

Application of TRIZ to the New Definition of “Business”

Ellen Domb/PQR Group

Biography of the Speaker:

Ellen Domb is the founder of the PQR Group and founding editor of The TRIZ Journal. TRIZ is Dr. Domb's 6th career: she has been a physics professor, an aerospace engineer, an engineering manager, a product line general manager, and a strategic planning/quality improvement consultant. In 2005, she was by Quality Digest Magazine as a leading voice for the future, citing the of TRIZ for innovation in quality improvement and quality planning systems.



Ellen's client work, books, and articles are aimed at making it easy for people to learn TRIZ and to incorporate new thinking methods into their organizations. Clients include the Global 500--Dow Chemical, Hewlett-Packard, 3M, and others--and entrepreneurial companies with 3-50 employees. She is the developer of the methods for integrating TRIZ with the Hoshin Kanri methods of strategy deployment, and co-author of key books in both areas: *Beyond Strategic Vision* (with M. Cowley) and *Simplified TRIZ* (with K. Rantanen).

Abstract:

The standard model of capitalist business practice is undergoing radical change. In the academic business world, Michael Porter calls it “shared value.” [1] In the business press, Gary Hamel calls it “what matters now.” [2] And in the world of thousands of companies whose employees make hundreds of thousands of decisions every day, it is known as ISO 26000, the guideline for Corporate Social Responsibility, [3] (CISR) or “triple bottom line” or any of several other popular phrases.

TRIZ applies very well into the development of all these. For example, CISR incorporates seven areas of requirements within the overall obligation of sustainability, which has been the terminology for the intersection of economic viability, social equity, and environmental and human health. The seven areas are

1. Organizational Governance
2. Human Rights
3. Labor Practices
4. Protection of the Environment
5. Fair Operating Practices
6. Deliver Benefit to the Consumer

7. Respect the Community

Specific TRIZ tools can be used to resolve physical contradictions at the strategic level or the tactical level, to resolve technical contradictions at all levels, or TRIZ can be used as an integrated system to advance the ideality of the system. The classical TRIZ definition of ideality as the ratio of the sum of the benefits to the sum of the costs and harms of the system can now be made more specific using the seven areas. For example, requirements for fair labor practices and protection of the environment, under some assumptions, would raise the cost of the system without adding benefit to the consumer. TRIZ can be applied to challenge the assumptions, decoupling the contradictions, and finding solutions to the problem of simultaneously achieving all 7.

Examples of applications of TRIZ to complex challenges of modern business will be presented as illustrations of the opportunities that are emerging for TRIZ to help society develop. Medical technology, communications, financial services, and disaster relief examples will be used. In the next few years we will no longer talk about “business TRIZ” and “technical TRIZ” – we will talk about TRIZ as a key element of the emerging business model.