

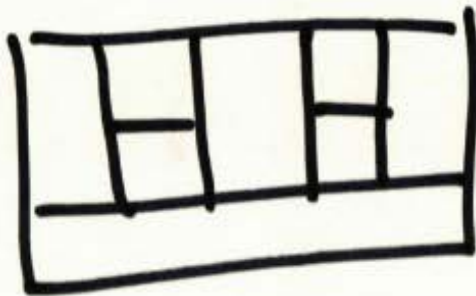
IDEASUPV
tu empresa empieza aquí

Introduction to *Business Plan*





BUSINESS
MODEL
CANVAS



BUSINESS
PLAN



Contents

1. Executive Summary
2. Products
3. Start-up Team
4. Marketing
5. Business System and Organisation
6. Realisation Schedule
7. Risks
8. Finance
9. Climate Impact
10. Global Climate Impact of the Business
11. Social Impact of the Business' Products or Services

Executive Summary

Extension: 1-2 pages.

KEY: Awakenning the interest and curiosity of the reader to keep on reading.

What question do you resolve?: What is the Project about?

Executive Summary

Key Points:

- **Project description:** A single paragraph where you should describe the project and what need it solves for the customer.
- **Competitive Value, Market and Customers:** Describe why the project will succeed, it's market (size, growth ... etc) and customer profile ... in a word, to whom and how much to sell
- **Funding requirements:** How much do you need and where are you going to spend it
- **Team:** Who are you and why you are the best for this project
- **Critical aspects of the plan**

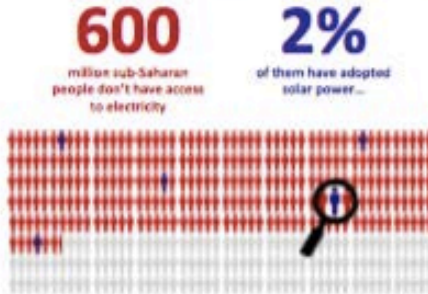
POWERING VILLAGES, EMPOWERING ENTREPRENEURS



WHY SOLAR ENERGY IS NEEDED

More than 60% of sub-Saharan Africa doesn't have access to a reliable source of energy. In rural areas they struggle to comply with the two main domestic requirements for electrification which are lighting and cell phone charging:

- People have to spend \$70-110 annually to meet their lighting needs primarily on disposable batteries for torches and kerosene lamps which pose health risks, environmental pollution and are often inadequate (*Lighting Africa 2012 - IFC*);
- Phone charging is carried out at the closest electrified town centre for a fee; it's not uncommon to travel over 2km to charge a phone, as usage is mostly related to money transfer or business use, this is a significant pain (*GVEP International, 2013*).



Reasons why only 2% of un-electrified sub-Sahara is equipped with Solar technologies



Can't afford the up-front costs



Not bankable enough to access credit



Lack of technical skills to operate the devices



Lack of technical support

OUR TECHNOLOGICAL SOLUTION TO INCREASE SOLAR ENERGY ACCESS



Eternum Energy provides affordable energy in low-income communities via SOLARIS solar charging stations.

Our advanced technology facilitates an overall better solution than currently available solar devices. The basic components allow safe and quick simultaneous charging of up to 9 USB compatible devices. Power is provided via a durable and efficient 20W Solar panel and backup storage comes from new 12V 7AH LiFePo technology, which gives a product lifetime of ten years.

The pay as you go system combines a text message service which sends the customer a unique code after a payment has been made, with an 'unlock' mechanism on the SOLARIS device. The smart system has a user interface to carry this operation out and to allow Eternum Energy to gather data on usage and diagnose system health issues remotely.

POWERING VILLAGES, EMPOWERING ENTREPRENEURS



SOLARIS SOLUTIONS RELY ON A UNIQUE EMPOWERMENT PROGRAMME

Village entrepreneurs who subscribe to SOLARIS avoid common observed troubles since they are not just powered by a technology but empowered by our package of solutions. Our approach is based on smart technology, a leasing plan (rent-to-own) and a long term ground service supported by our own mentors.

How the village entrepreneur is empowered by SOLARIS Solutions

A • Our network of small retailers have a reach in rural locations. They act as advertisers, lead generators and thus receive a \$20 commission per new subscription.

B • After being contacted by the retailer, the mentor provides a SOLARIS device to the entrepreneur along with basic training to fully operate a micro energy enterprise.



D • After 12 months of device activation, the entrepreneur is offered the possibility to buy the device out for \$25 or to subscribe to a bigger plan (50W/12V.10AH).

C • The entrepreneur receives regular support and teaching from the SOLARIS mentor in exchange of device activation payments equivalent to \$21.25/month.

\$300 FINAL PRICE FOR ULTIMATE CUSTOMER

= \$20 SUBSCRIPTION FEE + \$255 12 MONTHS SUBSCRIPTION + \$25 BUY OUT

THEY HAVE SUPPORTED OUR PROJECT



BE roomers

Global Student Room Marketplace



Beroomers is a global student room marketplace where students worldwide have the possibility of booking their preferred type of accommodation online, in a simple and safe way, from thousands of options listed directly by accommodation providers in different cities. Underpinned by the rise in student numbers worldwide, 183m in 2014 growing annually at a 12%, and with €500 billion in student housing expenditure for 2014, student housing transaction values had never been so high, proving tremendous market potential and attracting increasing interest from investors, developers and private operators.

Safe



Verified Properties
Safe payments through platform

Scalable BM

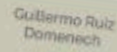


Transactional Business Model
10% fee over booking value

Social



Roomers Profiles
Social reviews and ratings



Guillermo Ruiz Domenech

Founder & CEO



Sunil Mahitani

Founder & COO



François Derbalk

Investor & Advisor



Iker Marcaide

Investor & Advisor



Allen Peeters

Investor



PlugAndPlay Techcenter

Investor



Fundación Bankinter

Investor



Realize Business Angels

Investor

beroomers.com

guillermo@beroomers.com

sunil@beroomers.com

product

What's your customer's problem?



~~Problems~~

Solutions

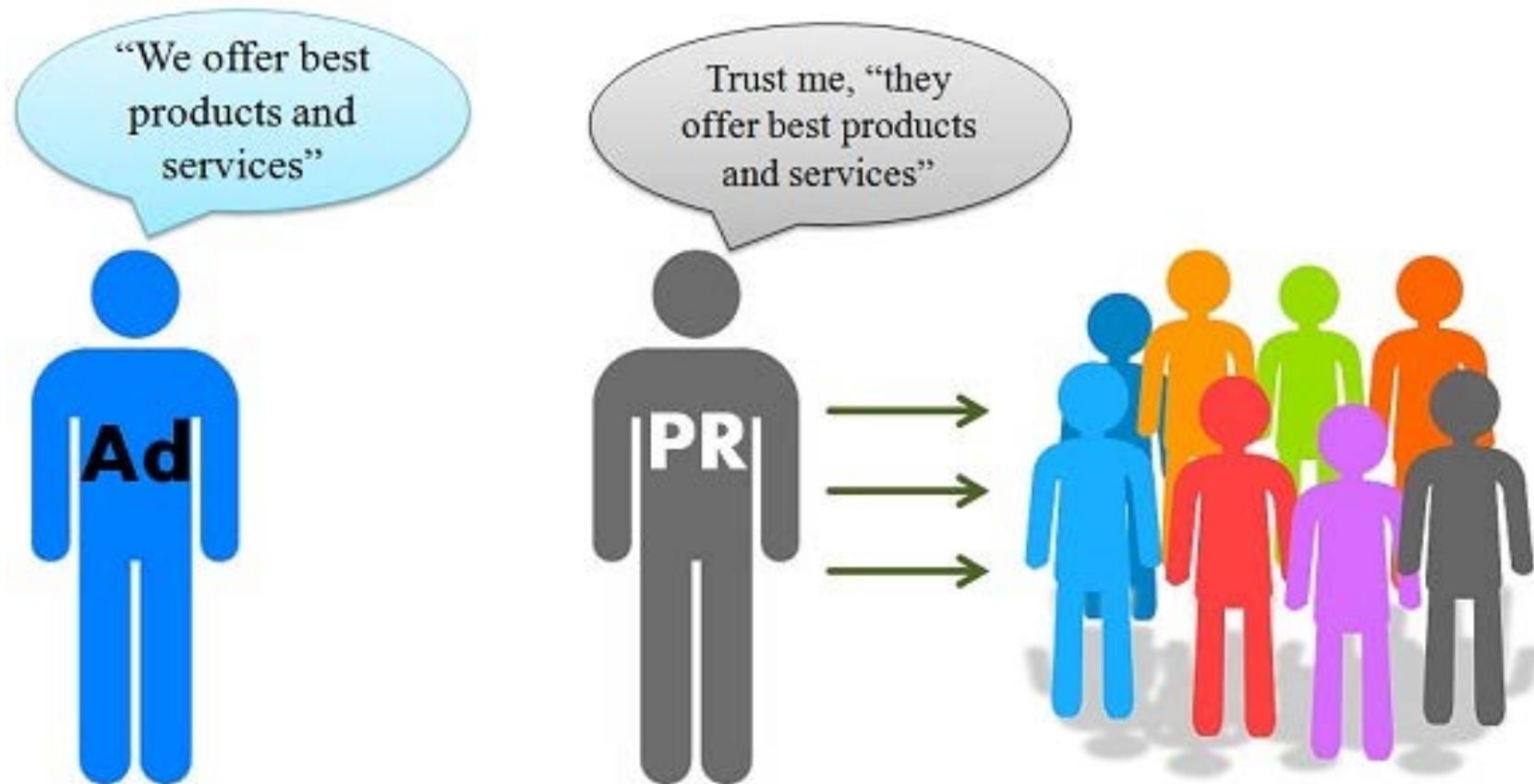


VALUE PROPOSITION

- 1) NEWNESS, TECHNOLOGY
 - 2) CUSTOMIZATION
 - 3) DESIGN, PERFORMANCE, USER EXPERIENCE
 - 4) BRAND
 - 5) PRICE
 - 6) COST REDUCTION, "GETTING THE JOB DONE"
 - 7) OTHER VALUES: ECO, CLEAN...
- 

Why are you different?

At the end, *you're different or... you're cheaper, Guy Kawasaki*



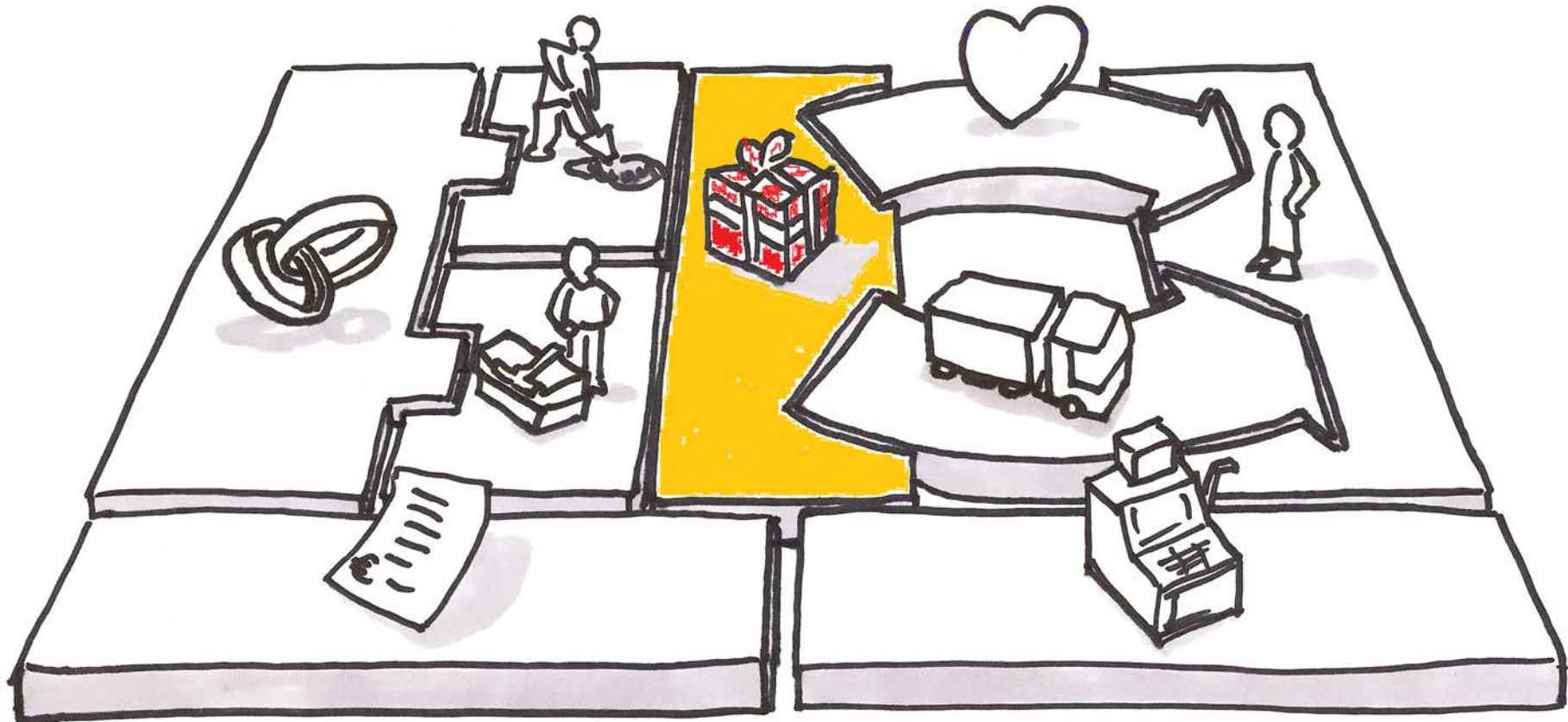
PRODUCT

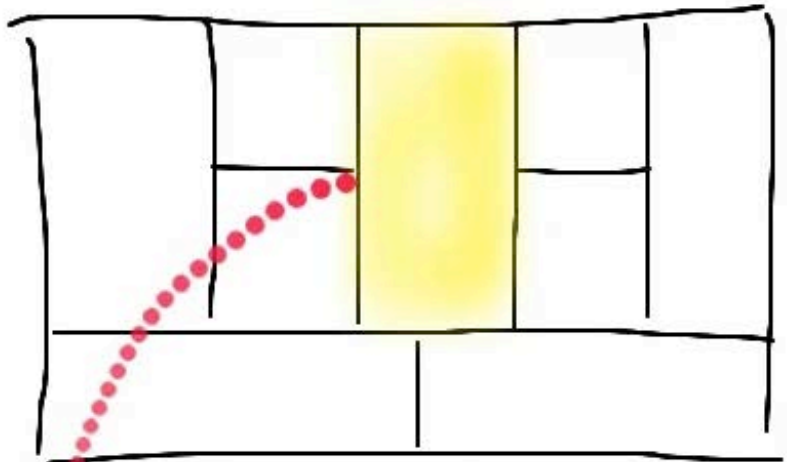
- Describe your customer's problem.
- Define the solution.
- Describe all your products.
- Describe value propositions for each product.
- How will you protect its uniqueness?



Products

Related Business Model Canvas Blocks: **Value Proposition**





It's about SOLVING a **NEED** or **PROBLEM**.
"HEAR YOU..."

It's about **SATISFYING** a customer need.
"YAY! I'm DELIGHTED!"

1. VALUE PROPOSITIONS

X "It's not about your **IDEA** or **PRODUCT!**"



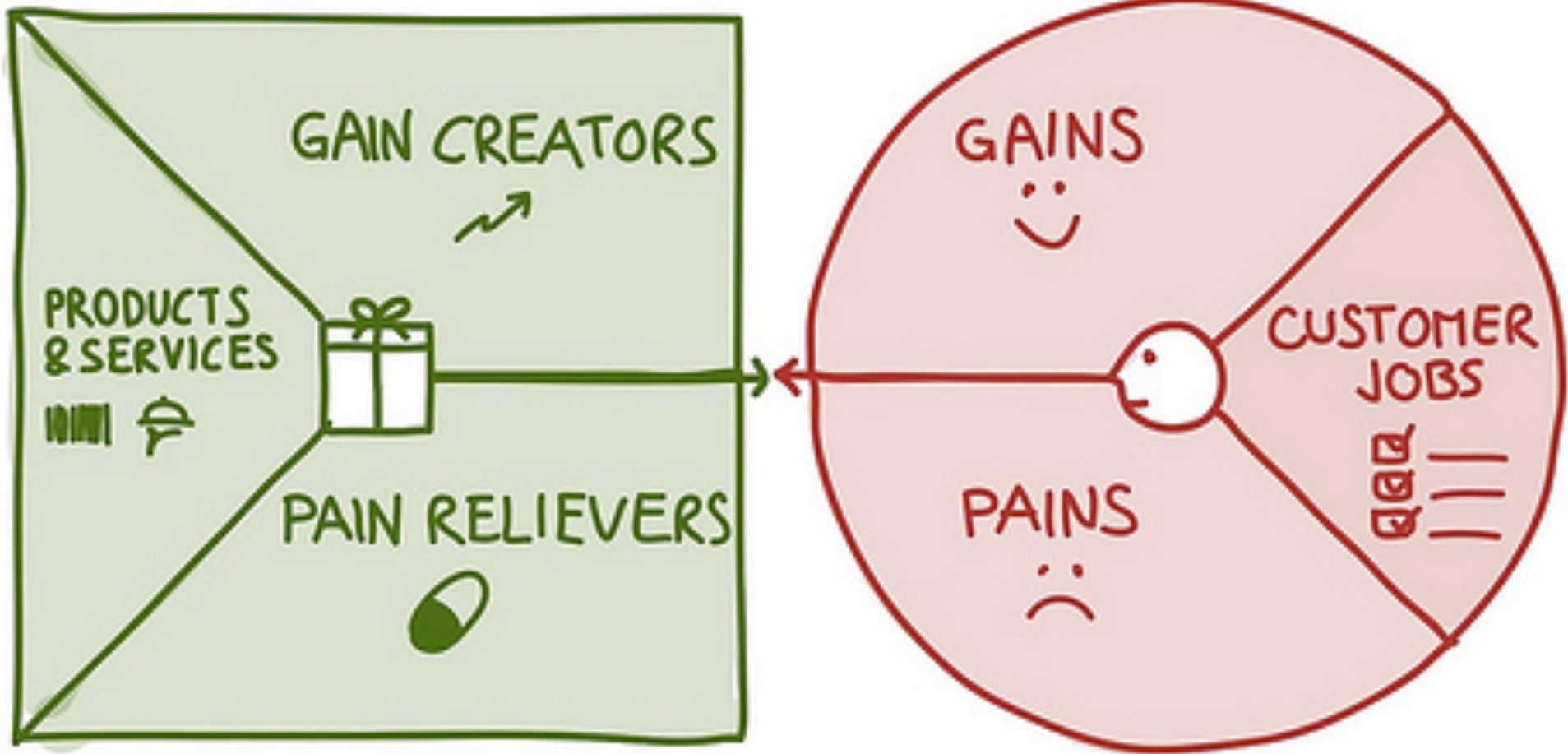
...and **WHO** are your customers?

Value Proposition

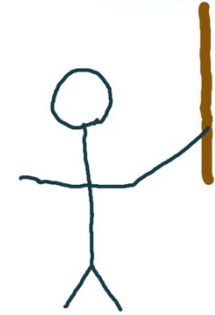
My company, (company name), is developing (something) to help (someone solve some problem with secret sauce).

Products

Tool: Value Proposition Canvas



**KEEP IT
SIMPLE
STUPID.**



Minimum Viable Product



(prototype)



(minimum viable product)



(product)

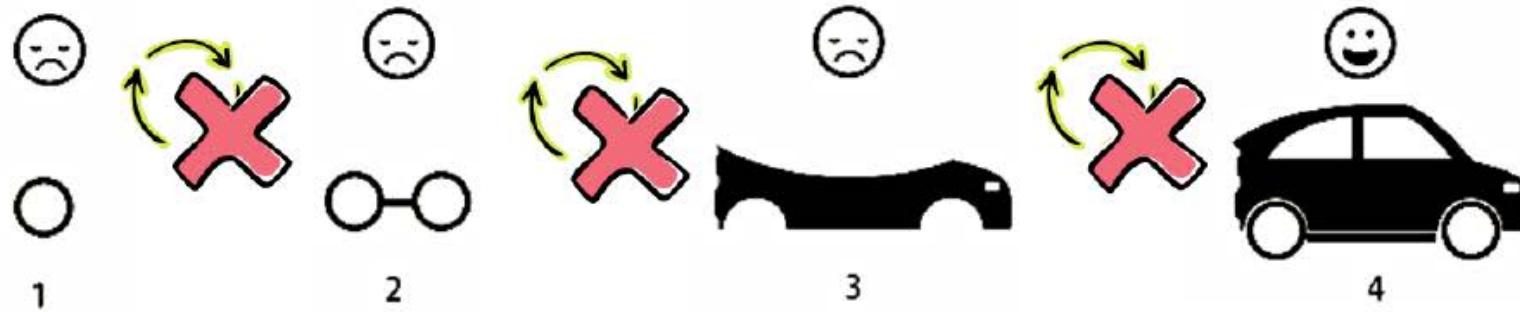
Define Minimum Viable Product – *Physical*

- First, tests your understanding of the problem (pain)
- Next tests your understanding of the solution (gain)
 - Proves that it solves *a core problem* for customers
- The minimum set of features needed to learn from earlyvangelists
 - Interviews, demos, **prototypes**, etc
 - Lots of eyeball contact

Define the Minimum Viable Product – *Web/Mobile*

- NOW build a “low fidelity” app for customer feedback
 - tests your understanding of the problem
- LATER build a “high fidelity” app tests your understanding of the solution
 - Proves that it solves *a core problem* for customers
 - The minimum set of features needed to learn from early evangelists
- Avoid building products nobody wants
- Maximize the learning per time spent

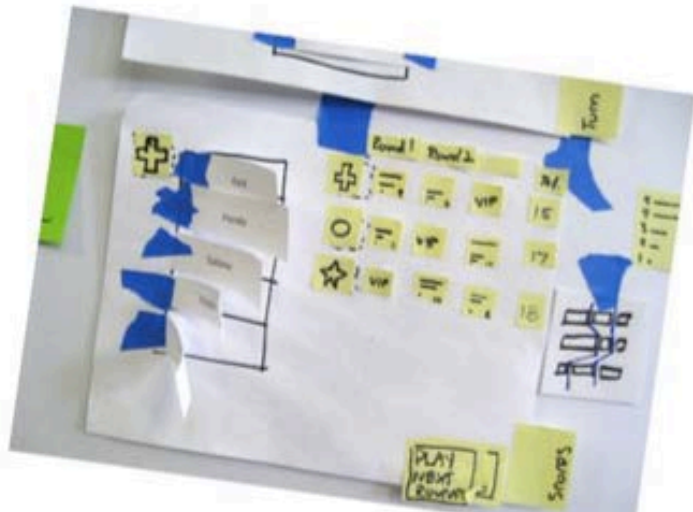
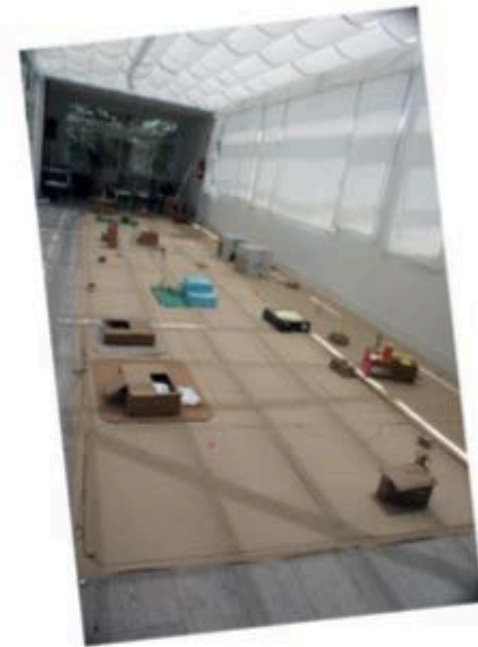
desarrollo en cascada



desarrollo ágil

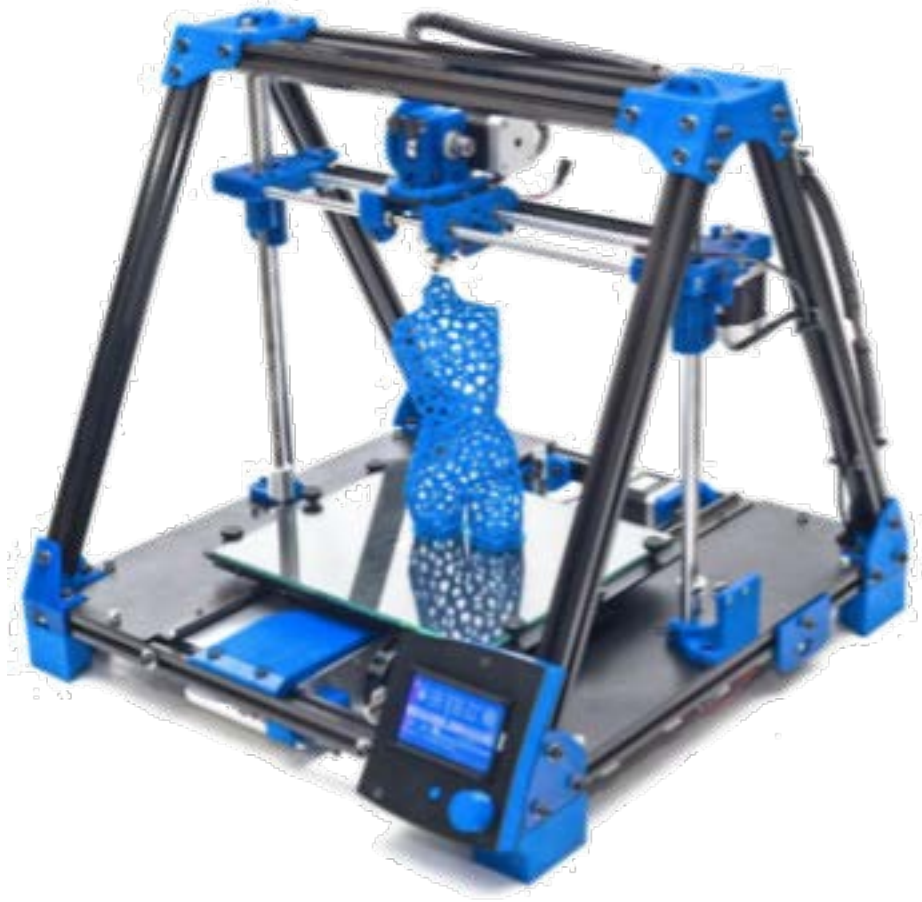


Paper and paperboard





3D Printer





SERIOUSPLAY™

Certified Partner



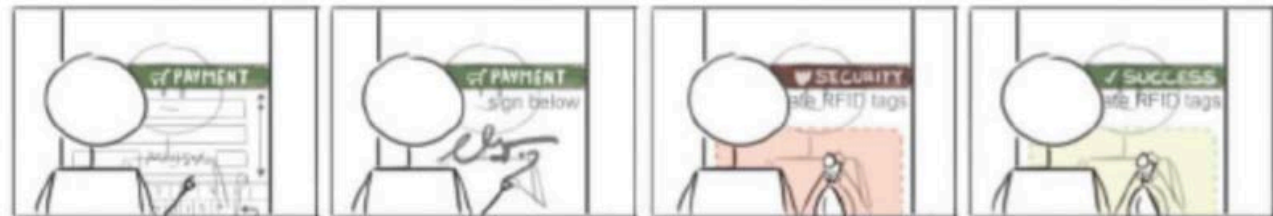
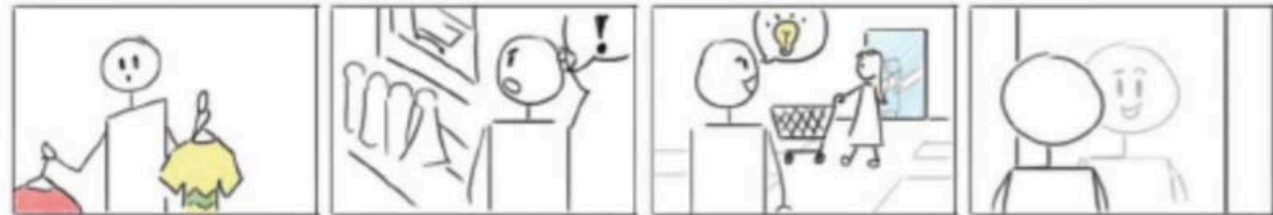
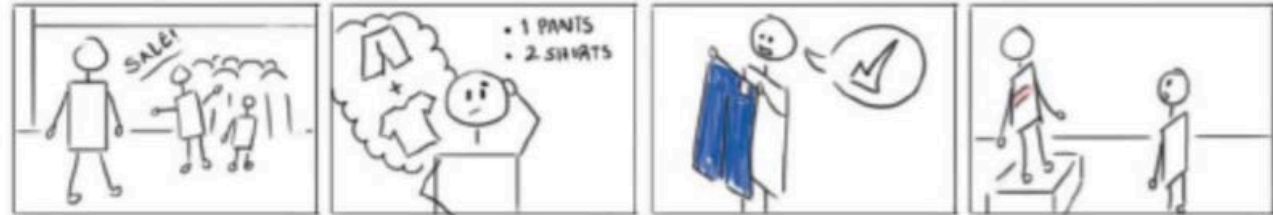
Infographics



Piktochart



storyboards

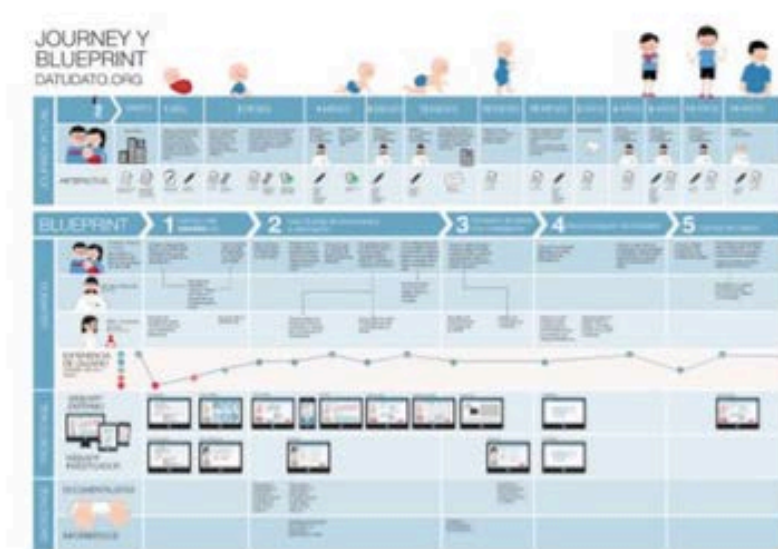


Video

POWTOON



customer journey maps



 Touchpoint Dashboard



JOURNEY Y BLUEPRINT

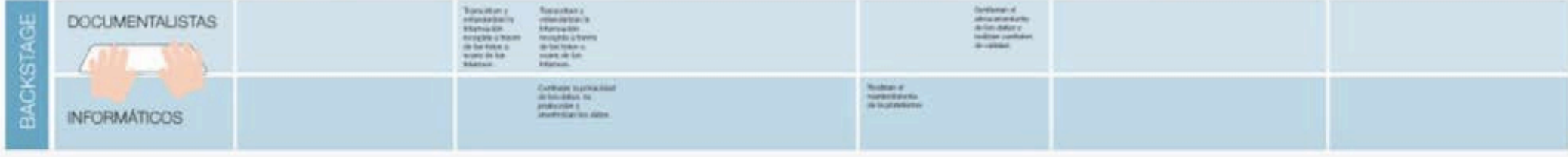
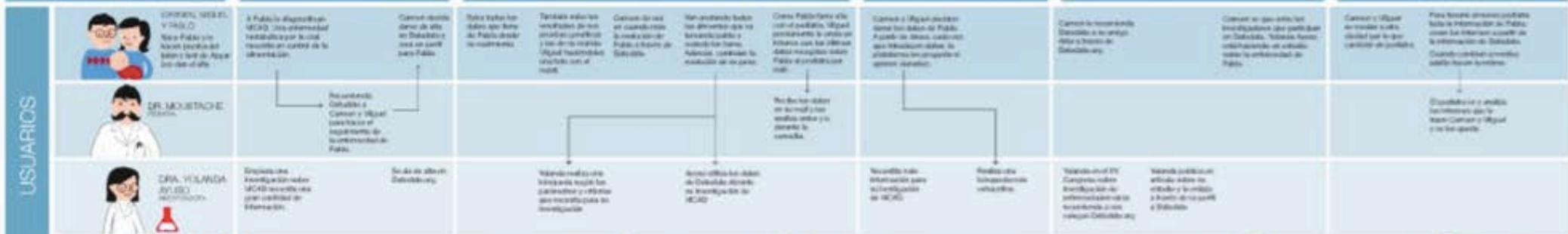
DATUDATO.ORG



JOURNEY ACTUAL	PARTO	1 MES	2 MESES	4 MESES	6 MESES	12 MESES	15 MESES	18 MESES	3 AÑOS	4 AÑOS	6 AÑOS	12 AÑOS	14 AÑOS
	Nuevo Páido	Uso de la Cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.	Uso de la cámara móvil de Instagram y la App de Datos para el registro de datos de salud y el uso de la App de Datos para el registro de datos de salud.
ARTEFACTOS													

BLUEPRINT

- 1 Conoce y usa datudato.org
- 2 Uso, Subida de documentos e información
- 3 Donación de datos a la investigación
- 4 Recomendación de Datudato
- 5 Cambio de médico



Touchpoint Dashboard



roleplay



Apps for Prototyping Apps



team

you are the perfect team...



... but if you don't describe it properly ...

... you're going to seem 4 times the same person.



Three profiles for a Dream Team:

“To run an efficient team, you only need three people: a Hipster, a Hacker, and a Hustler.”

The Forbes logo, consisting of the word "Forbes" in a white, serif font, set against a dark grey rectangular background.

HIPSTER



HIPSTERS

It takes a lot of effort to look like you don't care.

HIPSTER

Usually working their way into the mix as the **designer** or creative genius, they'll make sure the final product is cooler than anything else out there. But, not only that, they'll ensure the shade of blue used to accent the font really brings out the subtle homage to an artist from the '70's you've probably never heard of.

CUSTOMIZATION

DESIGN

USER EXPERIENCE

BRAND

MARKETING

HACKER



KIT MCGIVER

HACKER

The one most likely to sit quietly through a board meeting until uttering the three sentences that **answers the all important question of “how?”** the new idea or initiative can be brought into reality. Resembling MacGyver with their ability to wield various lines of code or programming languages, you’ll get dizzy trying to keep up with their keystrokes.

NEWNESS

TECHNOLOGY

PERFORMANCE

HUSTLER

**SUIT
UP!**



Because tonight is going to be legendary!!!!

HUSTLER

They have the tendency to be the most misunderstood member of this trio. The Hipster is likely to accuse the Hustler of having sold out to the man because of their constant question of **“It’s cool, but is it something our partners and clients want?”** The Hacker is likely to do their best to avoid one on one conversations with the Hustler as a result of jock vs. geek episode back in high school.

PRICE

COST REDUCTION

Three profiles for a Dream Team:

When the **Hipster** brings the **creative design** and cool factor, the **Hacker** brings their utility belt of **technology solutions**, and the **Hustler** finds the right way to package it all up and take it to the masses in the form of **sales** and partnerships, it is a combination that is tough to beat.

The only question is, does your team have all three?

MEMBER PROFILE



Name

Where are you from?

Age

Education

Work Experience

Success, Failures

Business Reputation

Startup position

Startup roles

Motivation

DEFINE ROLES

CEO

CTO

CMO

Finance

Sales

Maintenance

R&D

Design

Programmer

...

Add descriptions related to each product.

Never assigned the same role to several members.

finance
product viral
promotion sale team
business internet
social media presentation
represent management price
marketing strategy
recommendation
market innovation
advertising distribution
quality branding
design blogs place
growth store planning
manager





let's define your customer segment...



**“Someone calling themselves
a customer says they want
something called service.”**

... if you can.

CUSTOMER SEGMENT



1) MASS MARKET

2) NICHE SEGMENT: Girls under 30.

3) SEGMENTED: 2 + Blond girls under 30.

4) DIVERSIFIED: Girls under 30 + Girls over 50

5) MULTI-SIDED PLATFORMS: One depends on another.

Define your target segment:

- Photo and Sharing Service


Possible Customers List

Really broad category: Anyone that shares lots of photos and videos.

More Specific:

1. Photographers
2. Videographers
3. Graphic Designers
4. Architects
5. Doctors
6. Parents
7. Consumers

Pick your strongest customer segment.



- Distinguish customers (pay) and users.

TAM: total possible demand for your product

Total number of farmers.

SAM: based on your current business model

Number of farmers who will use methane for power generation.

SOM: based on practical limits of your business model

Number of farmers that I can give service with my resources.

Describe your competitors:


- Sometimes it is not positive to say that you are the only one developing a unique solution.
- Why nobody is interested in developing something similar?
- → Why are you in a blue ocean?

Describe your competitors:

- A competitor is not someone developing the same product as you, is someone that is giving an alternative solution to the same problem your product is giving an answer to.



CUSTOMER RELATIONSHIPS

- 1) PERSONAL ASSISTANCE
 - 2) DEDICATED PERSONAL ASSISTANCE
 - 3) SELF-SERVICE
 - 4) AUTOMATED SERVICES
 - 5) COMMUNITIES
 - 6) CO-CREATION: Customer is involved in the creation of the product.
- 

CHANNELS



- 1) HOW DO WE INFORM OUR CUSTOMERS?
- 2) HOW DO THEY SEARCH US?
- 3) HOW CAN THEY PURCHASE OUR PRODUCTS?
- 4) HOW ARE WE DELIVERING THE PRODUCT?
- 5) IS THERE ANY AFTER SALE SERVICE?

Where are you going to advertise?

Finding initial prospects (outbound)

1. Make a list of 1 degree contacts
2. Ask for introductions
3. Email list from teaser page
4. Blog readers
5. Facebook, LinkedIn, twitter
6. Adwords, Facebook Ads
7. Cold Call/Email
8. Sponsor groups/events
9. Other

Building scalable channels (inbound)

1. Content Marketing
2. Advertising
3. Sales force
4. Referrals



MARKETING

- **Define your customer segment.**
- **Define your target segment and your early adopters.**
- **Market size: Define your TAM, SAM and SOM.**
- **Describe your competitors.**
- **Define customer relationships.**
- **Define channels.**
- **Define number of sales you expect.**

Marketing

Related Business Model Canvas Blocks:
Customer Segments, Customer Relationships & Channels

Customer Relationships



Channels



Customer Segments



Define Customer **Archetype/Persona**

- Who are they?
 - Position / title / age / sex / role
- How do they buy?
 - Discretionary budget (name of budget and amount)
- What matters to them?
 - What motivates them?
- Who influences them?
 - What do they read/who do they listen to?
- Draw a Day in the Life of the customer

Marketing

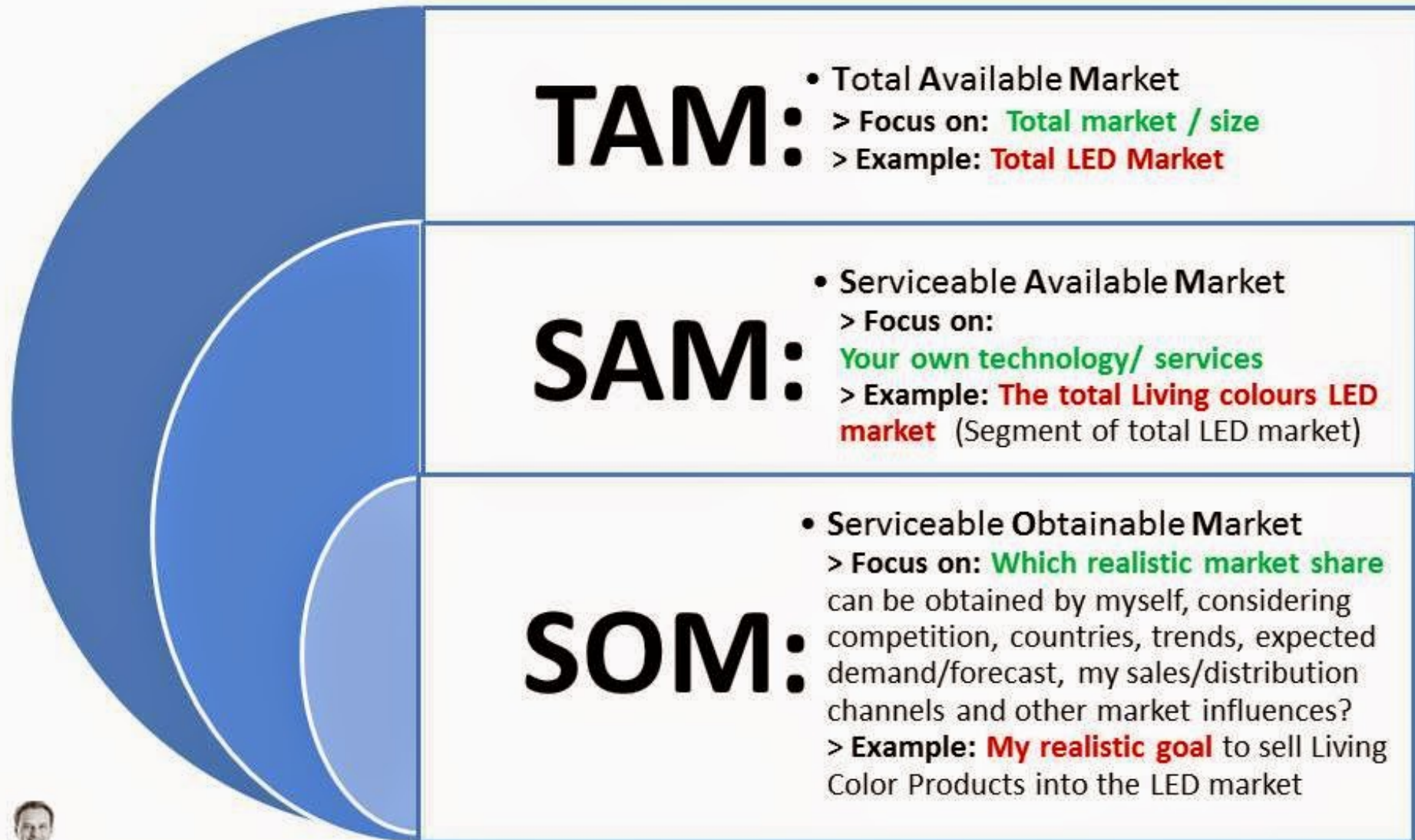
Tools: **TAM, SAM, SOM**



Customer Segments



TAM SAM SOM Market Evaluations - Easily Explained



Four Types of Markets



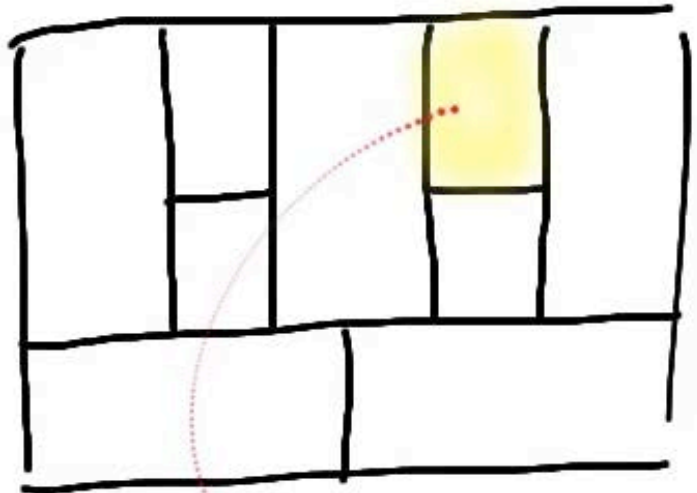
- **Existing Market**
 - Faster/Better = High end
- **Resegmented Market**
 - Niche = marketing/branding driven
 - Cheaper = low end
- **New Market**
 - Cheaper/good enough can create a new class of product/customer
 - Innovative/never existed before
- **Clone Market**
 - Local adaptation

Market Type

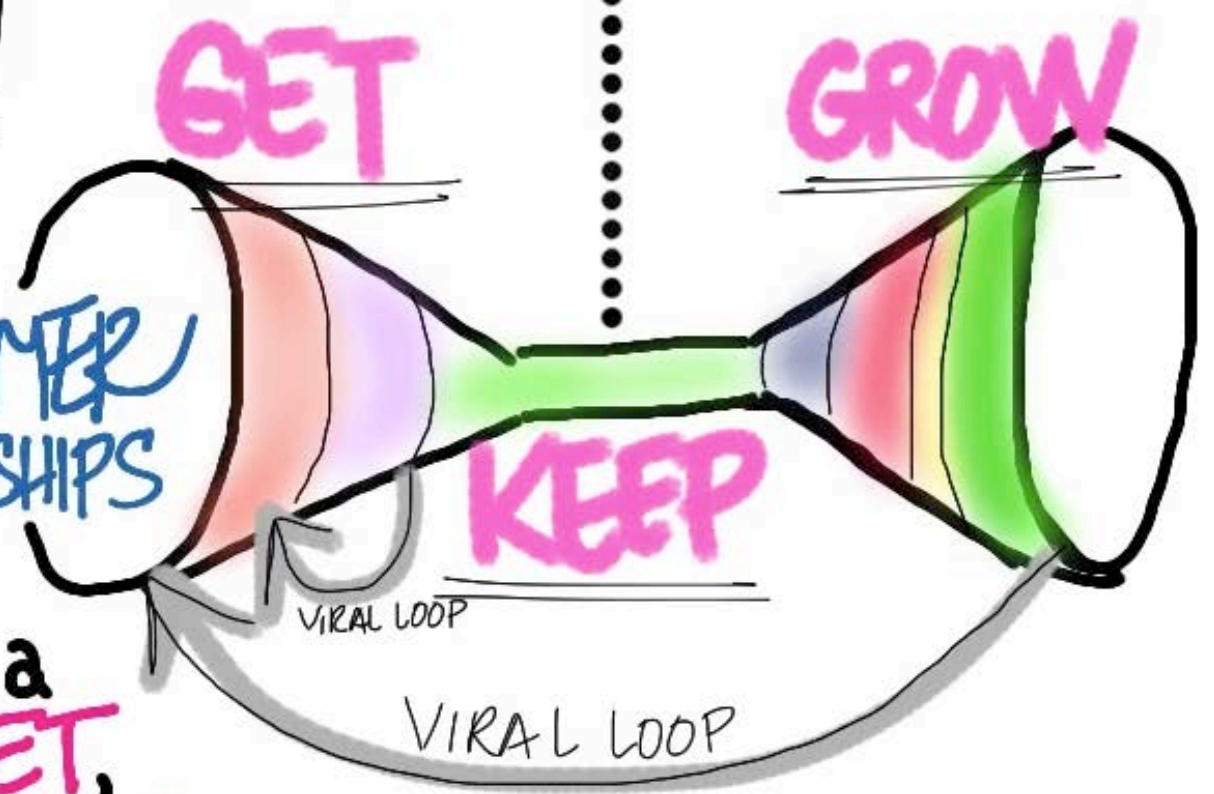
	Existing	Resegmented	New	Clone
Customers	Known	Possibly Known	Unknown	Possibly Known
Customer Needs	Performance	Better fit	Transformational improvement	Local version
Competitors	Many	Many if wrong, few if right	None	None
Risk	Lack of branding, sales and distribution ecosystem	Market and product re-definition	Evangelism and education cycle	Misjudge local needs
Examples	Google	Southwest	Groupon	Baidu

- Rate of customer adoption
- Sales and Marketing strategies
 - Cash requirements

Just like in Channels,
these are DIFFERENT for
WEB/MOBILE VERSUS
PHYSICAL...



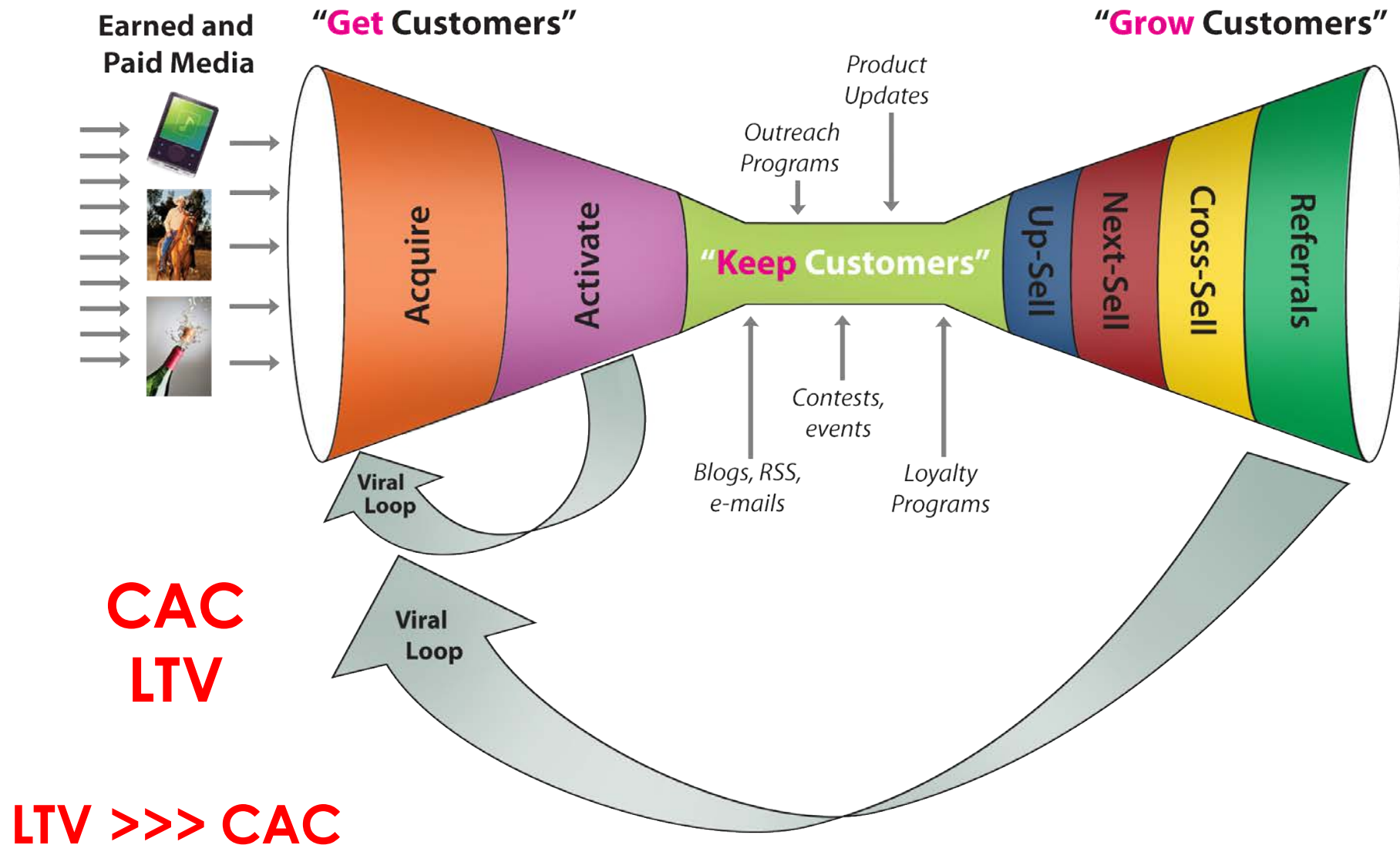
CUSTOMER
RELATIONSHIPS

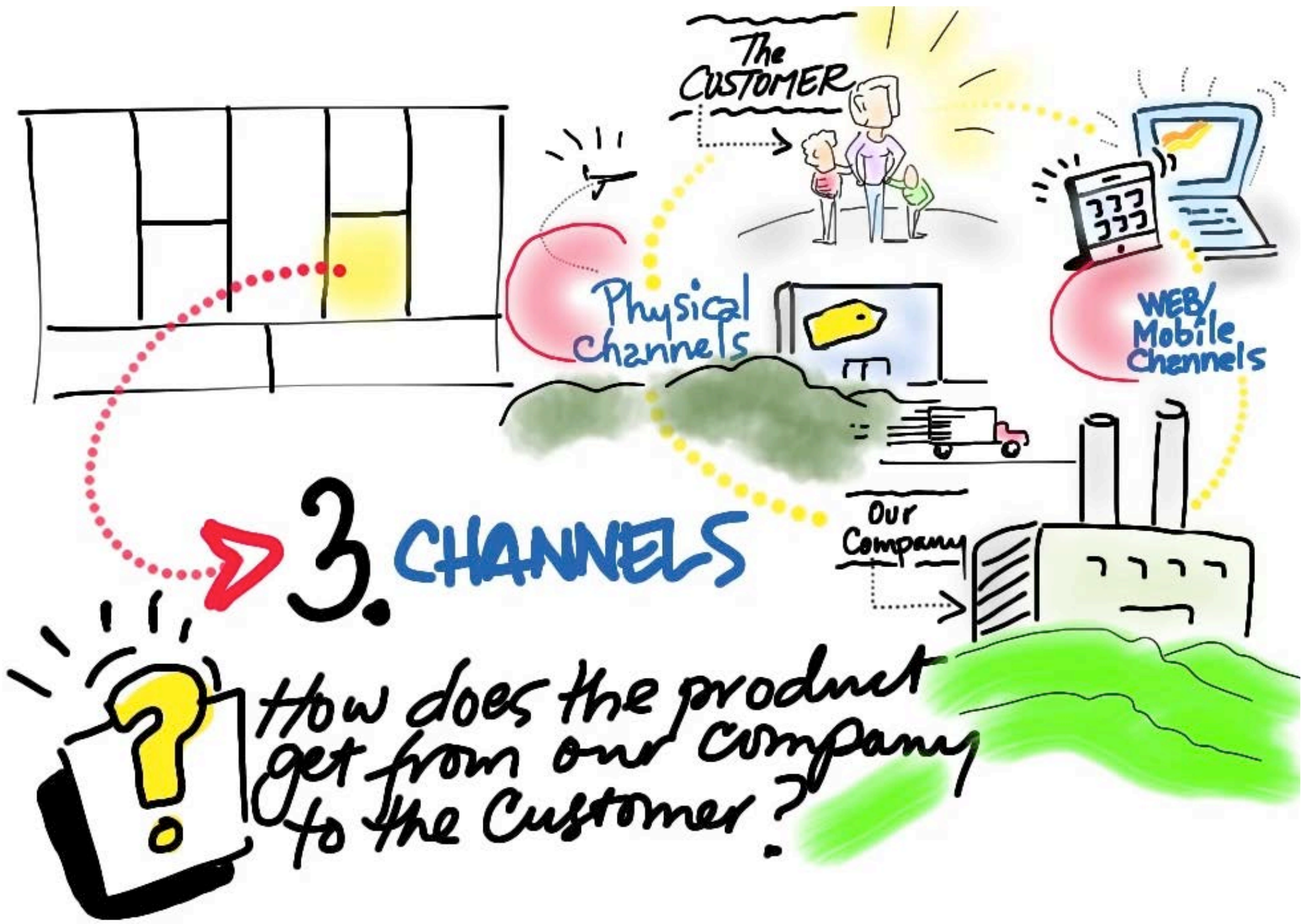


How does a
company GET,
KEEP, GROW
CUSTOMERS?

Customer Relationships

Web/Mobile Products **Get/Keep/Grow**





business system & organisation

Describe your key resources

INTELLECTUAL

- Brands
- Proprietary knowledge
- Patents
- Copyrights
- Partnerships
- Customer databases

Describe your key resources

PHYSICAL

- Manufacturing facilities
- Buildings
- Vehicles
- Machines
- Point-of-sales
- Distribution networks

Describe your key activities

- Design the product
- Make the product
- Deliver the product
- Solve problems
- Marketing
- Other logistics

**In which activities are you focused on?
Which activities are going to be done by
partners? Why?**

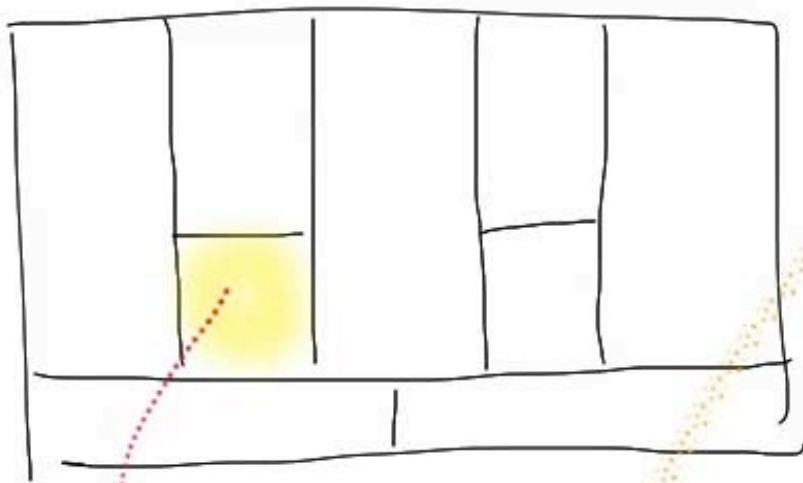
BUSINESS SYSTEM

- **Define your key resources.**
- **Define your key activities.**
- **Focus on some of those activities.**
- **Characterize your organization (corporate culture).**
- **Outsourcing → Partners.**
- **Describe milestones and key metrics.**
- **Describe the path from idea to market, and from user to customer.**

Business system and organisation

Related Business Model Canvas Blocks: **Key Resources, Key Partners**

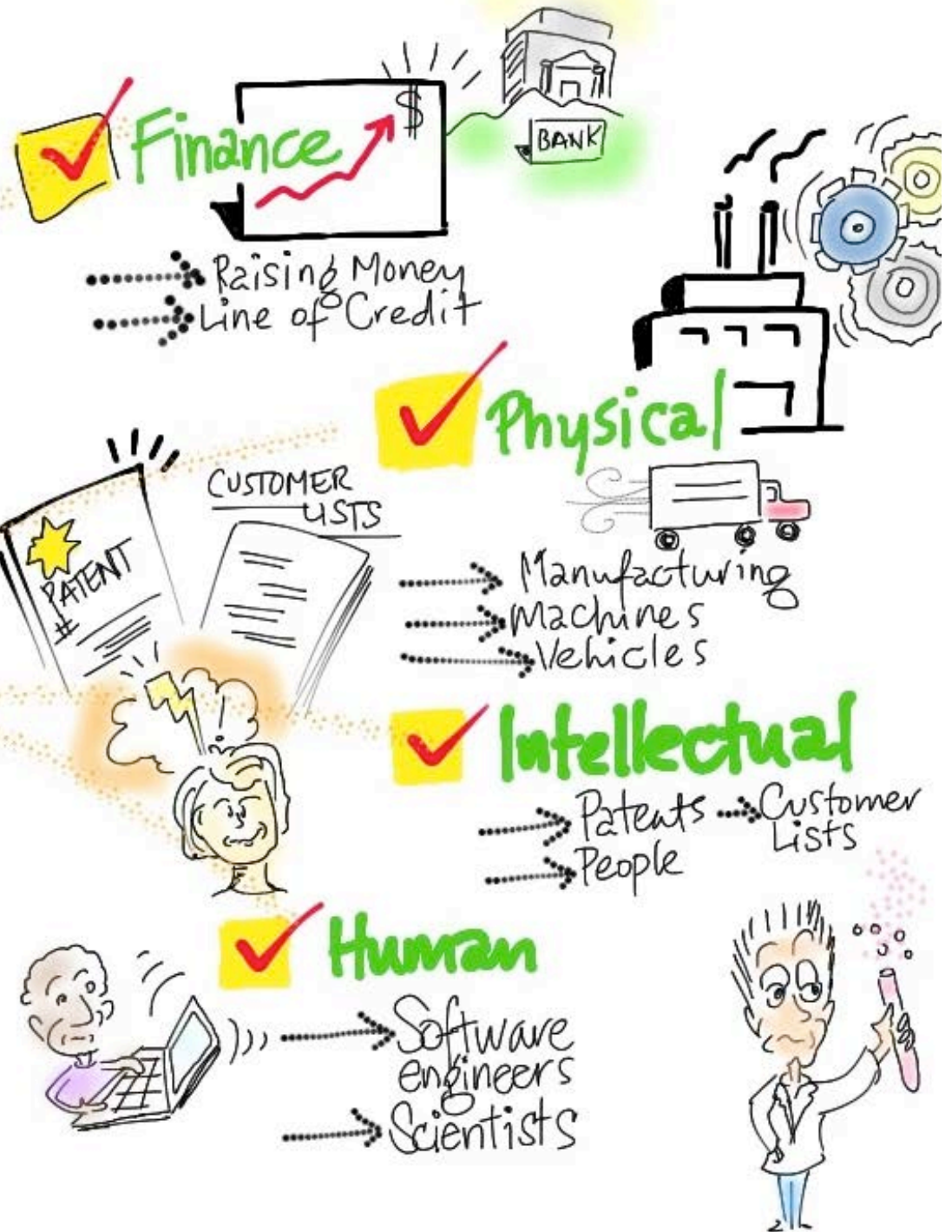




6. KEY RESOURCES

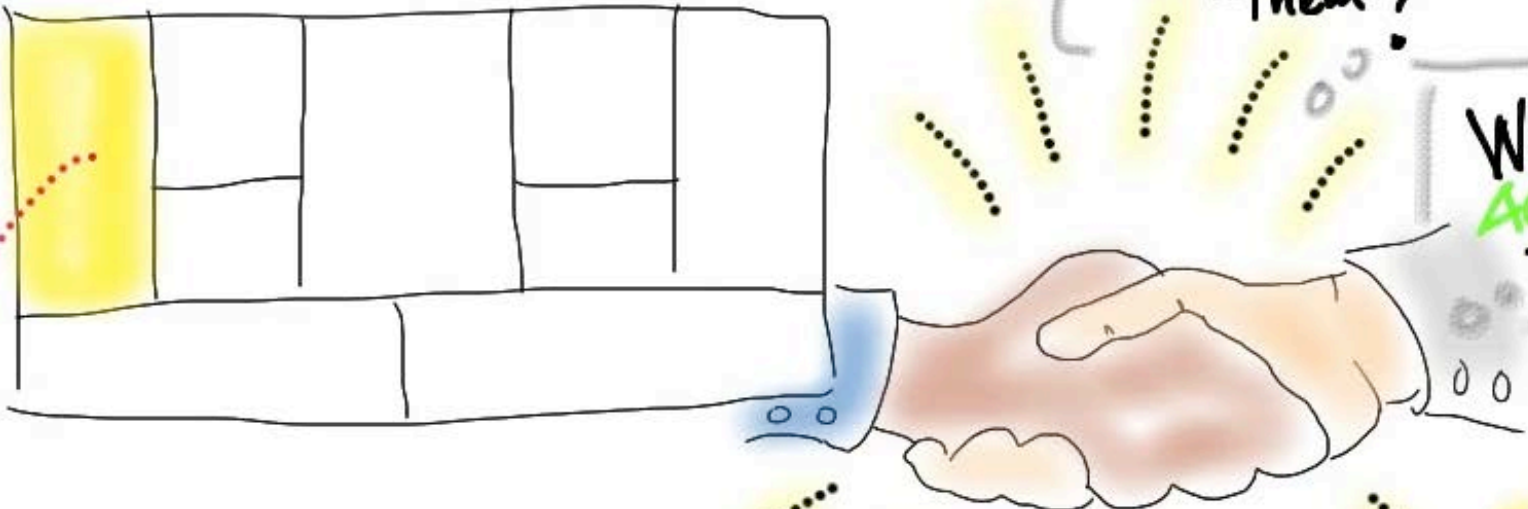


What are the **MOST IMPORTANT ASSETS** required to make the business model **WORK**?



WHAT **KEY RESOURCES** are we acquiring from them?

What **KEY ACTIVITIES** do they perform?



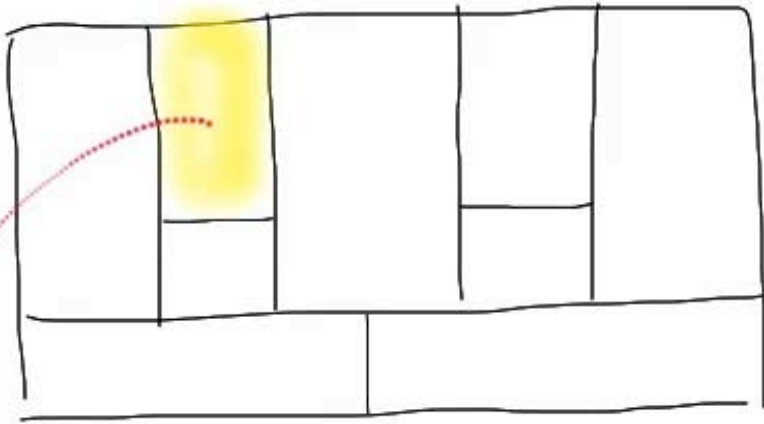
KEY PARTNERSHIPS



Who are the **KEY PARTNERS** and **SUPPLIERS** needed to make the business model **WORK**?



• JOINT VENTURES



8. KEY ACTIVITIES



What are the **MOST IMPORTANT THINGS** the company must **DO** to make the business model **WORK**?

● PRODUCTION



● PROBLEM SOLVING

- CONSULTING
- ENGINEERING

WE CAN SOLVE THIS!



● SUPPLY CHAIN MANAGEMENT



risks



RISKS

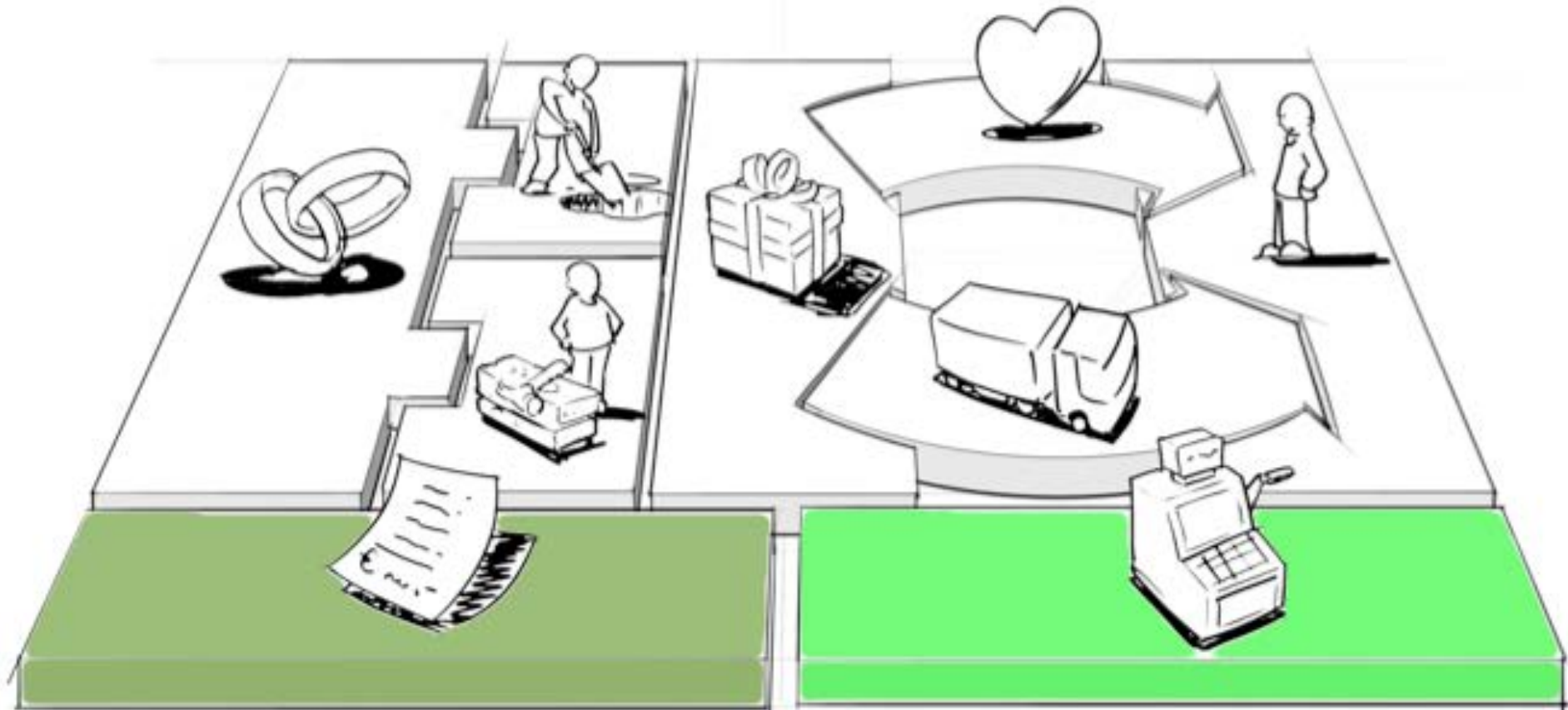
- **What risks can you see that might threaten the success of your enterprise?**
- **How will you deal with these risks, and how will you minimize their impact?**
- **What is the quantitative effect of the individual risks (scenarios)?**
- **How would the business survive the worst case?**

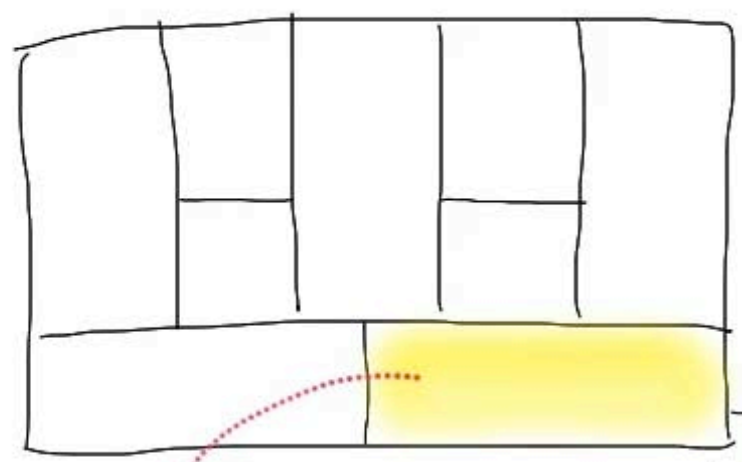
finance



Finance

Related Business Model Canvas Blocks: **Revenue Streams, Cost Structure**





What **VALUE** is the customer paying for?



5. REVENUE MODEL

REVENUE MODELS (i.e. direct sales) are the **STRATEGY**.

PRICING is the tactic (i.e. fees, subscriptions etc.)



How does the company **MAKE MONEY** from each customer segment?

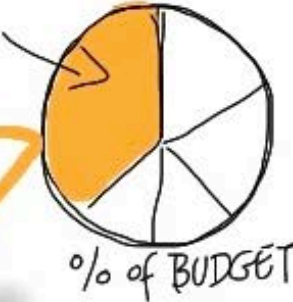


WHAT ARE the MOST IMPORTANT COSTS?

WHAT ARE THE MOST EXPENSIVE RESOURCES?

9. Cost Structure

FIXED COSTS?
VARIABLE COSTS?



What KEY ACTIVITIES are the MOST EXPENSIVE?

What are the **COSTS** to operate the **BUSINESS MODEL**?

Economies of Scale?





Describe cost structure

Direct Costs		per unit
Product/Service 1		0
Product/Service 2		0
Product/Service 3		0

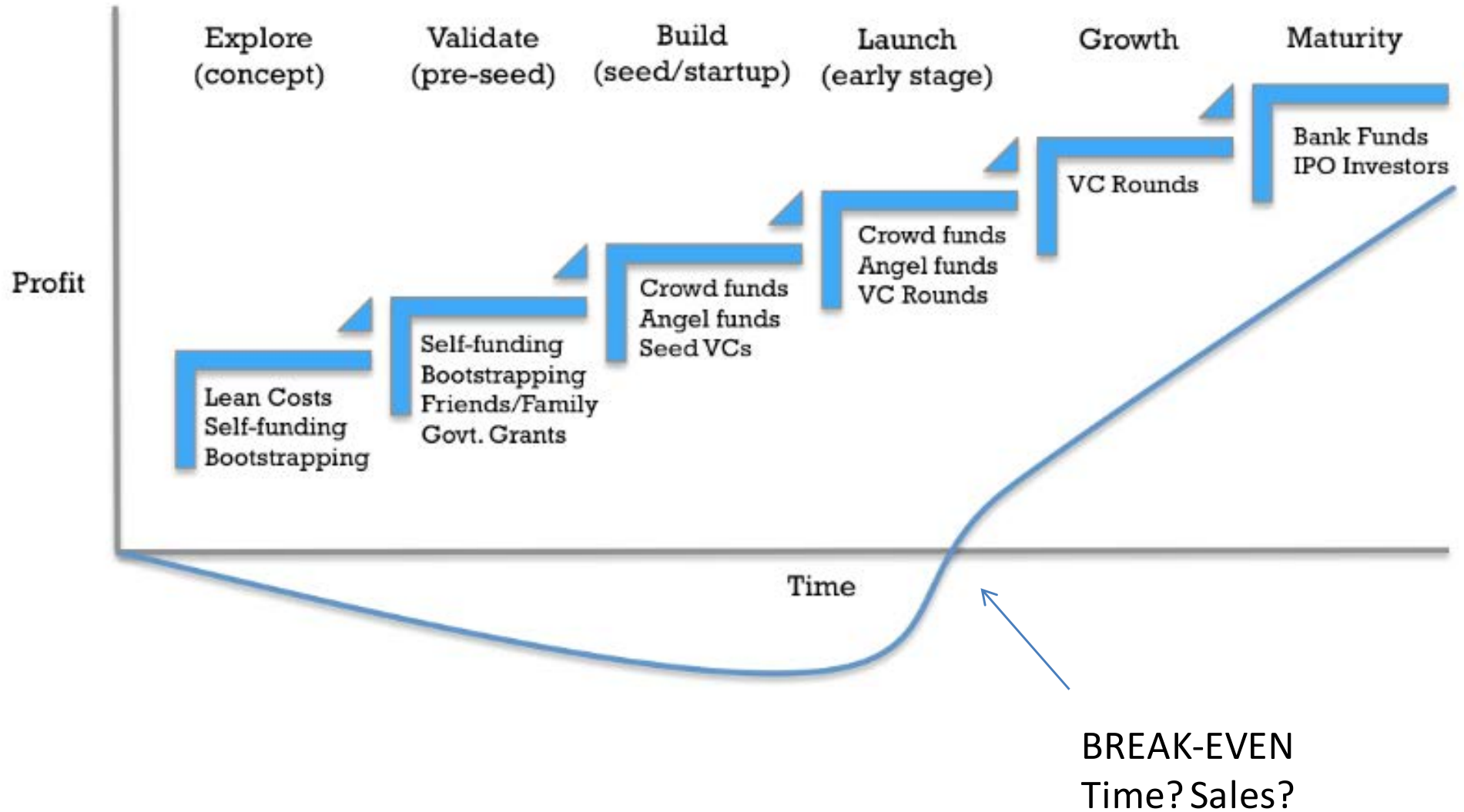
Indirect Costs		yearly
Company registration		0
Transportation		0
Travel		0
Office		0
Net Salaries		0
Salary overhead*		0
Legal costs		0
Insurance		0
Marketing		0
Bank Fees		0
Others		0

WHAT CAPITAL DO YOU NEED?

Long-term assets purchases
+ First Year Direct + Indirect costs

Long-term Assets purchases	Year 1
Machines	0
Patents and Intellectual property	0
Other	0

FUNDING



REVENUE STREAMS

- 1) ASSET SALE
- 2) USAGE FEE
- 3) SUBSCRIPTION FEE
- 4) LENDING/RENTING/LEASING
- 5) LICENSING
- 6) INTERMEDIATION
- 7) ADVERTISING



FINANCE

- **Describe cost structure.**
- **Describe how much capital you need.**
- **Describe funding sources.**
- **Define time and number of sales required for reach break event.**
- **Describe revenue streams.**
- **Define prices for your products.**
- **Define up-sellings and x-sellings.**

THANK YOU !!

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