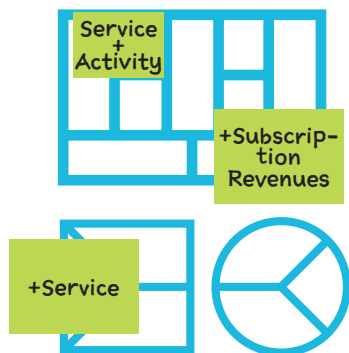


# Spark Ideas with Design Constraints

## Constraint Cards

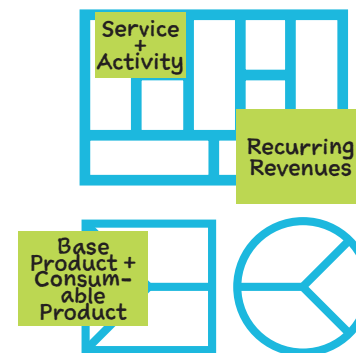
Use design constraints to force people to think about innovative value propositions embedded in great business models. We outline five constraints of businesses whose value proposition and business model you can copy into your own arena. Don't hesitate to come up with other ones.



### **HILTI** Servitization

Constraint: Transform from selling a product-based value proposition to a service-based one that generates revenues from a subscription model.

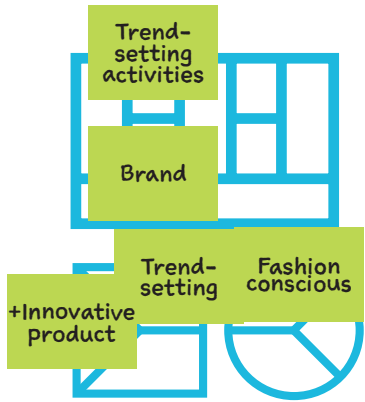
*Hilti shifted from selling machine tools to builders to leasing fleet management services to managers at construction companies.*



### **NESPRESSO** Razor Blade

Constraint: Create a value proposition composed of a base product and a consumable product that generates recurring revenues.

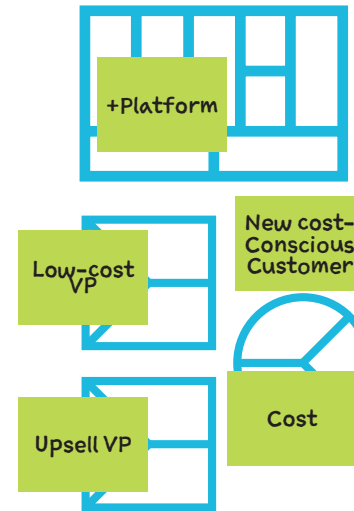
*Nespresso transformed the sales of espresso from a transactional business to one with recurring revenues based on consumable pods for its espresso machine.*



## swatch® Trendsetter

Constraint: Transform a technology (innovation) into a fashionable trend.

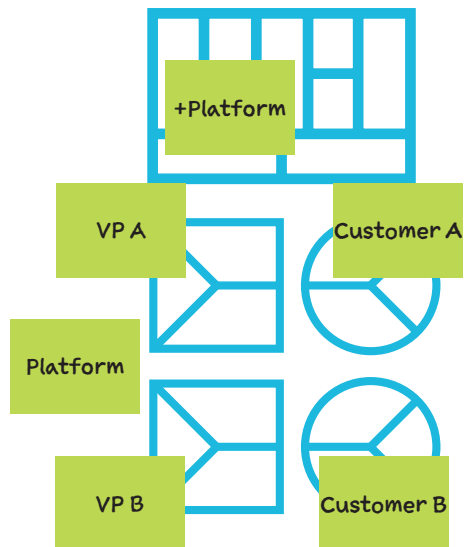
*Swatch conquered the world by turning a plastic watch that could be made cheaply due to a reduced number of pieces and innovative production technology into a global fashion trend.*




## SOUTHWEST.COM Low-Cost

Constraint: Reduce the core value proposition to its basic features, target an unserved or underserved customer segment with a low price and sell everything else as an additional value proposition.

*Southwest became the largest low-cost airline by stripping down the value proposition to its bare minimum, travel from point A to point B, and offering low prices. They opened up flying to a new segment.*




## airbnb Platform

Constraint: Build a platform model that connects several actors with a specific value proposition for each.

*Airbnb made private homes around the world accessible to travelers by connecting them with people who seek to rent out their apartments short term.*

## Tips

- Assign different constraints to different working groups if you have the opportunity to do so. It allows you to explore alternatives in parallel.
- Use constraints that represent the challenges in your arena, such as free value propositions, decreasing margins, and so on.