

AFIT Early Adopters Program: From Tweaks to Transformation

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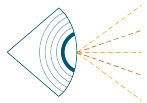
# Moving from Prototyping to Commercializing

AFIT Summer Institute  
August 2-4 2018 Kansas City, MO



**Welcome  
Early Adopters!**





**DESIGN SPRINT #1**  
2-Day Convening

***Shifting Your Lens***

Nov. 5-7, 2017 - BIF HQ, Providence, RI

**Key Activities**

- BIF introduces Business Model Innovation Methodology
- Through experiential learning, BIF leads deep dive into the SHIFT phase
- Teams translate learnings into action plans for uncovering their students' experience

**Post-Sprint**

- Teams implement customer experience research at home campuses
- Remote check-ins with BIF



**DESIGN SPRINT #2**  
3-Day Convening

***Building Conceptual Business Models***

April 3-5, 2018 - Waubensee CC

**Key Activities**

- Each team comes prepared with clearly defined JTBD(s) and relevant storytelling assets
- Through experiential learning, BIF leads deep dive into the CONCEPTUAL DESIGN phase
- BIF assists teams in developing a conceptual business model and plans to prototype and test the model on their own campus

**Post-Sprint**

- Teams PROTOTYPE AND TEST the model on their campus
- Remote check-ins with BIF



**DESIGN SPRINT #3**  
Summer Institute

***From Prototyping to Commercializing***

August 1-4, 2018 - Kansas City, MO

**Key Activities**

- Each team comes prepared with learnings from prototyping
- Through experiential learning, BIF leads deep dive into the COMMERCIALIZE phase
- BIF assists teams to translate prototype learnings into a Minimum Viable Business Model and Commercialization Plan for implementation
- Early Adopters help introduce additional AFIT members to BIF's methodology

# Our Objectives

- **Explore commercialization strategy options that maintain the integrity of your transformative business model**
- **Develop your commercialization vision, consider the scale and change required and develop an implementation roadmap**
- **Understand how to continue using the design methodology to maintain your organization's transformation objectives over time**

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## Agenda

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### Day 1: August 2nd

1:00p - 3:30p

Sharing your Prototype Stories

### DAY 2: August 3rd

10:00a - 12:00p

Assessing your Prototype Learnings

1:00 - 3:30p

Evaluating and Selecting a Commercialization Strategy

### DAY 3: August 4th

10:00a - 12:00p

Understanding your Commercialization Requirements

1:00p - 3:15p

Developing a Roadmap for Success

DESIGN SPRINT #3 August 2-4, 2018 Kansas City, MO

# What will you leave with?

- **Framework for thinking about alternative strategic options for scaling new ideas and designs**
- **Vision for Commercialization**
  - **Scale, Timing and Degree of Change**
- **Commercialization Requirements**
  - **Key Elements**
  - **Change Management Considerations**
- **Implementation Roadmap**

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# Share your Prototype Stories



# 10 Minute Prototype Presentations

- Remind us of where you were at the end of Design Sprint 2. Share your conceptual business model elevator pitch.
  - Did anything change when you went back to your campuses? If so, how?
- What did you prototype or test between April and August and what were some of the challenges you faced?
- What did you learn while prototyping?
- What were your biggest takeaways?
- 10 Minute Q&A



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# Assessing your Prototype Learnings

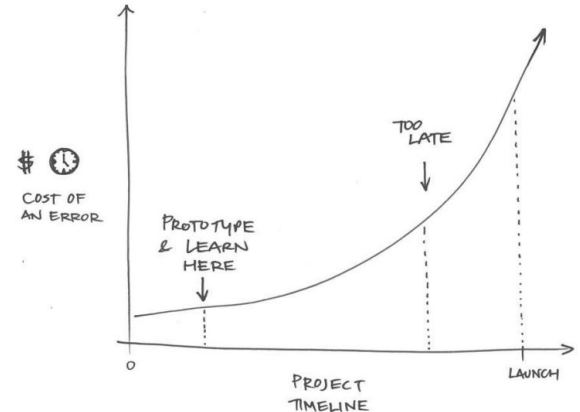
Day 2 10:00-12:00p

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# Why did you prototype?

- Test your assumptions about the conceptual design
- Learn faster, smarter, cheaper, and safer
- Rely on customer feedback to iterate



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# Assess your Prototype Learnings



## What did you learn?

- 1) Were you able to prototype the entire model (create, deliver, capture) or did you prototype a component part of the model?
- 2) Do you consider what you prototyped to be incremental or transformational to your current business model?
- 3) What were the key takeaways about your model?



# Confidence of the Learnings

- 1) Are you confident about what you've prototyped? Why or why not?
- 2) Are you excited about moving the model forward?
- 3) How ready is your team to move forward? Are they aligned around the same objective?
- 4) What is the college's readiness to transform?



# It's a Both/And: You can continue prototyping as you take your model to market

- Prototyping doesn't have to stop when you begin to commercialize the offering
- Continue growing the confidence of your learnings
- Learning will continue to inform your decisions as you go to market and scale



# Additional Prototyping

**Based on what you learned and the confidence of your learnings, consider if you want to continue prototyping.**

- 1) What would you want to continue prototyping?
- 2) What will this require?

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# Commercialize

## Taking your Solution to Market

Day 2 1:00-3:30p

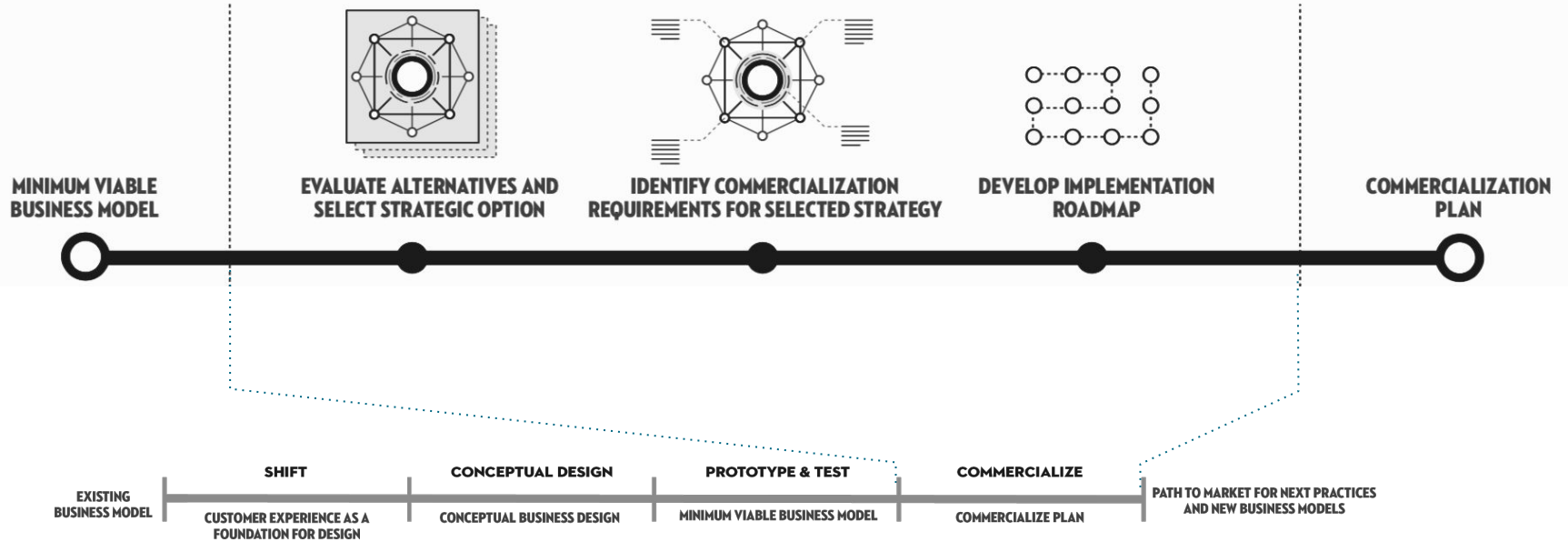
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# COMMERCIALIZE





# Commercialize

**Commercialize (v):** to bring a tested offering to market at scale

**Scale (n):** the number of customers and markets served by a business model

**Scale (v):** to bring an offering to market, with an increasing number of customers and markets served



# Evaluate the range of options available

- **Align on your transformation objective**
- **No 'One-Size Fits All' approach**
- **Reflect on where you are now and where you want to go**
- **Provides a high-level overview without spending too much time in detailed planning**



# Strategic Options to Move Forward

*Not ready to commercialize*

## Harvest Key Learnings

Don't move your model forward. Use what you learned to make small improvements to the way your business operates today.

## Continue Prototyping

Keep prototyping and learning to build your confidence in your decision to move your model to the market.

*Ready to Commercialize*

## Integrate into the Current Model

Moving to integrate what you've learned into the current business but at different levels.

## Stand-Alone Independent Venture

The new model lives alone and does not impact the current business model.

- Sell it
- Operate it separate from your current business

01



## Harvest Key Learnings

- Put your idea on the shelf and come back to it later
- You learned your model didn't work and is not worth taking further
- You just are ready to move forward at this time, the conditions aren't right.

## 02

## Continue Prototyping

- You only tested elements of the model and you want to test the entire model
- You need to learn more to build confidence in the model
- You're not ready to make a decision to go to market
- Conditions aren't there (*leadership isn't ready to go market, only prototype*)

## 03

## Integration into the Current Model

- You have a strong understanding of your model and what you're bringing to the market
- You have the support to enter the market
- You have confidence that your model will survive in the market
- You are willing and able to change your current model

## 04

## Stand-Alone Independent Venture

- You do not want to impact your current model but know that your model can flourish in the market
- The model serves a new market that you don't have access to
- You don't have the capabilities for the new model but another entity does



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# Explore Strategic Commercialization Options



## What would it mean if your school...

Consider each of the strategic options for your school. Take time to discuss as a group what each of these would mean to your school and your model.

- Harvest Key Learnings
- Continue Prototyping
- Integration into the Current Model
- Stand-Alone Independent Venture

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# Define your Commercialization Vision



# Developing your Vision

- **How Big** (scale)
  - What is your vision of scale?
  - What is your aspiration for scale?
  - How many students do you want this reach?
- **How Fast** (timing)
  - How fast or slow do you plan to take to achieve your vision of scale?
  - How long do you think it will take to reach a steady state?



# How much change is required? Are you ready?

- **How Much Change** (degree of change)
  - How different is the new customer experience from the current experience?
  - How big of a change is this going to be for your college?
- **How Ready for Change** (readiness of change)
  - Is your organization ready and receptive to make this change
  - Have you communicated your transformation story to the college?
  - Do stakeholders understand the need for change?



# Share your Strategy

**Elevator Pitch of your Commercialization  
Vision**



1 MINUTE  
to present

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# Understanding your Commercialization Requirements

Day 3 10:00-12:00p

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EVALUATE ALTERNATIVES AND  
SELECT STRATEGIC OPTION



IDENTIFY COMMERCIALIZATION  
REQUIREMENTS FOR SELECTED STRATEGY



DEVELOP IMPLEMENTATION  
ROADMAP





# Commercialization Mobilization and Management

Time to dig deeper, what elements do you need to achieve your commercialization vision?



# Bring your Vision to Reality.

- **Governance**
- **Implementation Team Formation**
- **Key Resources**
- **Key External Partnerships**
- **Change Management** - who is impacted and how

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# Develop your Commercialization Requirements



# Core Elements Required to Implement your Commercialization Vision

Determine the following requirements that you will need to bring your vision to the market

- **How will the project be governed?**
- **What does the implementation team look like?**
- **What do you need?**
- **Where do you need to look outside of your organization?**



# Change Management

What will it take to have a successful transition in your organization? Consider how you will address the following questions to align your college around your plans for change.

- Who are the groups and people who are impacted by the change?
- In what ways are they impacted and how will they need to change?
- How will people become aware of the change required?
  - What types of communication will be used?
- What type of training and coaching will people undergo?



# Share-Out

What will your commercialization vision require?

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# Developing a Roadmap for Success

Day 3 1:00-3:15p

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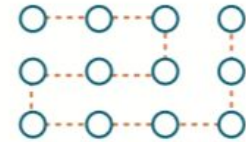




EVALUATE ALTERNATIVES AND  
SELECT STRATEGIC OPTION



IDENTIFY COMMERCIALIZATION  
REQUIREMENTS FOR SELECTED STRATEGY



DEVELOP IMPLEMENTATION  
ROADMAP



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# Create your Implementation Roadmap



## Consider the following in your roadmap:

- **Timeframe**
- **What are the key milestones in your roadmap?**
- **For each milestone consider:**
  - What does the measure of success look like along the way?
  - What are the key activities involved in reaching that milestone?
  - What are the key barriers to reaching these milestones?
  - How can you prepare for and overcome these barriers?



## What's Next?

**Reflect on this transformational journey with your team. Each president will have a few minutes to share their thoughts with the rest of the teams at the end.**

**Consider:**

- What has this process meant for you and your college?
- What did you learn?
- What are the next steps you will take?
- What are you most excited about?

Thank You to all the Early Adopter  
teams for taking this  
transformational journey with us.

