



Hydrogen Business Development

- The Business Design Perspective -

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MARTTI AHTISAARI
INSTITUTE OF GLOBAL
BUSINESS AND ECONOMICS





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Embracing the New and Innovative

We are research and education unit within Oulu Business School at the University of Oulu

We create, develop and help to deploy new research-based business knowledge on responsible business and global economy

Our research targets include responsible, digital and data-intensive businesses, changing value creation, capture and sharing ecosystems and the emerging real-time access economy, in order to make an impact in business and thereby affect the economy and society as a whole

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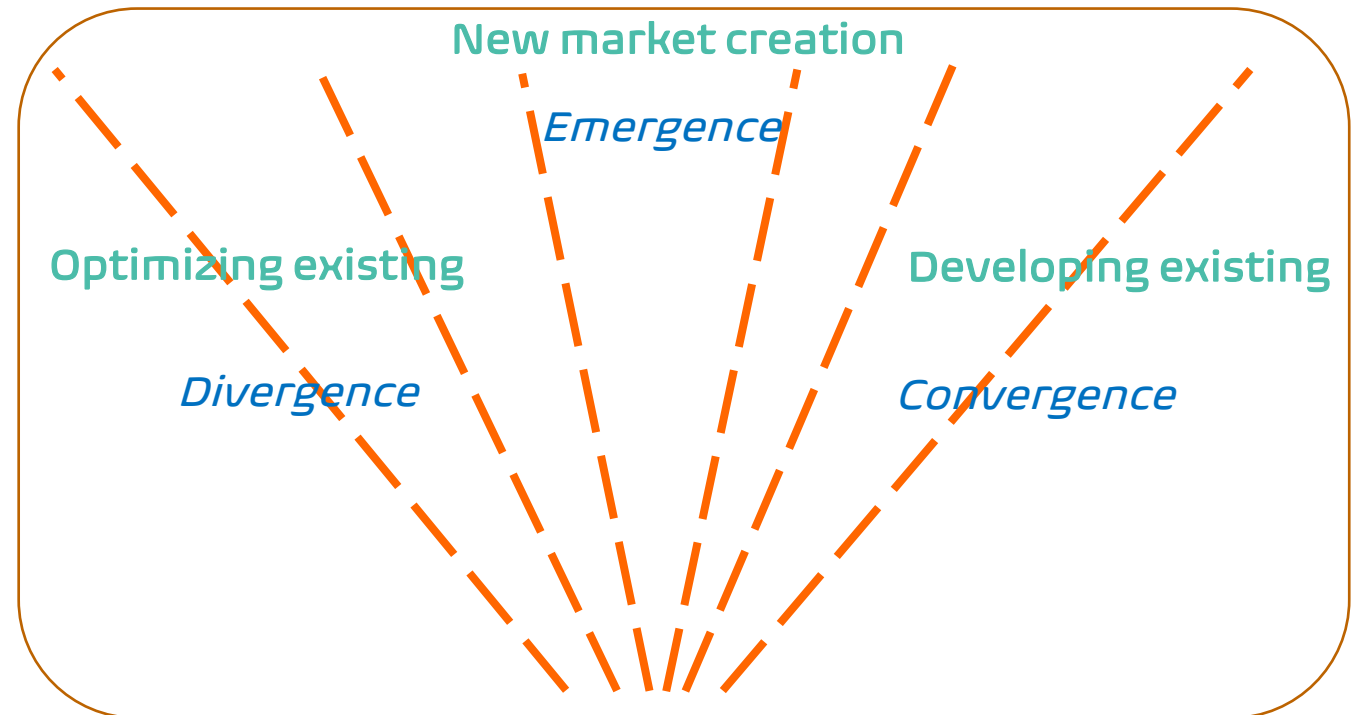


Why is it not just about technology?

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*“a mediocre technology pursued within a great **business model** may be more valuable than a great technology exploited via a mediocre business model”*

(Henry Chesbrough, 2010)





Why do we need business design?

Business design is a *future oriented approach* to business development

Combines strategic knowhow, service design, technological capabilities and us, humans



The concept of value as a driver

Green economy, green energy, sustainability, wellbeing, quality of life, trust, economic and physical security, self reliance

The only permanent thing is change

Digital transformation, convergence, societal, systemic impact

Ecosystemic perspective

Co-creation and innovation collaboration for building win-win-win situations

Business models as tools to bridge strategy to action

As they help to crystallize the key questions of *what, to whom, where, how, why* and also *when?*



Why do we need business design?

The concept of innovation expands

CONTEXT: Value chains → Networks → Ecosystems

DYNAMICS: Competition → Cooperation → Collaboration

VALUE: Closed → Mixed → Open

THINKING: Boxes → Outside the box → No boxes

Is hydrogen a source of disruptive innovation?

That depends on its transformative powers

The business modelling process

What are the *opportunities* to be explored?

What is the *value* you seek to create and

What is the *competitive* advantage you aim to grasp?

What is the impact of your business?

→ Vertically (specific industry) or horizontally (cross-sectoral)?

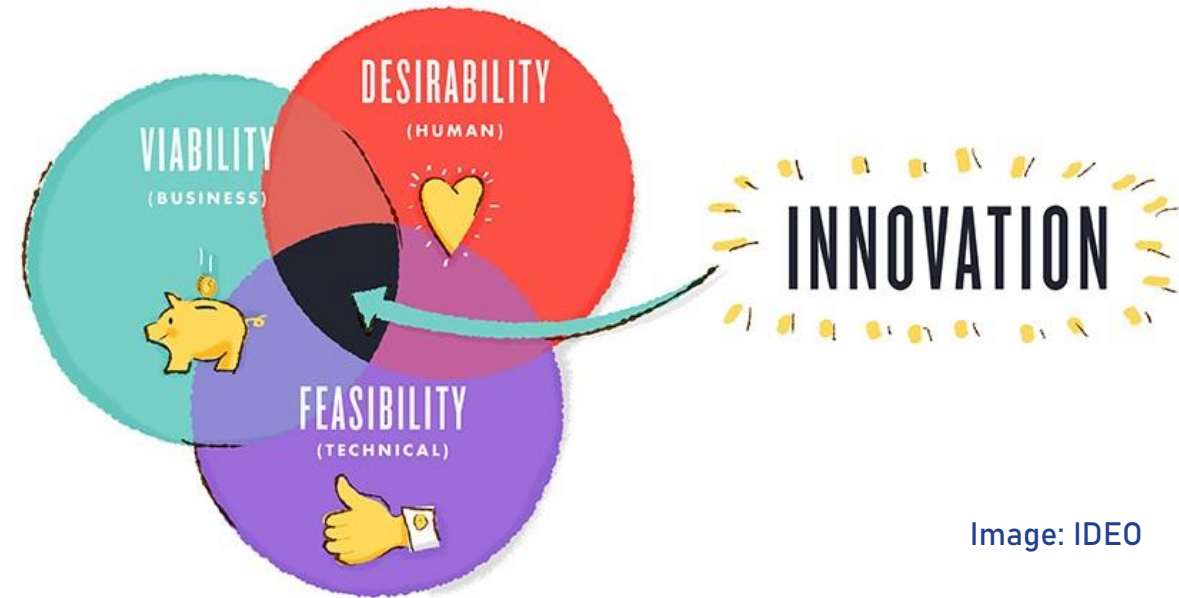


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Business design process

Business modelling is essentially asking *yourself* the nasty questions:

- ➔ So what, who cares, why you?
- ➔ The 5 Why's Root Cause Analysis
- ➔ Whose problems are you looking to solve and how do you identify what is valuable to them?
- ➔ What are the *needs/wants* of your customers and what *benefits* do they get from getting them fulfilled?

- ➔ **Hydrogen business that is *environmentally, economically and societally sustainable***

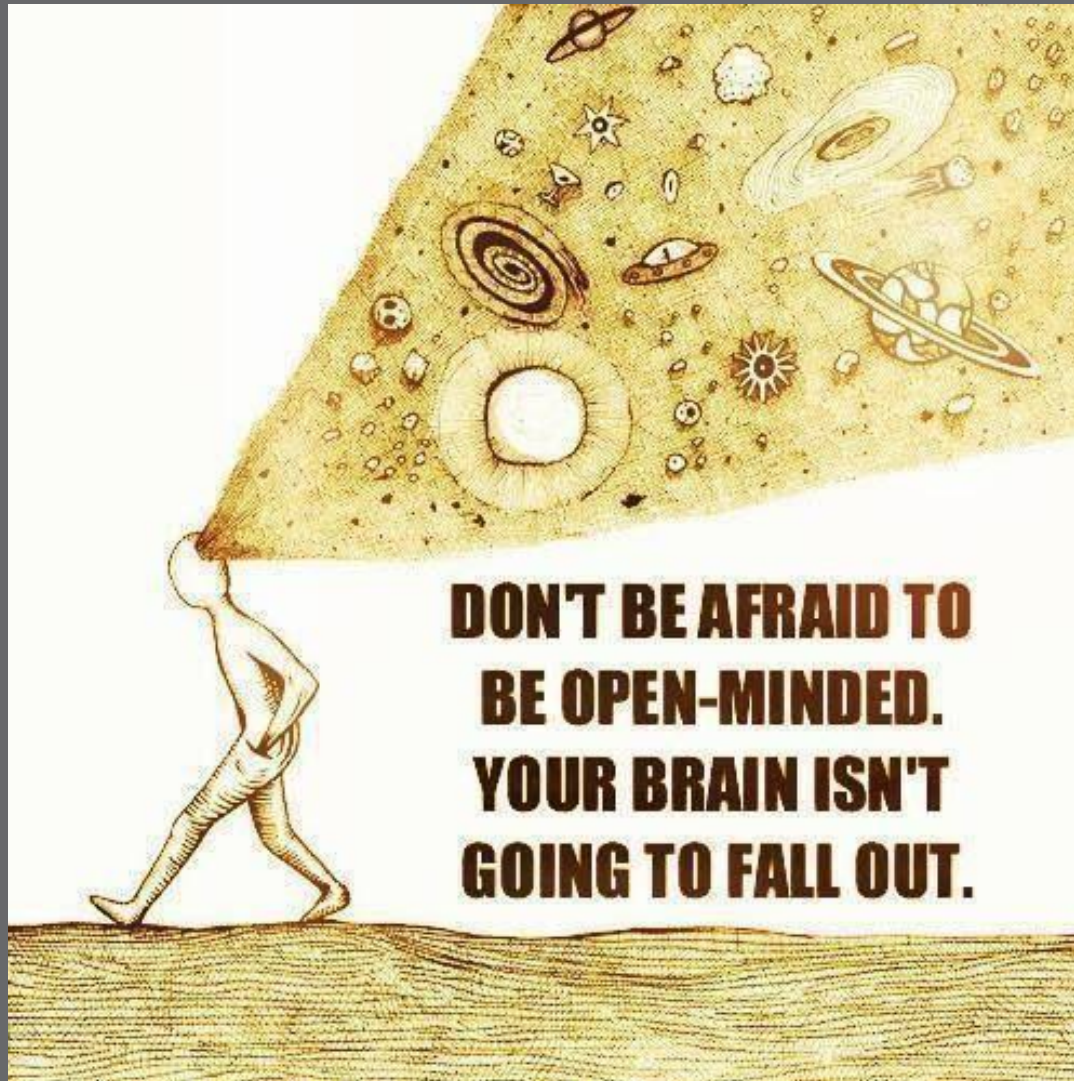


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Thanks!