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Digital Value Proposition Design

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Hilti, known for innovation in the construction industry and direct customer relationships, employs about 33,000 people globally in over 120 countries to enhance customer work productivity, safety, and sustainability through hardware, software, and services.

Hilti derives numerous ideas directly from customers and invests about six percent of sales annually in research and development, covering the entire value-added chain from product development to manufacturing, logistics, sales, and services.

Founded in 1941 by brothers Eugen and Martin Hilti, the company's commitment to strong roots and continuity has made it a reliable partner and a trusted brand. Guided by the purpose of "Making Construction Better," Hilti is dedicated to developing products and solutions that foster productivity, sustainability, and safety in the construction industry, with values of integrity, courage, teamwork, and commitment at the core of its operations.



1.0 EXEC SUMMARY

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Hand-arm vibration comes from using hand-held power tools and is the cause of significant ill health (painful and disabling disorders of the blood vessels, nerves and joints). Hand-arm Vibration Syndrome (HAVS) is preventable, but once the damage is done, it is permanent and disabling, with nearly 2 million people at risk from HAVS (Health and Safety Executive, n.d.). The Control of Vibration at Work Regulations places legal limits on the amount of vibration a person can be exposed to. There are two time related values to protect workers, EAVs (exposure action values) and ELVs (exposure limit values) but they vary from product to product and are not easy to calculate or translate to time using a tool out on the jobsite.

Power tools vibrate, there is no escaping this, but this DVP has been designed to help track the time that an operative uses high-vibration tools in an easy-to-use way that seamlessly fits with their working practices. It should be noted that after-market solutions available from companies such as Pulsar Instruments, but these options require calibration and attaching to tools, which adds additional steps to the process (Pulsar Instruments PLC., 2023). The proposed DVP is an integrated solution to make the integration into day-to-day work simple for both construction companies and the operators they employ. The digital innovation will give the operator real-time updates as they reach the EAVs and ELVs limits for the specific power tool they are using.

The digital innovation will be communicated via a comprehensive digital marketing campaign across multiple channels, including both organic and paid activity. The campaign will adapted to target personas ranging from C-suite executives of construction firms, the Health & Safety (H&S) teams within the firms and the end users who are at risk from HAVS. An example of a paid LinkedIn carousel, targeting H&S professionals, can be found in **Section 4.0** on **page 3**.

2.0 DIGITAL VALUE PROPOSITION (DVP) STATEMENT

Our Nuron battery technology, IoT enabled cordless power tools and mobile app help(s) construction professionals who want to safely use tools daily by reducing exposure to tool vibration and increasing career longevity.

3.0 THE PROPOSED DVP

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The proposed DVP will be valuable to Hilti as the design thinking that led to its creation is heavily user-centred and follows structured methodologies. With their customers at the centre of deliverables, Hilti should experience sustainable growth (Meester, 2023). According to the Interaction Design Foundation, design thinking fosters innovation (IxDF, 2016), which aligns closely with Hilti's investment in research and development (R&D), approximately 7% of sales each year (Hilti Group, n.d.).

The design thinking underpinning the DVP shared in **Section 2.0** can be found from **page 7** onwards, including an empathy canvas map (**Appendix I**), a template best used at the beginning of the design process (Gibbons, 2018). The Interaction Design Foundation reinforces the importance of this tool as a method for understanding user needs and unearthing creative solutions to address those needs (IxDF, 2016). Whilst empathy canvas maps “foster a deeper understanding of the user and help identify opportunities” (Dam and Siang, 2024), it should be noted that the one included in this report is fictitious. If this was proposed to upper management, trying to gain investment, it should be repeated to cover different customer personas and filled in by real-life examples.

According to a 2014 survey by consultancy firm Simon-Kucher & Partners, many new products fail to meet customer expectations, with as many as 72% being disappointed (Strategyzer, 2017). By thoroughly testing the DVP using a value proposition canvas (**Appendix II**), Hilti can minimise the risk of a product failing post-launch. CX Expert Shep Hyken suggests that less than 4% of customers would stick around if Hilti doesn't provide the service they expect (Hyken, 2020). Whilst B2B customers are more entwined with a supplier business, this shows the importance of this stage of design thinking.

A survey was created and distributed to finalise the design thinking process for this DVP, forming the basis of some competitor analysis (**Appendix III**) to pinpoint differentiators and identify market gaps (White, 2024). The survey also invited external and internal respondents to share ideas on future advancements in power tool technology in the H&S (**Appendix IV**), going further to unearth potential opportunities. The results should factor in brand bias as a Hilti employee created and shared the survey.

Regarding the type of innovation, the suggested DVP falls into the column of sustaining innovation (Tendayi, 2023). It is an extension of Hilti's value Nuron proposition. The technology exists to change the colour of the LED on the batteries based on the strain the cells are under, from green to red. It would require product development, but Hilti could potentially use Bluetooth® to establish and maintain communication between their Nuron batteries and their mobile app, giving the user real-time feedback as they reach the Exposure Limit Value (ELV) for the tool they are using. With the DVP being an extension innovation, Hilti's exposure to financial risk should be kept to a minimum as the majority of the investment in R&D was done before the launch of the Nuron battery platform.

As outlined by the Interaction Design Foundation, the end goal of design thinking is to arrive at a product that sits in the overlapping space between the three lenses of the process (**Appendix VII**) and is equally desirable, feasible, and viable (IxDF, 2016). The design thinking process starts with desirability, so Hilti avoids finding a problem to fit a solution around. **Appendix I-IV** recommend strongly that people could desire the DVP, and Hilti can now bring in the other two lenses with the encouragement that existing technology could feasibly be developed to produce the DVP and with minimal investment required Hilti should be able to generate profit from the DVP.

Interestingly, the recommended DVP also aligns with Hilti's purpose of Making Construction Better, particularly its customer promise of “striving to be their best partner for productivity, safety and sustainability” (Hilti Group, 2023). By aligning with the company's mission statement, Hilti sets itself apart from its competitors, such as Milwaukee and DeWalt. When considering the elements of value pyramid, their slogans, *Nothing but heavy duty®* and *Guaranteed tough®*, are focused at a functional level (Almquist, E, Senior, J and Bloch, N, 2016). Hilti's purpose is one tier higher at an emotional level, arguably higher, providing customers hope that their well-being will be protected by using Hilti products.

In 2018, Bain & Company built on its value pyramid, creating B2B elements of value that are of equal 3 interest to Hilti, which operates primarily in the B2B space. With its roots in Maslow's "hierarchy of needs", originating in 1943, the updated model considers the values that impact decision-making most (Bain & Company Inc., 2018). Their research challenges traditional thinking that B2B is rational, only about elements such as price, service levels, and warranties. There is more emotion involved, such as the anxiety associated with making large-scale, high-cost and complex business decisions. The elements of value allows Hilti to identify what matters most to a wide range of stakeholders and how they can stand out from our tool manufacturers (Almquist, Cleghorn and Sherer, 2018). Like the low levels of the value pyramid, the DVP doesn't stand apart from competitor offerings, but the higher the pyramid, the more values are met. Hilti could argue that at the individual level, an H&S manager could enjoy reputational assurance from implementing the DVP within their organisation and even vision and hope at the top, on the inspirational tier. This argumentation is founded on assumptions; asking specific stakeholders to rank the most important values would be a valuable exercise for Hilti to undertake.

The final framework against which to measure the proposed DVP is the benefits ladder. This simple but effective tool summarises how the essential product-level benefits and features of a brand ladder up to and align with the emotional benefits of the end user (Llewellyn, 2018).

- Product - a digital HAVS monitoring solution
- Product features - Bluetooth® enabled, real-time HAVS tracking of Hilti Nuron cordless tools
- Product benefits - industry-first inbuilt solution for protecting operatives from HAVS exposure
- Customer benefit - makes the operative feel safe enabling them to have a longer career with reduced health issues (individual); Easier HSE compliance relating to HAVS (business)
- Emotional benefit - hope that the individual can enjoy a fruitful career building a better future for society, whilst having their health and wellbeing looked after by Hilti.

Additional tools can also be leveraged to convince decision-makers of the viability of a DVP, such as an innovation project scorecard (**Appendix VI**).

4.0 ALIGNING THE DVP TO CUSTOMER COMMUNICATIONS

a) Present a mock up example of content to communicate it

Hilti Great Britain
36,934 followers
Promoted

HAVS is preventable, but once the damage is done it is permanent. The costs of inaction for you as employers and for your employees could be high.

Nearly 2 million workers are at risk from exposure to HAVS.

According to the HSE, the most efficient and effective way of controlling exposure to hand-arm vibration is to look for new methods which eliminate or reduce exposure to vibration.

Combine Nuron connected power tools with the Nuron app to notify teams when they're approaching exposure limit values (ELV).

Not only does it protect your team, but it also captures exposure data in one place, making analysis quicker and gives transparency to your working methods.

Get in touch today and let's work together in trying to transform how you work to reduce exposure to vibration.

25 likes, 8 comments

Like Comment Share Send

LinkedIn paid advertising: Carousel

b) Explain why it is important for your organisation to align its customer communications to the DVP

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As referenced in **Section 3.0**, B2B decisions are stressful and complicated so by aligning customer communications with the DVP and in turn, the values of B2B pyramid model (Bain & Company Inc., 2018), Hilti stands a better chance of successfully getting buy-in from their target customers. The effectiveness of customer communications can be strengthened further by aligning with the “why” of the chosen audience, as explained by Simon Sinek in his 2009 TedTalk about his Golden Circle model. This alignment will allow Hilti to stand out from similar competitors by communicating its differences (Chaffey, 2024), making it easier for Hilti to offer new products to people who have bought into why they do what they do. With the Hilti brand valued at USD 1.6 billion, according to Interbrand (**Appendix VIII**), the company are well positioned to leverage their strong brand perception, increasing the chances of successful and profitable products. The brand evaluation carried out in 2021 suggests that the business is well positioned to capitalise on this with 31% of their customers’ purchase decisions driven by their positive perception of Hilti as a brand. Hilti outperforms their strongest competitors () in 7 out of 10 brand strength factors, such as trust in the brand (Hilti, n.d.).

Whilst aligning customer communications is imperative for the launch of a successful DVP, audience targeting must also be a top priority for the brand so that it can tailor messaging accordingly. As stated by Gibson on Harvard Business School Online’s Business Insights Blog, by understanding its target audience, Hilti can modify its marketing strategy to meet customers’ evolving needs (Gibson, 2024). These needs and critical values, as referenced in **Section 3.0**, can then be matched and communicated along the varying stages of the campaign. It starts with the background of the risks associated with HAVS before bringing in the proposed DVP as a solution for mitigating said risks.

c) Explain why organisations need to convince decision-makers in your organisation about the digital innovation process

Ultimately, decision-makers within Hilti are the gatekeepers to the further development of the proposed DVP as the process pushes into the prototyping and testing phases. Engaging with them early is an important way to get initial sponsorship of the DVP. Key internal decision-makers were invited to participate in the Health & Safety survey (**Appendix V**).

On a product level, Hilti has a robust innovation process for designing and developing its power tools. Its recent products picked up eleven awards at the prestigious 2024 Red Dot and iF Design Award competitions (Hilti Group, 2024). These successes can be viewed as a good thing, but they also present a challenge as design thinking is not currently integrated into the development of Hilti’s digital products.

Without the research tools of design thinking, Hilti run the risk of falling into the trap of making assumptions, based on what they believe the construction industry needs from its digital innovations. Decision-makers need to be shown the value of these processes as they are not part of the digital native generations who are entering, and will soon be influencing the construction industry. It is a different process that flips the thinking by unearthing problems first, putting customers needs first and then arriving at digital solutions. As suggested, a combination of tools works best at the empathising / defining stage of the design thinking process (Llewellyn, 2018).

When selecting decision-makers to include in the design thinking process, Hilti should carefully choose those who align with the generations of the selected target audiences so the company can match its digital innovations not only to the needs of the customers but also to the expectations of the targeted generation age groups.

If Hilti is unable to convince decision-makers within the company of the benefits of the digital innovation process, then they will never unearth the digital challenges faced by their customers and take steps to address them, in line with their customer promise of striving to be their customers’ best partner.

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5

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Emotion

- **Excited** to be starting a career in construction, giving him purpose-driven work, valued by Gen Zs (Deloitte, 2024).
- **Overwhelmed** by the amount of knowledge that he needs to learn.
- **Confident** that Balfour Beatty will source the best solutions to help him do his job.
- **Heard / Understood** by brands that understand and empathise with the challenges he faces on the jobsite.

Sees / hears

- Sees / hears the importance put on Health & Safety by the occupational health team at Balfour Beatty.
- Hears from older, more experienced colleagues about their positives / negatives of working in the construction industry.
- Influenced by other tool manufacturers / construction software providers on and connects with them on social media.
- Follows #contractors #contractorsofinstagram #constructionwork #builders #construction #constructionsite #constructionlife #safety

Unanswered questions / Barriers to engagement



JACK

Aged 23, he recently graduated from Balfour Beatty's trade apprenticeship programme as a highways maintenance operative.

Jack joined Balfour Beatty straight from college, wanting to join one of the biggest construction firms in the UK.

Pride drove him to follow in his Dad's footsteps. He loves how his Dad points at stuff, saying, "*I built that*".

Jack's ambition is to contribute to multiple large scale projects, spanning the country.

Expectation

- **Leveraging digital technologies:** Jobsite innovations that align with his wider experiences as a digital native.
- **Ease of use:** Solutions are intuitive and integrate seamlessly into daily work based tasks.
- **Industry standards:** Helps them to stick within guidelines for safer working, as defined by relevant governing bodies, such as the Health and Safety Executive (HSE).
- **Mutual benefits:** Digital solutions that benefit them as a user, but also Balfour Beatty.

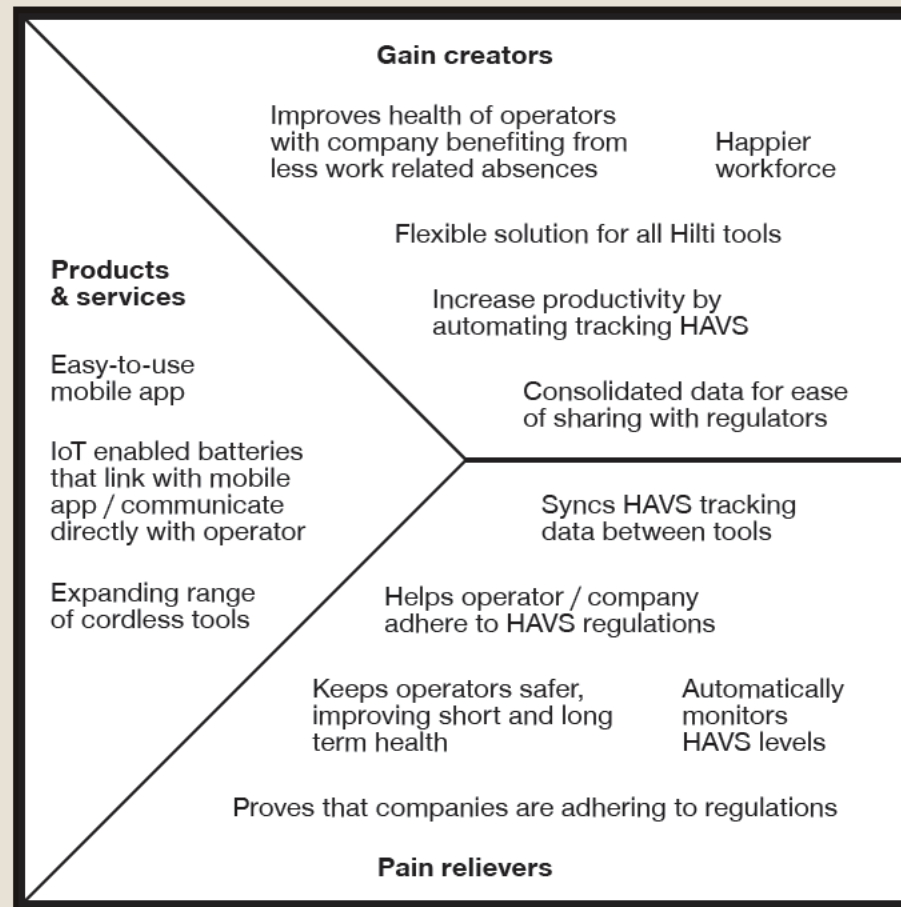
Positive triggers

- **Digital first:** Physical product supported by mobile app, matching expectations of digital first generation.
- **Behavioural:** Pleasure and effectiveness of a well-thought-out, easy-to-use mobile app.
- **Design quality:** Trust built upon foundations of a well-designed User Experience (UX).
- **Accreditation:** Regulatory accreditation gives trust markers on quality of solution(s).

- Lots of noise in the industry – time / ability to cut through the noise.
- Lack of awareness of brand and product offering.
- Internal loyalty or bias to alternate brands – 'my boss has a great experience with XXXXXXXXX'.
- No direct line of influence on Balfour Beatty business decisions - gets the tools he is given.
- Time - limited research time potential suppliers and large businesses take time to shift thinking.

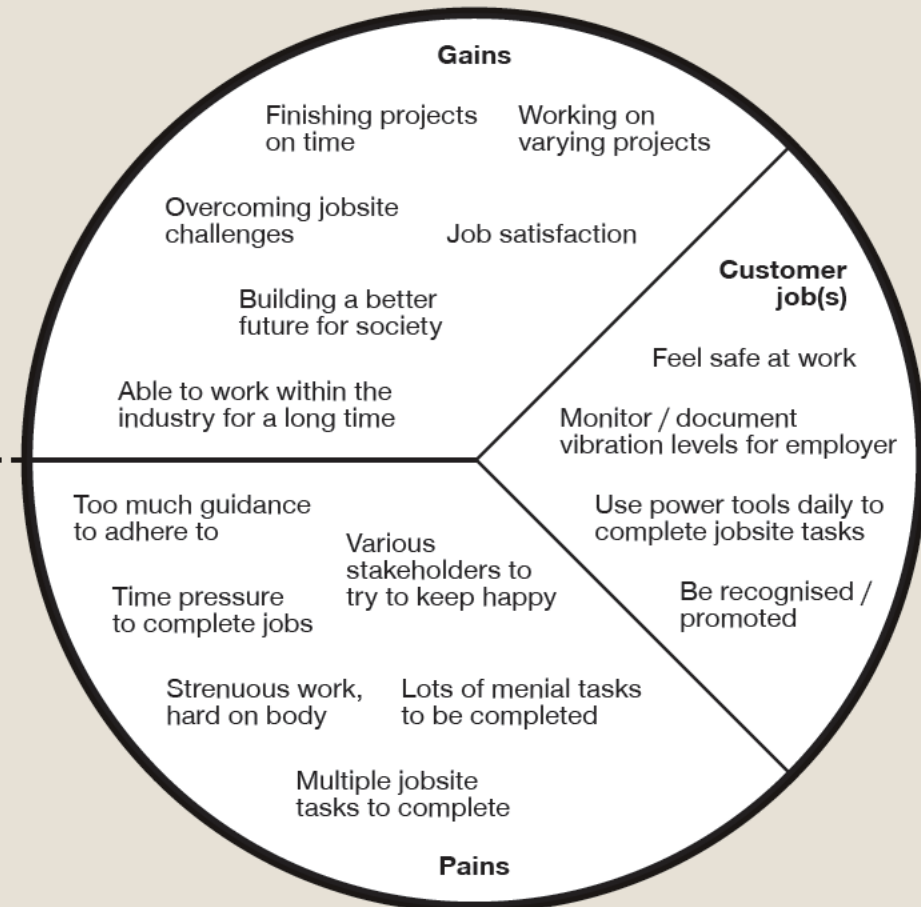
Value proposition

A mobile app that times usage of tool and initiates communication from tool once HAVs limits are close to being reached / surpassed.



Customer segment

Construction workers who use high vibration power tools on a frequent basis.



Appendix III: Competitor analysis

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An online survey was created to gather feedback and thoughts from external customers and internal Hilti product managers. The opening section focuses on the cordless portfolios from Makita, Milwaukee and Hilti, with the opportunity to rate each out of five. The final section contains open-text fields on how the industry could develop in the future and what tool companies could do to support it in terms of technology. The results have been split out and collated for external and internal respondents and the live version of the form can be found at <https://form.hilti.com/form-73974/HS-Questionnaire>

		External respondents*			Internal respondents*		
							
Cordless overview	Size of range	★★★★☆	★★★★☆	★★★★★	★★★★☆	★★★★★	★★★★☆
	Innovation	★★★★☆	★★★★☆	★★★★★	★★★★☆	★★★★★	★★★★☆
Health & safety	On-board tool safety features	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★★★
	Dust management	★★★★☆	★★★★☆	★★★★★	★★★★☆	★★★★☆	★★★★★
	Vibration reduction	★★★★☆	★★★★☆	★★★★★	★★★★☆	★★★★☆	★★★★★
Digital services	Level of connectivity	★★★★☆	★★★★☆	★★★★★	★★★★☆	★★★★☆	★★★★★
	Ease of use	★★★★☆	★★★★☆	★★★★★	★★★★☆	★★★★☆	★★★★☆
		*Ratings rounded to the nearest .5					

What functionality does the industry need?
Sensors that prevent tools working if dust extraction is not being used (e.g. for drills, breakers, etc.).

What functionality does the industry need?
Dust management systems that prevent the tool from working when the dust collector becomes full or blocked.

What functionality does the industry need?
Equipment that does the thinking for the operative, its controls equipment being stolen and controls exposure to risk of noise dust and vibration.

What functionality does the industry need?
Accurate HAV monitoring not dependent on manufacturer. QR codes to find information on tool HAVS values.

External respondents

Internal respondents

What functionality does the industry need?
More engineered features to eliminate risk associated with use.

What functionality does the industry need?
Make H&S relevant to smaller firms. It's a focus for larger ones because of profitability and liability. Smaller companies need functionality that helps them place safety first.

What functionality does the industry need?
Further reduction in vibration exposure and weight, dust suppression as a standard and not an add-on.

What functionality does the industry need?
Overall increase ease of use / reduce the pain of being compliant.

What functionality would you like to see?
A vibration sensor that alerts workers when the tool creates excessive vibration; i.e. well above its normal vibration output.

What functionality would you like to see?
Making the innovation already in progress better, lighter equipment, a tool for every job which makes the operatives feel safer and efficient to complete the tasks required.

What functionality would you like to see?
Sustainability different materials used to increase life span of equipment.

What functionality would you like to see?
Increased autonomous solutions to jobsite applications.

External respondents

Internal respondents

What functionality would you like to see?
Greater control of airborne particles and contaminants - effects of these are not immediate, they're not taken as seriously (sometimes 10-20 years later and past point of damage reversal).

What functionality would you like to see?
Live tracking of user vibration exposure.

What functionality would you like to see?
Further automation and integration of robotics on jobsites.

What functionality would you like to see?
Safety hazard recognition - quick adaptation to environment.

Appendix V. Survey

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Survey

Health and Safety innovation in the cordless power tool industry

0% About you

Your responses will remain confidential and will be used solely for research purposes. Thank you for taking the time to share your thoughts with me. Let's work together to make power tools safer for everyone.

About you

Job function

Company name

20% Makita



In this section, please rate the current cordless portfolio available from Makita out of five.

Cordless product overview

Size of range ★★★★★

Innovation ★★★★★

Health and safety features

On-board tool safety features ★★★★★

Dust management ★★★★★

Vibration reduction ★★★★★

Digital services - app / IoT (Internet of things)

Level of connectivity ★★★★★

Ease of use ★★★★★

40% Milwaukee



In this section, please rate the current cordless portfolio available from Milwaukee out of five.

Cordless product overview

Size of range ★★★★★

Innovation ★★★★★

Health and safety features

On-board tool safety features ★★★★★

Dust management ★★★★★

Vibration reduction ★★★★★

Digital services - app / IoT (Internet of things)

Level of connectivity ★★★★★

Ease of use ★★★★★

60% Hilti



In this section, please rate the current cordless portfolio available from Hilti out of five.

Cordless product overview

Size of range ★★★★★

Innovation ★★★★★

Health and safety features

On-board tool safety features ★★★★★

Dust management ★★★★★

Vibration reduction ★★★★★

Digital services - app / IoT (Internet of things)

Level of connectivity ★★★★★

Ease of use ★★★★★

80% The future

The future of cordless health & safety

In this section, with digitalisation slowly creeping into the construction industry, please consider what could come next. How can power tool manufacturers enhance the H&S functionality of their cordless products? How far can technology be pushed?

Short / medium term view (1-2 years)

What functionality does the industry need?

Longer term thinking (5+ years)

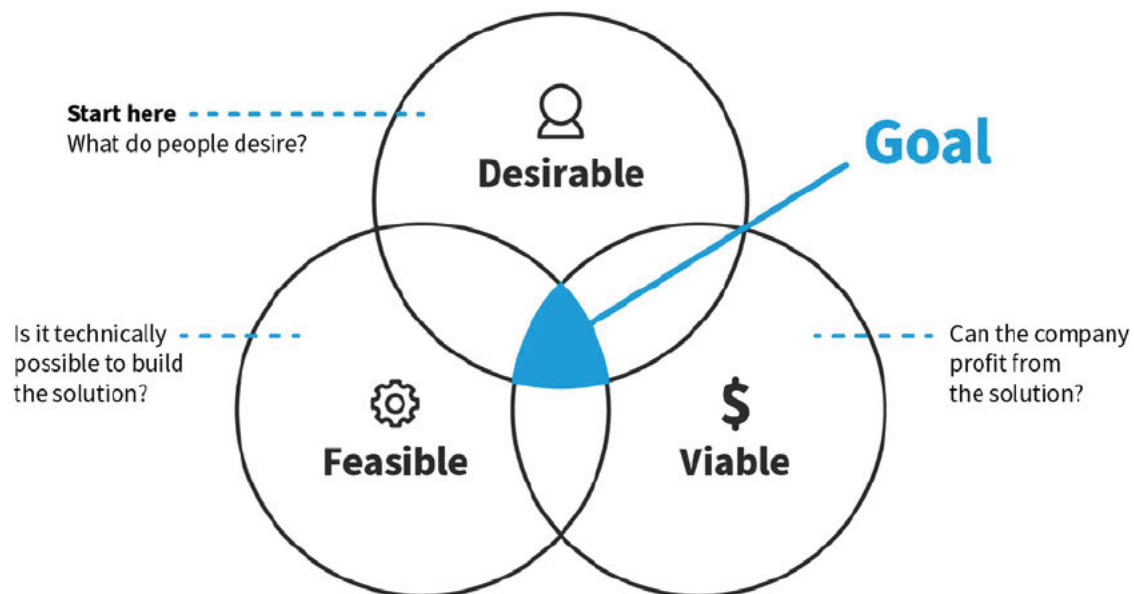
What functionality would you like to see?

SUBMIT YOUR FEEDBACK

Appendix VI. Innovation project scorecard

Strategic Fit		The team has shown the...	Alignment					
			None	Little	Limited	Some	Strong	Very strong
	Corporate identity	Idea/project is aligned with our corporate identity (strategic direction, organizational culture, brand image).	0	1	2	3	4	5
	Innovation guidance	Idea/project is aligned with our company's innovation guidance.	0	1	2	3	4	5
	Leadership support	Idea/project has support from at least one key sponsor who can help it become reality.	0	1	2	3	4	5
Opportunity		The team has shown the...	Value					
			None	Little	Limited	Some	Strong	Very strong
	Expected return	Financial potential of the idea.	0	1	2	3	4	5
Risk Reduction		The team has evidence that shows...	Evidence & confidence					
			No evidence	First light evidence (Say)	Light evidence with real artefacts (Say)	Light call-to-action evidence (Do)	Strong call-to-action evidence (Do)	Irrefutable evidence from markets
Desirability								
	Customer segment	Our critical customer segments have the jobs, pains, and gains relevant for selling our value proposition.	0	1	2	3	4	5
	Value proposition	Our value proposition resonates with our critical customer segments.	0	1	2	3	4	5
	Channels	We have found the best channel(s) to reach and acquire our critical customer segments.	0	1	2	3	4	5
	Customer relationship	We have developed the right relationships to retain customers and repeatedly earn from them.	0	1	2	3	4	5
Feasibility								
	Key resources	We have the right technologies and resources to create our value proposition.	0	1	2	3	4	5
	Key activities	We have the right capabilities to handle the most critical activities for creating our value proposition.	0	1	2	3	4	5
	Key partners	We have found the right key partners who are willing to work with us to create and deliver our value proposition.	0	1	2	3	4	5
Viability								
	Revenues	We know how much our customers are willing to pay us and how they will pay.	0	1	2	3	4	5
	Costs	We know our costs for creating and delivering the value proposition.	0	1	2	3	4	5
Adaptability								
	Industry forces	Our idea/project is well positioned to succeed against established competitors and new emerging players.	0	1	2	3	4	5
	Market forces	Our idea/project takes known and emerging market shifts into account.	0	1	2	3	4	5
	Key trends	Our idea/project is well positioned to benefit from key technology, regulatory, cultural, and societal trends.	0	1	2	3	4	5
	Macroeconomic forces	Our idea/project is adapted to known and emerging macroeconomic and infrastructure trends.	0	1	2	3	4	5

Appendix VII. Three lenses of design thinking



Interaction Design Foundation
interaction-design.org

Appendix VIII. Hilti brand value

