

# UIF Map\*: A Systematic Methodology for Value Innovation

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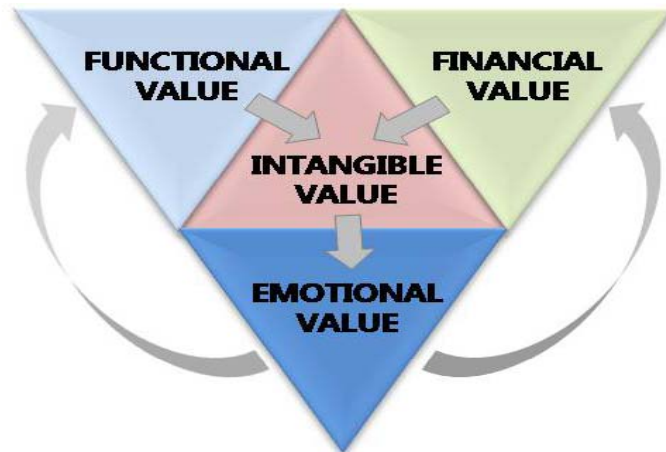
\*This presentation is based on the collaborative work with Prof. June Woong Rhee of Dept. of Communication in Seoul National University

# Background for the Study

- From a project with company “S”
  - How to develop a new technology which can give real values to customers
    - From Technology-oriented to Customer-oriented
    - From “Innovation without Value” to “Value Innovation”
- Value Innovation Methodology from INSEAD
  - Blue Ocean Strategy [Kim and Mauborgne 2005]
    - Explains the framework and process of value innovation
  - Momentum Effect [Larreche 2008]
    - Investigate the value itself and emphasizes the ongoing value creation
    - The executive of the company “S” recommended the research team to read the “The Momentum Effect”

## From the Customer Value Wedge in the Momentum Effect

- From The Momentum Effect [Larreche 2008]
  - All businesses exist solely to create value for their stakeholders.
  - Value creation starts with customers who spend their money to have their needs satisfied
  - Customers are the original source of all the value
  - **Customer Value Wedge:** A valuable tool for more thoroughly investigating the drivers of customer value



Its shape evokes a metal wedge for splitting wood or stone to reveal what is inside.  
In a similar manner, firms need to crack the code of customer value.

UIF Map has been devised for systemizing the value investigation by refining the customer value wedge.

# UIF(Ultimate/Instrumental/Functional) Mapping with Customer Value Wedge

<b>Customer Value Wedge</b>	Emotional Value	Ultimate Human Value	Basic Values of Human (Domain Independent: e.g. Roper Survey(Chow & Amir 2006); Rokeach (1973); Schwartz(1994))
	Intangible Value	Instrumental Value	Domain(Product/Service/Situation) Dependent Practical Values
	Functional Value	Functional Properties	Concrete/Functional Characteristics of Technology applied to Product/Services



Power  
Status  
Ambition  
Health and fitness  
Material security  
Courage  
Perseverance  
Public Image  
Wealth



Excitement  
Leisure  
Individuality  
Pleasure  
Enjoying life  
Having fun  
Live for today  
Adventure  
Looking good  
A varied life



Open-mind  
Beauty  
Fulfilling work  
Self-esteem  
Creativity  
Freedom  
Curiosity  
Knowledge  
Wisdom  
Learning  
Internationalism  
Music



Spirituality  
Tradition  
Duty  
Obedience  
Respecting ancestors  
Traditional gender roles  
Faith  
Modesty



Honesty  
Authenticity  
Protecting the family  
Personal support  
Stable personal relationship  
Enduring love  
Romance  
Friendship  
Sex

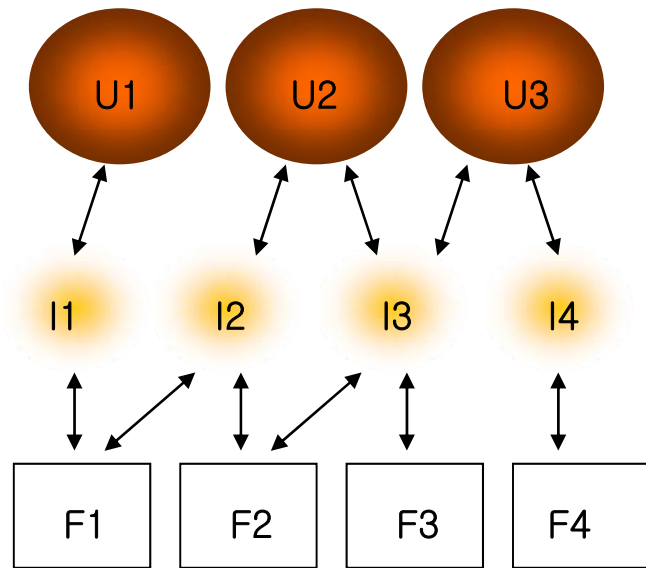


Being in tune with nature  
Preserving the environment  
Justice  
Social responsibility  
Helpfulness  
Equality  
Social tolerance  
Social stability

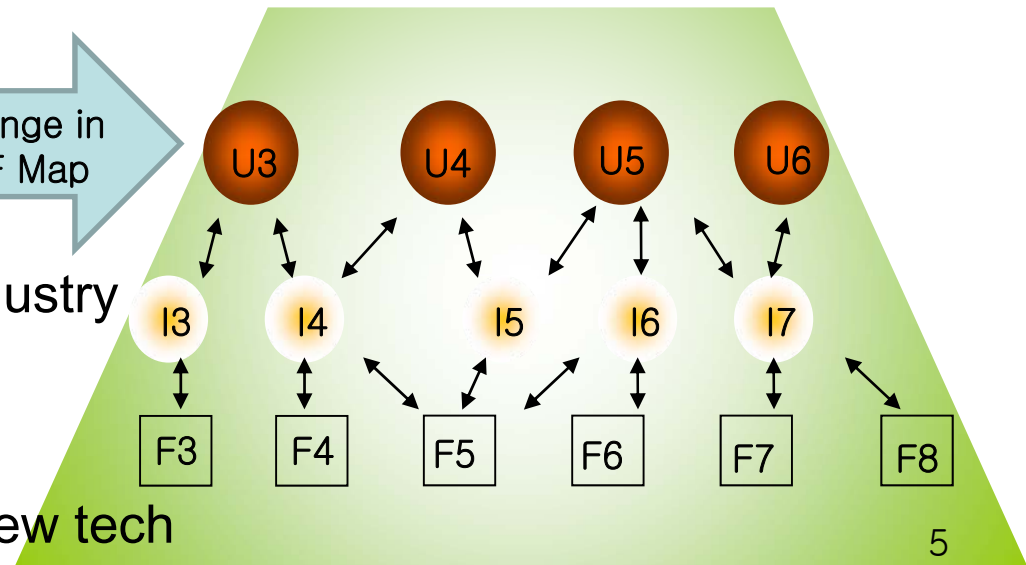
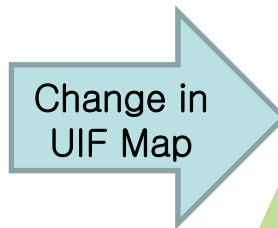
← Roper Survey (Chow & Amir 2006);

# Use and Usefulness of UIF Map

UIF Map := Three-Layer Network of Values



- Top-Down vs. Bottom-Up Mapping
- A UIF path represents a episode.
- All the UIF paths comprise a scenario.
- UIF Map Data/Knowledge base Maintenance
- Brainstorming with Multiple UIF Maps



- Analysis of UIF Change in an industry
- Explore New Value Dimensions
- Explore the Value of new tech
- Explore the expectation on the new tech