

Building Direct Relationships

Rethinking Value Networks

Step 1: Current Ecosystem

Map your current value network

Map your organization's current value network, or exchange map. Show how each network member interacts to buy and sell products, share information, or exchange other benefits. Consider every supplier, manufacturer, distributor and customer that comprises your current network.

Document the activities, environments, interactions, objects and users that surround the experience (AEIOU).

Look for unmet needs + business opportunities

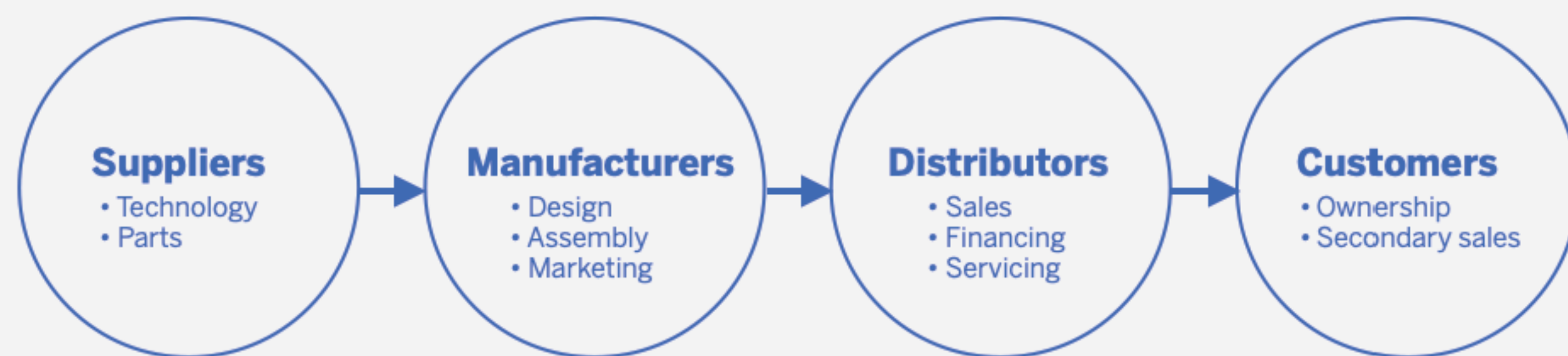
Collect observations of human factors across the ecosystem. Document what's interesting, and possibly significant to your objective and value proposition.

Develop insights based on your observations. Identify and explain patterns of shifting attitudes, trial behaviors or changing systems.

Form guiding principles for the development of new value networks.

A hypothetical current-state eco-system:

What **activities** and modes is the user experiencing? What **environments** are relevant to the user and their goals? What are the user's **interactions** with people, objects and systems? What **objects** populate the user's context? What's their relationship and impact? What **users** surround the experience? What are their roles and relationships?



Collect **observations** of cognitive, physical, emotional, social and cultural patterns across the eco-system. Document what's interesting, unexpected and possibly significant to your objective and value proposition.

Develop **insights** based on your observations. Identify and explain patterns of shifting attitudes, trial behaviors or changing systems. Your objective is to illuminate intersections of unmet user need and business opportunity.

Form **guiding principles** for the development of new value networks. Guiding principles are directive, generative statements, written to inspire broad, visionary human-centered ideation. They serve as a bridge to the formation of new concepts and systems.

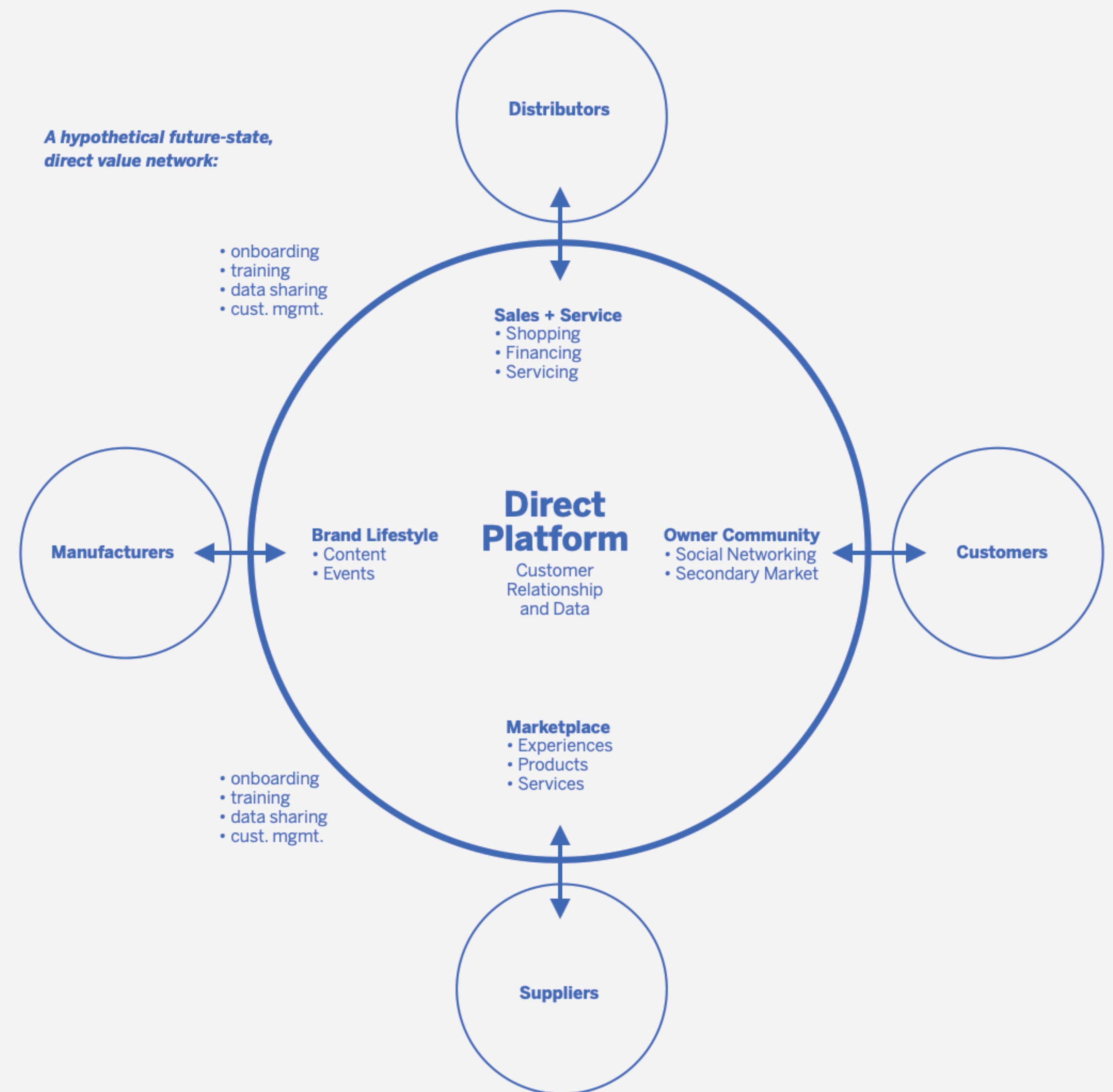
Step 2: An Ideal Future-state

Reimagine an ideal future-state network

Reflect on the observations, insights and guiding principles gathered and formed during your current-state analysis. How might you change your current ecosystems' structure so that individuals and orgs can better exchange offerings or share info? Your goal is to maximize benefit to all involved.

Consider new or re-casted (physical + digital) activities, environments, interactions, objects and users. What new people, processes, technologies and data might unlock a more valuable and direct experience with your customers? Sketch your proposed new value network; your ideal future state.

A hypothetical future-state, direct value network:



• onboarding
• training
• data sharing
• cust. mgmt.

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• training
• data sharing
• cust. mgmt.

Sales + Service
• Shopping
• Financing
• Servicing

Owner Community
• Social Networking
• Secondary Market