



TV ... or Not TV?

APPLE and the
OPPORTUNITY CANVAS



JOSEPH PISTRUI

If you will, an obvious point, stated poetically
(if not elegantly) by me:

*I think that I will never see
anyplace
(without a TV)*

*It's in our homes
often in many rooms
often hugely in the central room*

*And it's there — in the stores
— the airports — the pubs
— and eateries*

*The TV is so much a part
of all that we do
that I have to declare*

*We are (just about)
already there:
TV is everywhere!*



Which is why



many have long thought that a...



*next-generation TV
is soon due and...*

*that the company he
founded would lead*



the way to 21C TV.

*However, when
Apple does
something,
it usually does it
refreshingly,
fantastically,
innovatively and
commercially right.*





*(and in a **big** way)*

10 Insanely Great Facts About Apple

The company generated enough cash to buy Nokia, for one

Apr 26, 2012, 6:30 am EST | By [Tom Taulli](#), InvestorPlace Writer & IPO Playbook Editor

It seems like **Apple** (NASDAQ:[AAPL](#)) isn't just a tech company — it's perpetual growth machine. In the [latest quarter alone](#), the company nearly doubled its earnings and grew revenues by almost 60%.

Apple's always a great candidate when it comes to [having fun with numbers](#), and that certainly hasn't changed after its second-quarter earnings report.

Here's a few crazy facts about Apple after its Q2 earnings:

- Apple is more profitable than **Microsoft** (NASDAQ:[MSFT](#)), **Oracle** (NASDAQ:[ORCL](#)), **Google** (NASDAQ:[GOOG](#)), Facebook and **eBay** (NASDAQ:[EBAY](#)) combined.
- Apple grew its revenues and profits faster than Facebook.
- Apple generated \$14 billion in cash flows from operations — enough to buy Finnish tech giant **Nokia** (NYSE:[NOK](#)).
- Apple sold 35.1 million iPhones — enough to give everyone a device in Shanghai, China, with 5 million to spare.
- The iTunes Store posted \$1.9 billion in revenues — well more than double the \$779 million in revenues generated by recording giant Warner Music in its most recent quarter.
- The iCloud, which launched in October, already has more than 125 million customers. Cloud storage leader Dropbox, established in 2007, has about 50 million users.
- Apple's stock gained about 9% Wednesday, adding about \$50 billion to its market cap — roughly the worth of chemical giant **DuPont** (NYSE:[DD](#)).
- At about \$570 billion, Apple's market cap is larger than the GDP of Switzerland.
- The company's ratio of market cap per employee is roughly \$9.3 million.
- Over the past decade, Apple's shares are up about 4,700%.

(attracting many investors)



Which is why



*some are anticipating
Apple's TV. Eagerly.*

About 45,700,000 results (0.32 seconds)

iScreen: **Apple TV** Imagined with Magnificent Curved Screen [PICS]
mashable.com/2011/12/10/iscreen-apple-tv-concept/

Dec 10, 2011 – Behold iScreen, with its spectacular curved glass display, it adds a couple of design flourishes that might be the envy of **Apple** itself.

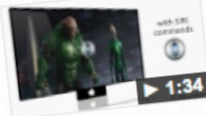
iTV [Apple TV Set] Concepts - YouTube



www.youtube.com/watch?v=ah0aHjno9ig

Jan 27, 2012 - 6 min - Uploaded by sikmenios
iTV **Concepts**, Leaks & Rumours in Pictures. For More Tech & iOS
Content- [http:// sikmentech.com](http://sikmentech.com) While ...

Apple iTV - **Apple TV** concept - YouTube



www.youtube.com/watch?v=La4xWY1cJYY

Jun 22, 2012 - 2 min - Uploaded by conceptbooktv
For more info read our article: <http://www.conceptbook.org/2012/01/12/apple-tv-itv-concept-by-conceptbook...>

More videos for **concept of apple tv** »

Brightcove's concept for an **Apple TV** | TUAW - The Unofficial Apple ...
www.tuaw.com/2012/.../brightcoves-concept-for-an-apple-tv...



by Kelly Hodgkins - in 865 Google+ circles - More by Kelly Hodgkins
Jun 26, 2012 – Brightcove CEO Jeremy Allaire is excited about the **Apple TV** and its future. The head of the video publishing powerhouse recently presented ...

Apple TV Concept - Business Insider



www.businessinsider.com/apple-tv-2011-12?op=1
by Steve Kovach - in 5,426 Google+ circles - More by Steve Kovach
Dec 10, 2011 – The speculation about an **Apple television** set has reached a fever pitch recently, with analysts practically tripping over themselves to predict ...

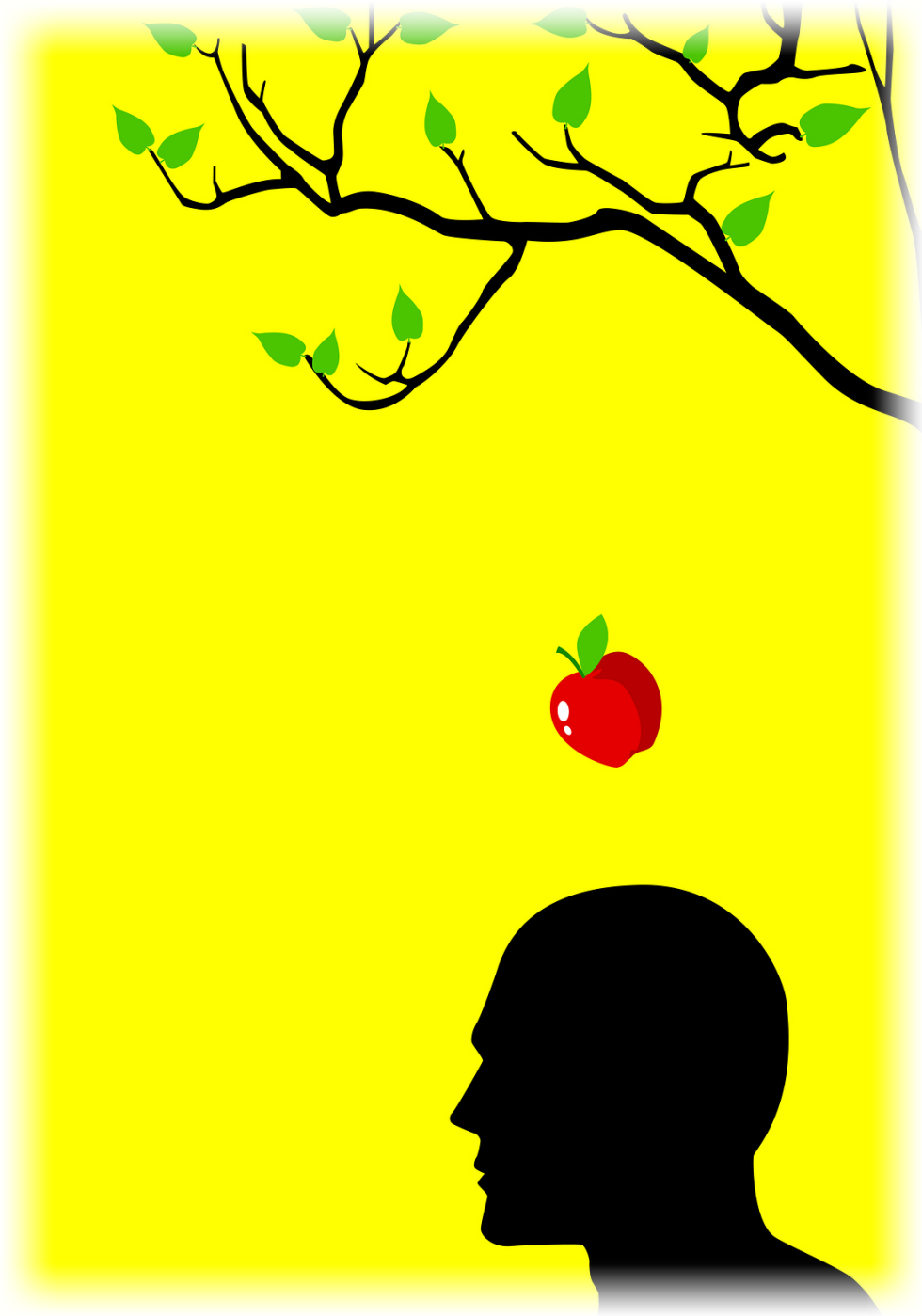
A Concept Design of What an **Apple TV** Set Could Look Like
www.idownloadblog.com/2011/11/01/itv-mockup/



by cody lee - in 41 Google+ circles - More by cody lee
Nov 1, 2011 – Over the past couple of weeks, speculation around an **Apple**-flavored **TV** set has dramatically amplified. Between Steve Jobs' I cracked it ...

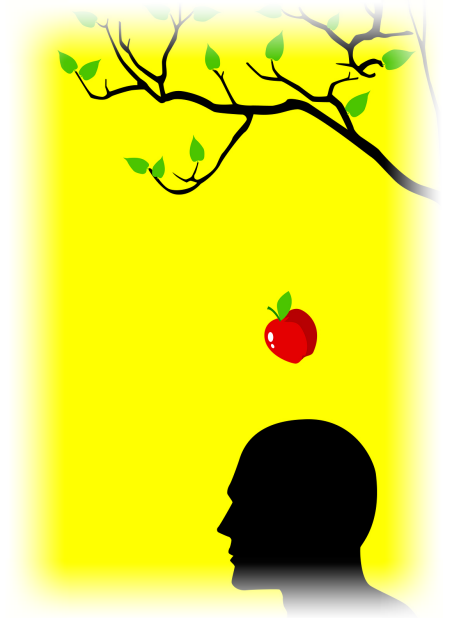
*(Yet, a “concept of apple tv”
search yields 45+ million hits!)*





Think about that now... (How?)

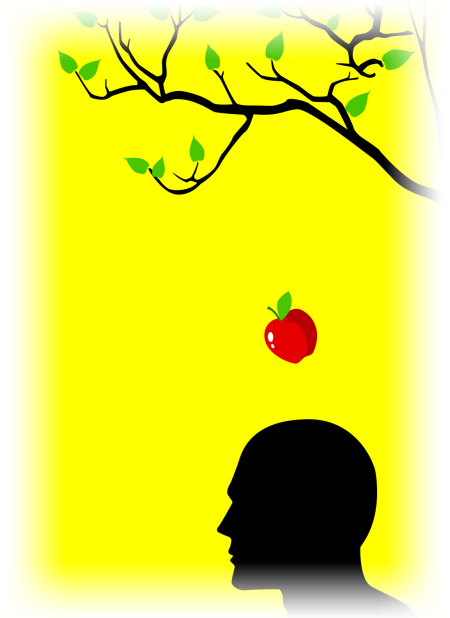
Introducing the “Opportunity Canvas”



For some time, I have been striving to inform a process to help people take those difficult times when there are more questions than answers and convert them into **constructive thinking sessions**. The more intense the questions — and the more elusive the answers — the more I consider such moments to be examples of **disruptive ambiguity**: times when the path forward seems to be a jumble of possibilities and dangers, opportunities and dead ends.



*Start with **what could be***

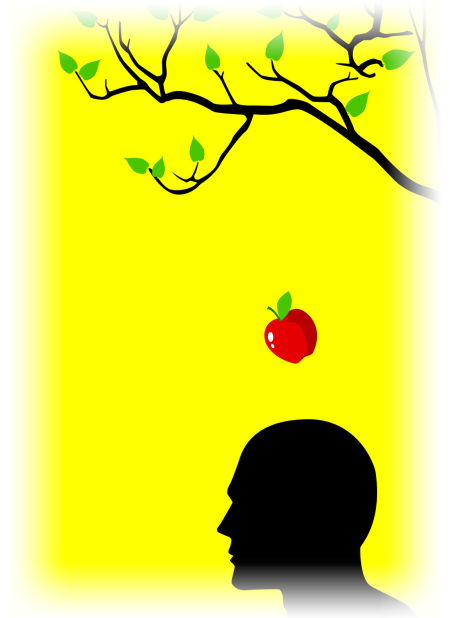


At the end of this e-book is a single-page “canvas” of the thinking process I will now describe. Because the concept of Apple TV has stirred such wide ranges of possibilities and risks, I will use that to introduce this method of thinking. **But it is important to note that many companies are competing with Apple. I use Apple TV merely as an example.**

The first thing to note, however, is that a focus on **what could be** is the proper place to begin.



The Opportunity Summary

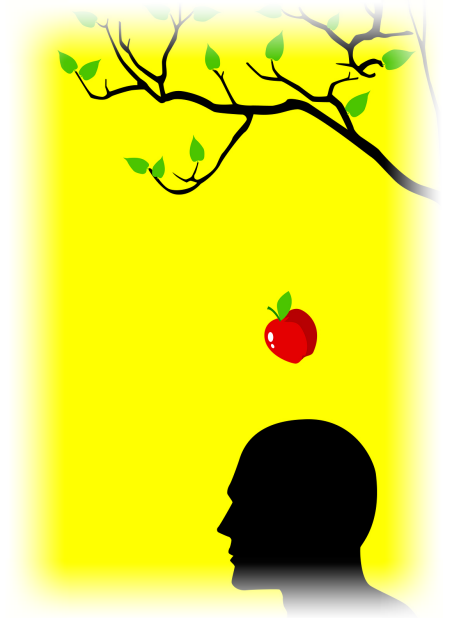


At the top of the canvas, you will notice a wide box that asks you to jot down your thoughts on the opportunity that **could be**. For example, it's not hard to find people who wish that watching television could be a better experience overall.

Let's say, then, that what's needed (the possible opportunity) is *a better television-watching experience for individuals and families*.



Observing

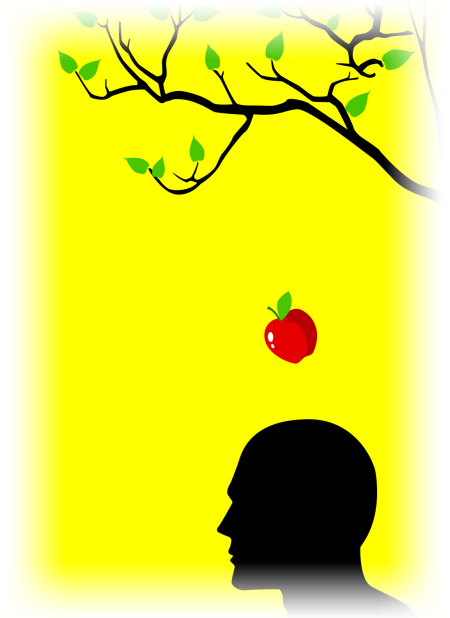


The canvas then proceeds to offer the user four deep, vertical boxes, which should be completed left-to-right. The first box asks you to note all the things that you have *observed* that convince you that there is a need for an innovation or a change.

On the subject of Apple TV, for example, you might observe that *the integration between the Internet and television is difficult and inaccessible for most people.*



Organising

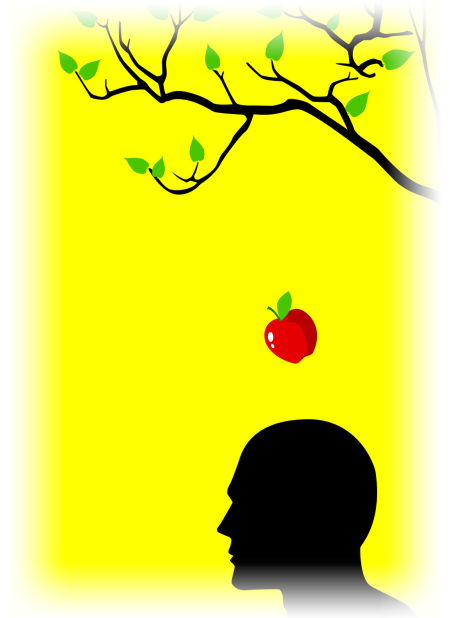


The next box challenges you to bring your observations into a more refined list of problems to be addressed. This stage invites you to move from data to insight.

One thing that someone thinking about Apple TV might note is that *television remains a kind of lone-ranger medium, one that so far has defied interconnection with phones, laptops and other means of communication.*



Originating

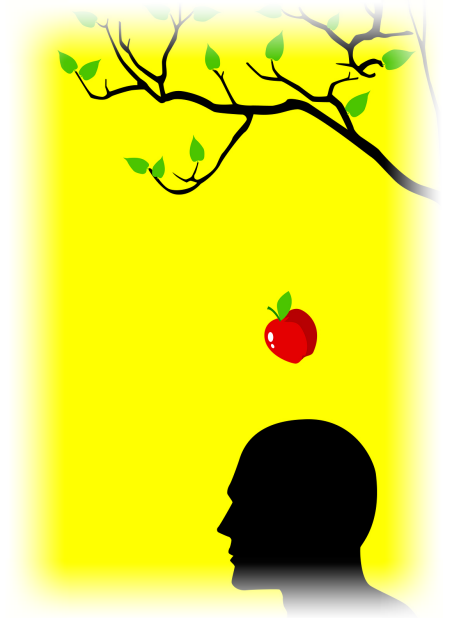


The canvas now invites you to be creative and to put forth your best statement of what you envision as something that should exist, even if nothing like it exists at the present.

Envisioning Apple TV, you might imagine a television that is not something that a family uses only when watching a program. *Needed: a “me-vee” or a “we-vee”, something that is a never-been-done intermix of movie theatre, keyboard, phone and — well, you name it!*



Foresensing

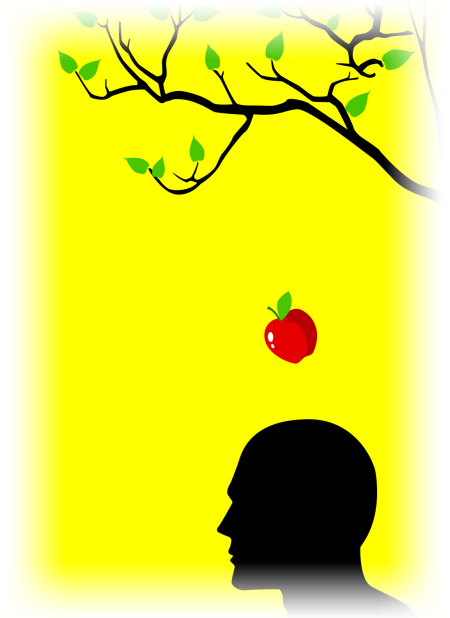


The fourth vertical box on the canvas is your invitation to state as simply and forcefully as possible what a person, an organization or a business could do to fulfill your sense of what's needed and what could be successful.

Here you might project that *You might imagine a TV that is the very epicentre of family life, something that connects people to each other — and to the world.*



Your key learning



The canvas ends with a wide-thinking box to match the opportunity summary at the top. Here, the process asks you to capture what you have learned by engaging in this process.

Playing with the whole thought of an Apple TV — as you conceive it — you might conclude that *such an invention, done right, could reshape existing television empires and literally guide the evolution of entertainment and communication.*



Apple TV might not happen.



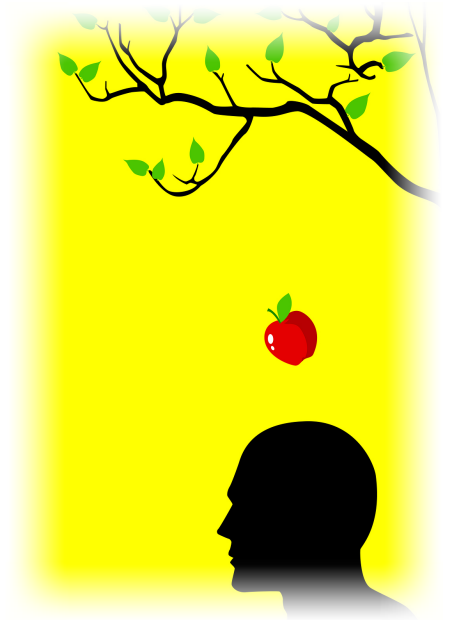
But a next-gen TV *will* happen.

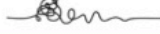


It just has to be
thought through.



*The canvas is
simply a tool
to help people and
companies **think**.*




 Opportunity Foresensing Canvas

The opportunity summary ...

Observing	Organising	Originating	Foresensing
Your data: List the most critical factors you have observed about the opportunity domain of interest to you.	Your insights: Refine your observations into patterns and insights. What is happening in this opportunity domain?	Your point of view: Convert your thinking into a novel point of view. List any interesting, emerging possibilities.	Your best hunch about what novel product-service might form the basis for a new and compelling value proposition.

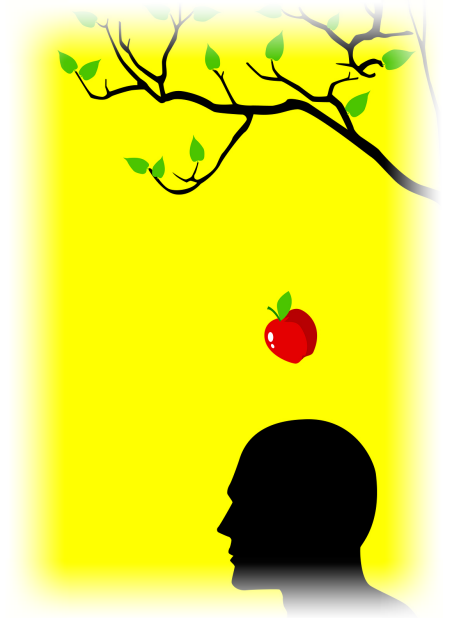
Your key learning from this process ...

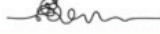
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*It's designed to
stir positive
thoughts and...*




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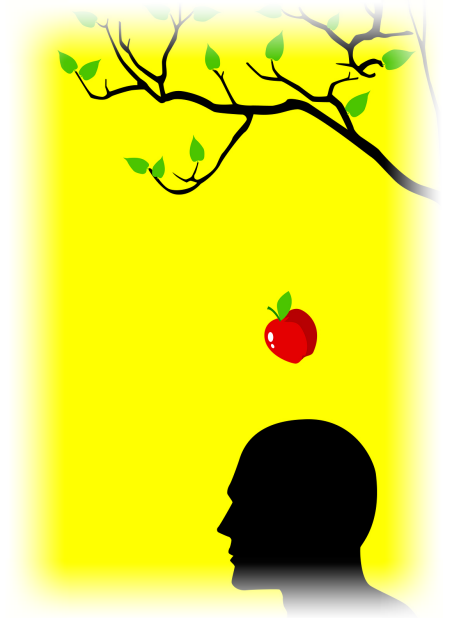
Your key learning from this process ...


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*share, discuss —
even debate —
those thoughts
when...*




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Your key learning from this process ...


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*there are many
more questions
than answers.*




 Opportunity Foresensing Canvas

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*Will the canvas answer
every question?*

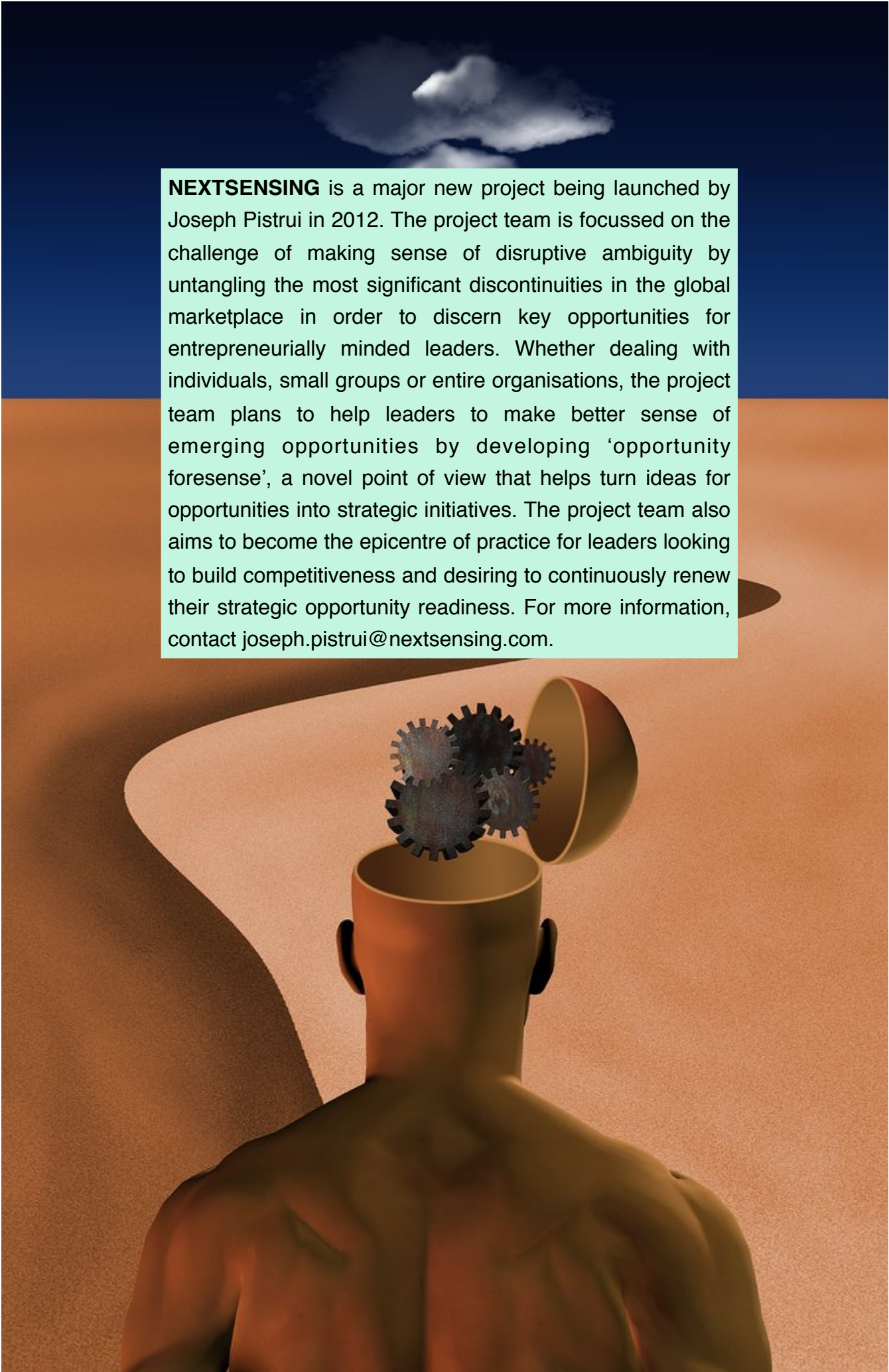
No.

But it's a



Joseph Pistrui is Professor of Entrepreneurial Management at IE Business School based in Madrid, Spain. He is also a Visiting Fellow at the London School of Economics and Political Sciences. Previous to his academic endeavors, Joseph had a 15-year sales and marketing management career in the consumer products industry, mostly with Bristol-Myers Squibb in the US.



The background of the entire image is a conceptual illustration. It features a person's head and shoulders from behind, rendered in a warm, golden-brown color. The head is open at the top, revealing several interlocking mechanical gears inside. The top of the head is tilted slightly to the right. The background is split horizontally: the top half is a deep blue sky with a single, soft white cloud, and the bottom half is a vast, flat, orange-brown landscape that resembles a desert or a dry lake bed. The overall mood is contemplative and strategic.

NEXTSENSING is a major new project being launched by Joseph Pistrui in 2012. The project team is focussed on the challenge of making sense of disruptive ambiguity by untangling the most significant discontinuities in the global marketplace in order to discern key opportunities for entrepreneurially minded leaders. Whether dealing with individuals, small groups or entire organisations, the project team plans to help leaders to make better sense of emerging opportunities by developing 'opportunity foresense', a novel point of view that helps turn ideas for opportunities into strategic initiatives. The project team also aims to become the epicentre of practice for leaders looking to build competitiveness and desiring to continuously renew their strategic opportunity readiness. For more information, contact joseph.pistrui@nextsensing.com.



Opportunity Foresensing Canvas

The opportunity summary ...

Observing

Your data: List the most critical factors you have observed about the opportunity domain of interest to you.

Organising

Your insights: Refine your observations into patterns and insights. What is happening in this opportunity domain?

Originating

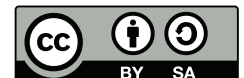
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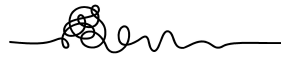
Foresensing

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Your key learning from this process ...

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Opportunity Foresensing Canvas

The opportunity summary ...

Observing

Organising

Originating

Foresensing

Your key learning from this process ...

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