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TRIZ ASSOCIATION

BUSINESS TRIZ: STATE OF THE ART

VALERY SOUCHKOV, TRIZ MASTER

BUSINESS TRIZ ONLINE 2026
8 OCTOBER, 2026

ICG TRAINING AND CONSULTING, THE NETHERLANDS




HONOURING 100 YEARS OF GENRIKH ALTSHULLER
15 OCTOBER 2026

TIMELINE: TRIZ FOR BUSINESS

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1984-1988 — First research on business organizations.

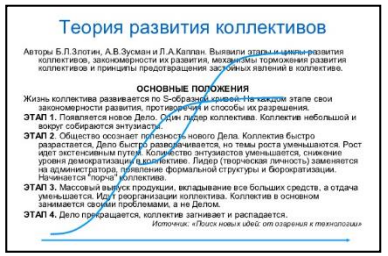
1997-1999 — Consulting of corporate clients on business strategies.

2003 — First training course on Business TRIZ

2004 — First book on business TRIZ.

2009 — Regular training courses on Business TRIZ started.

2019 — Establishing IBTA and certification on Business TRIZ.



Boris Zlotin, Alla Zussman;







Darrell Mann





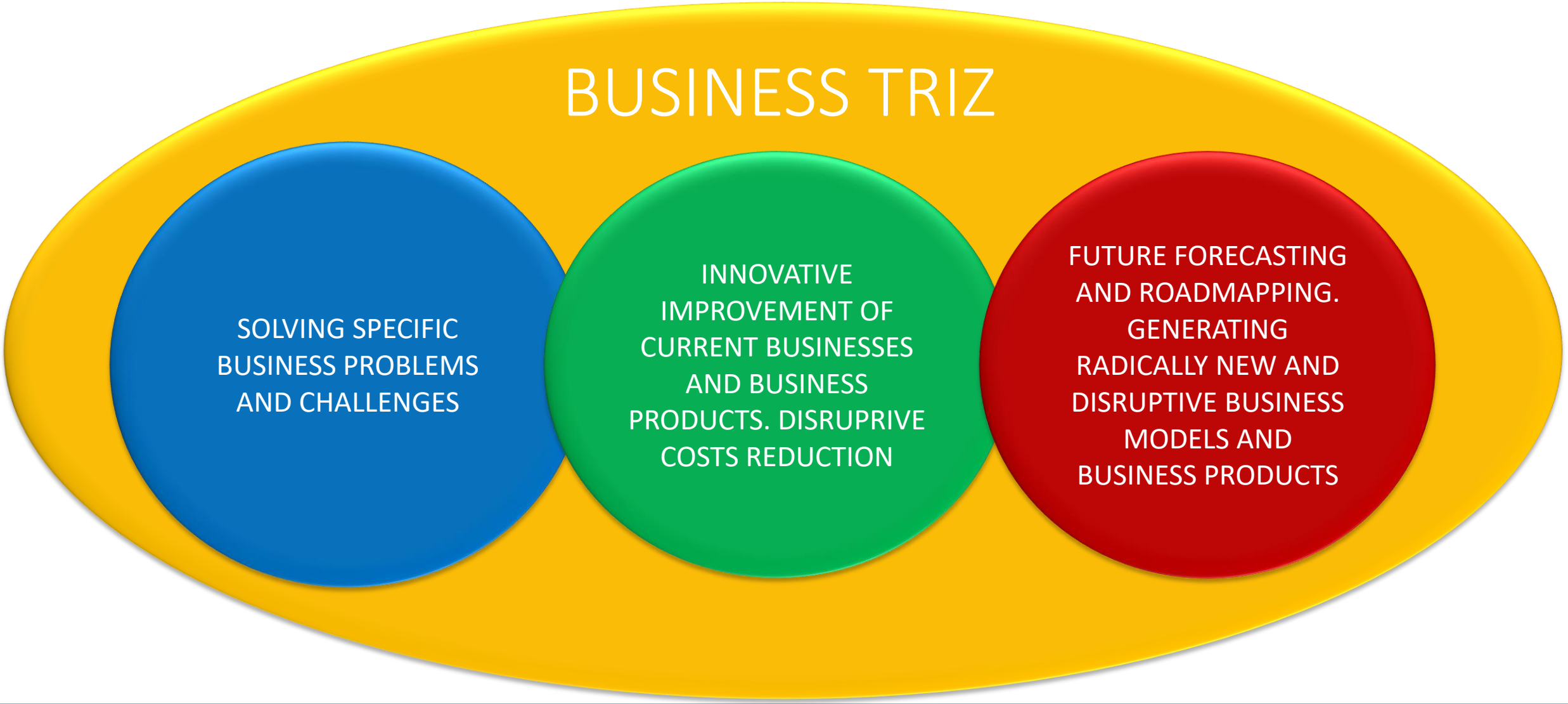
KEY SIMILARATIES

Both business systems and technical systems share:

- The core definition of being structured.
- Iinteracting groups of components designed to process inputs.
- Deliver functionality and follow specific rules.
- Achieve a defined output or goal.
- Intended for utilitarian purposes.

KEY DIFFERENCES

- Business systems rely on logic, transactions, and workflows. Technical systems rely on underlying technologies.
- Technical systems have a high stability and predictability of their components' physical behavior. Social systems are unstable of people's behavior.
- Engineers and technologists used to think in terms of hierarchical systems. Businesspeople used to think in terms of processes.


BUSINESS TRIZ
SOLVING SPECIFIC BUSINESS PROBLEMS AND CHALLENGES
INNOVATIVE IMPROVEMENT OF CURRENT BUSINESSES AND BUSINESS PRODUCTS. DISRUPRIVE COSTS REDUCTION
FUTURE FORECASTING AND ROADMAPPING. GENERATING RADICALLY NEW AND DISRUPTIVE BUSINESS MODELS AND BUSINESS PRODUCTS

TOOLS OF BUSINESS TRIZ

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LEVEL 1: SOLVING A SPECIFIC PROBLEM / CHALLENGE	**LEVEL 2:** INNOVATIVE IMPROVEMENT OF CURRENT BUSINESSES, DISRUPTIVE COST CUTTING	**LEVEL 3:** FUTURE INNOVATION ROADMAPPING
• Problem Perception Mapping. • Ideal Solutions. • Root Conflict Analysis (RCA+). • Principles of Separating Conflicting Requirements. • 40 Innovation Principles for Business and Management. • Contradiction Matrix for Eliminating Business Contradictions. • Ideas Portfolio. • Multi-Criteria Matrix of Solution Ideas. Ideas Landscape.	• Business Model Assessment. • Function and Cost Analysis. Problems Discovery. • Function Idealization (Trimming) for Systems and Processes. • Object-Field Modeling. • Standard Inventive Solution Patterns for Business and Management. • Merging Alternative Competing Systems (Feature Transfer). • Function Oriented Search (FOS). • Main Parameters of Value (MPVs). • S-curve Evolution. • S-curve Analysis of Systems Evolution.	• Benchmarking. • Value-Conflict Mapping (VCM). • Multi-Screen Analysis (MSA). • TRIZ Business Models Navigator. • Laws of Business Systems and Products Evolution. • Trends and Lines of Business Systems Evolution. • Creating new services by Transition to Supersystem. • Subversion Analysis. • Anticipatory Failures Analysis.

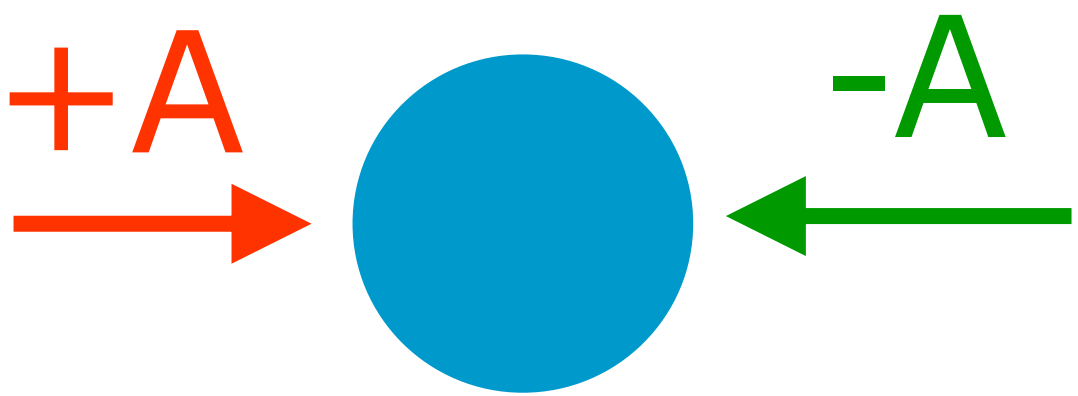
APPLICABILITY OF TRIZ TOOLS IN BUSINESS PROJECTS

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PROJECT GOAL	PREPARATIONAL STAGE	ANALYTICAL TOOLS	TOOLS TO SUPPORT SOLUTION IDEAS GENERATION	TOOLS FOR EVALUATING IDEAS OBTAINED
Solving a specific problem: eliminating unwanted and harmful effects, improving performance, improving control and manageability.	Problem Perception Mapping (PPM). Innovation Situation Questionnaire (ISQ).	Root-Conflict Analysis (RCA+). Function Analysis. Contradiction Analysis. Resource Analysis.	Ideal Solution. Inventive Principles + Contradiction Matrix. Catalogue of Business Models for eliminating contradictions. Standard inventive patterns. Function-Oriented Search (FOS).	Multi-Criteria Decision Matrix. Ideas Landscape. Criteria for Ideal Solution.
Radically reduce the cost of a business system or a business process.	Description of situation. System Operator Analysis.	Function Analysis of System/Process. Diagram "Function/Costs'.	Trimming. External and Internal Resources.	Comparative Ranking. Criteria for Ideal Solution.
Inventing a new service	Description of a situation. System Operator	Resource Analysis	Trend of transition to supersystem.	Comparative Ranking
Strategic forecasting of business system or a business process development.	Analysis of market trends and gaps. System Operator. Main Parameters of Value Analysis (MPV Analysis).	Multi-Screen Analysis (MSA). Value Conflict Mapping (VCM). S-Curve Analysis.	Function-Oriented Search (FOS). Trends and Lines of Business Systems Evolution. Feature Transfer (Alternative Systems Merging).	Comparative Ranking. Ideas Roadmapping.
Identify and rank current Issues/problems in a business system or a process	System Operator. Main Parameters of Value Analysis (MPV Analysis).	Function Analysis of System/Process. Diagram "Function/Costs'. Flow Analysis.	Standard inventive patterns.	Comparative Ranking. Ideas Roadmapping
Search for new markets for applying an innovative solution developed.	Description of situation.	Inverse Function-Oriented Search (IFOS).		Comparative Ranking. Ideas Roadmapping.
Forecast of problems that may arise as a result of implementing a potential inventive solution.	Description of situation. System Operator.	Function Analysis + Resource Analysis. Subversion Analysis.	Anticipatory Failures Analysis (AFA).	Ranking by Multiple Criteria.
Creating a fundamentally new system or process	Analysis of market trends and gaps.	S-Curve Analysis. Multi-Screen Analysis (MSA).	Trends and Lines of Business Systems Evolution. Innovation of services. Feature Transfer (Alternative Systems Merging).	Multi-Criteria Decision Matrix. Comparative Ranking.

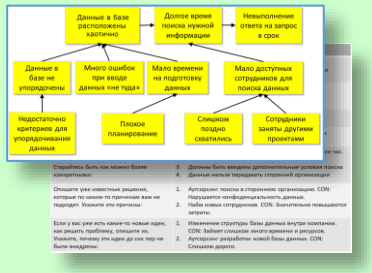
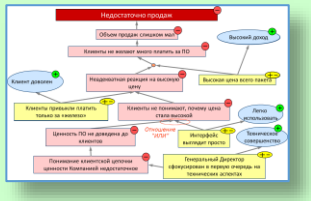
BIGGEST CHALLENGE: CONTRADICTION

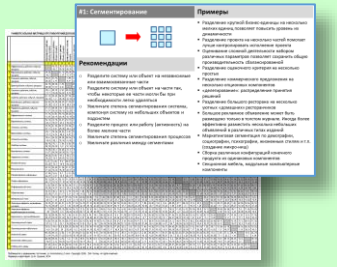
Contradiction emerges when in order to reach a certain goal two incompatible requirements must be met by the same system (object).

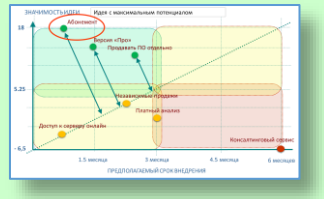


PROCESS

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ESTABLISHING GOALS. SITUATION ANALYSIS. PROBLEM IDENTIFICATION.

DECOMPOSITION OF PROBLEM DEFINED

SELECTION OF KEY SUBPROBLEM AND DEFINING PROBLEM SOLVING STRATEGY

PROBLEM SOLVING AND IDEAS GENERATION

IDEAS EVALUATION AND DEVELOPING IDEAS PORTFOLIO

IDEAS LANDSCAPING

Problem Perception Mapping. Innovative Problem Questionnaire

Root Conflict Analysis (RCA+)

Strategy of Problem Solving. Contradiction Selection

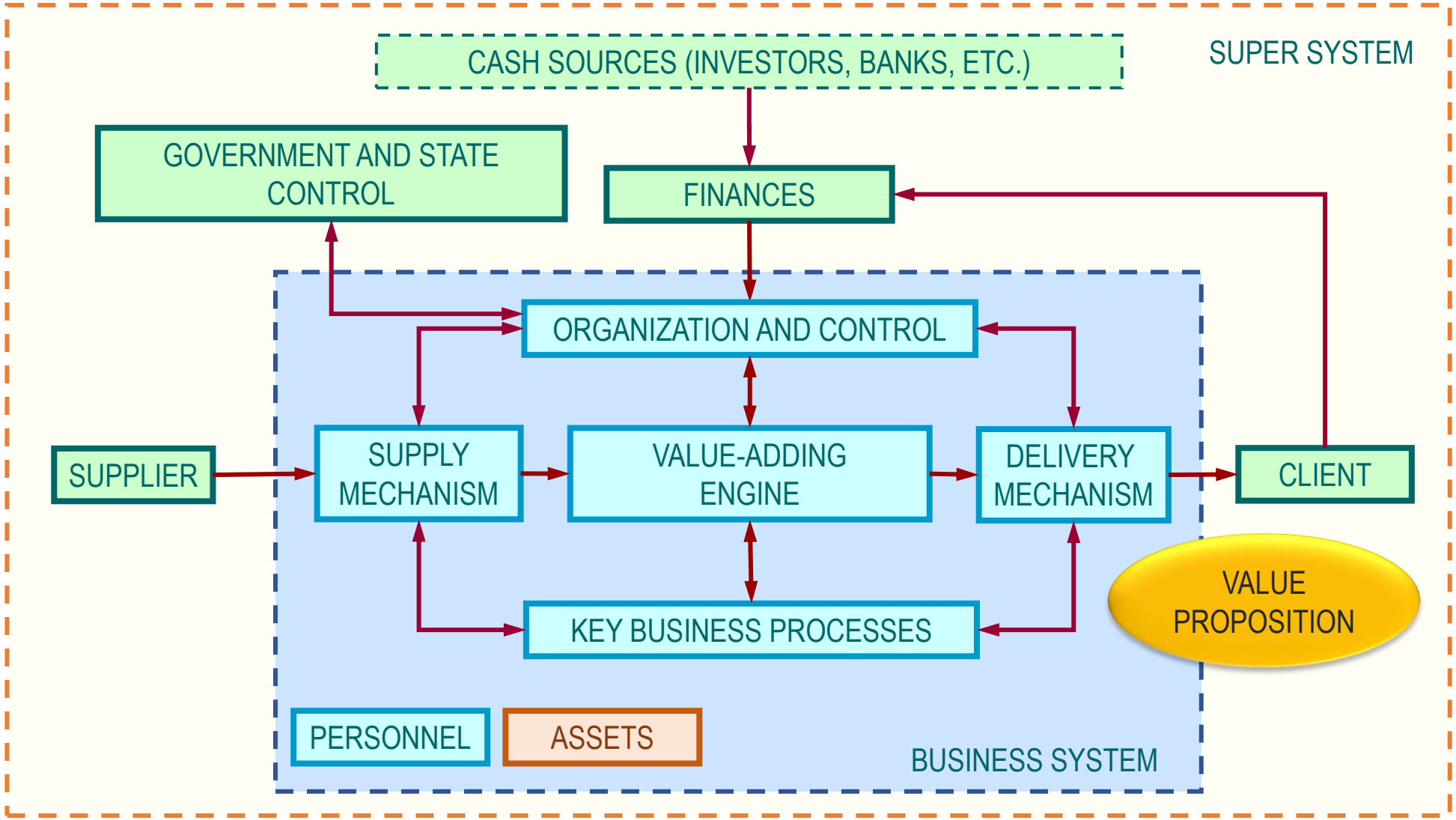
40 Innovative Principles, 190 Recommendations. Resources. Contradiction Matrix

Multi-Criteria Decision Matrix

Ideas Landscaping. Secondary Problems Identification

MINIMAL WORKING MODEL OF A BUSINESS SYSTEM

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S-JUMPS: CREDIT SALE

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Main Parameters of Value



SHORT-TERM DEBT

Creditor



LARGE VOLUME

LONG-TERM DEBT

Financial cooperative



TRANSACTIONS

SAVINGS

INTERESTS ON DEPOSITS

SAFETY

Depository bank



INVESTMENTS

Investment bank



CONVENIENCE

INSURANCE

REWARDS

Credit Card



MOBILITY

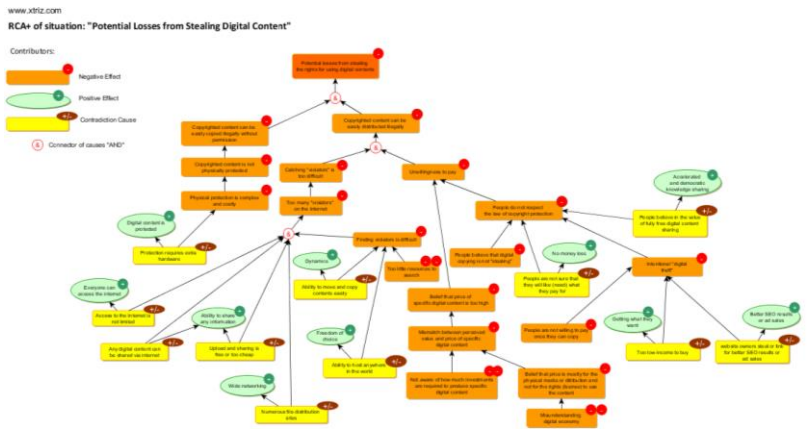
P2P TRANSFERS

Online Banking

TIME

TRIZ TOOLS MOST FREQUENTLY USED IN BUSINESS

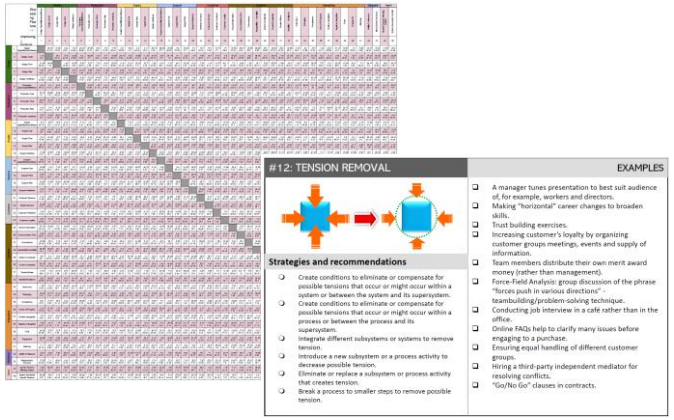
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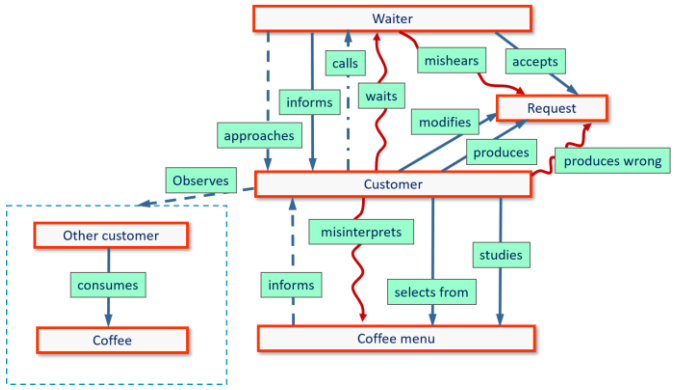
ROOT CONFLICT ANALYSIS (RCA+)

Principle	**Separation of conflicting requirements in space**
How?	Explore whether conflicting requirements can be shared across the space. Do we really need both conflicting requirements to be spread throughout the single space? Or can they be separated between certain spatial zones? Conversely, multiple requirements can be combined in the same space.
Technology Examples:	◆ Placing a button "Volume control" on the wire with headphones, and not on in the housing of a music player. ◆ Distance between the wheels of ambulance cars is made wider than in a usual car. This way, ambulance cars do not need slow down when crossing a "sleeping policeman" on a roadway. ◆ The train moves underground (metro), while the usual transport is on the ground. ◆ Periscope in a submarine. ◆ Crossroads at different levels of an expressway.
Business Examples:	◆ Carrying creative projects in specially designed "creative rooms", that reduces factors of psychological inertia associated with normal working environment. ◆ When potential customers conflicts occur in organizations, associated with confidential data for business purposes discussions, specific project group is often physically separated from main location of organizations. ◆ Expensive products are located on the upper shelves in supermarkets.

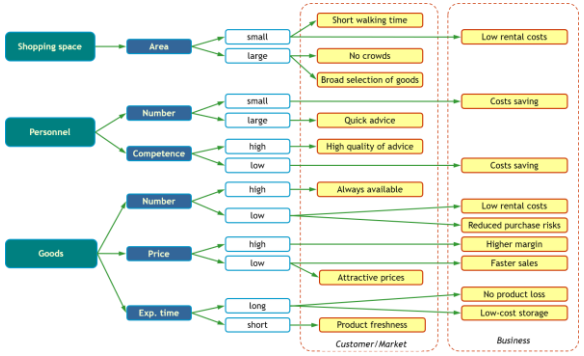
IDEAL SOLUTION + CONFLICT RESOLUTION PRINCIPLES



BUSINESS MATRIX 3.0 + 40 IP



FUNCTION AND COST ANALYSIS



VALUE CONFLICT MAPPING (VCM)



SYSTEM OPERATOR AND TRENDS AND LINES OF BUSINESS EVOLUTION

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IBTA OBJECTIVES

- Training and certification in Business TRIZ.
- Supporting the community of individuals trained in Business TRIZ .
- Fostering horizontal connections among IBTA members.
- Further development of Business TRIZ.

IBTA MEETINGS

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Training and Certification in Business TRIZ (since 2019):

1 Level: 1028; Certified: 893 (86%)

2 Level: 306; Certified: 228 (74%)

3 Level: 124; Certified: 75 (61%)

4 Level: Certified: 13

5 Level: Certified: 7

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CERTIFIED SPECIALISTS

Below is the list of IBTA certified specialsts on the topic **"TRIZ for Business and Management"** starting from October 2019.

Total number of certificates issued: **1205**

If there is a particular request regarding a certified specialist, please contact us.

Certificate Number	Level	Name, Last Name	Date of Certification
1205-2026/p	2	Iana Rozhkova	30.09.2026
1204-2026/p	1	Oleg Kocharov	30.09.2026
1203-2026/p	1	Mariya Naymushina	16.09.2026
1202-2026/p	1	Aleksey Efros	16.09.2026
1201-2026/p	1	Natalya Shaverina	16.09.2026

MASTERS OF BUSINESS TRIZ

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ASCAR BAPEN



ALEKSEI BLAGIH



NIKOLAI KVASOV



ANTON KOZHEMYAKO



ANDREI KURYAN



DMITRY SHIRYAEV



BING HAN

AI and TRIZ

Modern AI tools based on neural networks such as LLMs, provide great help with collecting, analyzing, structuring, and processing information.

However, they are not a direct replacement for inventive thinking: discovering new challenges; imaginative, challenging constraints, fighting psychological inertia.

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THANK YOU!



Valeri Souchkov

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