LLAVA matrix: Hypothesis driven tool to embed user and business model innovation in Living Labs

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Problem Statement: Missing tools in Living Lab research (Rits, 2014)
Problem Statement: Iterative innovation tracks tool (Ries, 2010)

ONLY VALUE PROPOSITION IS RESEARCHED

NO BUSINESS MODEL ASPECTS ARE RESEARCHED (COOREVITS, 2014)
Problem statement: Strategy and business modeling tool (Osterwalder, 2010)

NOT SUITED FOR PROCESS ORIENTED INNOVATION

NOT RIGHT COMPONENTS FOR LIVING LAB (CUSTOMER NEEDS, VALUE NETWORK, COMPETITION..) (RITS, 2015)
Methology: Action Research (Dick, 2002)

PLAN

ACT & OBSERVE

REFLECT

REVISED PLAN

ACT & OBSERVE

REFLECT

REVISED PLAN

ACT & OBSERVE

REFLECT

IMinds Living Labs
Over 40 SME cases
Value proposition Design (Osterwalder)

Business Model Matrix, Ballon

Functional Architecture

Value Proposition

Financial Model

Value Network

CUSTOMER SEGMENT

COMMON NEED

VALUE PROMISE

SOLUTION

VALUE NETWORK

COMPETITION

WILLINGNESS TO PAY (WTP)

Five Forces, Porter

Business Model Canvas, Osterwalder

Partner

Resourse

Value Proposition

Customer Relation

Customer

Activity

Cost

Revenue

Validation Board, Ries

Customer Hypothesis

Problem Hypothesis

Solution Hypothesis

Customer Hypothesis

Problem Hypothesis

Solution Hypothesis
## LLAVA matrix

<table>
<thead>
<tr>
<th>CUSTOMER SEGMENT</th>
<th>WHAT IS THEIR COMMON CHARACTERISTIC IN WHAT WAY DO THE DIFFERENT SEGMENTS DIFFER</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMON NEED</td>
<td>WHAT IS THEIR COMMON NEED, PAIN OR ASPIRATION WHAT MARKET OR SOCIETAL TRENDS WILL AMPLIFY THAT NEED</td>
</tr>
<tr>
<td>VALUE PROMISE</td>
<td>WHAT IS YOUR VALUE PROPOSITION WHAT IS YOUR MARKETING MESSAGE</td>
</tr>
<tr>
<td>SOLUTION</td>
<td>CORE COMPONENTS OR FUNCTIONALITIES</td>
</tr>
<tr>
<td></td>
<td>SPECIFIC COMPONENTS</td>
</tr>
<tr>
<td></td>
<td>GENERIC ENABLERS</td>
</tr>
<tr>
<td>VALUE NETWORK</td>
<td>COMPONENTS ↔ E2E SOLUTION ROLES ↔ VALUE CREATION, DELIVERY, CONSUMPTION &amp; CAPTURING</td>
</tr>
<tr>
<td>COMPETITION</td>
<td>WHO ARE YOUR COMPETITORS AND ALTERNATIVES HOW DO YOU DIFFERENTIATE FROM THEM</td>
</tr>
<tr>
<td>WILLINGNESS TO PAY (WTP)</td>
<td>PRICING MODEL PRICING LEVEL</td>
</tr>
</tbody>
</table>
## Purpose 1: Strategy

<table>
<thead>
<tr>
<th>CUSTOMER SEGMENT</th>
<th>?</th>
<th>EXPLORATION</th>
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<tbody>
<tr>
<td>COMMON NEED</td>
<td>FACT</td>
<td>ASSUMPTION</td>
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<tr>
<td>VALUE PROMISE</td>
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<tr>
<td>SOLUTION</td>
<td>SOTA</td>
<td>NEXT STEPS</td>
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<tr>
<td>VALUE NETWORK</td>
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<td>COMMON CHARACTERISTIC</td>
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### Purpose 2: Process

**Table:**

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<tr>
<th>Customer Segment</th>
<th>Common Need</th>
<th>Value Promise</th>
<th>Solution</th>
<th>Value Network</th>
<th>Competition</th>
<th>Willingness To Pay (WTP)</th>
</tr>
</thead>
</table>

**Diagram:**

1. **Kick-Off Meeting**
   - LLAVA™ Matrix
2. **Steerco**
   - SOTA
3. **Steerco**
   - User Research
4. **Steerco**
   - User Research
5. **Steerco**
   - Field Test
6. **Project Final PPT**

**Iteration:**

[Diagram showing iterative process]
Purpose 3: Assessment: 3 Laws of business modeling

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- **FOCUS**

- **DIFFERENTIATION**

- **COHERENCE**
Thank you

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