

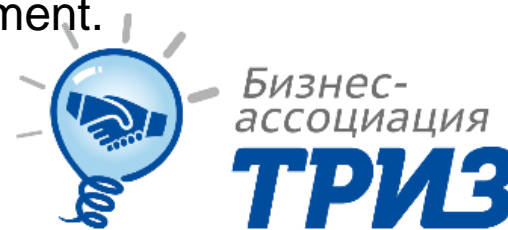
BUSINESS TRIZ ONLINE

WINTER 2021

Getting started on a business problem

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PROBLEMATISATION

The typical business problem is much different than the technical one. There are some reasons:

- There are many business system components and ones are important according to the aim of the interested person but several of them are not evident at the start of business problem tackling.
- Some business system components are not material fitsches, and we describe them via abstract definitions.
- There are many connections among business system components. These connections are not constant and could change due to the target point of view.

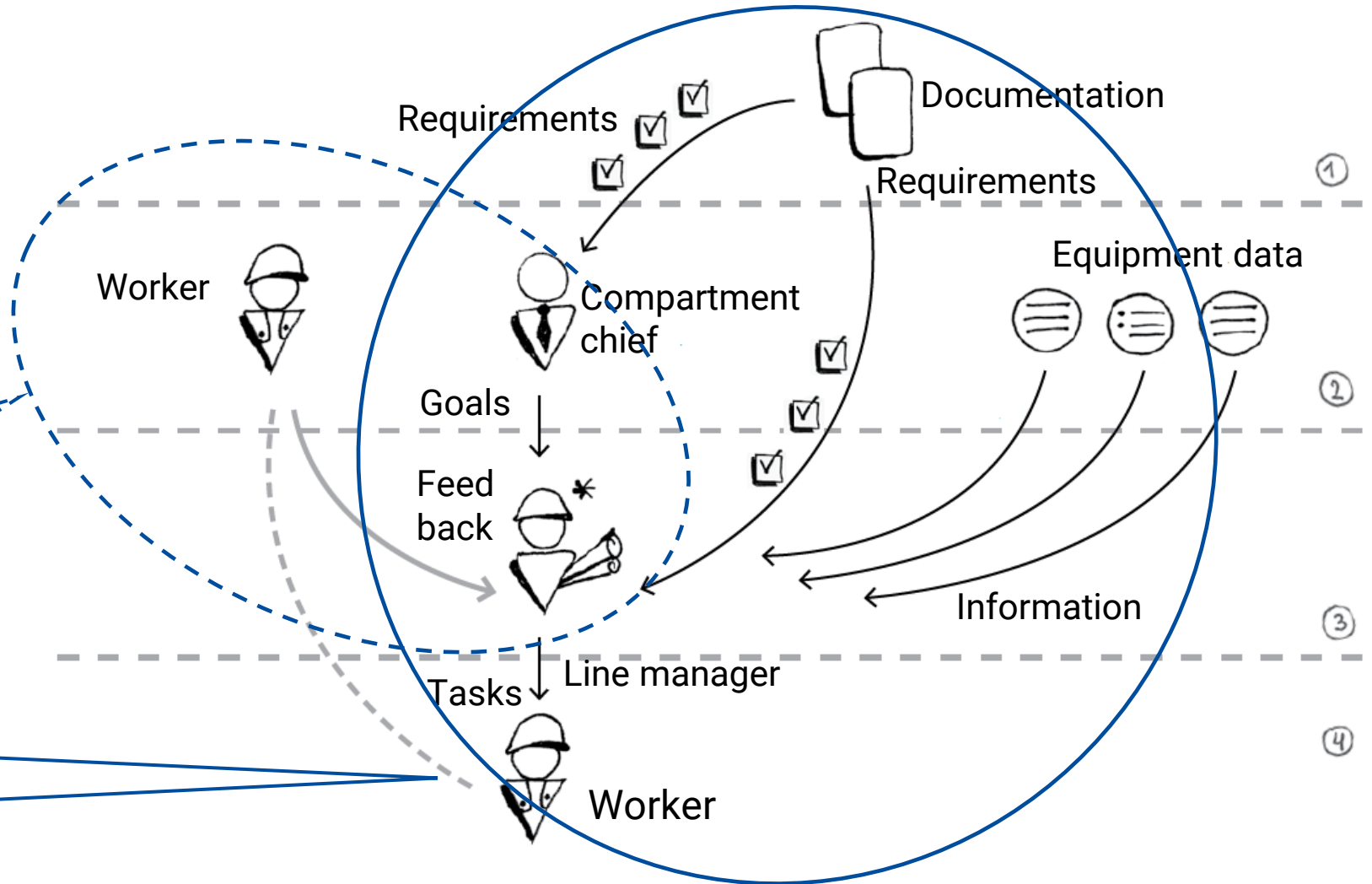


EXAMPLE

The problem about rising of line management efficiency

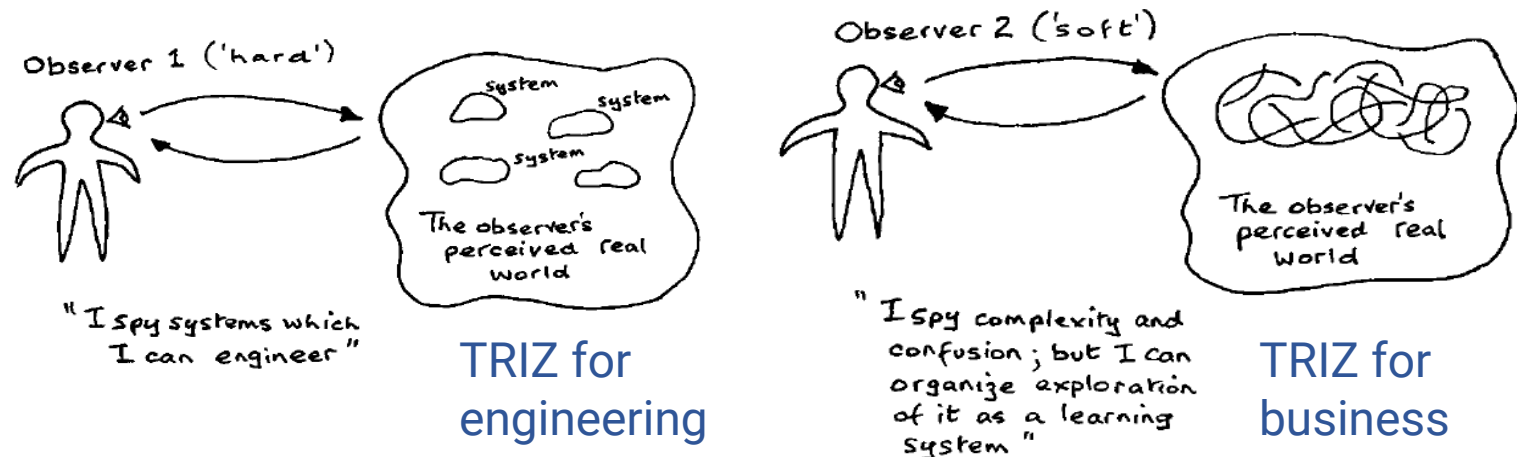
Not evident component and connections at the start of the problem tackling

Evident components and connections at the start of the problem tackling

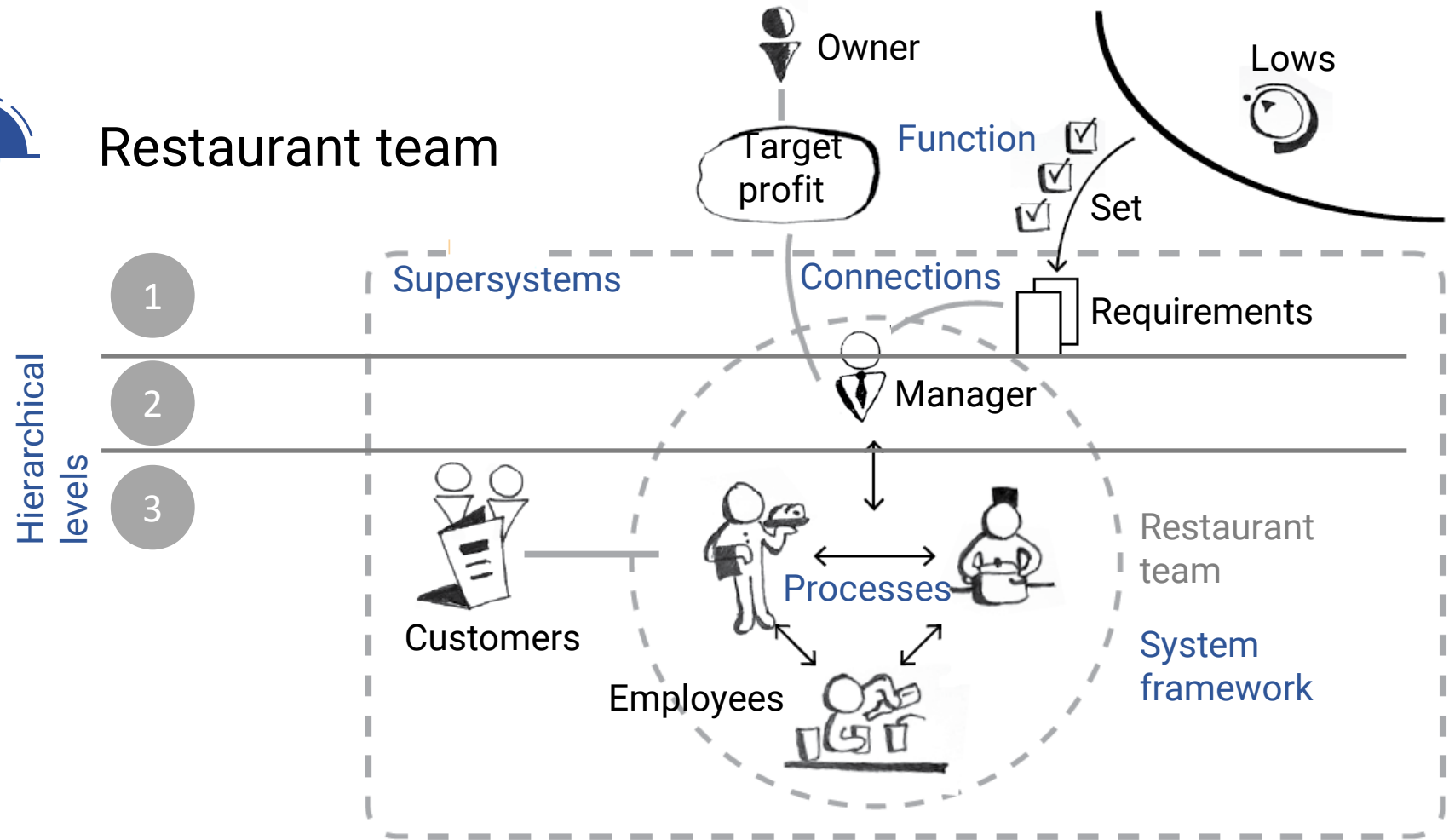


TERMS AND DEFINITIONS

- The concepts of systems were defined by G. Shchedrovitsky (Moscow mythological cercle). Also: see SSM (Soft system methodology).
 - Elements of the system (subsystems, supersystems) - subjects and objects.
 - Hierarchical levels on the scheme.
 - Types of relationships between two elements:
 - Connections.
 - Processes.
 - Functions.
 - Generalized objects.
 - Content of generalized objects.
 - System framework.



EXAMPLES



CASE. DESCRIPTION

- The problem with the loyalty of bank SMB clients.

Problem description: the average SMB-client (SMB is a small and medium business) has a truly short period of active use of a bank account. On average this period is 5,5 months.

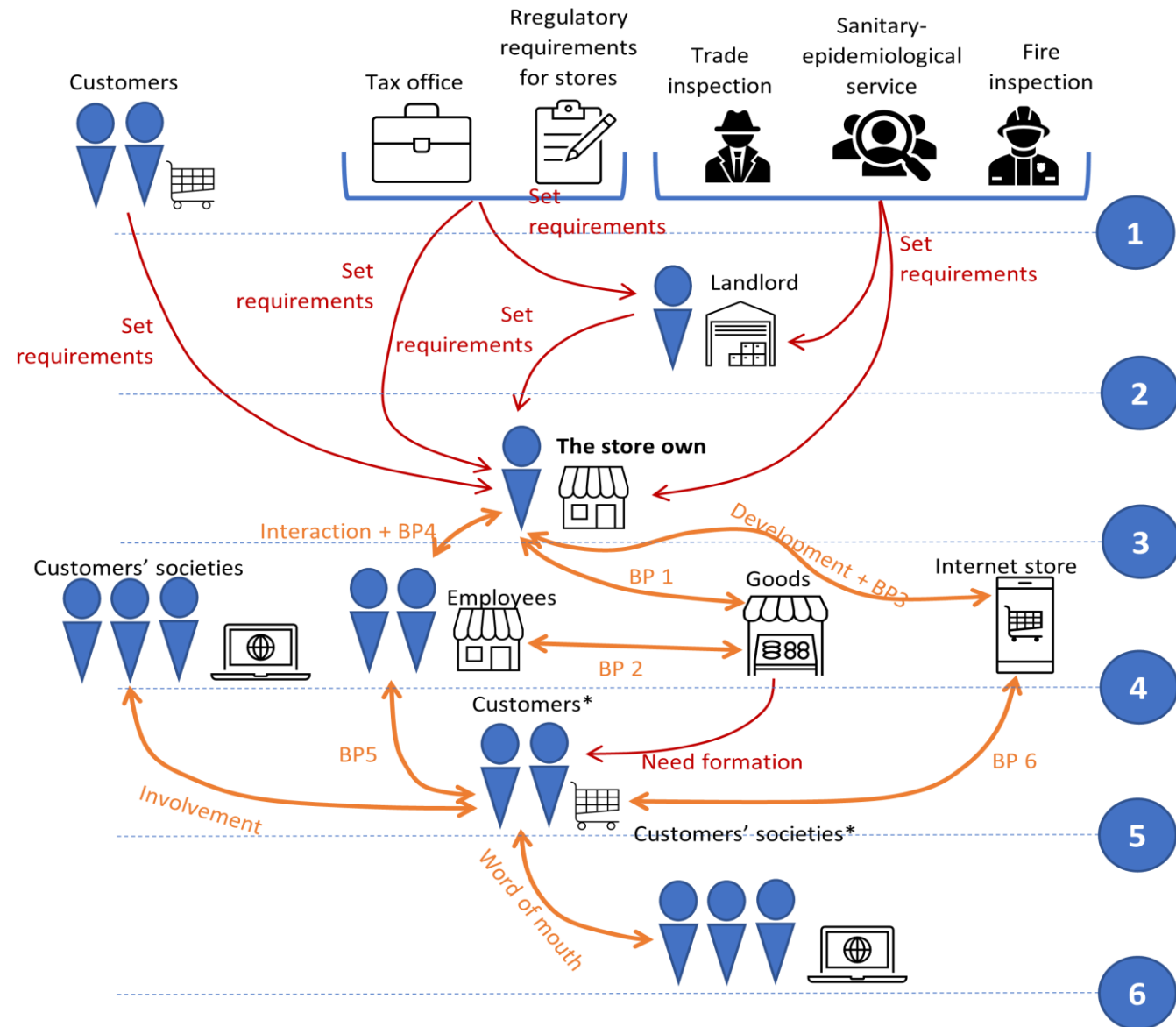
Goal: It is desirable to increase that period to 1,5 years. Key accounts in SMB (small and medium business) are stores owns. That is why the bank established the purpose to tackle this problem within this client segment.

Restrictions:

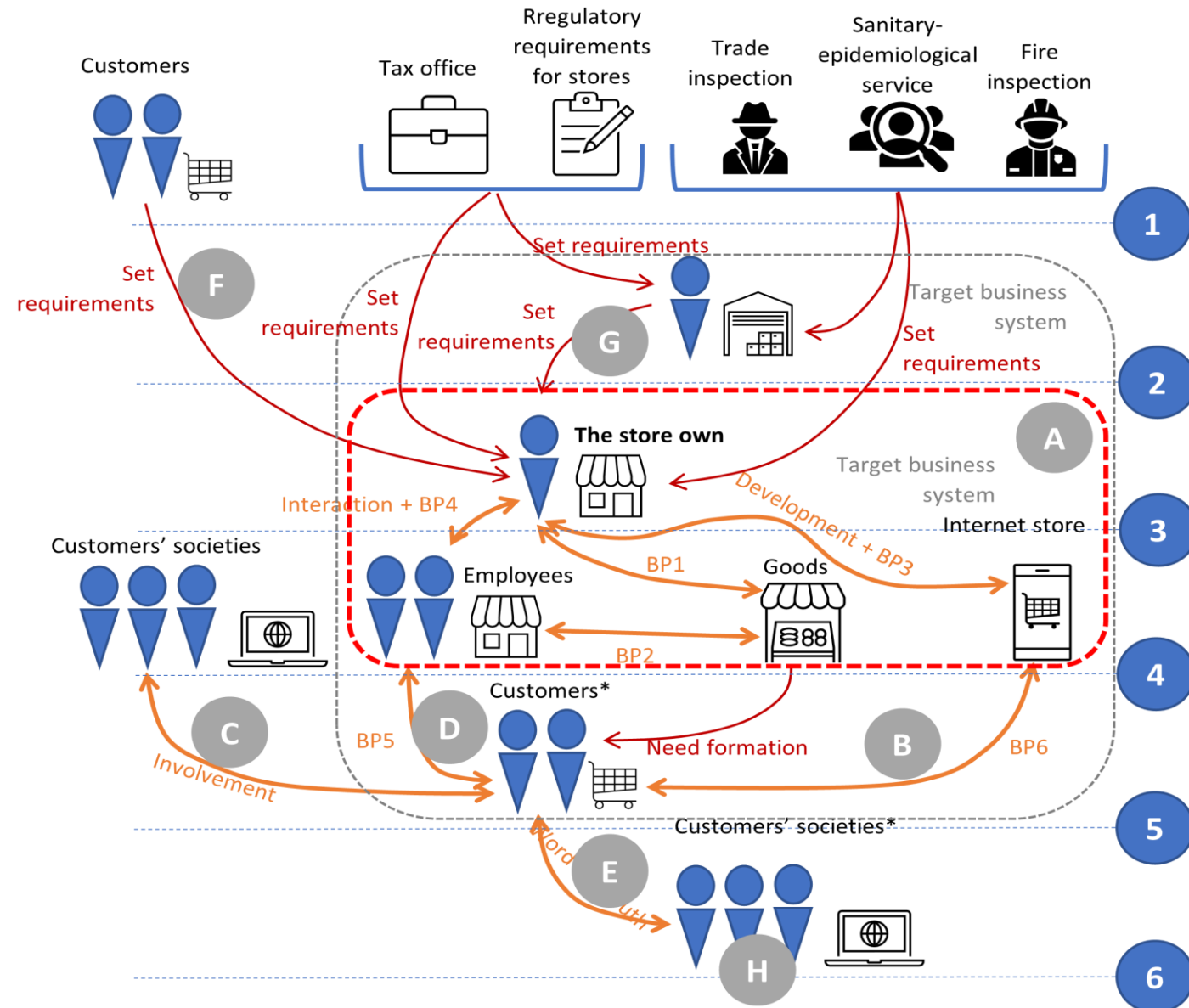
- You must not change risk parameters according to the bank standard.
- You might allow the bank requirements of client services.



THE SCHEME OF BUSINESS PROBLEM



THE SCHEME OF THE
BUSINESS PROBLEM
WHEN AREAS FOR
PROSPECTIVE STUDYING
IN DETAILS HAVE BEEN
INDICATED (A-H)



AREAS TO INVESTIGATE MORE PRECISELY. TASK DESCRIPTION

- **Task A. Exploring proceedings in business-system from BP1 to BP4 (BP – business proceedings).**
 - Applying TRIZ-tools: flow analysis + cause-effects chain analysis or RCA+.
 - Other tools: focus groups creating, business proceedings modeling with BPMN to find out drawbacks in investigated business proceedings.
- **Task B. Studying the customer's experience of customer interaction with the internet-store web-interface: BP6.**
 - Applying TRIZ-tools: functional analysis + cause-effects chain analysis or RCA+.
 - Other tools: studying and modeling the customer's experience customer according to Design thinking recommendations.
- **Task C. Describing of scenarios to involve customers into customers' societies.**
 - Applying TRIZ-tools: stakeholder analysis, MPV-analysis, benchmarking TRIZ.
 - Other tools: exploring worldwide best practices to work with different customers' societies.

AREAS TO INVESTIGATE MORE PRECISELY. TASK DESCRIPTION

- **Task D. Studying proceedings of interactions between real (not virtual) store employees and customers: BP5.**
 - Applying TRIZ-tools: flow analysis + cause-effects chain analysis.
 - Other tools: focus groups creating, business proceedings modeling with BPMN to find out drawbacks in investigated business proceedings.
- **Task F. Studying the customer's experience of average customer groups, describing typical customer's requirements to stores about bank and payment services. Especially pay attention to evident customer's needs, by non-satisfied ones.**
 - Applying TRIZ-tools: stakeholder analysis, MPV-analysis.
 - Other tools: studying and modeling the customer's experience customer according to Design thinking recommendations.

AREAS TO INVESTIGATE MORE PRECISELY. TASK DESCRIPTION

- **Task E. Describing the typical kinds of word-of-mouth transmission from single customers to customers' societies.**
 - Applying TRIZ-tools: flow analysis + cause-effects chain analysis or RCA+.
 - Other tools: studying and modeling the customer's experience customer according to Design thinking recommendations and focus groups creating.
- **Task F. Describing customer's requirements for stores.**
 - Applying TRIZ-tools: stakeholder analysis, MPV-analysis.
 - Other tools: studying and modeling the customer's experience customer according to Design thinking recommendations and focus groups creating.

AREAS TO INVESTIGATE MORE PRECISELY.

TASK DESCRIPTION

- **Task G. Studying landlord requirements to store's owner.**
 - Applying TRIZ-tools: flow analysis + cause-effects chain analysis or RCA+.
 - Other tools: In-depth interviews with store owners.
- **Task H. Describing interaction into the largest customer's societies.**
 - Applying TRIZ-tools: functional analysis + cause-effects chain analysis.
 - Other tools: exploring customers' behavior into such groups in social networks.



CONCLUSION

1. The most important property of schematization is "looking at the business system from the height of a helicopter pilot", the use of schematization for the primary analysis of the business system is an excellent way to prevent the "narrowing" of the task at the analysis stage, which allows you to keep in focus important factors from the point of view of the managerial tasks.
2. Schematization is perfectly combined with the analytical tools of TRIZ: functional analysis, cause-effect analysis (or RCA+), MPV analysis, etc.
3. Schematization should be considered only as a tool for the primary analysis of a business system.



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