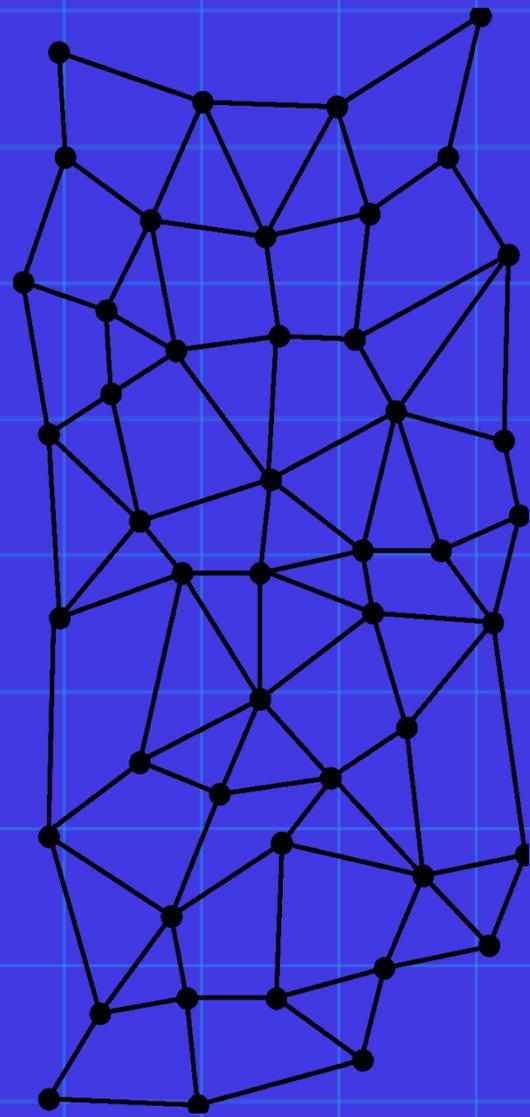
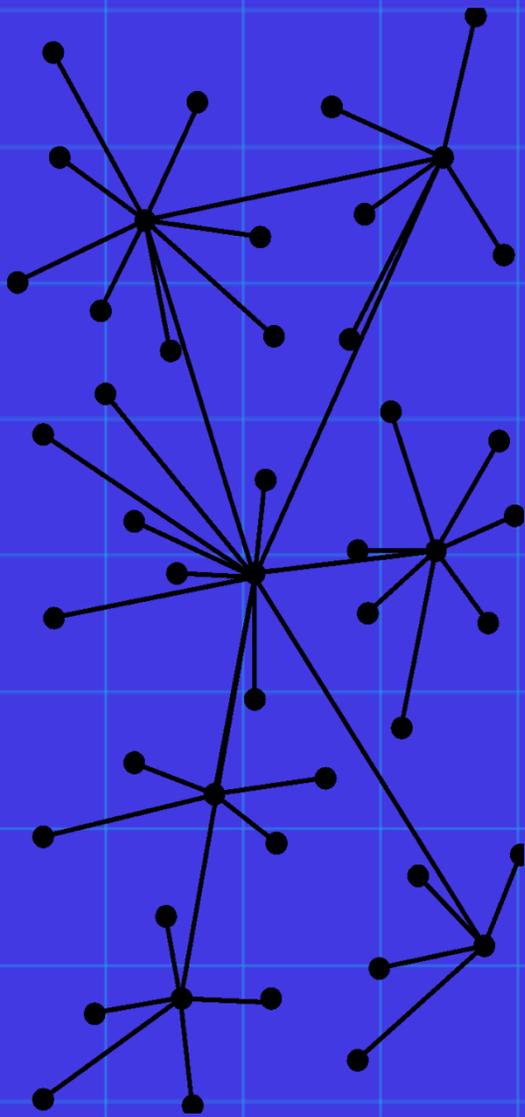
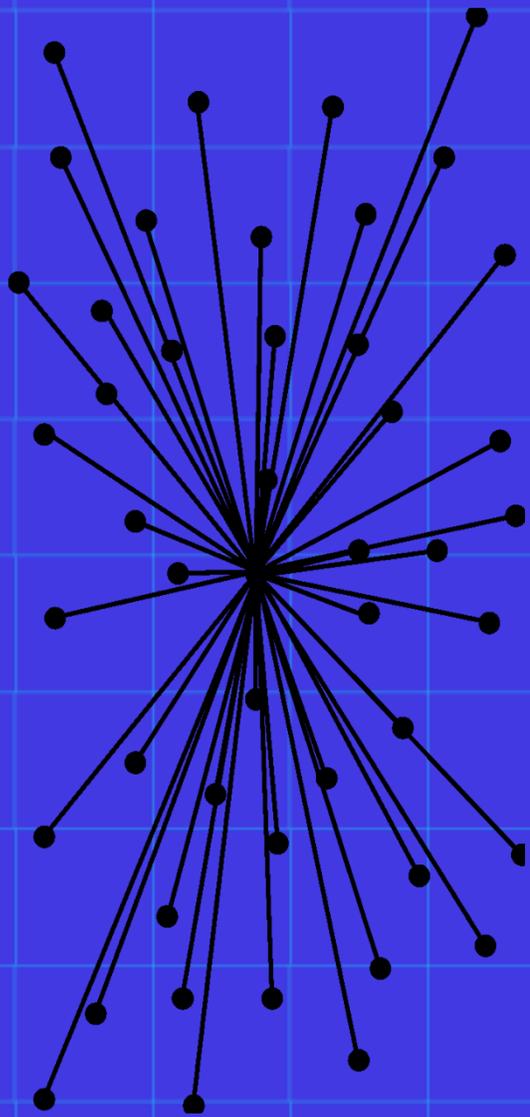
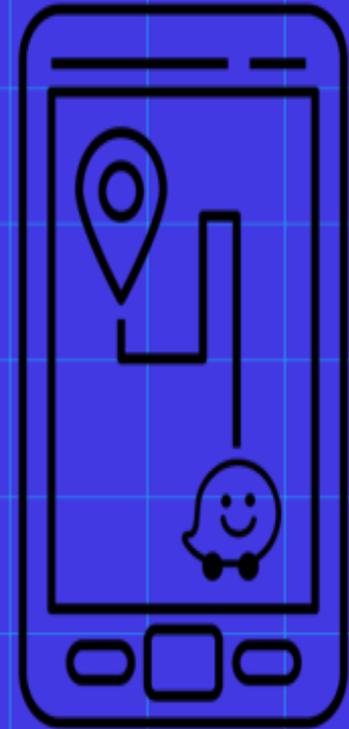
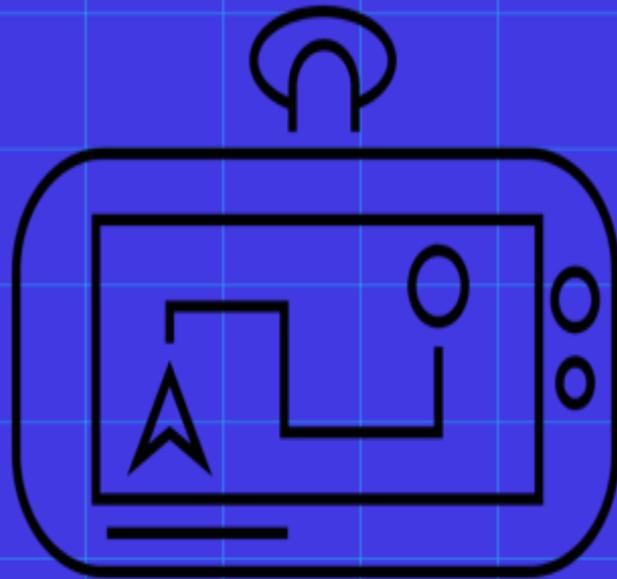


CERVEJARIA
ambev

@Lucas Bragagnolo
Advanced Analytics and Innovation



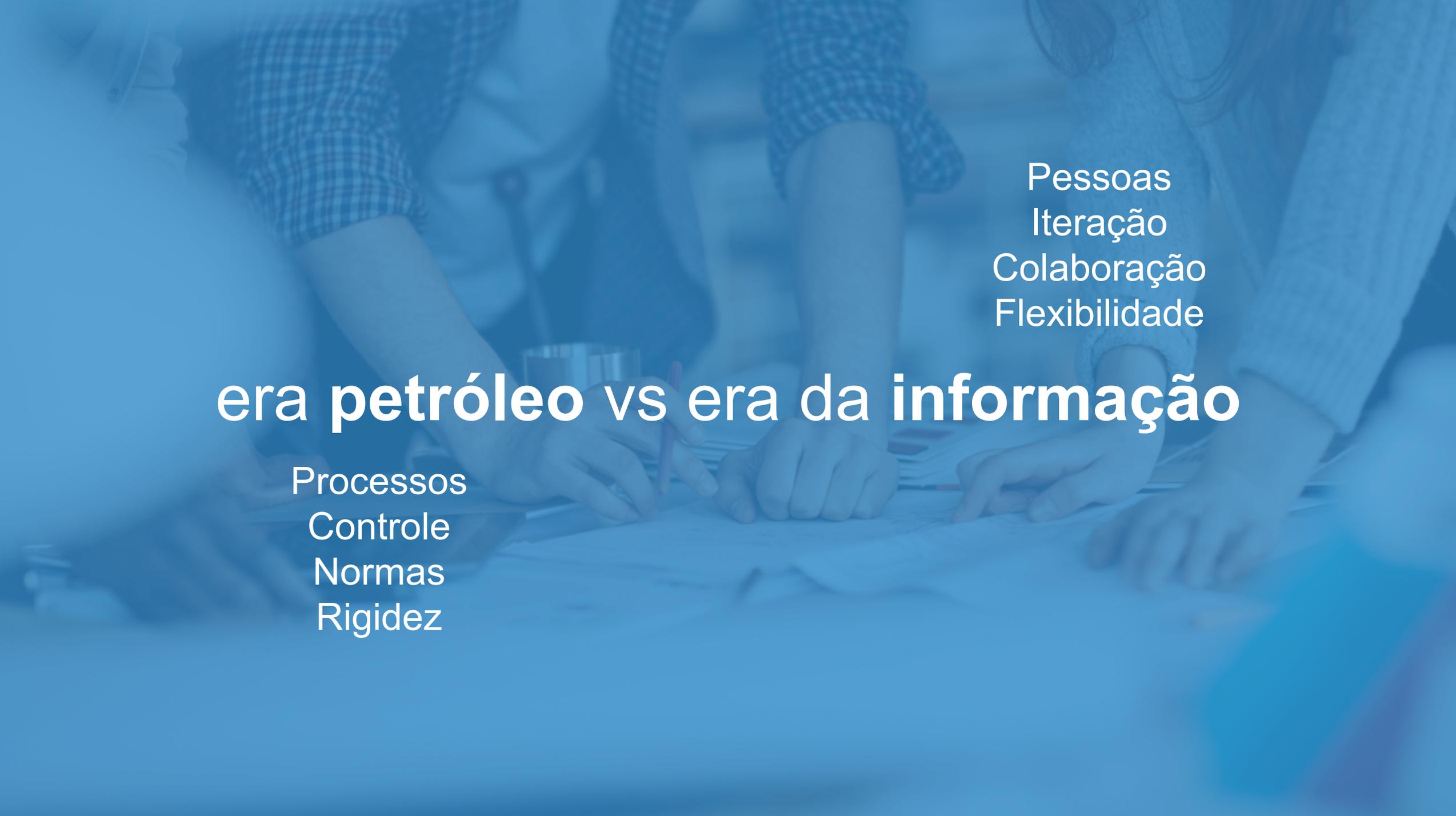




era petróleo vs era da informação

Estabilidade
Poder centralizado

Instabilidade
Empoderamento



Pessoas
Iteração
Colaboração
Flexibilidade

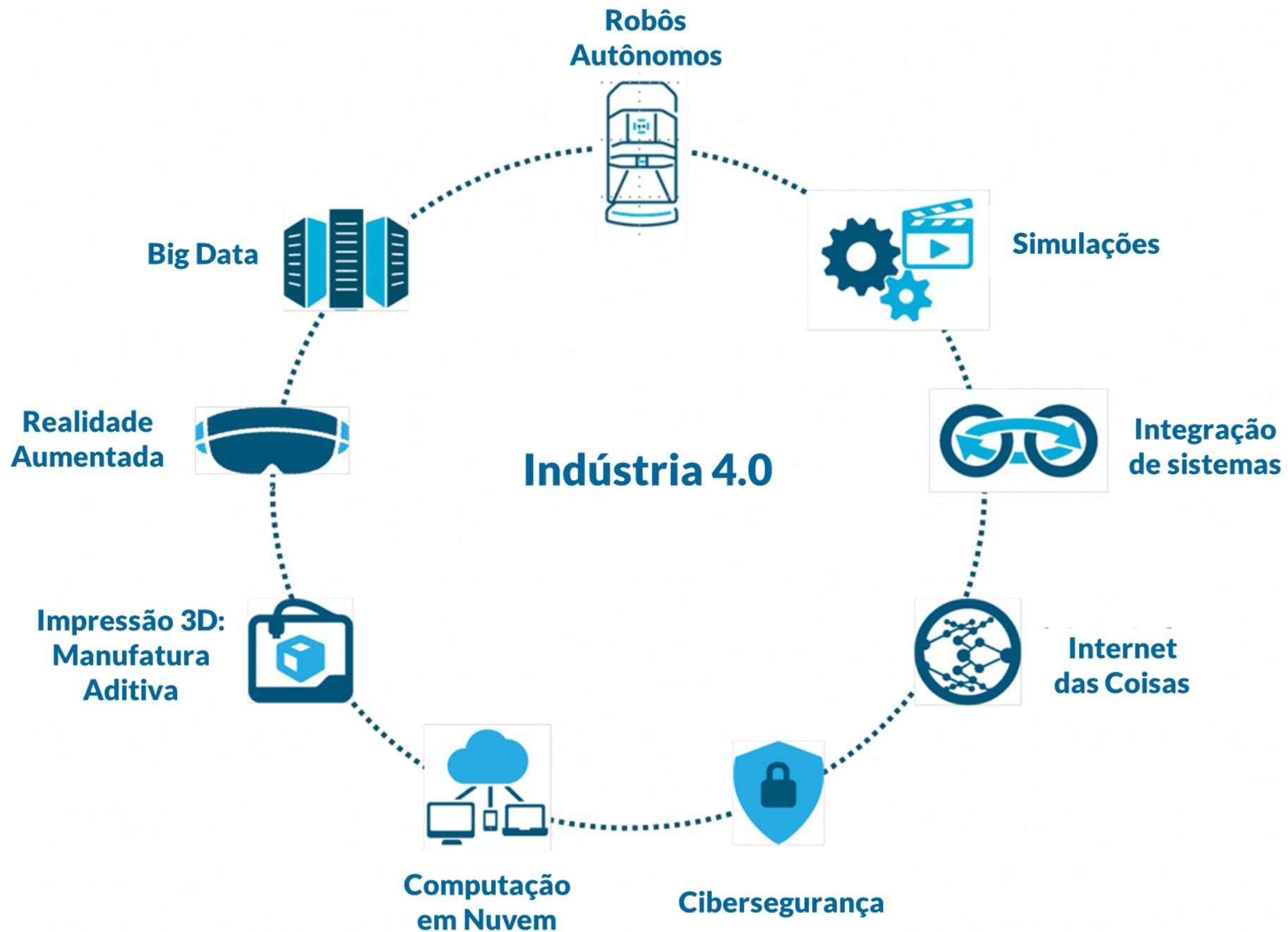
era petróleo vs era da informação

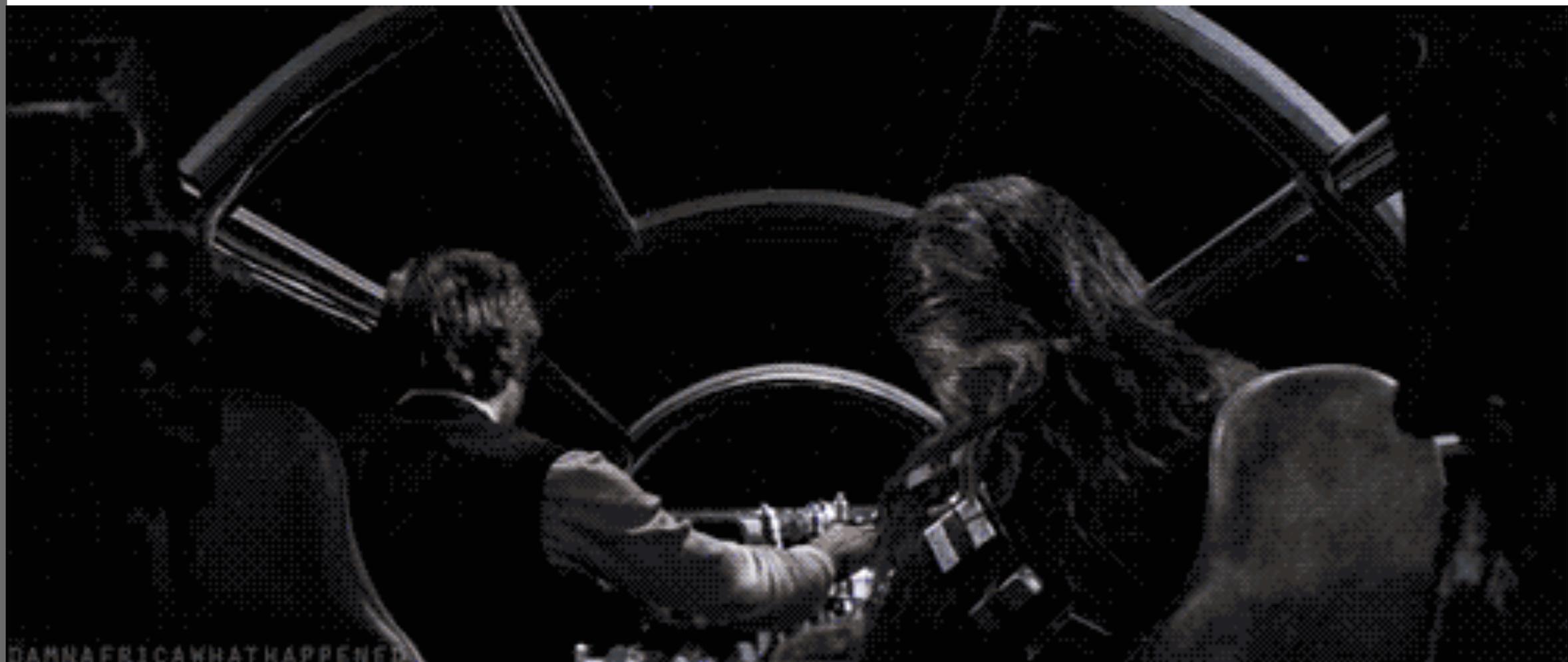
Processos
Controle
Normas
Rigidez



**A tecnologia é o
vetor**

A complexidade
aumenta
constantemente





DAMNAFRICAWHATHAPPENED



Precisamos de abordagens mais contemporâneas
para trazer inovação às grandes organizações e
gerar valor para o usuário

“

Hoje as empresas precisam ser capazes de reagir a eventos e oportunidades, mas as velhas formas de trabalhar são simplesmente lentas demais para possibilitar isso. Aqueles que continuam fazendo as coisas do mesmo jeito são dinossauros em vias de Extinção, mas muitos nem sequer perceberam isso.

J.J Sutherland

Digital é a principal razão pelo qual 50% das companhias na lista da Fortune 500 vem desaparecendo desde o ano 2000.

Pierre Nanterme, Accenture CEO

\$ 1.3 trilhão

serão investidos em **transformação digital** em 2019



Digital é a principal razão pelo qual 50% das companhias na lista da Fortune 500 vem desaparecendo desde o ano 2000.

Pierre Nanterme, Accenture CEO

\$ 1.3 trilhão

serão investidos em **transformação digital** em 2019



\$ 900 bilhões

70% desses \$ 1.3 trilhão será investido em **iniciativas que não darão resultado**



OPEN
INNOVATION

Compared to

CLOSED
INNOVATION

Closed Innovation

As mentes mais brilhantes trabalham para mim.

Se nós formos os primeiros a comercializar esta tecnologia, nós vamos vencer.

Se nós criarmos as melhores ideias, nós vamos vencer.

Devemos controlar nossa propriedade intelectual, assim nossos competidores não se beneficiam das nossas ideias.

Open Innovation

Nem todas as mentes brilhantes trabalham para mim.

Construir um **bom modelo de negócios**, é melhor do que ser o primeiro na tecnologia.

Nós precisamos utilizar as melhores **ideias internas e externas** para vencer.

Devemos nos beneficiar de **outros utilizando** nossa propriedade intelectual e **comprar outras** IPs quando acelerar nosso avanço.

O melhor **modelo de negócios**
ou a melhor **tecnologia**?

Closed Innovation

As mentes mais brilhantes trabalham para mim.

Se nós formos os primeiros a comercializar esta tecnologia, nós vamos vencer.

Se nós criarmos as melhores ideias, nós vamos vencer.

Devemos controlar nossa propriedade intelectual, assim nossos competidores não se beneficiam das nossas ideias.

Open Innovation

Nem todas as mentes brilhantes trabalham para mim.

Construir um **bom modelo de negócios**, é melhor do que ir para o mercado antes.

Nós precisamos utilizar as melhores **ideias internas e externas** para vencer.

Devemos nos beneficiar de **outros utilizando** nossa propriedade intelectual e **comprar outras** IPs quando acelerar nosso avanço.





GOLDEN CIRCLE

Simon Sinek

[Link](#)

Golden Circle

What

proposta de valor

Novas
sensações

Bebidas

Novos sabores

Melhores
produtos

Qualidade

How

valores

Impactando
positivamente a
sociedade

Momentos de
conquista e
celebração

Vínculos fortes e
duradouros

Experiências
Inesquecíveis

Presença e
disponibilidade

Conexões

Why?

essência

Unir pessoas para um
mundo melhor.

Consumo
responsável

**O cliente está
em constante
transformação**



**"Precisamos
fazer o cliente
querer o
produto"**



**"Precisamos
fazer o cliente
seguir o
processo"**

DE:

Fazer as
pessoas
quererem
alguma coisa



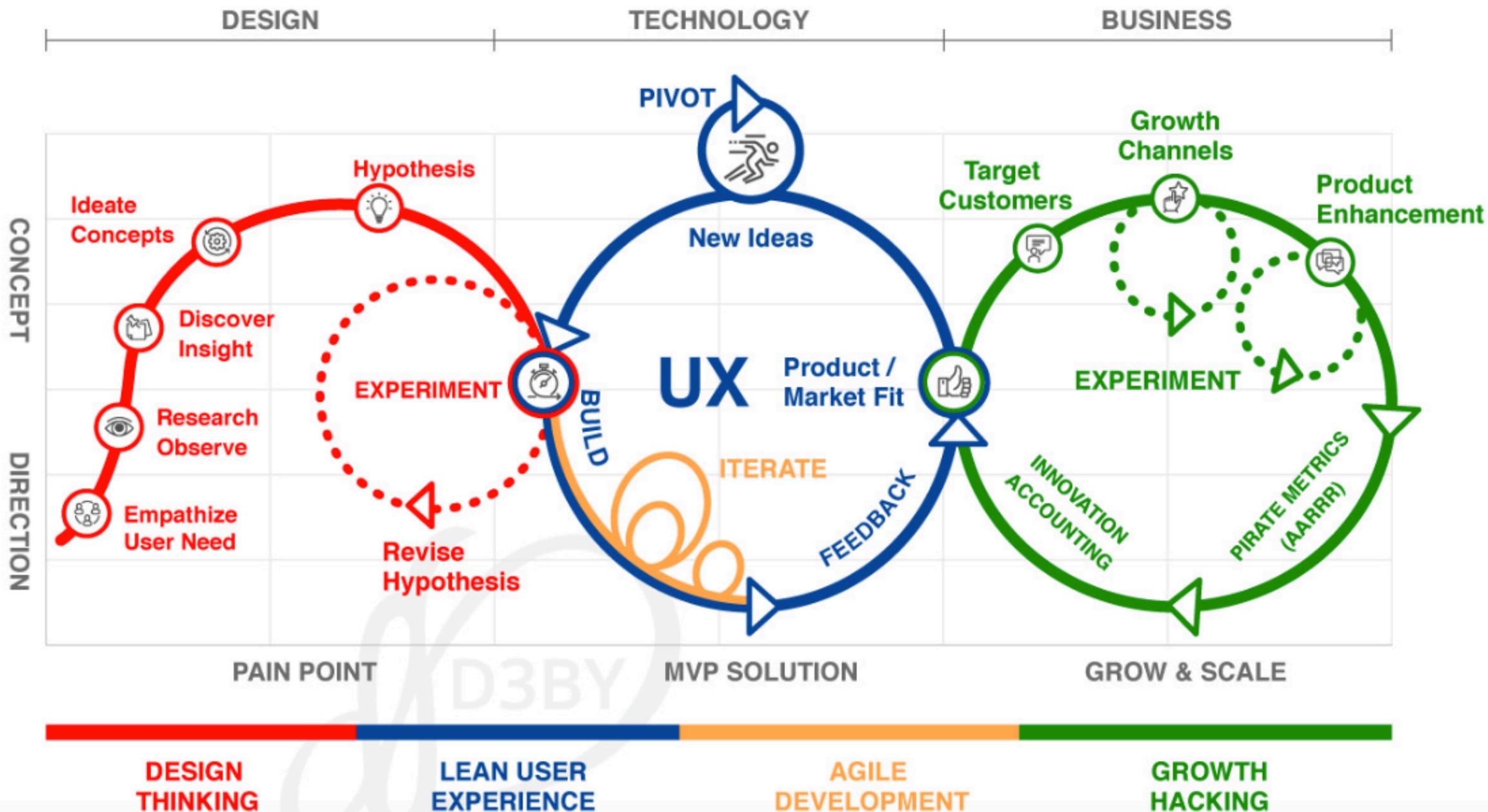
PARA:

Fazer coisas
que as
pessoas
precisam

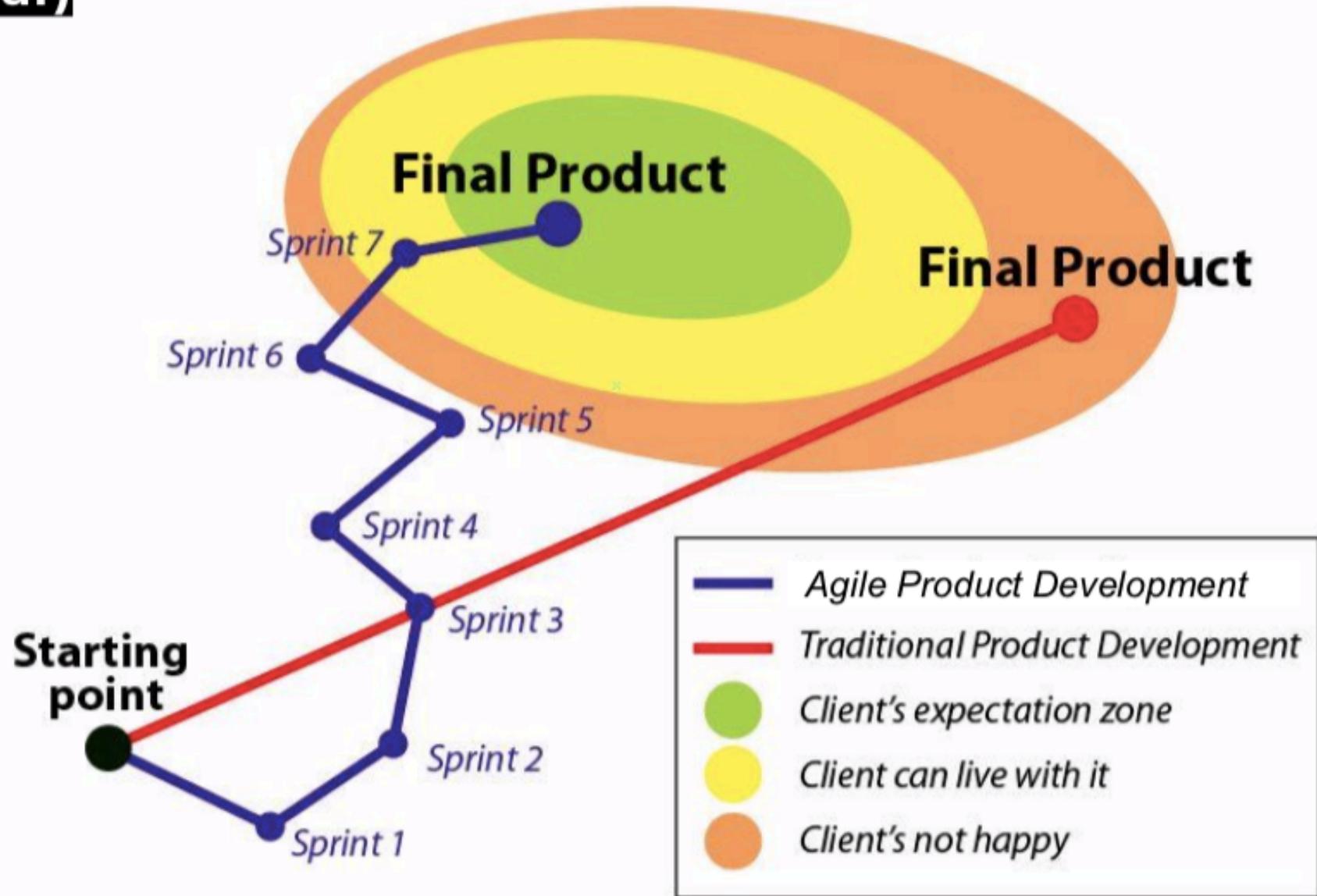




Design Thinking
Lean Startup
Agile
Growth Hacking



Entender, definir, idear, prototipar, testar (e melhorar)



(SOMETHING YOU DON'T UNDERSTAND)



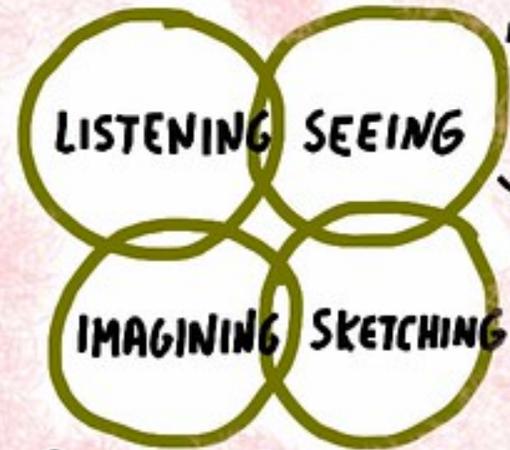
PUTTING PEOPLE'S WORDS ON THE WALL

TO LEARN TO SEE THEN COMMUNICATE

ITERATIONS (PROTOTYPES)



THE CURSE OF KNOWLEDGE IF YOU KNOW TOO MUCH YOU CAN'T REMEMBER HOW IT WAS NOT TO KNOW.



MIKE ROY VIDEO MAKING CONVERSATIONS CLEAR

POT A.



CRAFT MODE

Q.

DESIGN thinking

WHAT SUCKS THE MOST ABOUT THIS?



SKETCH BOOK

INDIVIDUAL SHEETS



SKETCH → DRAW
LEARN → SHOW
DRAW

IMPOSSIBLE TO HOLD A HAMMER NAIL AND MIRROR AT SAME TIME



MARK REDDICK

MJ BROADBECK

JEFF

MIKE

"SOCIAL PROTOTYPE" STREET TRANSFORMATION

BODY STORMING (IMPROVISATION)

ZYNGA MULTIPLE UPDATE

THE REAL QUESTION IS USUALLY NOT THE QUESTION ASKED

WHERE DOES IT HURT?



BE MORE LIKE

WHAT IS GOOD?



CHECK ON WIKIPEDIA

como o **design** evoluiu

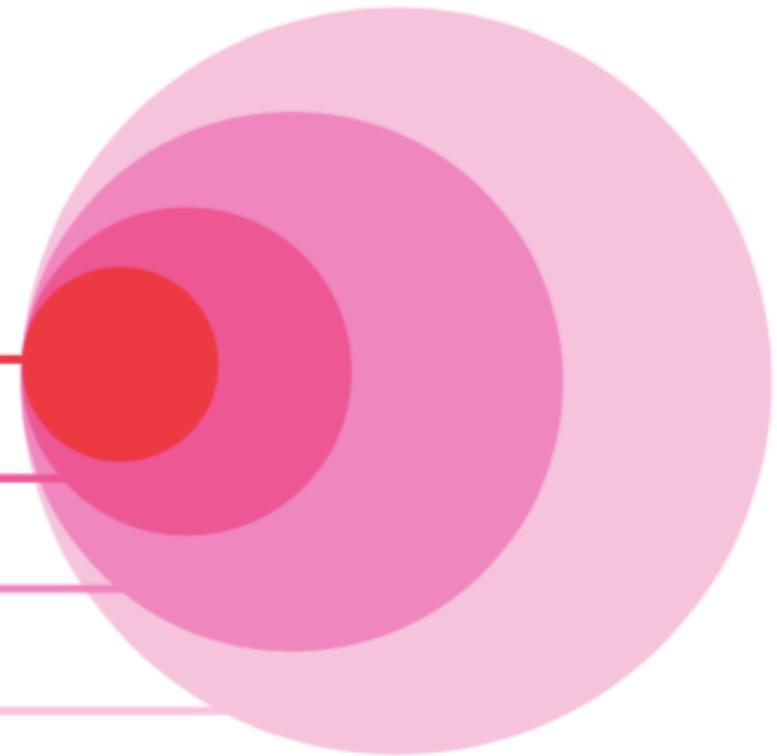
Richard Buchanan, em sua teoria sobre As Quatro Ordens do Design, aponta como o design evoluiu ao longo do tempo quanto ao seu escopo; de um contexto de criação de coisas tangíveis para o acesso às mudanças intangíveis.

gráfico símbolos, impressos, comunicação visual

industrial produtos, objetos tangíveis

interação serviços, experiências, interfaces

sistemas cultura, organizações, negócios

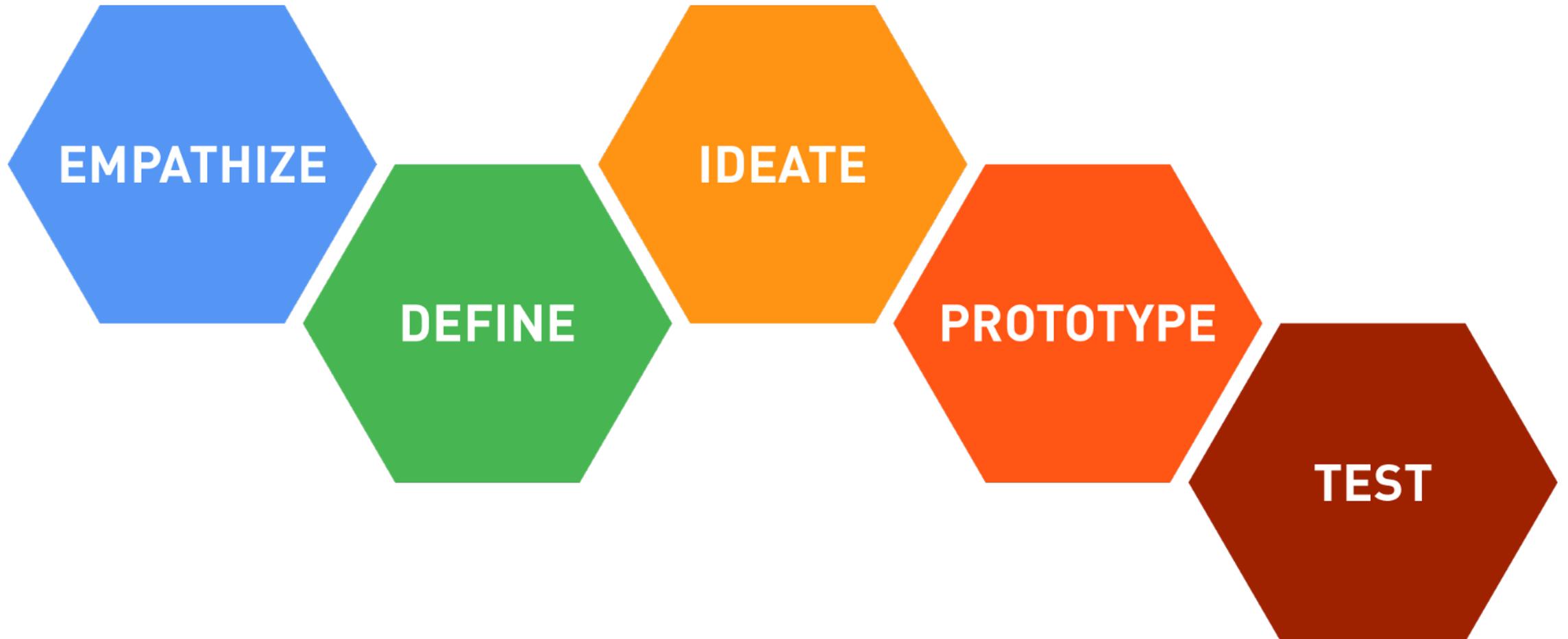


POR QUE DESIGN?

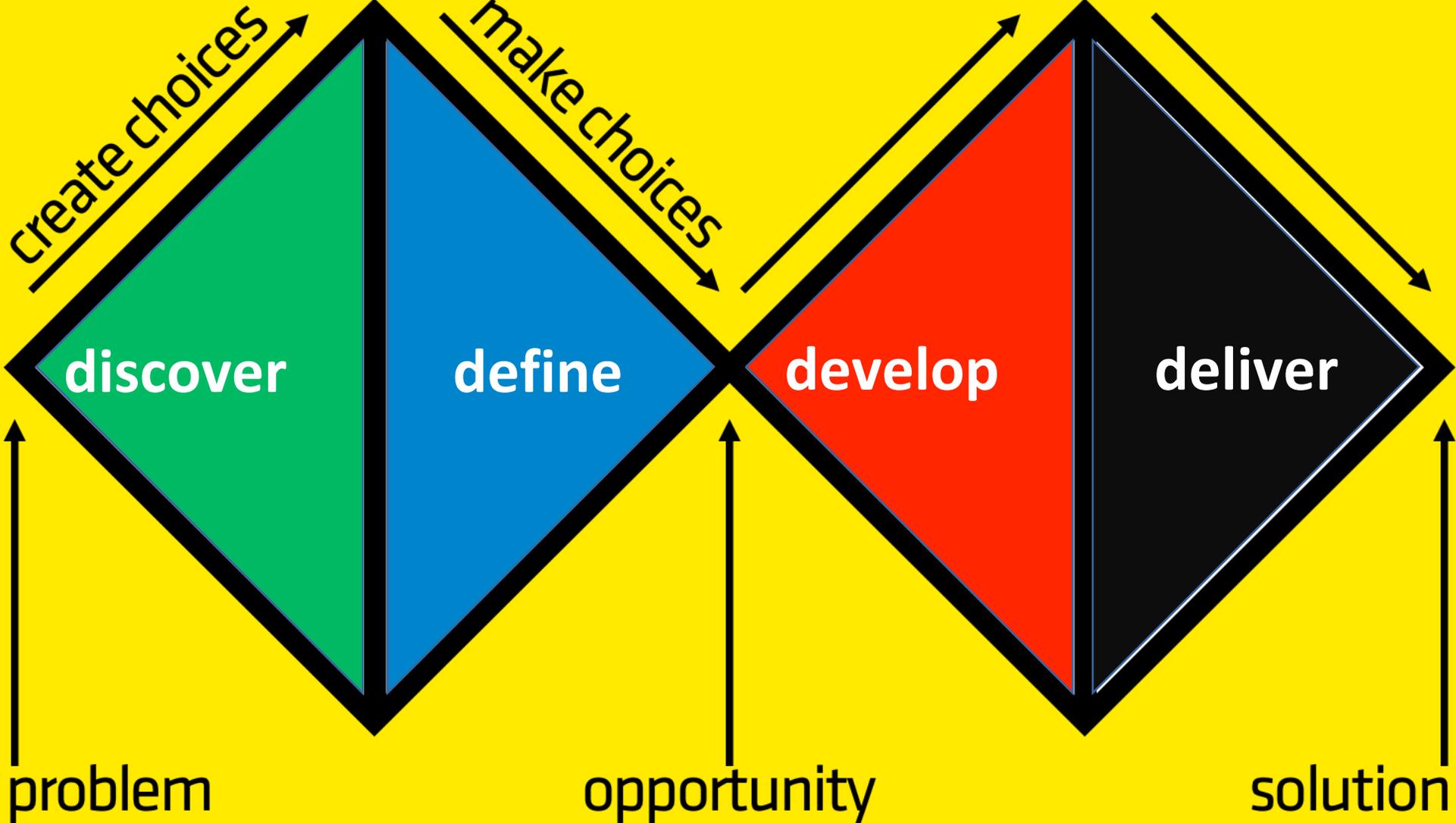
Para conseguirmos alcançar um futuro diferente precisamos primeiramente de uma mudança de comportamento, é por isso que hoje o design mais importante é o invisível; aquele que trata de crenças, hábitos, valores e sistemas.

Inspirado nos textos de Steven Heller: <http://commonwise.com/>

Design Thinking



design thinking process

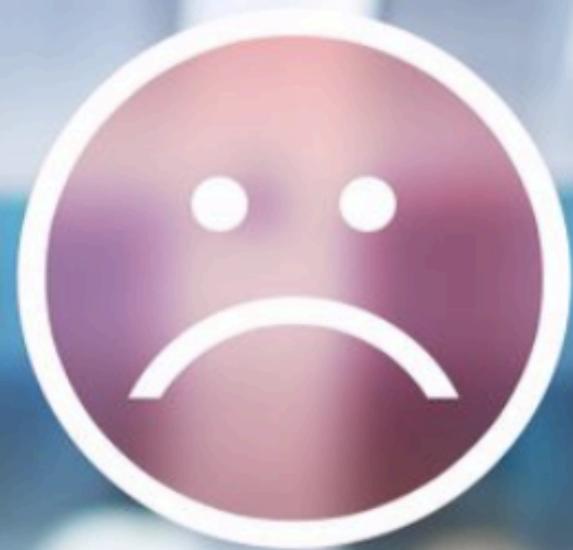


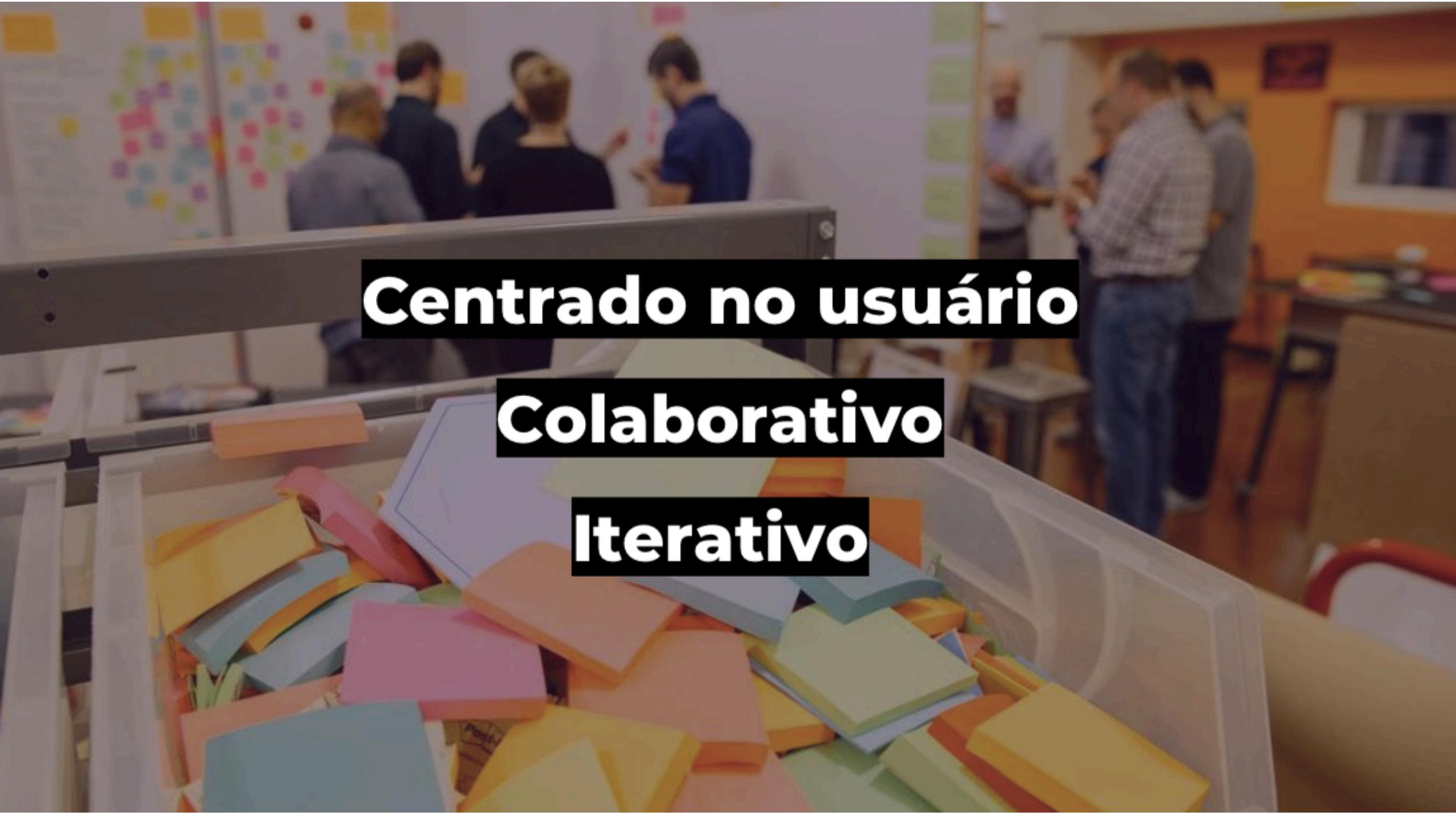
The background of the image is a dense, overlapping field of colorful sticky notes in various shades including green, purple, orange, and pink. The notes are scattered across the entire frame, creating a textured and vibrant backdrop.

DESIGN THINKING

NÃO É SÓ POST IT

DESIGN não é Pesquisa de Mercado



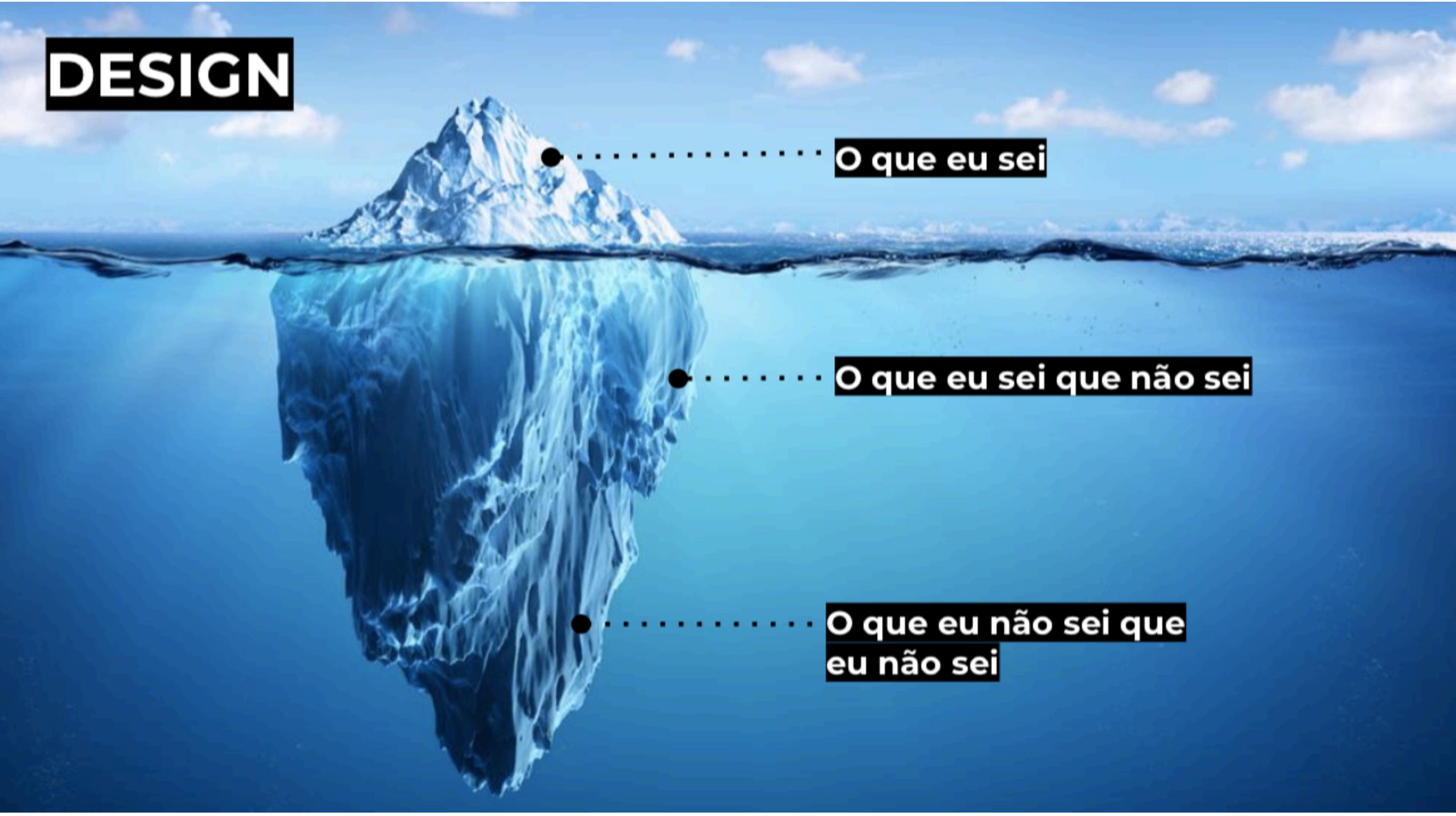


Centrado no usuário

Colaborativo

Iterativo

DESIGN



The image shows a large iceberg floating in the ocean. The top part of the iceberg is above the water surface, while the much larger bottom part is submerged. Three horizontal dotted lines with black dots on the left side of the iceberg point to three text boxes on the right. The top line points to the visible peak, the middle line points to the submerged part, and the bottom line points to the very bottom tip of the iceberg.

O que eu sei

O que eu sei que não sei

O que eu não sei que eu não sei

**O Design
quebra a
estrutura
de silos**



**Todos
juntos
com o
cliente no
centro**

**Co-criação:
menos
atrito e
mais dor
de dono**

**Diferentes
pontos de
vista
pensando
juntos**

5 BOLD STEPS VISION[®] CANVAS



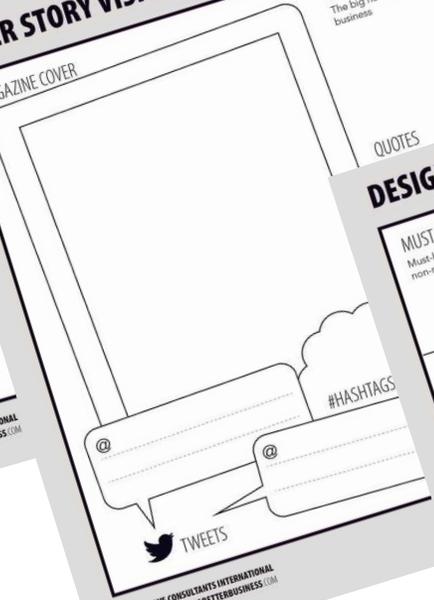
SUPPORTS
What are the supports that strengthen you while reaching your vision?

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THIS VERSION BY DESIGNABETTERBUSINESS.COM

COVER STORY VISION[®] CANVAS



MAGAZINE COVER



BIG HEADLINES
The big headlines about your business

THE INTERVIEW
The in-depth interview about your business

THE BOTTOM LINE
What does the finance section say?

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THIS VERSION BY DESIGNABETTERBUSINESS.COM

DESIGN CRITERIA CANVAS



MUST
Must-haves and non-negotiables

SHOULD
Should-haves and important features

COULD
Could-haves and optional features

WON'T
Won't-haves - things that are definitely not on the table. Also non-negotiables.

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PERSONA CANVAS

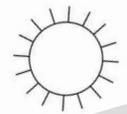
NEGATIVE TRENDS
Negative trends from the environment

HEADACHES
Professional and work related issues

FEARS
Personal issues

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CUSTOMER JOURNEY CANVAS



POSITIVE TRENDS

CUSTOMER NEEDS
What are the customer's basic needs at this moment?

KEY MOMENT
What does the snapshot picture of this moment look like?

CUSTOMER SATISFACTION
How satisfied is the customer at this moment?

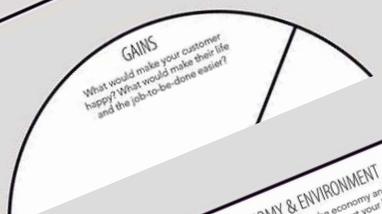


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VALUE PROPOSITION CANVAS

PRODUCTS & SERVICES
What are the products and services you can offer your customer so they can get their job done?

GAIN CREATORS
What can you offer your customer to help them achieve their gains?



GAINS
What would make your customer happy? What would make their life and the job-to-be-done easier?

CONTEXT MAP® CANVAS

DEMOGRAPHIC TRENDS
Look for data on demographics, education, employment. Are there big changes that will impact your business?

RULES & REGULATIONS
Are there trends in rules and regulations that will impact your business in the near future?

ECONOMY & ENVIRONMENT
What are trends in the economy and in the environment that will impact your business?

TECHNOLOGY TRENDS
What are the big technological changes that will impact your business in the near future?

COMPETITION
What trends do you see among your competitors? Are there new entrants?

RISKIEST ASSUMPTION FINDER

ALREADY VALIDATED
Validated assumptions and facts go in this box.



RISKIEST ASSUMPTION
There can be only one riskiest assumption.

EXPERIMENT CANVAS

RISKIEST ASSUMPTION
What is the riskiest assumption you want to test?

FALSIFIABLE HYPOTHESIS
Construct your hypothesis

We believe that < specific, testable action >
Will drive < specific, measurable outcome >
Within < timeframe >

EXPERIMENT SETUP
What kind of experiment will you use?
What are you measuring? How many times?

RESULTS
Record the qualitative or quantitative results of the experiment

PROTOTYPE CANVAS

CUSTOMER PROMISE

STEP 1

STEP 2

STEP 3

STEP 4

KEY FEATURES

THE EXPERIENCE
Why can't we skip this step?

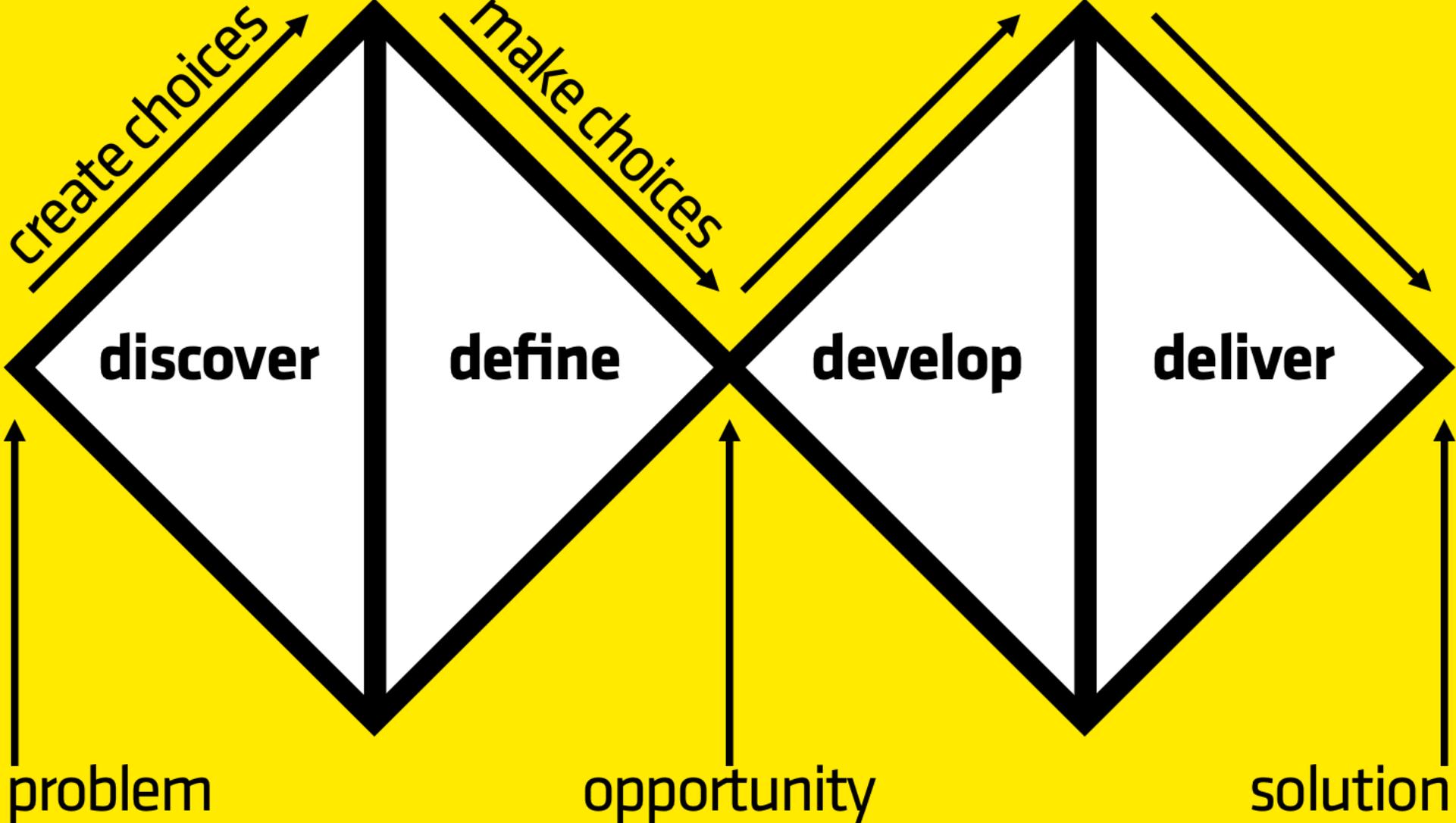
CUSTOMER'S BENEFIT(S)

CUSTOMER'S JOB-TO-BE-DONE

**Bora fazer
juntos?**



design thinking process



Não é um processo linear e deve ser iterativo



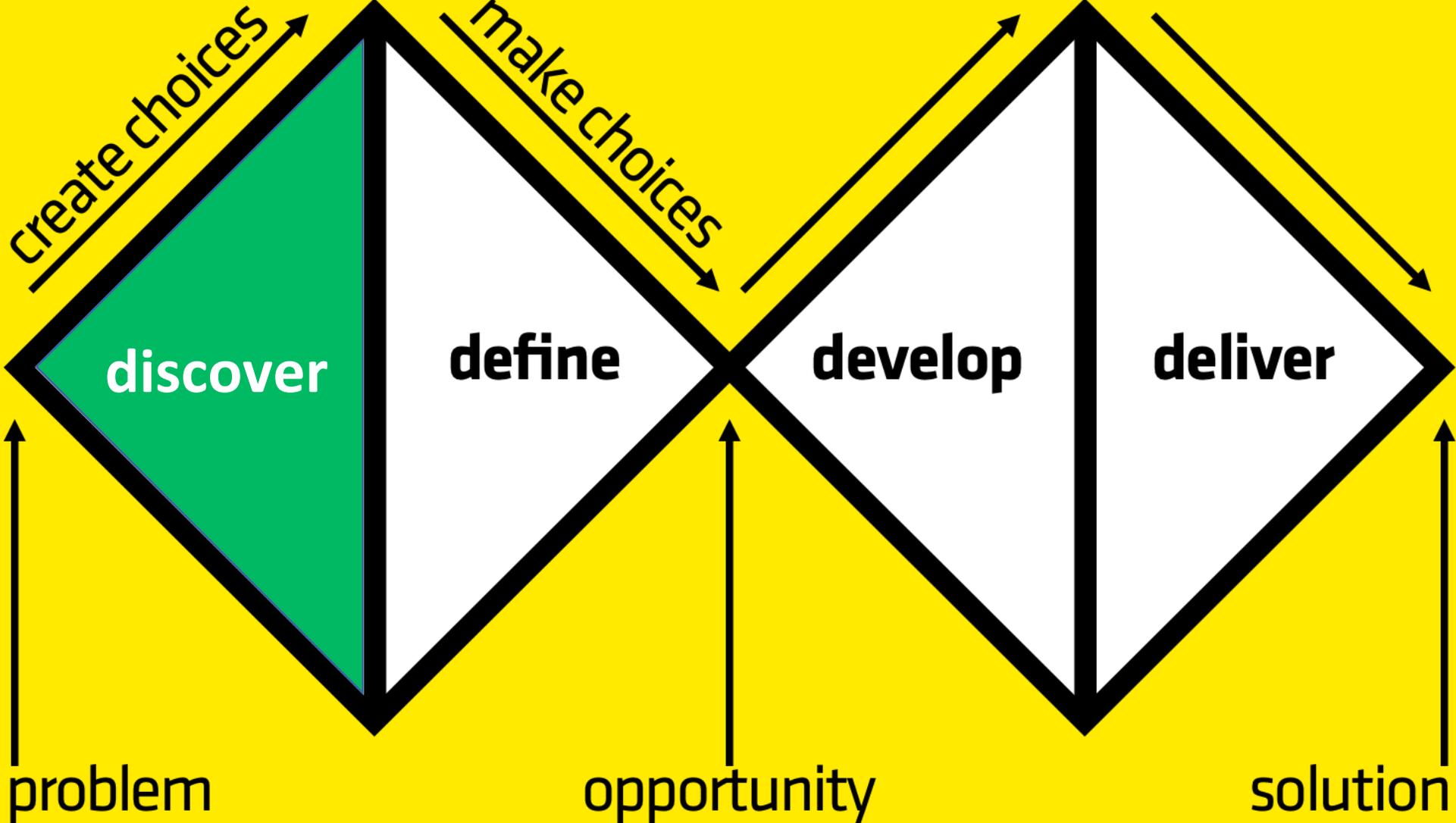


Let's™
work

Grupos de até 5 pessoas

- Empatia e colaboração
- Falar menos, escrever mais
- Títulos e crachás não valem nada
- Quanto mais ideias, melhor!
- Ideias malucas são sempre bem vindas
- Celulares desligados
- Uma ideia por post it
- **Não existe ideia ruim**

design thinking process





PERSONA CANVAS

NEGATIVE TRENDS
Negative trends from the environment

POSITIVE TRENDS
Positive trends from the environment

HEADACHES
Professional and work related issues

OPPORTUNITIES
Professional and work related positive outcomes

FEARS
Personal issues

HOPES
Personal goals and hopes

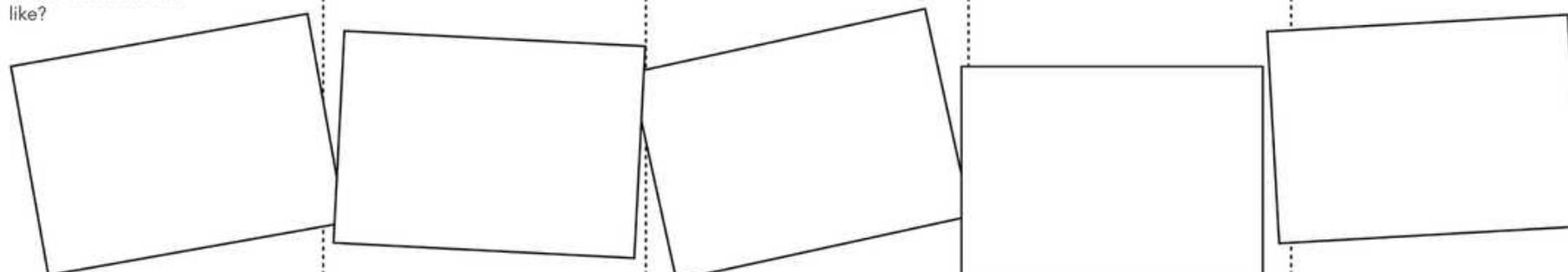
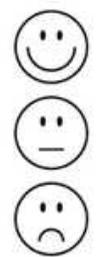
NEED
What does this person really want?

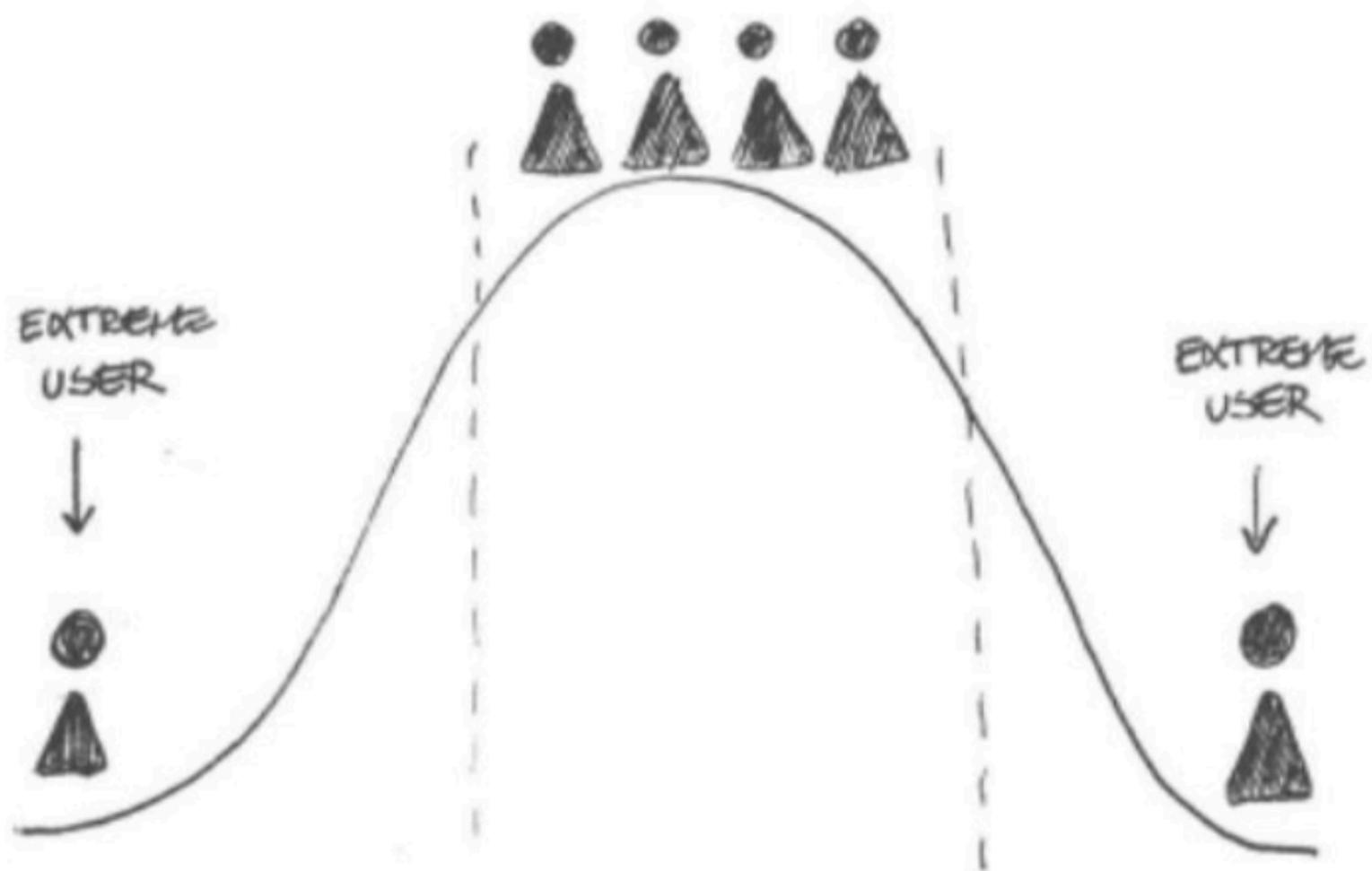
NAME _____

ROLE _____

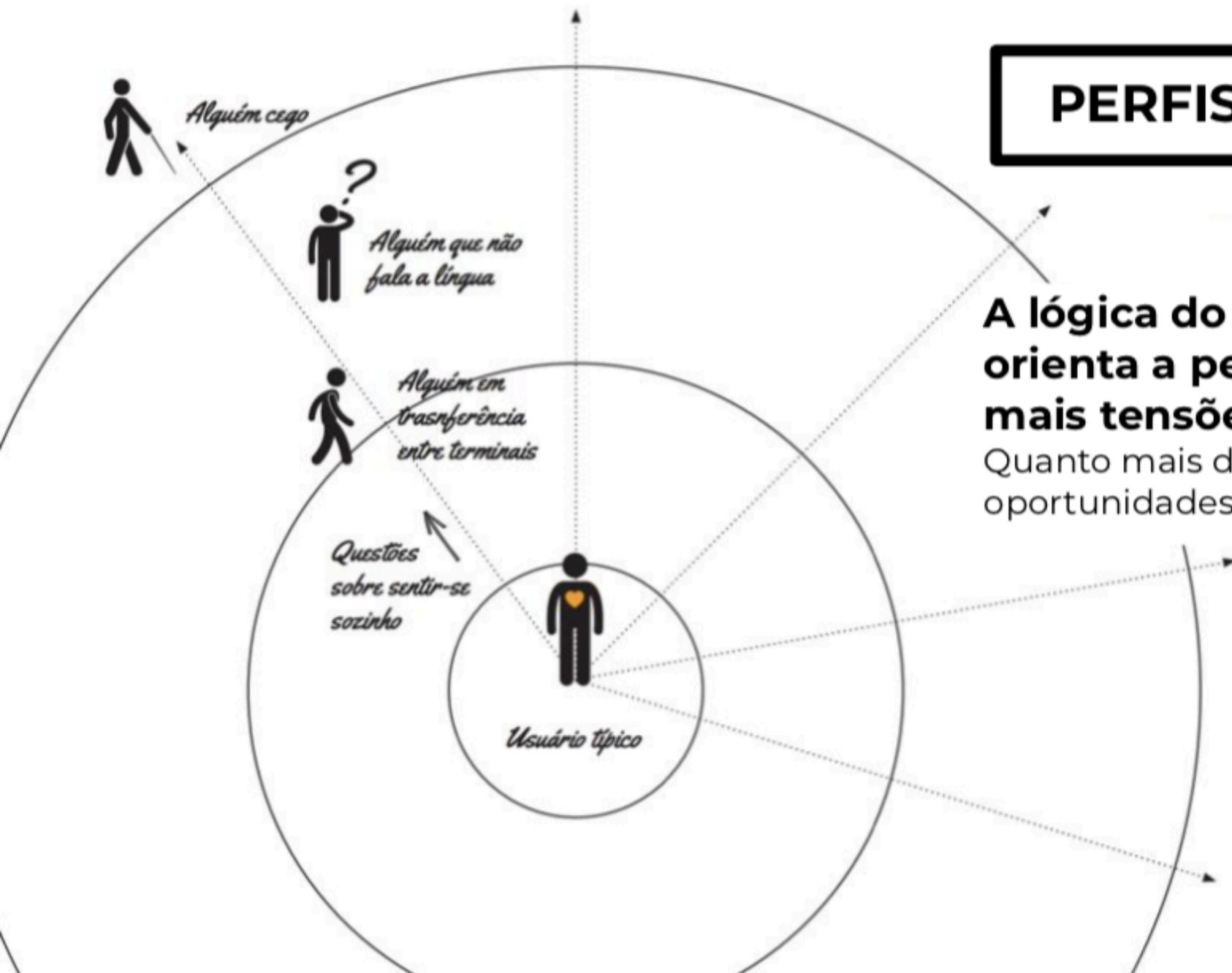


CUSTOMER JOURNEY CANVAS

<p>CUSTOMER NEEDS What are the customer's basic needs at this moment?</p>				
<p>KEY MOMENT What does the snapshot picture of this moment look like?</p> 				
<p>CUSTOMER SATISFACTION How satisfied is the customer at this moment?</p> 				



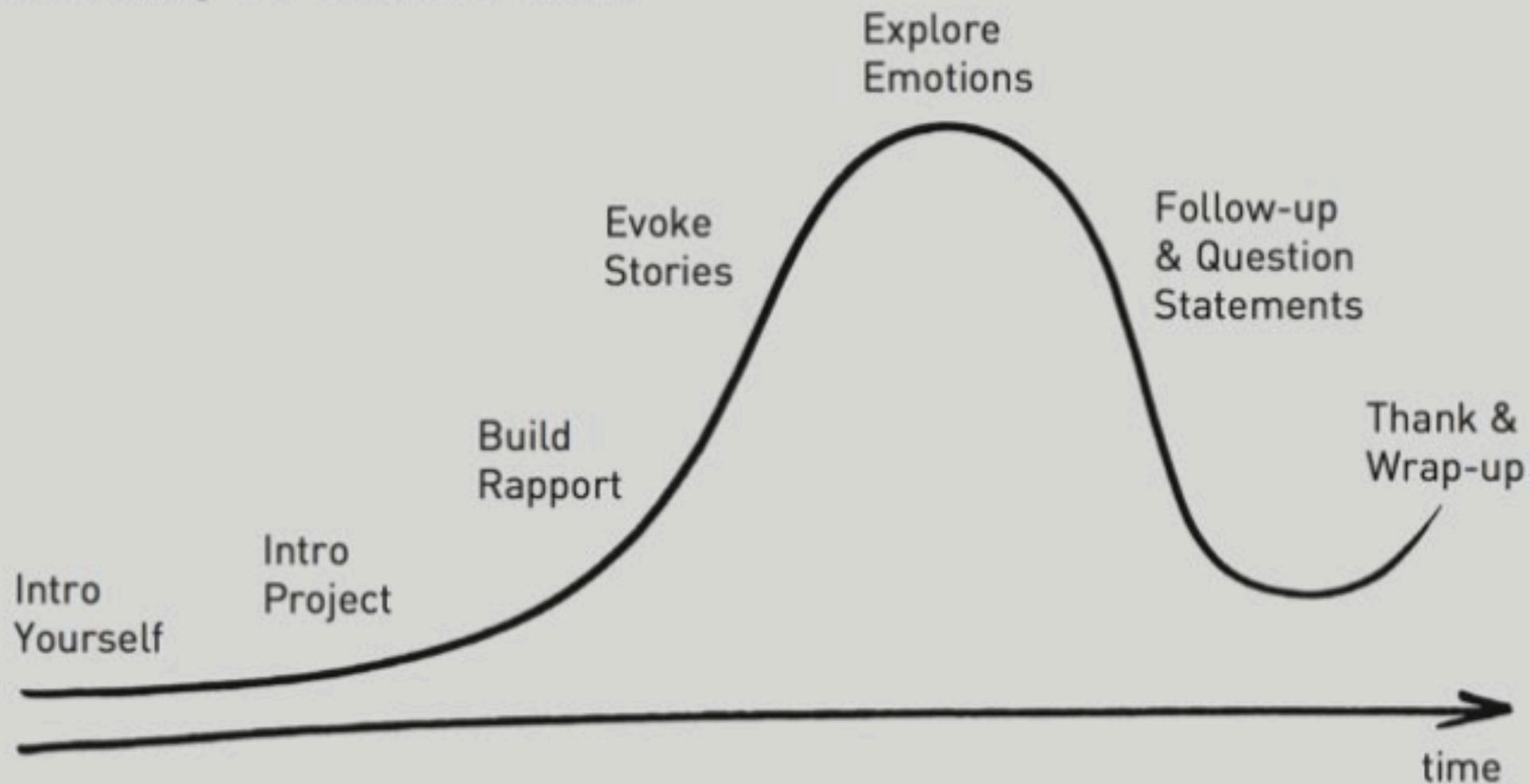
PERFIS A DESCOBRIR



A lógica do usuário extremo nos orienta a pesquisar o perfil que vive mais tensões relacionadas ao tema

Quanto mais distante do usuário típico, mais oportunidades podemos ter.

Anatomy of an interview



Adapted from Michael Barry

Desafio: Aumentar o share!

- Alcoólicos
- Não Alcoólicos

Líquidos, embalagens ou ativação!

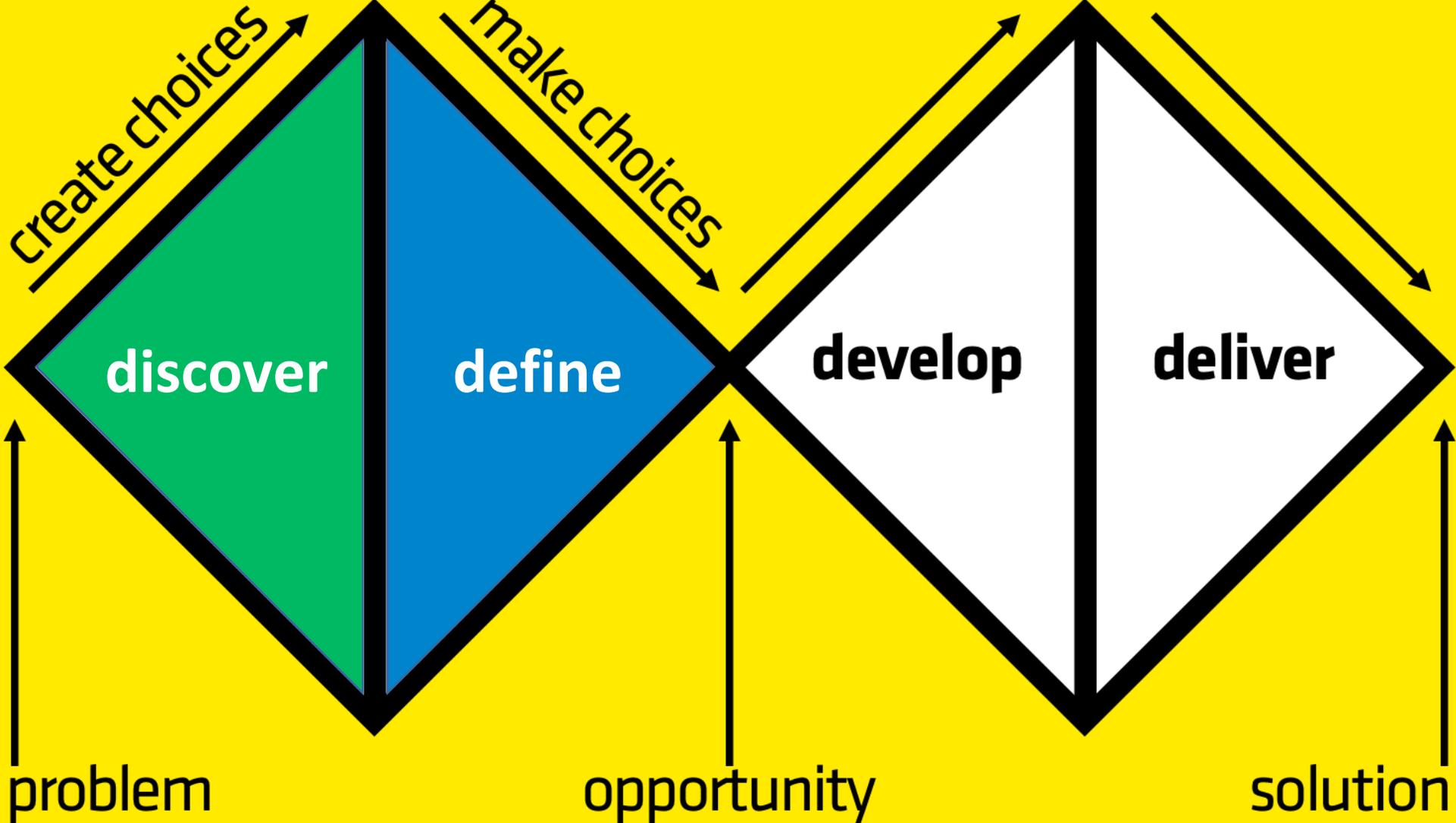


20 minutos

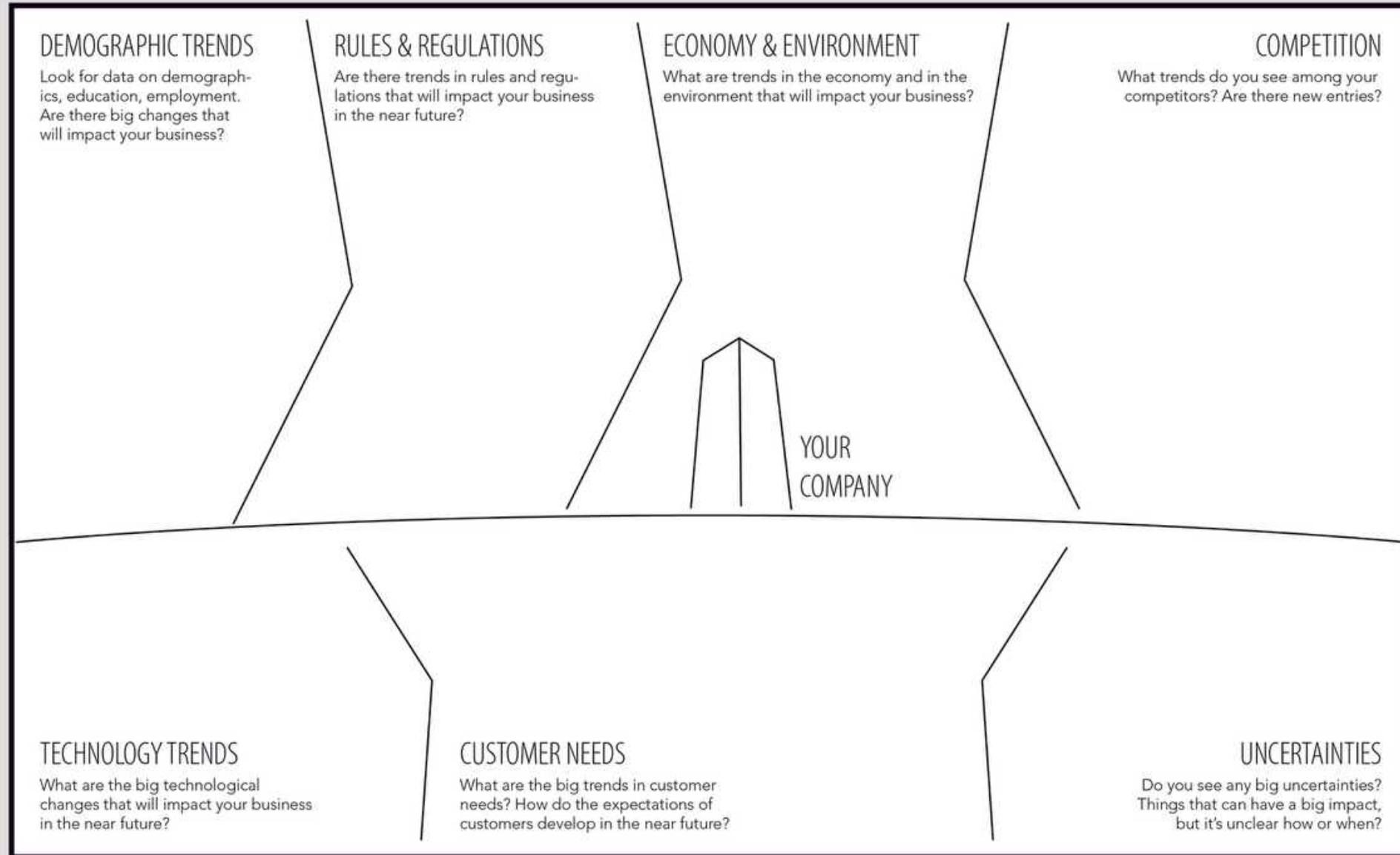
15 - Person

15 - Jornada

design thinking process



CONTEXT MAP® CANVAS



Fatores positivos

Fatores negativos

Fatores
internos

S Strengths
(força)

W Weaknesses
(fraquezas)

Fatores
externos

O Opportunities
(oportunidades)

T Threats
(ameaças)

Qual persona será o nosso foco?

- Persona X
- Persona Y
- Persona Z

Qual desafio será o nosso foco?

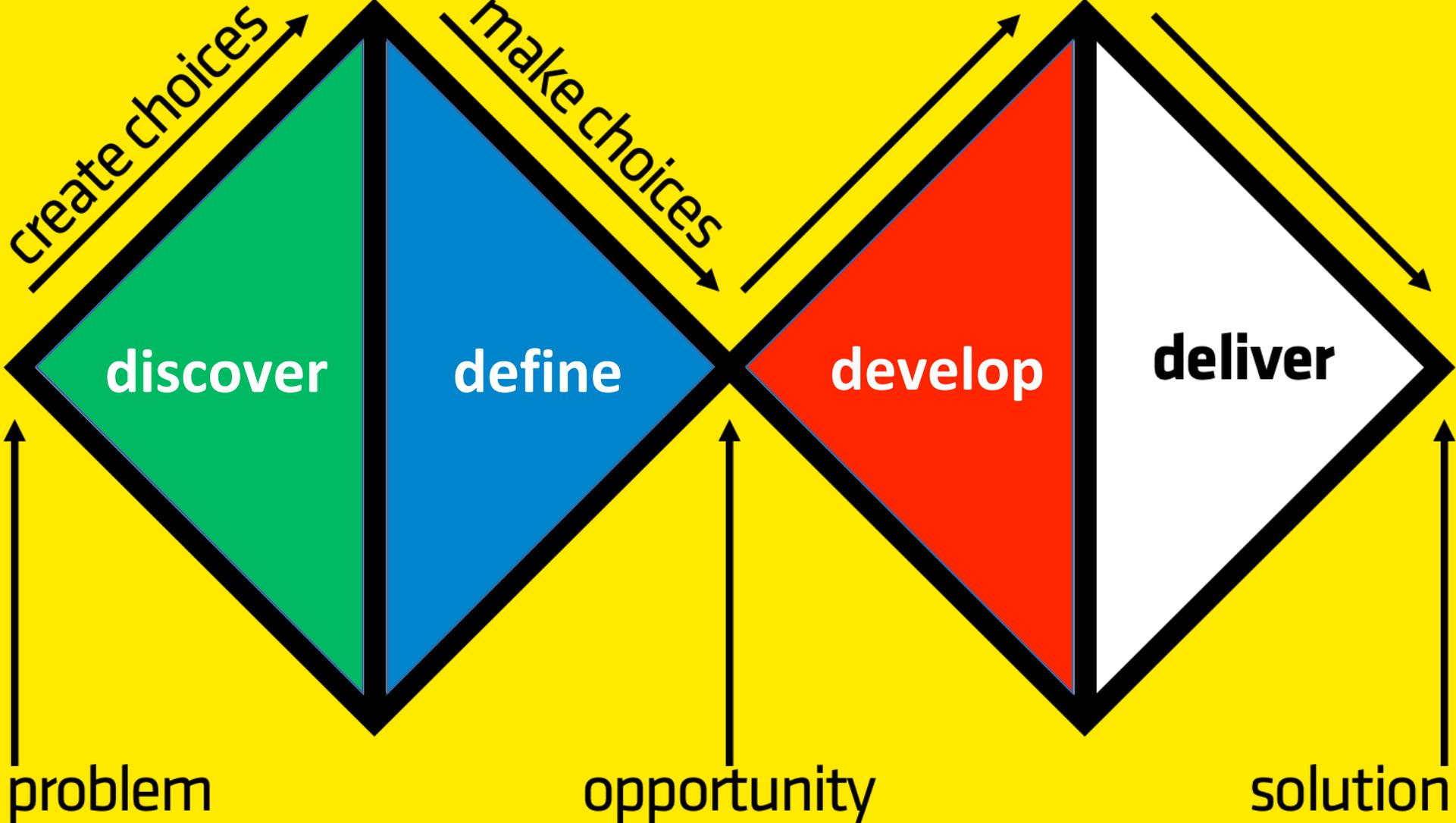
- Alcoólico

- Não alcoólico



10 minutos

design thinking process

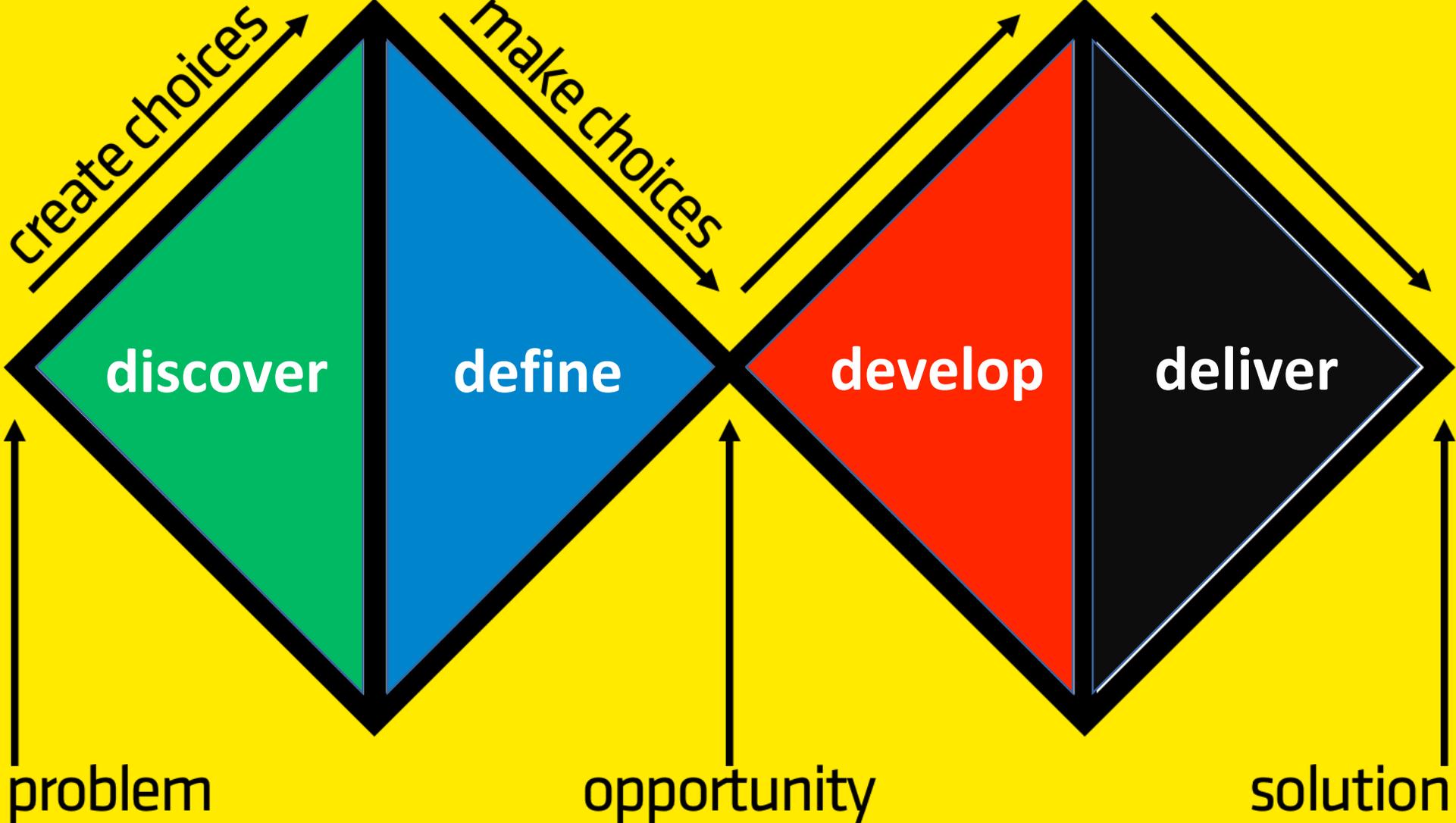


TODAY





design thinking process



Viele Handzeichnungen sind Langweilig!

Handzeichnung
- Unkonkret
- Unverständlich

SG 2:
Auch Goal für Vortragenden

Gute Handzeichnungen sind relevant & verständlich

Relevanter Inhalt

klar verständlich präzisiert
2 Teile: Ding + Zweck

Emotional unterhaltsam

Gute Zeichnungen

Relevanz & Lektüre vom Publikum als

Handzeichnungen

Handzeichnungen: Sie werden nicht für sich selbst gezeichnet, sondern für andere. Sie sind eine Art Kommunikation.

Entscheidend: Inhalt mit Form
Bsp: 2. und 3. Teil

Klare Struktur ist Grundlage für Verständlichkeit

Handzeichnungen

Handzeichnungen

Handzeichnungen sind die Grundlage der Kommunikation

Handzeichnungen

Handzeichnungen

Handzeichnungen

Handzeichnungen

Handzeichnungen

Handzeichnungen

Handzeichnungen

Gute Handzeichnungen unterhalten die Aufmerksamkeit & machen Spaß

Handzeichnungen

Handzeichnungen

Handzeichnungen

DESIGN CRITERIA CANVAS

MUST

Must-haves and
non-negotiables

SHOULD

Should-haves and
important features

COULD

Could-haves and optional
features

WON'T

Won't haves - things that are
definitely not on the table.
Also non-negotiables.



O que vamos entregar?

- Rápido
- Legal
- Disruptivo

1. Qual o valor percebido das suas ideias?



The  **Pitch**



PITCH: VENDA SUA IDEIA EM 2 MINUTOS



1. Qual problema você propõe resolver?
2. Por que esse problema é relevante?
3. Como as pessoas o resolvem?
4. Que soluções o mercado oferece?
5. Por que a sua alternativa é a melhor?
6. Quanto custa desenvolver minha solução?
7. Qual o preço da solução?
8. Quanto é necessário investir?
9. Quais os ganhos para o interessado?

Pitch
your idea



Obrigado.