firms adapt and transform themselves in order to pursue higher performance and competitive advantage. In this course will we look at the underpinnings of the business model concept, the dimensions, attributes and outcome of business model research.

Since its origins in the ideas of Stanford's John E. Arnold over 60 years ago, design thinking (DT) has evolved to be one of the fastest growing approaches to innovation across the globe. With its emphasis on rapid prototyping and testing, its empathy (EQ) and user-centered design, and its focus on people and our needs, DT privileges the human and creative practices in the pursuit of innovation. The course offer an introduction to the topic of DT and business model innovation from an engineering perspective and an innovation perspective.

A central aim with this course is to generate curiosity, understanding, appreciation and engagement with design thinking and business model innovation to help inspire your thinking, research and writing.

### **Core faculty:**

Professor Tyrone Pitsis, Durham University

Professor Martin Steinert, professor NTNU

Vegar Lein Ausrød, researcher Aarhus University

Roger Sørheim, professor NTNU

Øystein Widding, professor NTNU

### **June 4<sup>th</sup> – The past, present and future of the business model concept**

FRAM student innovation center – Gamle fysikk, 3. etasje

Session 1: From practical concept to research. What underpinnings of the business model concept, the dimensions, attributes and outcome of business model research.

Session 2: The development of research designs

### **June 5<sup>th</sup> – Understanding the core elements of design thinking**

Where: TrollLABS - Richard Birkelands vei 2B, 7034 Trondheim, Norway

When: 10 - 17

Martin Steinert will lead the first day (cajoled throughout the day by Tyrone) to help you appreciate and experience the foundations of design thinking and to ensure you go away with an excellent understanding of the core elements of DT. He will provide a hands-on experience by way of real life examples demonstrated through the work at [TrollLABS](#).

Dinner: 18.00 at UNA restaurant, Solsiden Trondheim

### **June 6<sup>th</sup> – The macro aspects of design thinking**

Where: TrollLABS - Richard Birkelands vei 2B, 7034 Trondheim, Norway

When: 9 - 17

Tyrone Pitsis will lead the second day (interrogated and facilitated by Martin), where we will advance your leaning on day one, and zoom out onto 'meta' and 'macro' aspects of DT and look at cases of design thinking in an innovation context. We will see how DT can and is being used for more wicked level problems, and we will also emphasize the way in which DT can help increased the impact of your work.

### **June 7<sup>th</sup> – How to publish research on design thinking in high quality journals**

Where: TrollLABS - Richard Birkelands vei 2B, 7034 Trondheim, Norway

When: 9 - 17

Session1: Insights from California Management Review (CMR), which is now in its 60th year, and look at some of the do's and don'ts of getting published in CMR. We deconstruct the publication process in order to give potential authors insights into what it takes to publish in CMR, and hence to improve your chances of publication.

Session 2: Abstract development workshop tailored to a special issue on design thinking

### **June 9<sup>th</sup> Business model design at the base of the pyramid**

FRAM student innovation center – Gamle fysikk, 3. etasje

- How can new ventures can design a business model bottom up while simultaneously adapting to and shaping the context in which the venture is operating?
- The native capability construct, splitting it into native "pull" and "push" capabilities.
- Links the business model design and native pull/push capability to potential and realized absorptive capacity.

### **Core reading business models**

Amit, R., Zott, C., 2001. Value creation in E-business. Strategic Management Journal. 22 (6-7), 493-520.

Ausrød, V.L., Sinha, V., Widding, Ø., 2017. Business model design at the base of the pyramid. Journal of Cleaner Production. 162, 982-996.

Boons, F., Lüdeke-Freund, F., 2013. Business models for sustainable innovation: state-of-the-art and steps towards a research agenda. Journal of Cleaner Production. 45, 9-19.

Chesbrough, H., 2010. Business Model Innovation: Opportunities and Barriers. Long Range Planning. 43 (2-3), 354-363.

Demil, B., Lecocq, X., 2010. Business model evolution: in search of dynamic consistency. Long Range Planning. 43 (2-3), 227-246.

George, G., Bock, A.J., 2011. The business model in practice and its implications for entrepreneurship research. Entrepreneurship Theory and Practice. 35 (1), 83-111.

Günzel, F., Holm, A.B., 2013. One size does not fit all - understanding the front-end and back-end of business model innovation *International Journal of Innovation Management*. 17 (1), 34.

Morris, M., Schindehutte, M., Allen, J., 2005. The entrepreneur's business model: toward a unified perspective. *Journal of Business Research*. 58 (6), 726-735.

Ritter, T., Lettl, C., 2018. The wider implications of business-model research. *Long Range Planning*. 51 (1), 1-8.

Zott, Amit, R., 2010. Business model design: An activity system perspective. *Long Range Planning*. 43 (2-3), 216-226.

### **Core reading design thinking**

Thienen, J.V., W.C., C., Corazza, G.E. and Meinel, C. 2017. Theoretical Foundations of Design Thinking Part I: John E. Arnold's Creative Thinking Theories. [thisisdesignthinking.net](http://thisisdesignthinking.net). [Online]. Available from: <http://thisisdesignthinking.net/2017/05/theoretical-foundations-of-design-thinking-john-arnold-creative-thinking-theories/>

Kolko, J. 2015. Design Thinking Comes of Age. *Harvard Business Review*. 93(9), pp.66-69.

Brown, T. 2008. Design Thinking. *Harvard Business Review*. 86(6), pp.84-92.

Mintrom, M. and Luetjens, J. 2016. Design Thinking in Policy Making Processes: Opportunities and Challenges. *Australian Journal of Public Administration*. 75(3), pp.391-402.

Brown, T. and Wyatt, J. 2010. Design Thinking for Social Innovation. *Stanford Social Innovation Review*. [Online]. 8(1),

Beckman, S. L. & Barry, M. (2007) Innovation as a Learning Process: Embedding Design Thinking. *California Management Review*, 50(1): pp.24-56.

Cross, N. 1982. Designerly Ways of Knowing. *Design Studies*. 4, pp.221-227.

Brown, T. (2015). When Everyone Is Doing Design Thinking, Is It Still a Competitive Advantage? *Harvard Business Review*, August.

Buchanan, R. 1992. Wicked Problems in Design Thinking. *Design Issues*. 8(2), pp.5-21.

Brown, T. and Martin, R. 2015. Design for Action. *Harvard Business Review*. 93(9), pp.56-13.

### **Additional reading design thinking (books):**

Brown, T. 2009. *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*. New York: HarperCollins.

Kelley, T., & Kelley D., (2013) *Creative Confidence: Unleashing the Creative Potential Within Us All*. Crown Business: NY.

Amatullo, M.V. 2015. Innovation by Design at Unicef: An Ethnographic Case Study. Management: Designing Sustainable Systems thesis, Case Western Reserve University.

Bason, C. 2010. Leading public sector innovation: co-creating for a better society. Bristol, U.K; Portland, Ore: Policy Press

Meinel, C. and Leifer, L. 2011. Design Thinking: Understand, Improve, Apply. New York: Springer.