

Carlos Adam (Legajo 1801)
Sara Castiglioni (Legajo 103908)
Pablo Glöggler (Legajo 103901)
Francisco Spaghi (Legajo 103906)

Design Thinking

Companies' Shared Curation Platform

Design Challenge

“We will make a platform for the development of systemic companies inviting professionals to participate in the process to share their knowledge and experience”.

Introduction

Every day thousands of small businesses are created. The vast majority are born without proper guidance and understanding, not only of the basic rules and principles of businesses, but also without the right analysis of the impact they will create in their community and the environment.

We want business to flourish based on three basic principles: People, Planet and Profit. We understand that it is somewhat difficult and expensive to get the proper guidance from experts but, what if we could create a platform where professionals that are passionate about business could bring their experience and participate, in the future of companies.

There are many ways to obtaining money: banks, crowdfunding, investing your own and one can always try to ask for more, but: Can we get the proper guidance from the beginning? We think that funding is not only about getting the necessary amount of money at the right time, but also getting the desired impact in the community for the greater good, and starting with the right business model from the beginning.

On the other hand, we want to tackle the challenge of bringing the systemic view of business into existing companies. We think that through this “professional network” we want to create around this platform, we could help professionals become the trimtabs for systemic change anywhere.

In this paper we will try to tackle the full extent of our vision.

Context

Complexity and the Valleys of death

There are roughly 28 million firms in the US, of which only 4% ever reach more than \$1 million in revenue. Of those firms, only about one out of 10, ever make it to \$10 million in revenue, and only 17,000 companies surpass \$50 million. Finishing out the list, the top 2,500 firms in the US are larger than \$500 million, and the top 500 public and private firms exceed \$5 billion. Data indicate that there are similar ratios in other countries. That is what Scott Tannas, calls “The Valleys of death”.¹



Figure 1 - Valleys of Death

In the case of Argentina, the story is quite similar. In the early stages, we have entrepreneurial programs and incentives, but as mentioned before, not many make it, and more consolidated, are PyMEs². According to Horacio Roura -*Subsecretario de la Pequeña y Mediana Empresa y Desarrollo Regional, Ministerio de Industria y Turismo de la Nación*- there are more than 650,000 Pymes.³

According to *Fundacion Observatorio Pyme*, created among others by the *Union Industrial Argentina* (UIA), considered in this group companies with 10 to 200 employees, and points out that they generate 51% of the jobs. The economist from IERAL Marcos Cohen Arazi

¹ Harnish, V. (2014). *Scaling up: How a few companies make it... and why the rest don't* (First ed., Vol. 1). Ashburn, Virginia: Gazelles.

² "Última Clasificación Pyme En Argentina". *IeralPyme.org*. N.p., 2016. Web. 21 July 2016.

³ "Informe Industrial - Las Pymes En El Desarrollo De La Economía Argentina". *Informeindustrial.com.ar*. N.p., 2016. Web. 21 July 2016.

arguments that, in general PyMEs are counted with the micropymes, as a unit. Having that in consideration, and the data compiled at *Censo Nacional 2004*, the specialist calculated that both represent the 66% of the jobs in Argentina⁴. No matter, how or who makes the measurements, one thing is undeniable, this companies are the engine that propels our economy, that is why we consider that the outcomes of the challenge, can make a difference.

Design parameters

First we have to “map” the creation and development of business:

Then we can quote the concepts we are trying to integrate and coordinate within our model:

Douglas Engelbart: bootstrapping. How the designated teams will cooperate and how the feedback loop will be integrated (Norbert Wiener) to create ongoing improvement and evolution⁵.

Bela Banathy: “Life’s a journey. Making use of the power of design enables us to give direction to this journey and shape our destiny”⁶. The platform must curate the birth and evolution of future business models.

We have to explain how will the “outside professionals” contribute and how will they “make money Uber Style⁷”. Why we consider important that they do not quit their jobs, so that they can become the trimtabs in their own corporations.

How the platform is going to make money: making a budget in stock options or a percentage of the change performance in a predetermined period of time.

Methods and Materials

Considering that the members of our group do not live or work close to each other, we used different co-creation tools. Google Docs, Sheets and Prezi were used to present ideas to ourselves in real time and to prepare the final documents. And for conversations and discussions we used the whatsapp platform and skype.

Pictures were taken and uploaded to the whatsapp, and shared to confirm if our understanding was the correct one.

After the first definition of the challenge, each member of the team started sharing information about the topic and co-creating in real time. As the deliverables were taking shape, interaction became easier.

⁴ "¿Cuánto Empleo Generan Las Pymes? - Chequeado". *Chequeado.com*. N.p., 2016. Web. 21 July 2016.

⁵ Connected, MRW. "Vision Highlights - Doug's Call To Action - Doug Engelbart Institute". *Doungengelbart.org*. N.p., 2016. Web. 21 July 2016.

⁶ Banathy, B. H. (1996). Designing Social Systems in a Changing World. *Contemporary Systems Thinking*. doi:10.1007/978-1-4757-9981-1

⁷ By Uber style, we mean two things, the matchmaker business model, and also to use some free time to help others.

Challenge Definition

The initial idea suffered some refinement and we arrived to the final challenge name. The process is shown at figure 2.

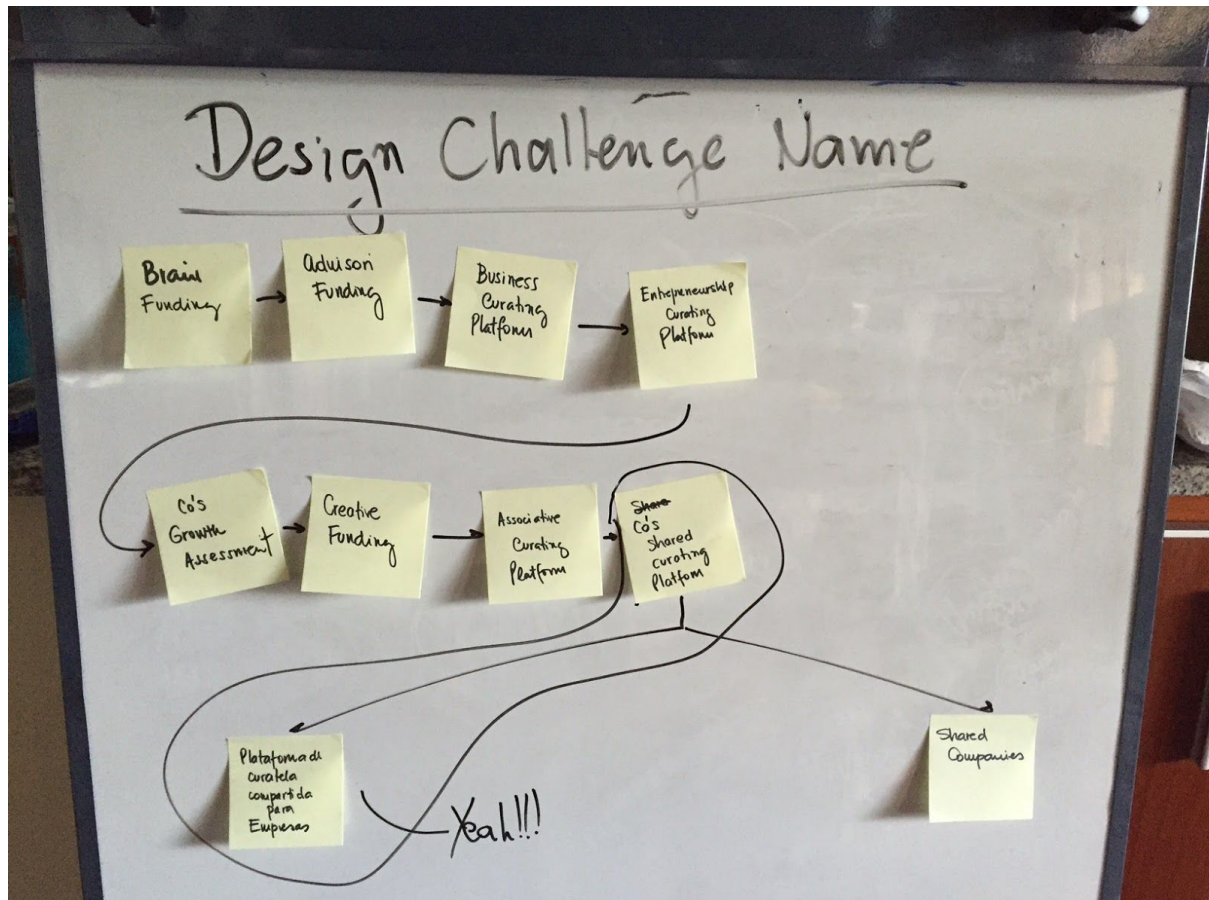


Figure 2 - Design Challenge Name

Stakeholder Map

At the first iteration, we started by mapping the main actors, the ones that were obvious,

- Entrepreneurs
- Professionals
- Platform

After a brainstorm, on the second iteration, we came with the first version of the map, that is shown at figure 3.

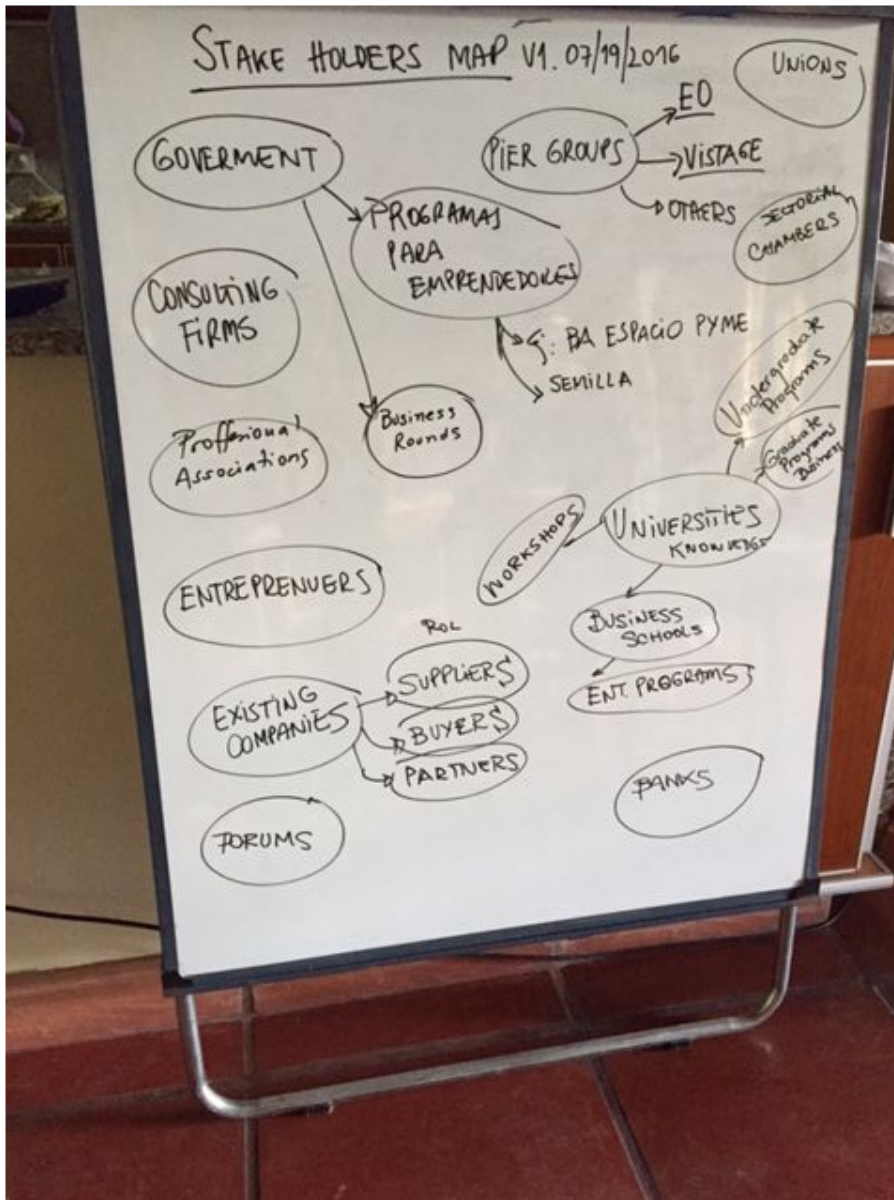


Figure 3 - Stakeholders Maps V1

We realized that, in the map, interactions among the actors were missing, and that is how the full map emerged, at iteration number three, as shown at figure 4.

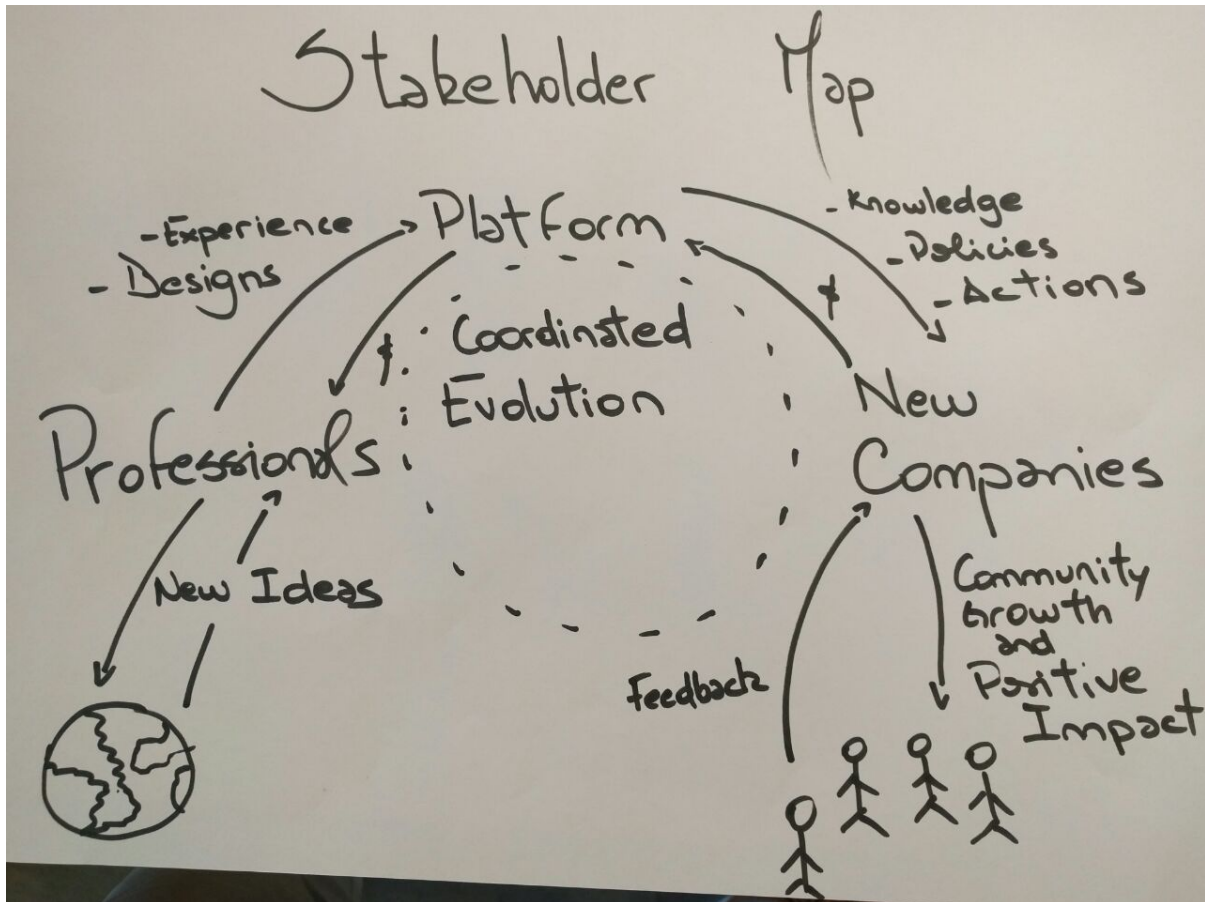


Figure 4 - Stakeholders Map V2 - includes interactions

And in the fourth iteration - during the discussion on who to interview- two more actors appeared, consultants to be⁸ and retired "C level" managers.

Design Roadmap

In designing the information roadmap, we used three approaches. Assumptions based on our experiences, bibliographic search -to have a baseline and know the current state of the art- and the interviews plan.

Assumptions

Due to our backgrounds it was easy, and very difficult at the time, to work on the assumptions. We created a preliminary assumptions' map that was helpful for the interview plan.

This assumption plan was co-created during a skype session (see figure 5).

⁸ By consultants to be, we mean all actors, that after losing their jobs, add in their profiles, that they now are consultants, but they have never participated in a project as a consultant before.

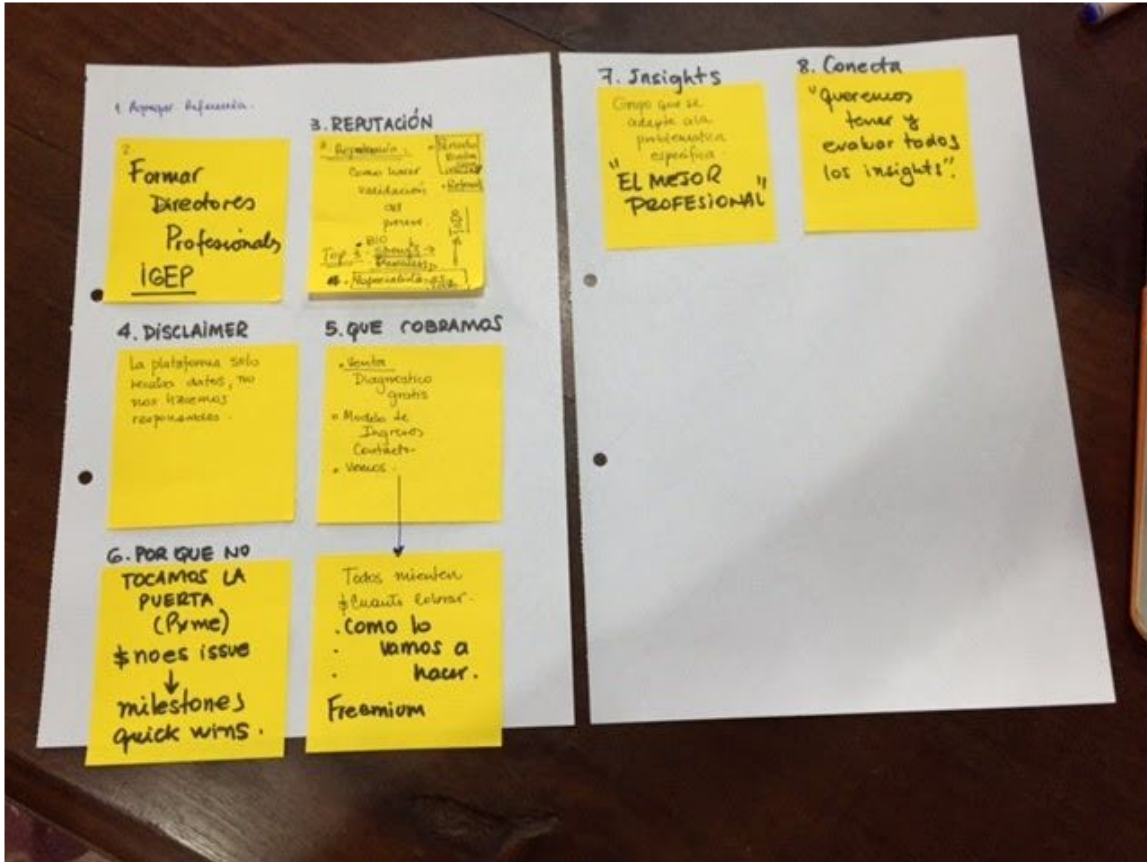


Figure 5 - Preliminary assumptions map

State of the Art

Our plan is to make a bibliographic search, in order to obtain as many data as possible on the platforms that already exist. Having in mind the model by Porter (1989)⁹ "Five Forces Framework", as a starting point and also a checklist, that will help us understand the five forces, and how our prototypes will interact in the market.

Interview Map

During the skype discussion, the interview map was created having in mind three steps: Who, How and What. The map can be seen at figure 6.

⁹ For further information go to: Porter, M. E. (1989). How Competitive Forces Shape Strategy. *Readings in Strategic Management*, 133-143. doi:10.1007/978-1-349-20317-8_10

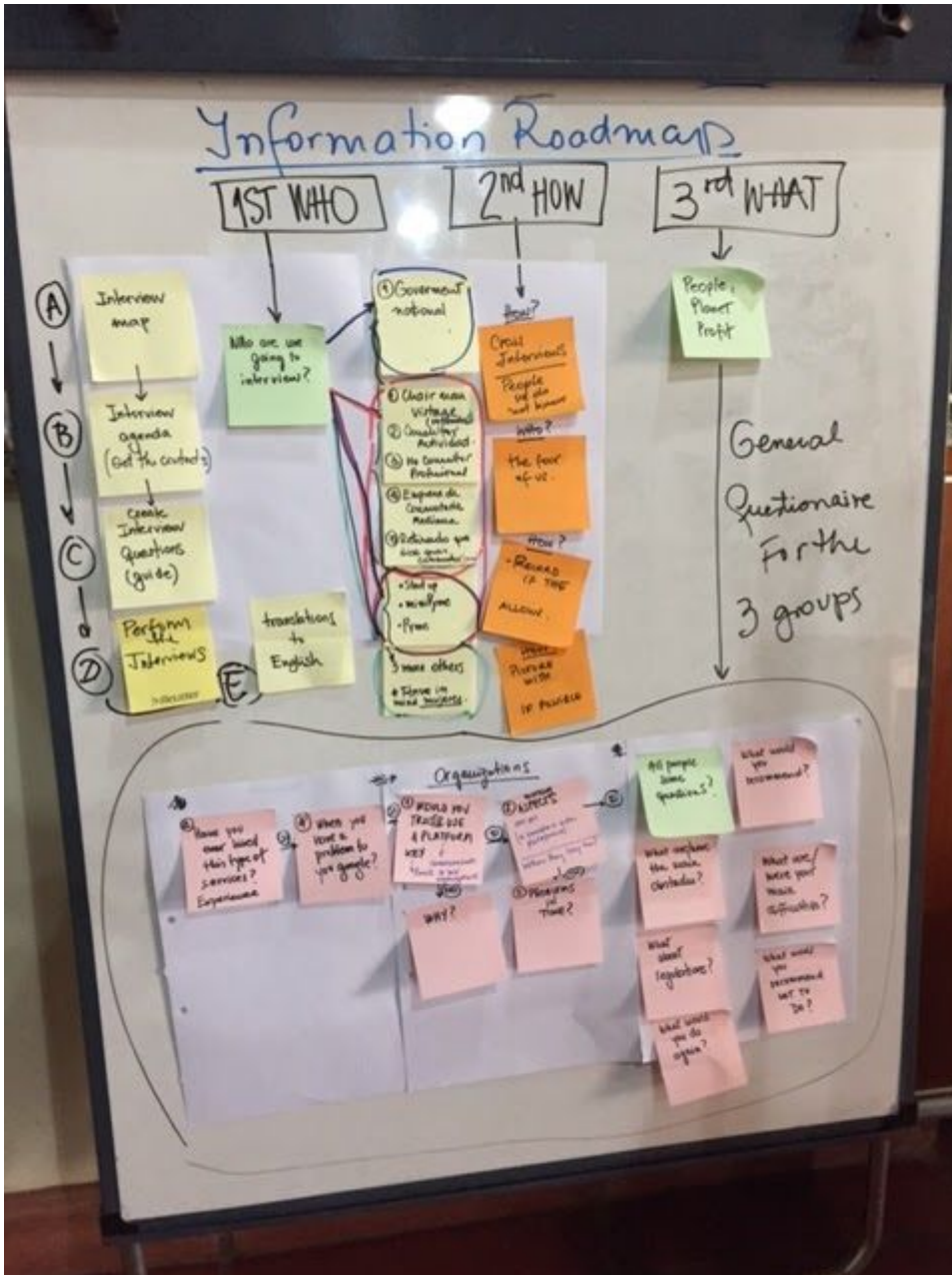


Figure 6 - Information roadmap

Each member of the team proposed candidates for interviewing purposes. During the next two days common agendas will be agreed upon.

Whenever possible, we will try to perform the interviews face to face, nevertheless, and having in mind the busy agendas of the interviewees, other types like via telephone or written will be performed as well.