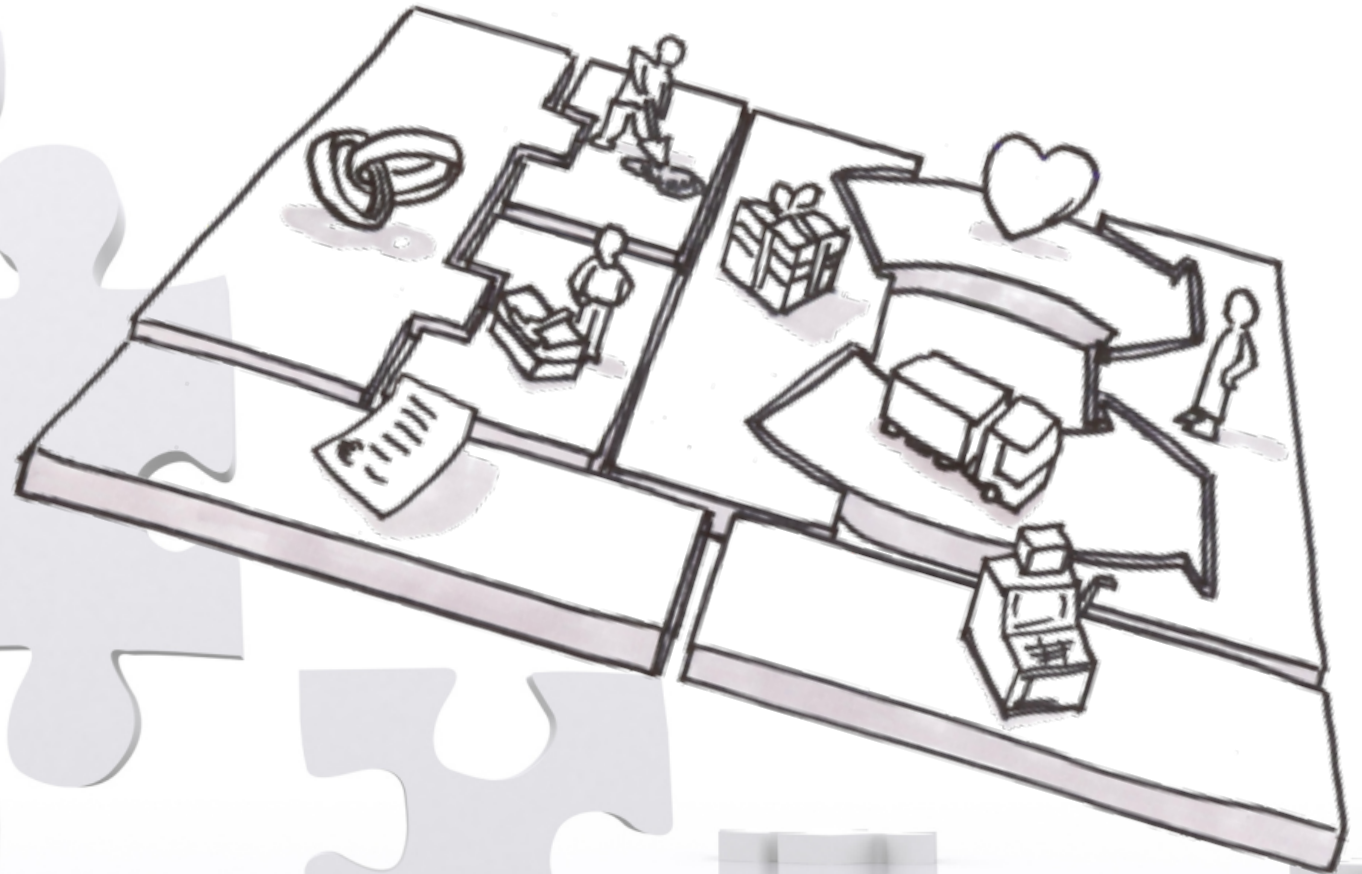


IDEASUPV  
tu empresa empieza aquí




# Business Model Generation

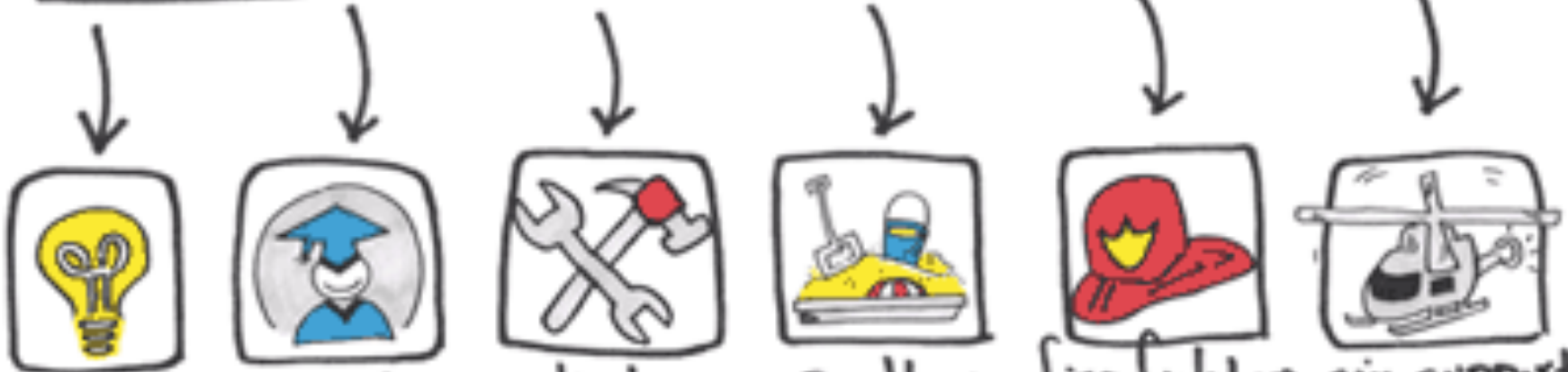
Goris, may 2018

What is the  
**necessary** and  
**most important**  
condition for a  
company to  
exist?





innovation ecosystem Design 



inspiration skills tools Sandbox fire-fighter air support

Coaching 





YOU CAN'T TELL  
FACULTY WHAT TO  
DO... IT'S LIKE  
HERDING CATS



DON'T BECOME THE  
**BLOCKAGE**  
TO TECHNOLOGY



# CHALLENGES



LACK OF  
RESEARCH  
FUNDING

CHINA'S GROWTH  
IS **10X** FASTER  
THAN THE US



THE VALLEY  
OF DEATH



WE NEED  
MORE FOCUS &  
INVESTMENT

IT'S ALL ABOUT  
THE **People**

A MAGNET  
FOR INNOVATION



SOME OF THE  
BEST WORK IS  
NOT DONE IN  
FANCY OFFICES



BUT IN A  
TRAILOR

MAKE SURE YOU  
**KNOW**

THE RIGHT QUESTIONS TO ASK

ALWAYS  
THINK ABOUT THE  
**BIG**  
**PICTURE**

Image Think    
WWW.IMAGE6THINK.NET

# THE INNOVATION ECOSYSTEM



See the world  
through the  
**customer's**  
eyes

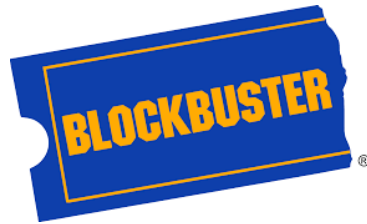
vs



See the world  
from the  
**company's**  
point of view



**NOKIA**



**AVIS**



**ALSA**

**Gillette**





See the world  
through the  
**customer's**  
eyes

vs



See the world  
from the  
**company's**  
point of view





# WHAT'S A COMPANY?

A BUSINESS ORGANIZATION WHICH SELLS A PRODUCT OR SERVICE IN EXCHANGE FOR REVENUE + PROFIT



ENTREPRENEURIAL  
EDUCATION WAS ABOUT  
EXECUTION

MID-20th  
Century



"I have  
a STACK of  
TOOLS for  
administering  
BIG BUSINESS."



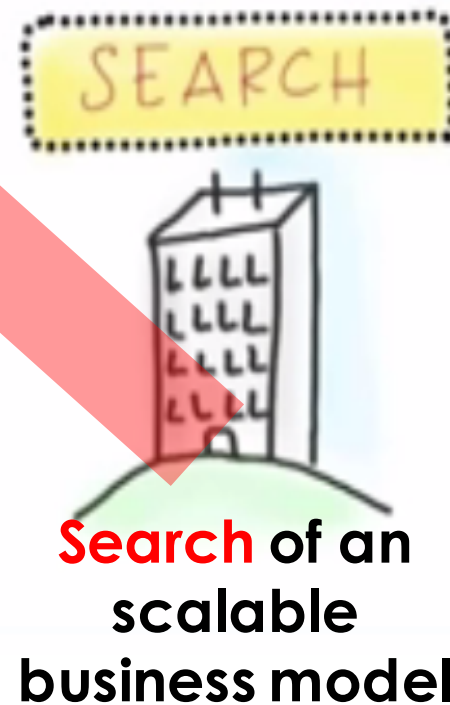
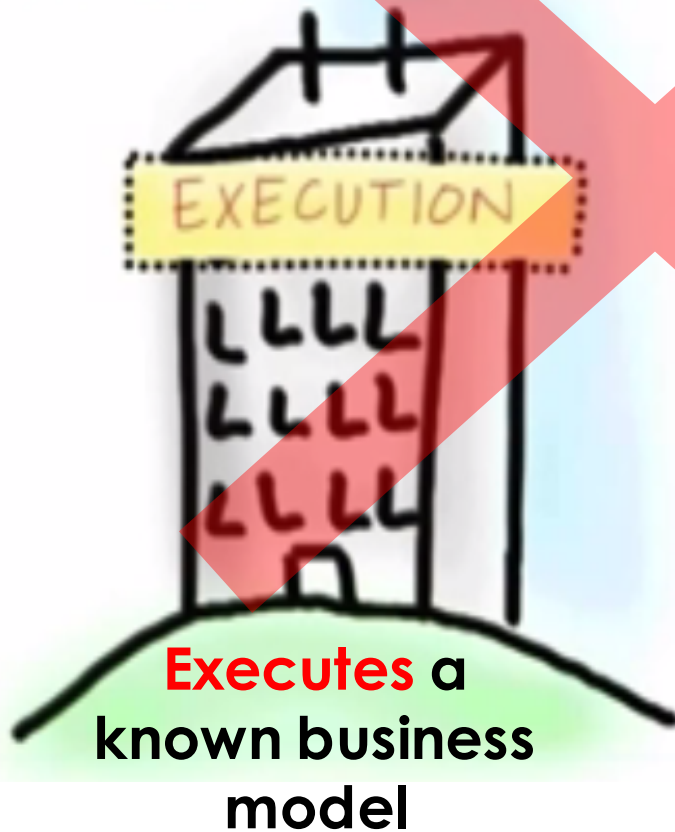
WHAT about  
TOOLS for  
**STARTING**  
a business?

- New Roadmaps
- New Tools
- New Skill Sets



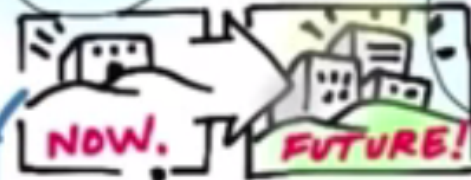
STARTUPS are NOT  
just smaller versions  
of larger companies!

Startups are a **Smaller**  
**Version** of a Large Company



# ? What is a **STARTUP?**

A **TEMPORARY** organization ...



Designed to **SEARCH...**  
For a **REPEATABLE**  
and **SCALABLE...**  
**BUSINESS MODEL**

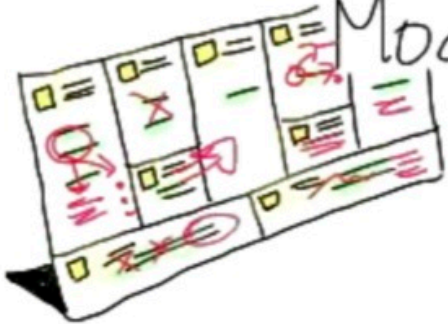




SEARCH

EXECUTION

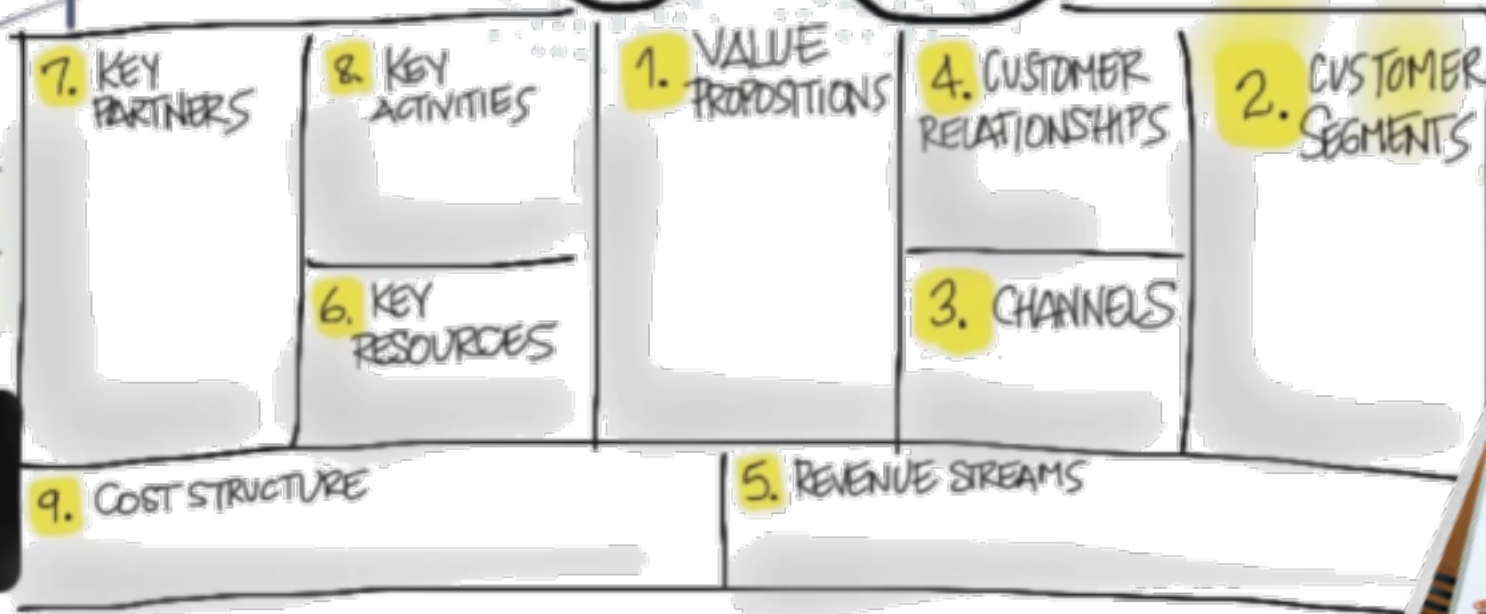
Business Model Hypothesis



# WHAT is a BUSINESS MODEL?

9 Components..

How a company  
**CREATES VALUE** for  
**ITSELF** while  
delivering products  
or services for  
customers.



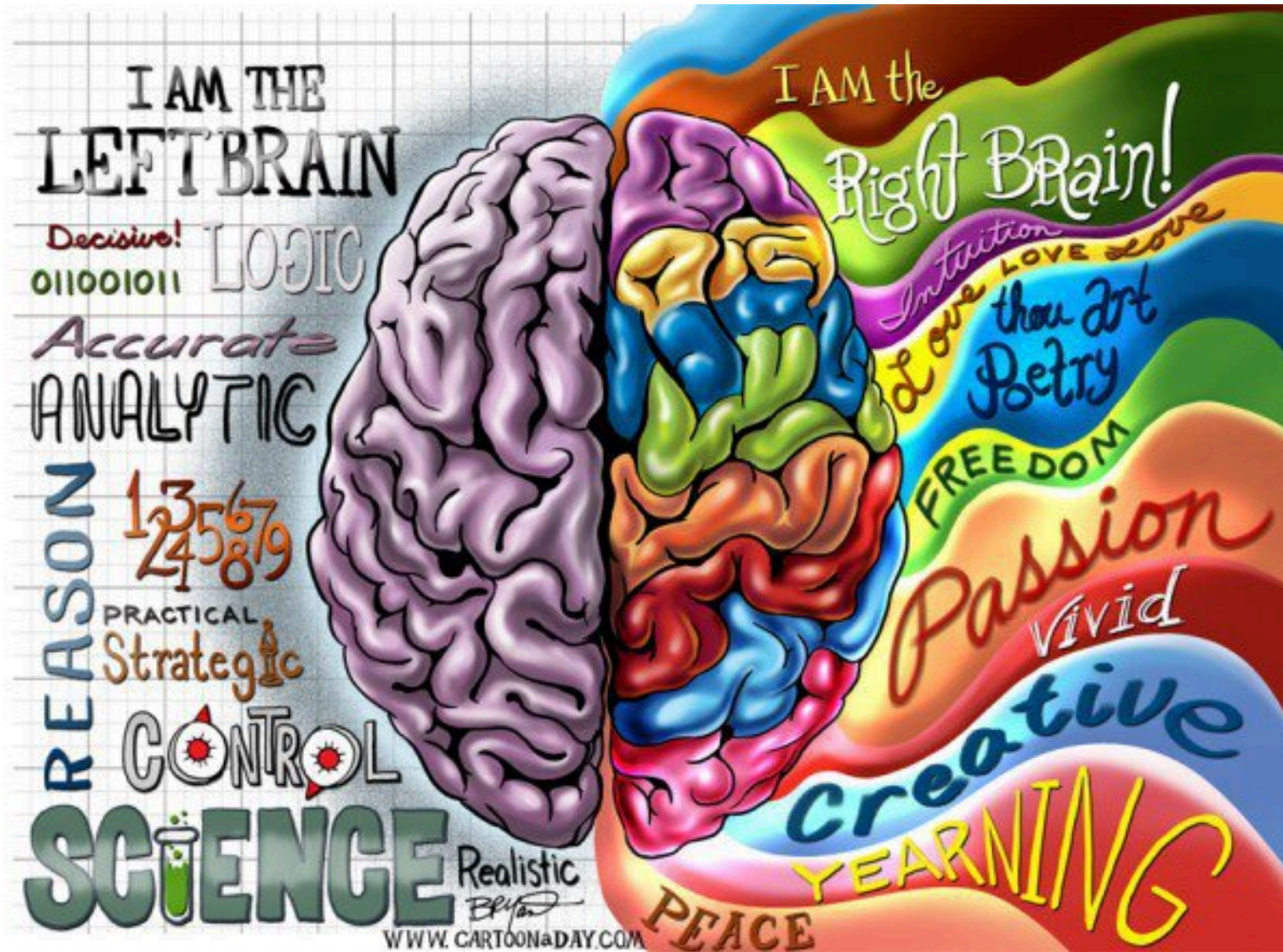




Product or service

Who buy/use it?  
What does he need?  
Where does he find it?  
Why does he buy it?

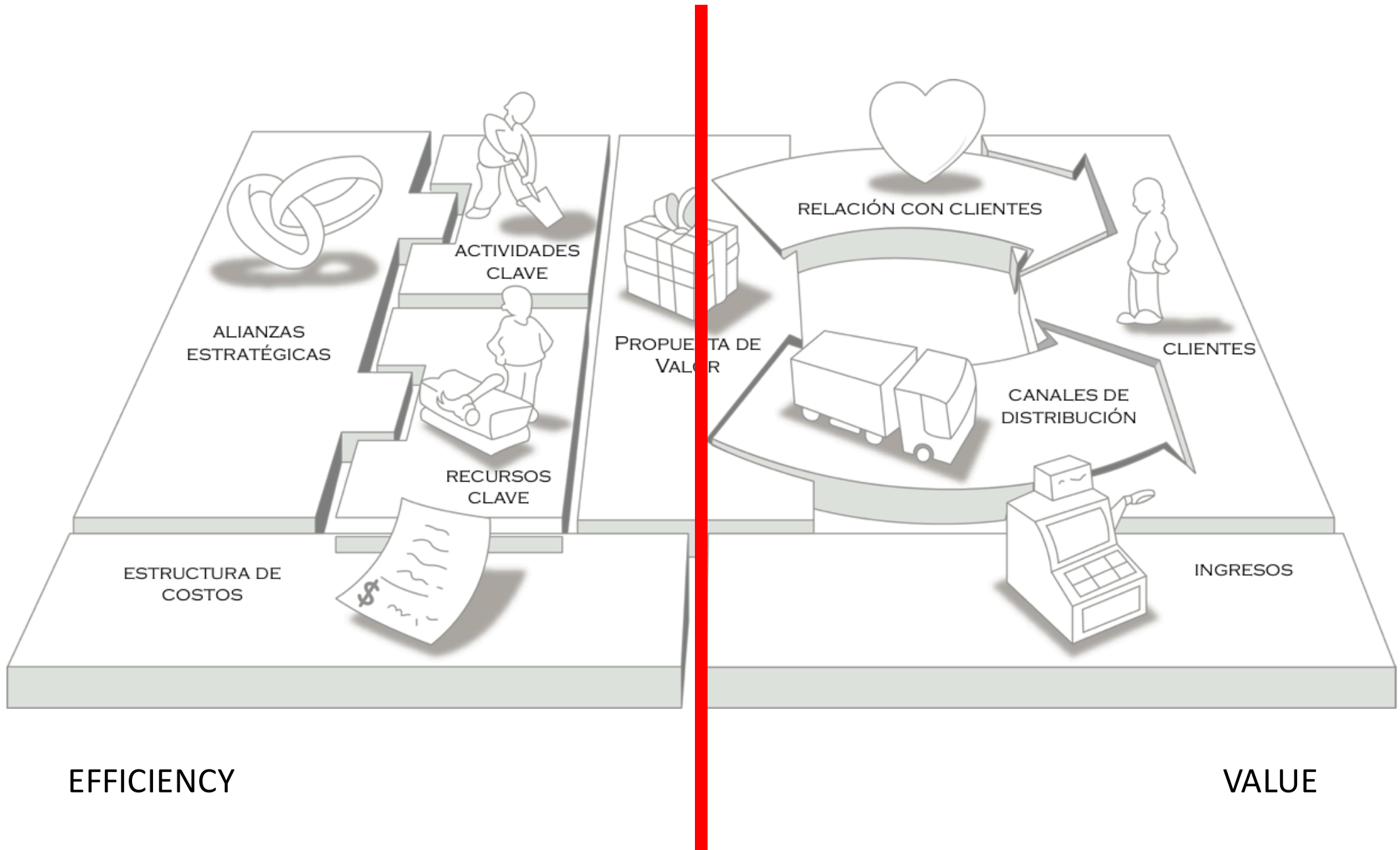
how does he  
pay for this  
product or  
service?



LOGIC

EMOTIONS

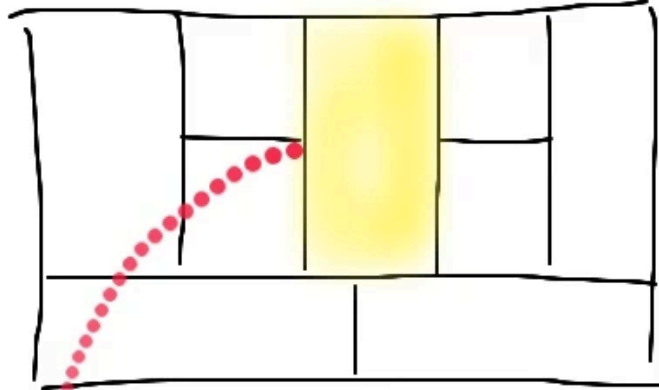
# BUSINESS MODEL CANVAS



EFFICIENCY

VALUE





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

It's about SATISFYING a customer need.

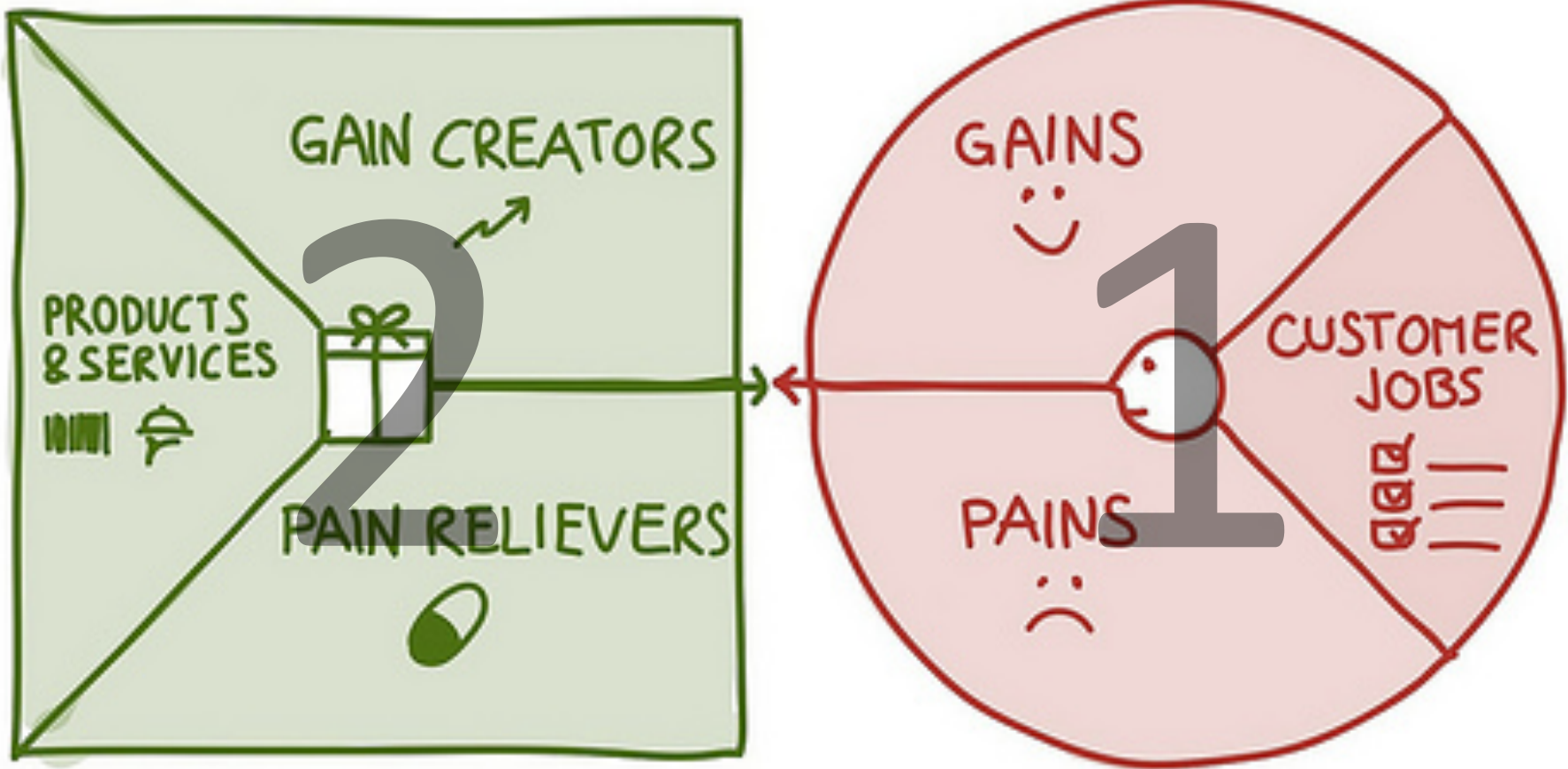


# 1. VALUE PROPOSITIONS

✗ "It's not about your IDEA or PRODUCT!"



...and WHO are your customers?



Customer discovery is not about selling something. When you commit this mistake, you're framing the conversation around what you're interested in, and not what matters to the customer



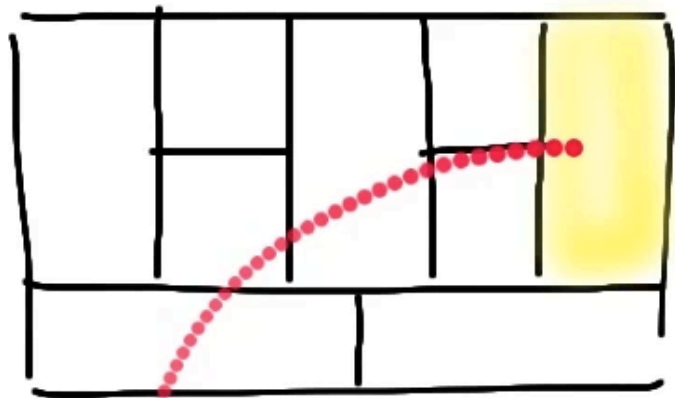


See the world  
through the  
**customer's**  
eyes

vs



See the world  
from the  
**company's**  
point of view



Customer  
ARCHETYPE..

**WHO** are they?  
**WHY** would they buy?

## 2. CUSTOMER SEGMENTS


- GEOGRAPHIC
- SOCIAL
- DEMOGRAPHIC



Your customers do not exist to **BUY**.  
You exist for them.



- ← 24 years old
- ← Male
- ← City dweller
- ← Avid social media user
- ← Single income

A woman with long, dark, wavy hair is looking directly at the camera with a surprised expression. Her mouth is slightly open, and her eyes are wide. She is wearing a white top. A blue speech bubble is positioned to her left, containing the text "Why nobody ask me what I need?". Her right hand is raised, with fingers slightly curled, as if gesturing or questioning.

**Why nobody  
ask me what  
I need?**

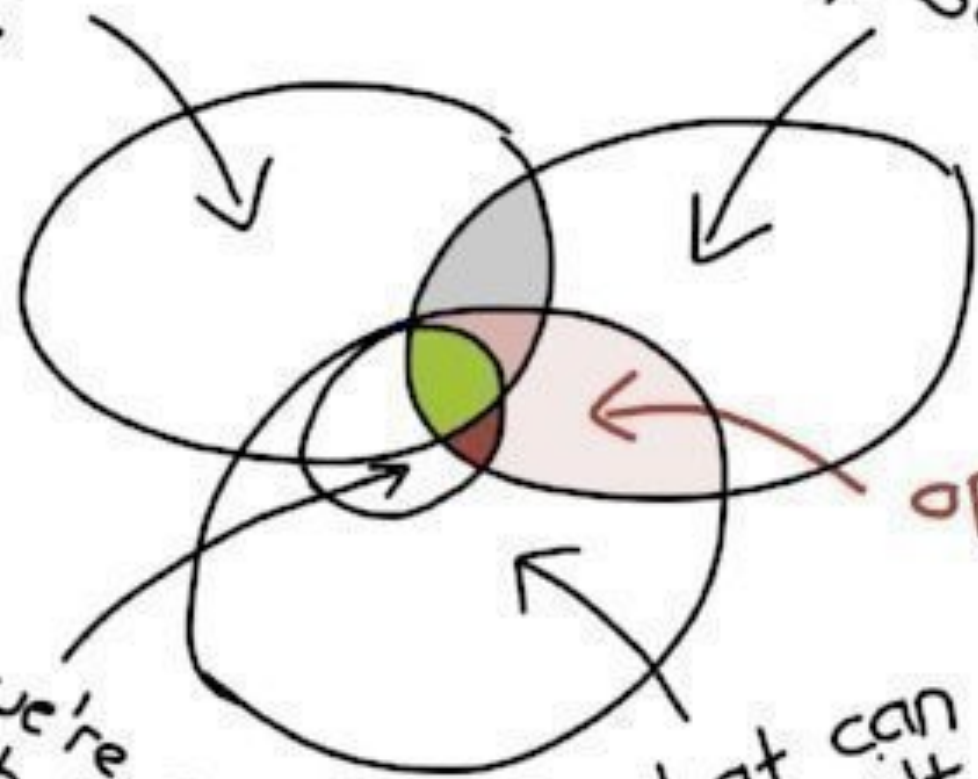
what we think customers want

what customers actually want

what we're actually able to build

what can be built

opportunity







[Adapted from: Steve Blank, The Four Steps to the Epiphany, 2006.]

When you sell to a company, you sell to people. Those people can be categorized into different customer types with different jobs, pains, and gains

# The empathy map

## WHAT DOES SHE **THINK AND FEEL?**

What really matters to her?  
What occupies her thinking?  
What worries and aspirations does she have?



## WHAT DOES SHE **SEE?**

What things her environment influence her?  
What competitors is she seeing?  
What is she seeing friends do?

## WHAT DOES SHE **HEAR?**

What are friends, family and other influencers saying to her that impacts her thinking?

## WHAT DOES SHE **SAY AND DO?**

What is her attitude towards others?  
What does she do in public?  
How has her behaviour changed?

## **PAIN**

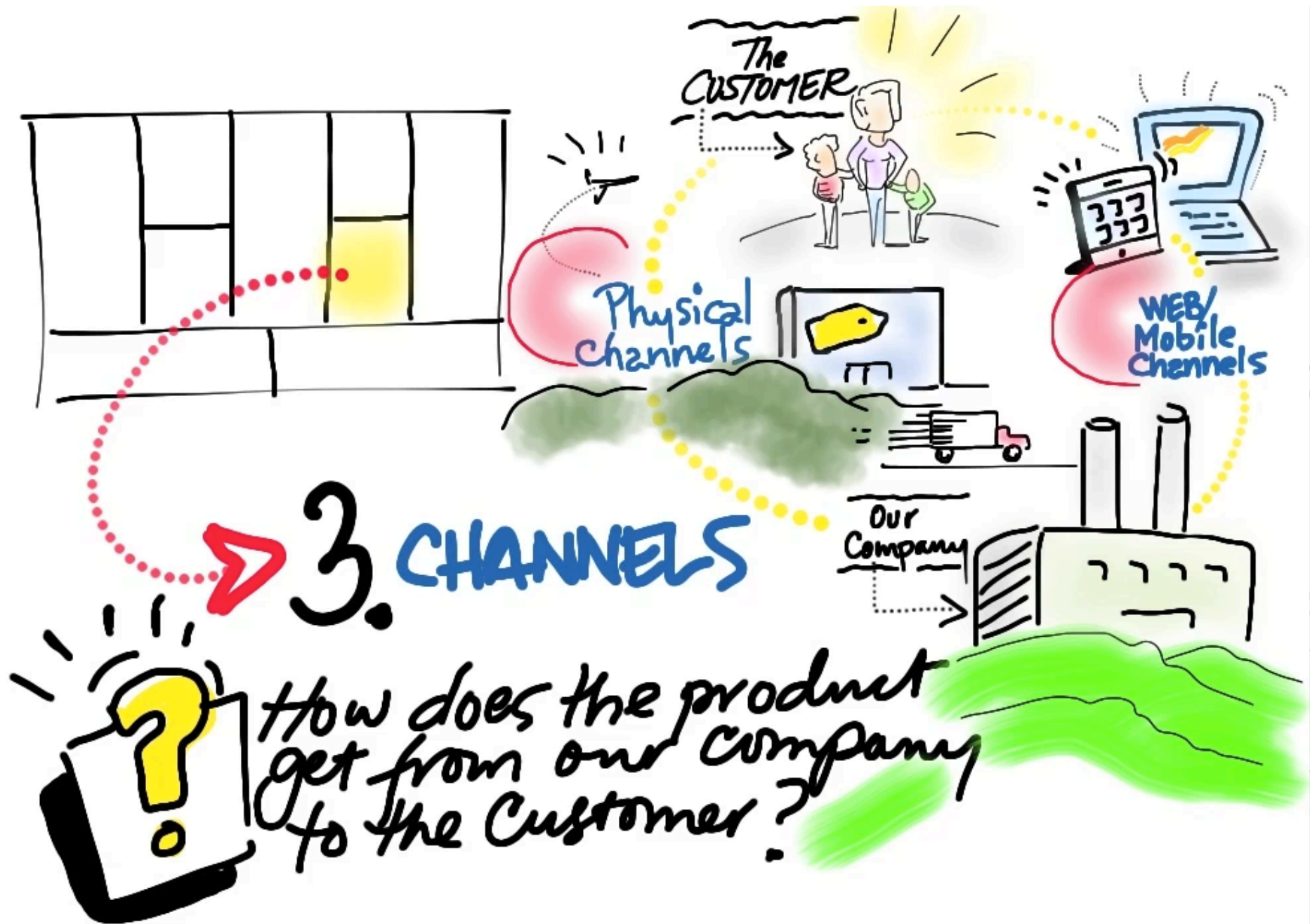
What fears, frustrations or obstacles is she facing?

## **GAIN**

What is she hoping to get? What does success look like?



*Get-out-of-the-building*



# 3. CHANNELS

How does the product get from our company to the Customer?



# The SECOND INDUSTRIAL REVOLUTION!

Product

Channel

**FASTER**

- TESTING
- ADAPTABILITY TO CHANGE
- OPTIMIZATION

BITS/VIRTUAL

PHYSICAL

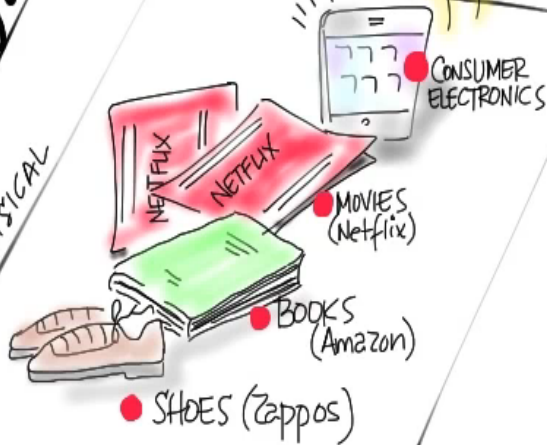
BITS/VIRTUAL



- Insurance
- Stocks and Bonds
- Enterprise Software
- Shrinkwrap Software



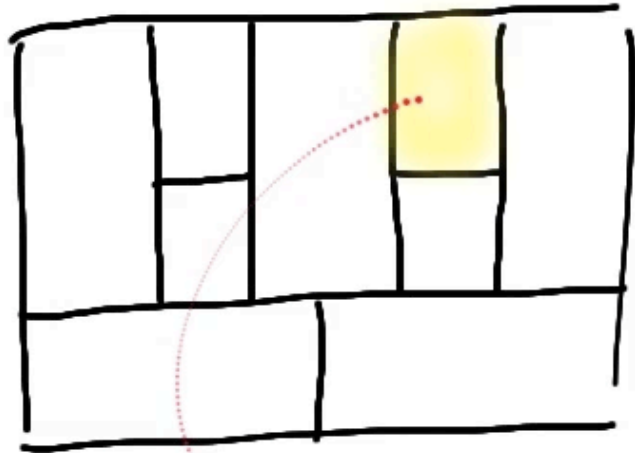
PHYSICAL



- Food
- Household Goods
- Autos
- Planes



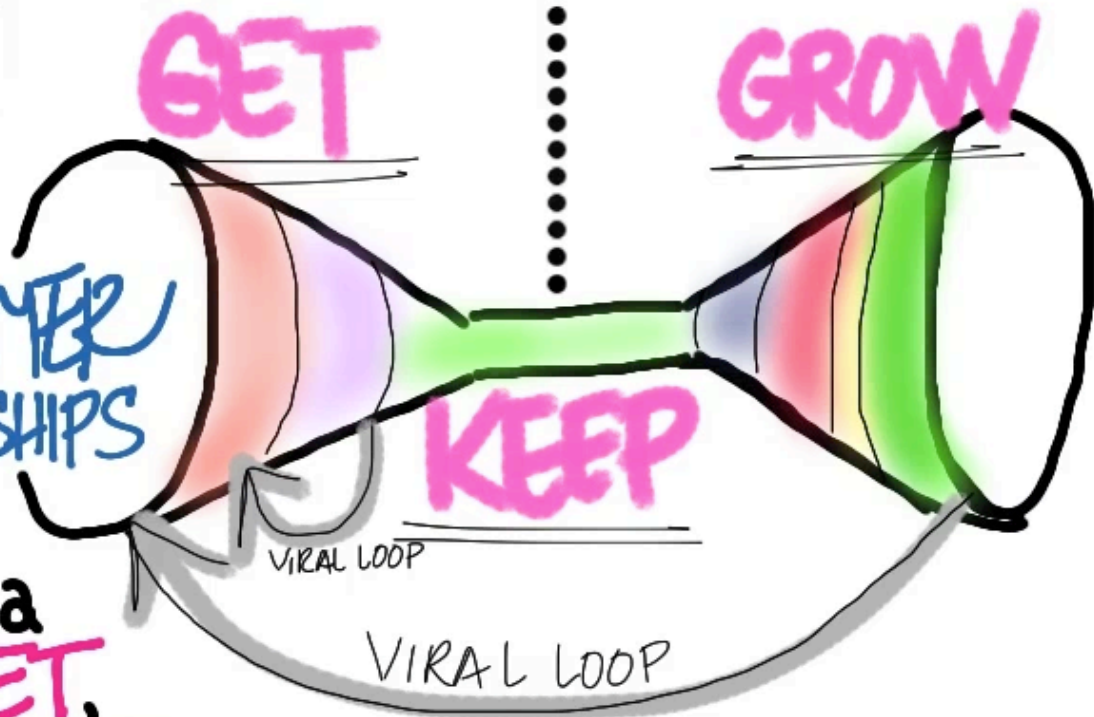
Just like in Channels,  
these are DIFFERENT for  
WEB/MOBILE VERSUS  
PHYSICAL...

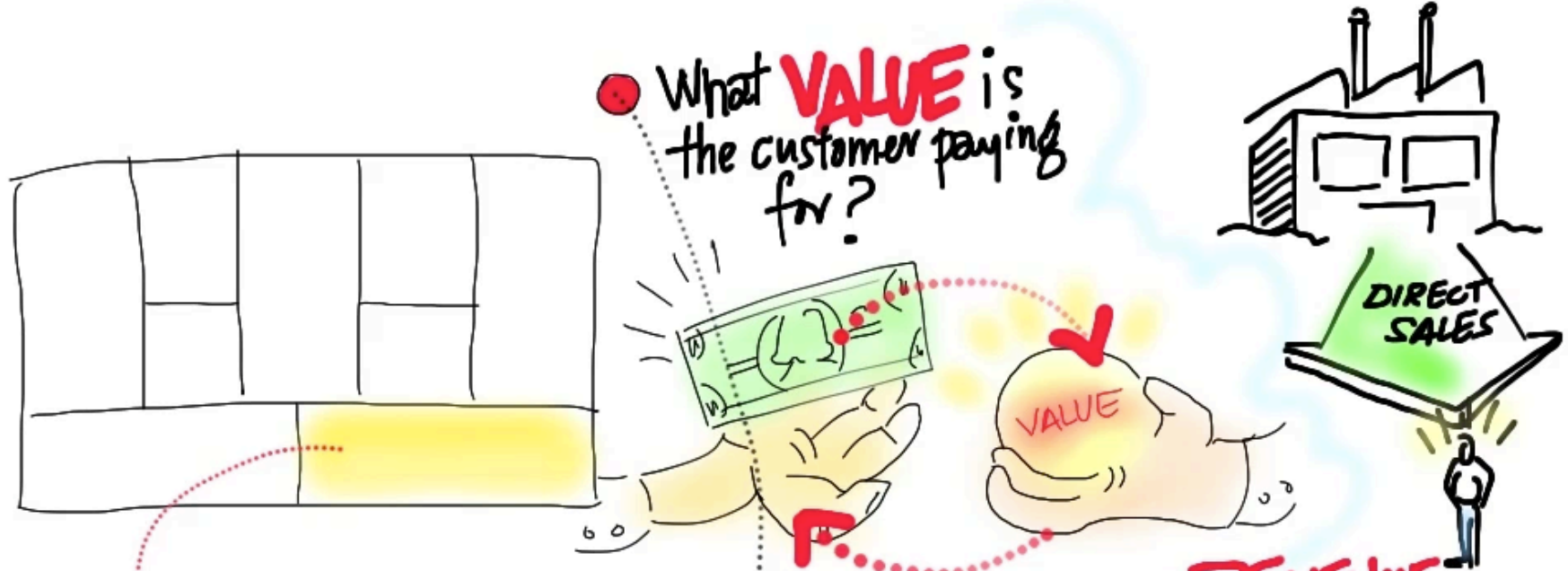


CUSTOMER  
-RELATIONSHIPS



How does a  
company GET,  
KEEP, GROW  
CUSTOMERS?





# 5. REVENUE MODEL

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

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



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





# Traditional Revenue model

Product or service selling

Grocery  
hairdresser  
Notary  
Consulting  
Lawyers  
Attorneys  
bakery ...





# Subscription Revenue model

customers pay a monthly fee to get the product

^^ CAC

Loyalty

Better margin (provider negotiation)

Lower risk

FON < 0 better liquid assets

Could you sell your product or service as a subscription model?

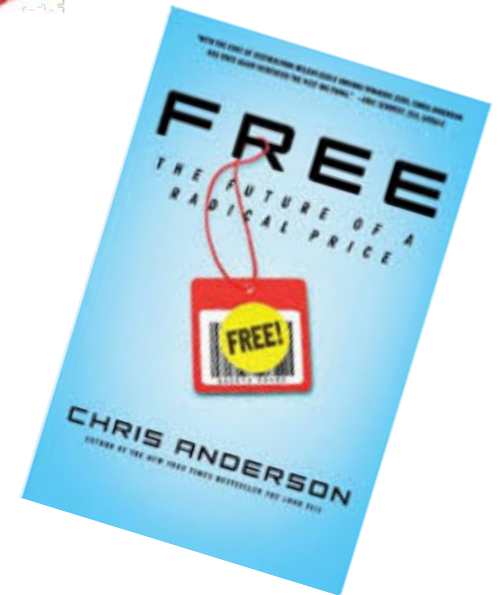


## Bait & hook Revenue model

offering a basic product or service at a very low price (the bait), and then taking profit on recurrent sales of refills or associated products or services (the hook).

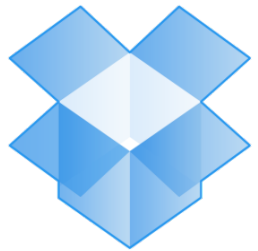


# Free Revenue model ???



# Freemium Revenue model

free + premium = Freemium



Dropbox



Spotify®

functionality

Time

Capacity

Use

Customer type

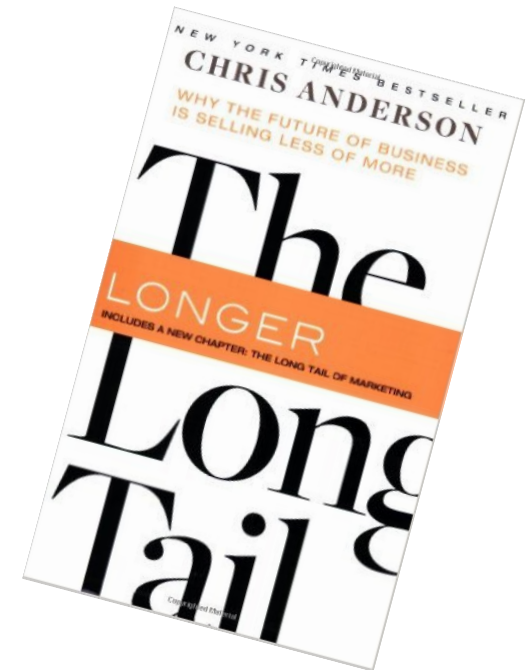
Advertisements



# long tail Revenue model

20% of products generate 80% of revenues

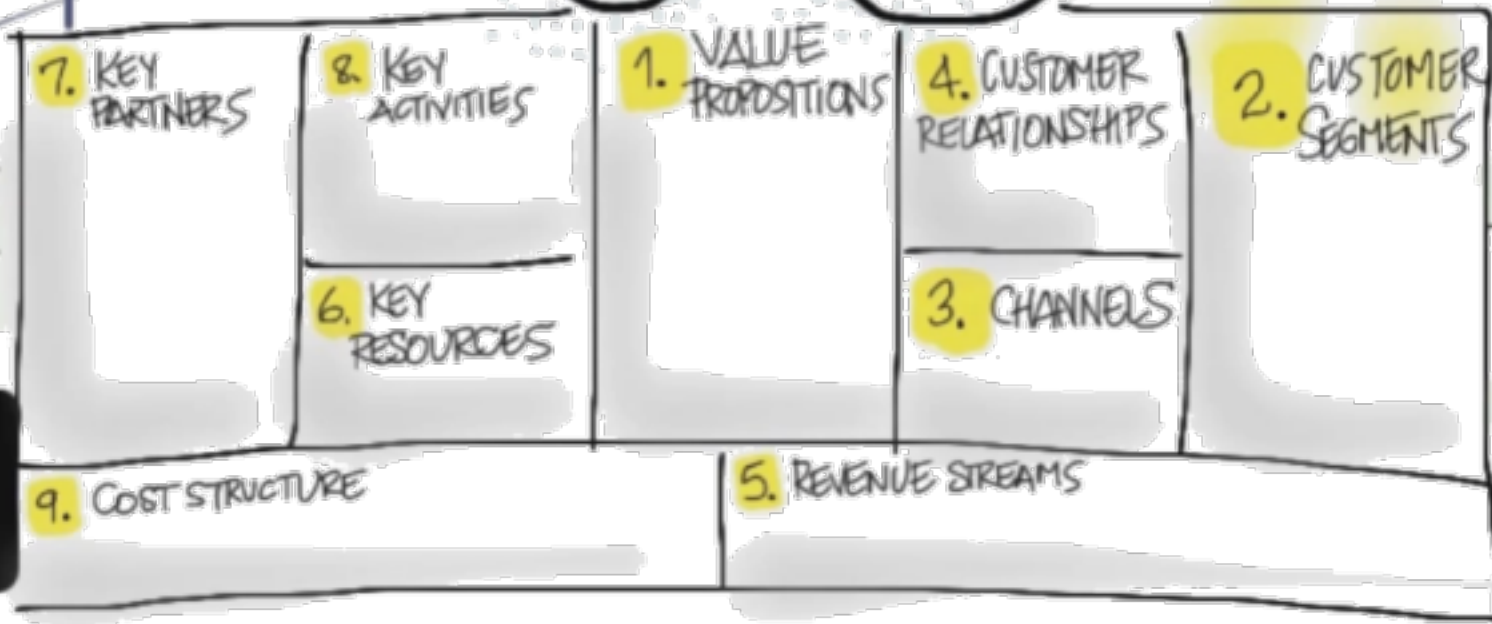
Long Tail -> Sell less of more

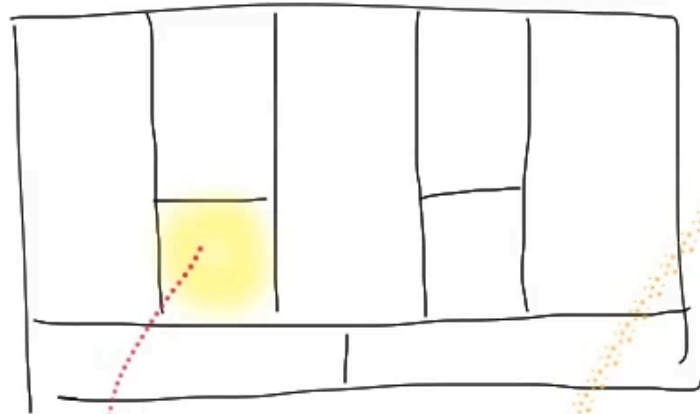


# WHAT is a BUSINESS MODEL?

9 Components..

How a company **CREATES VALUE** for **ITSELF** while delivering products or services for customers.

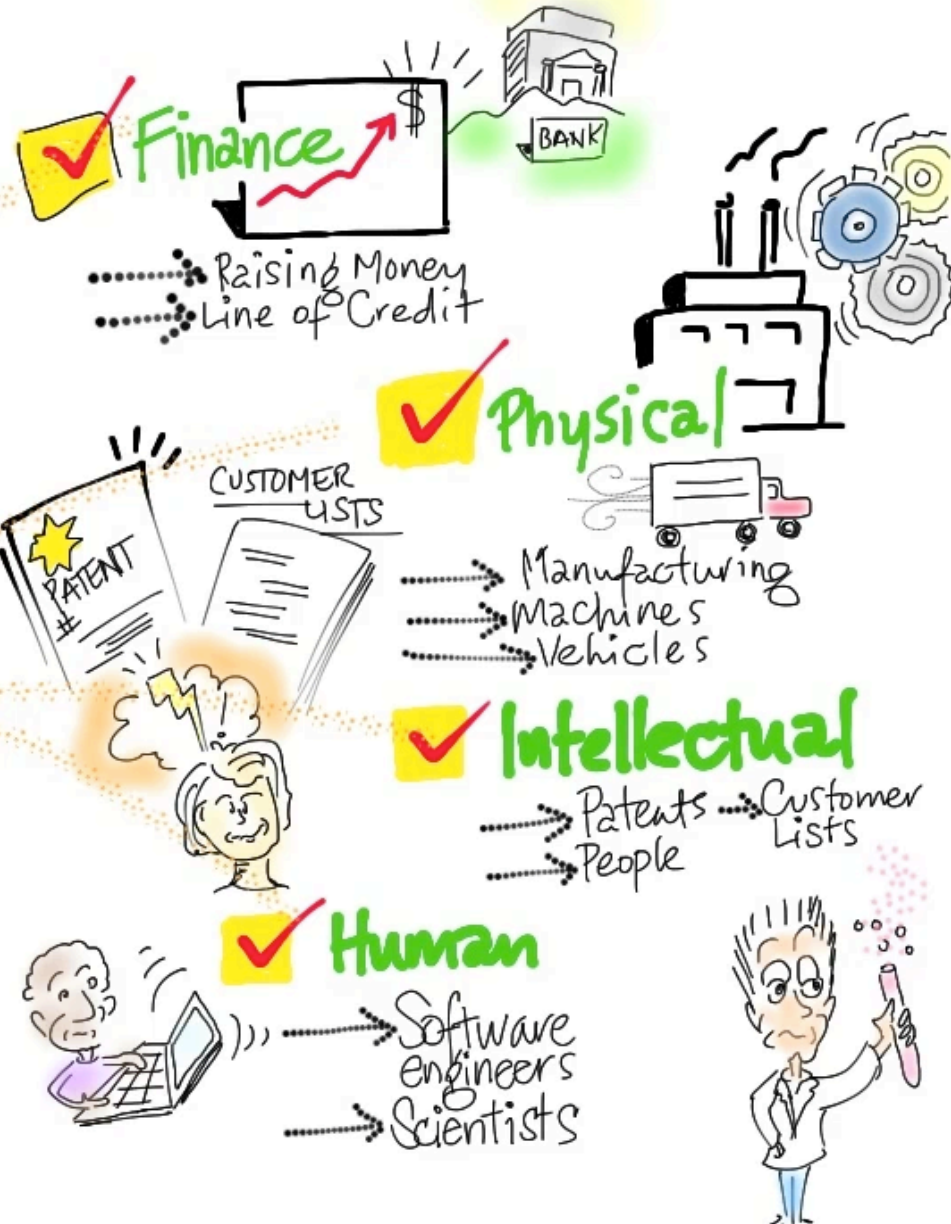




## 6. KEY RESOURCES



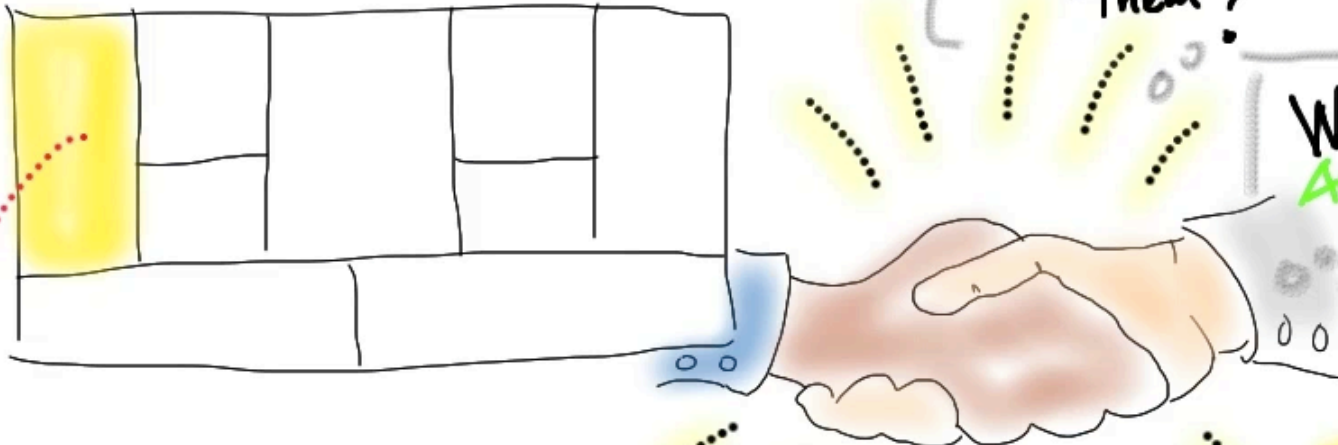
What are the **MOST IMPORTANT ASSETS** required to make the business model **WORK**?





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**?

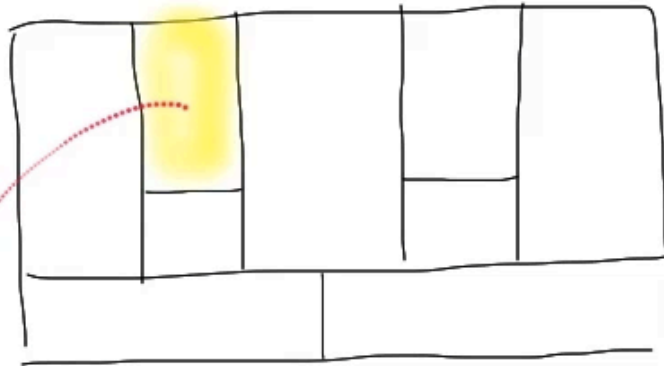
● STRATEGIC ALLIANCES between NON-COMPETITORS



● JOINT VENTURES







# 8. KEY ACTIVITIES



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

● **PRODUCTION**



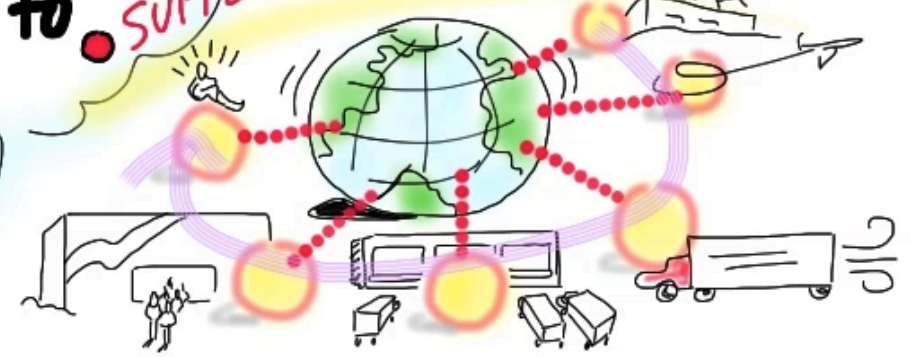
● **PROBLEM SOLVING**

● CONSULTING  
● ENGINEERING

WE CAN SOLVE THIS!



● **SUPPLY CHAIN MANAGEMENT**

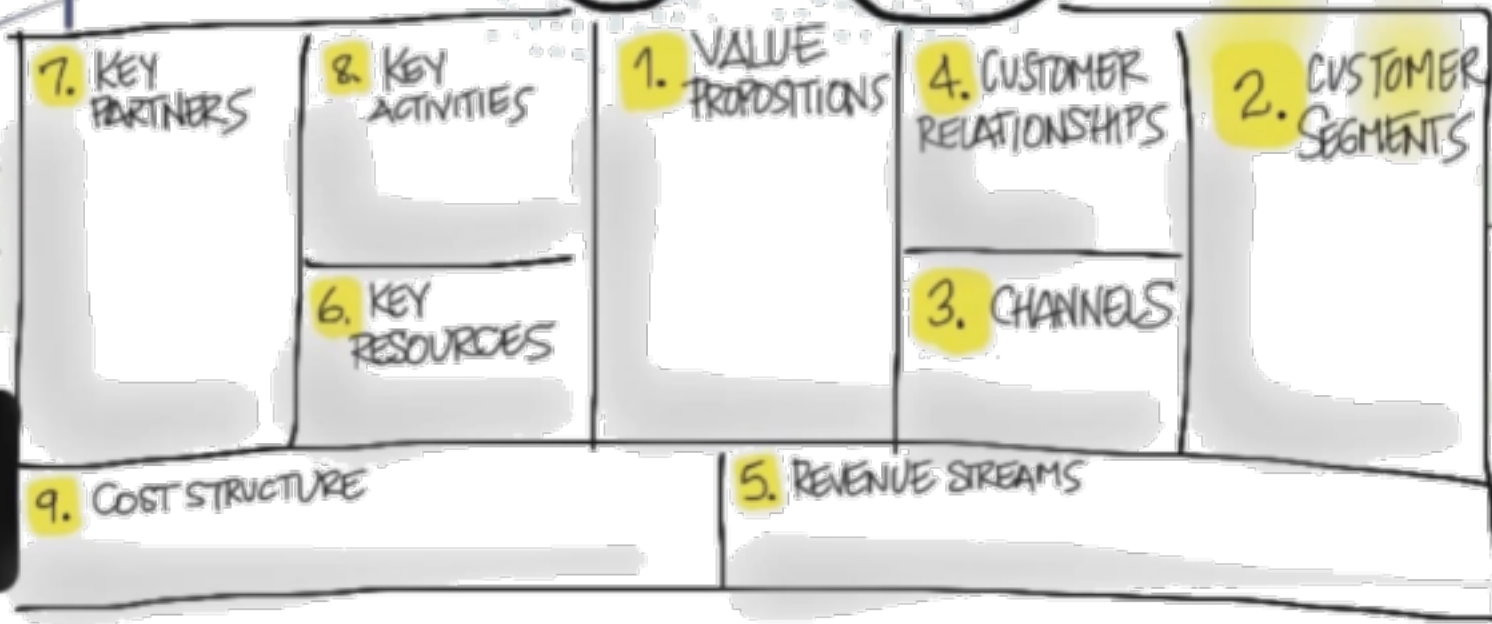




# WHAT is a BUSINESS MODEL?

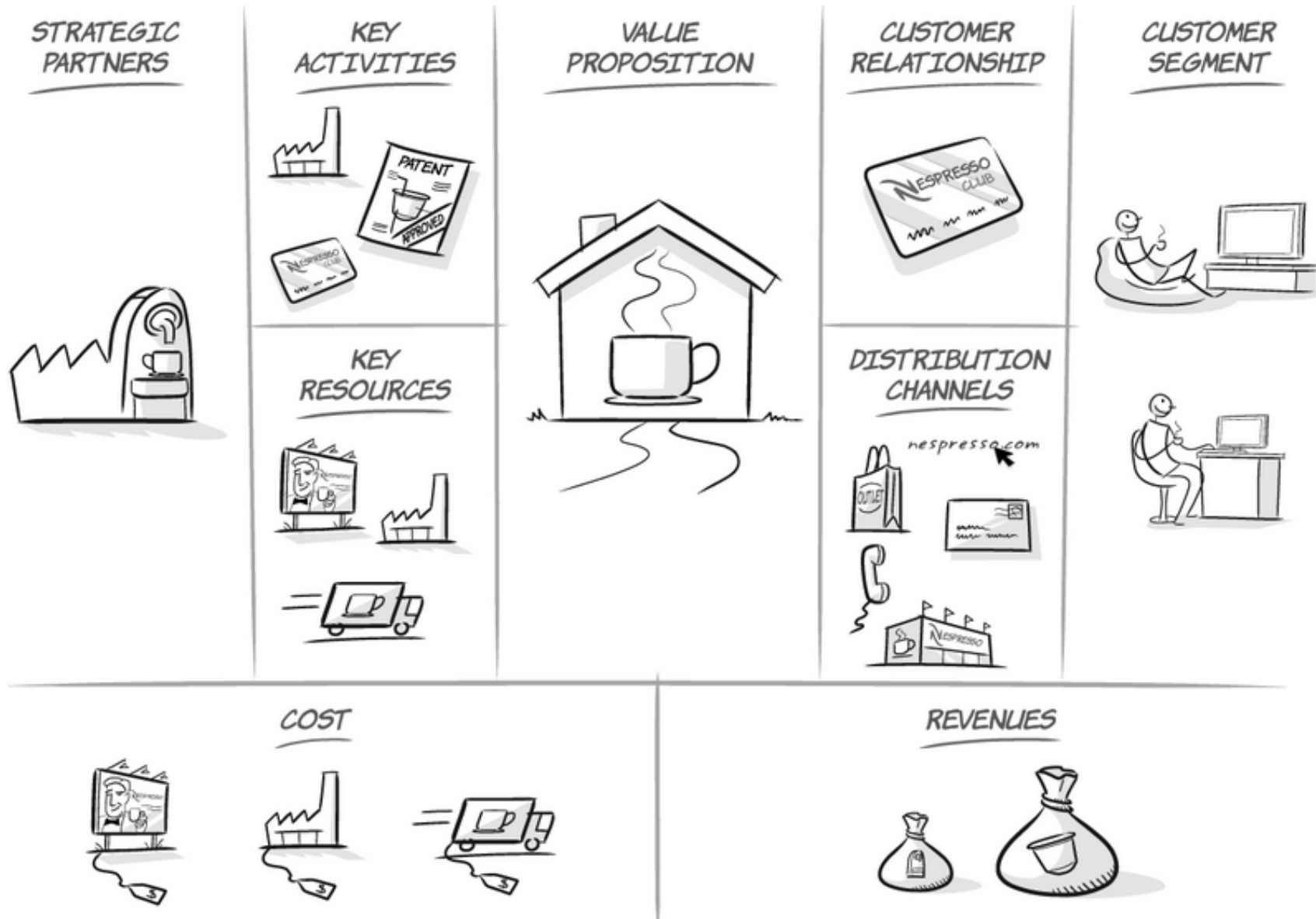
9 Components..

How a company  
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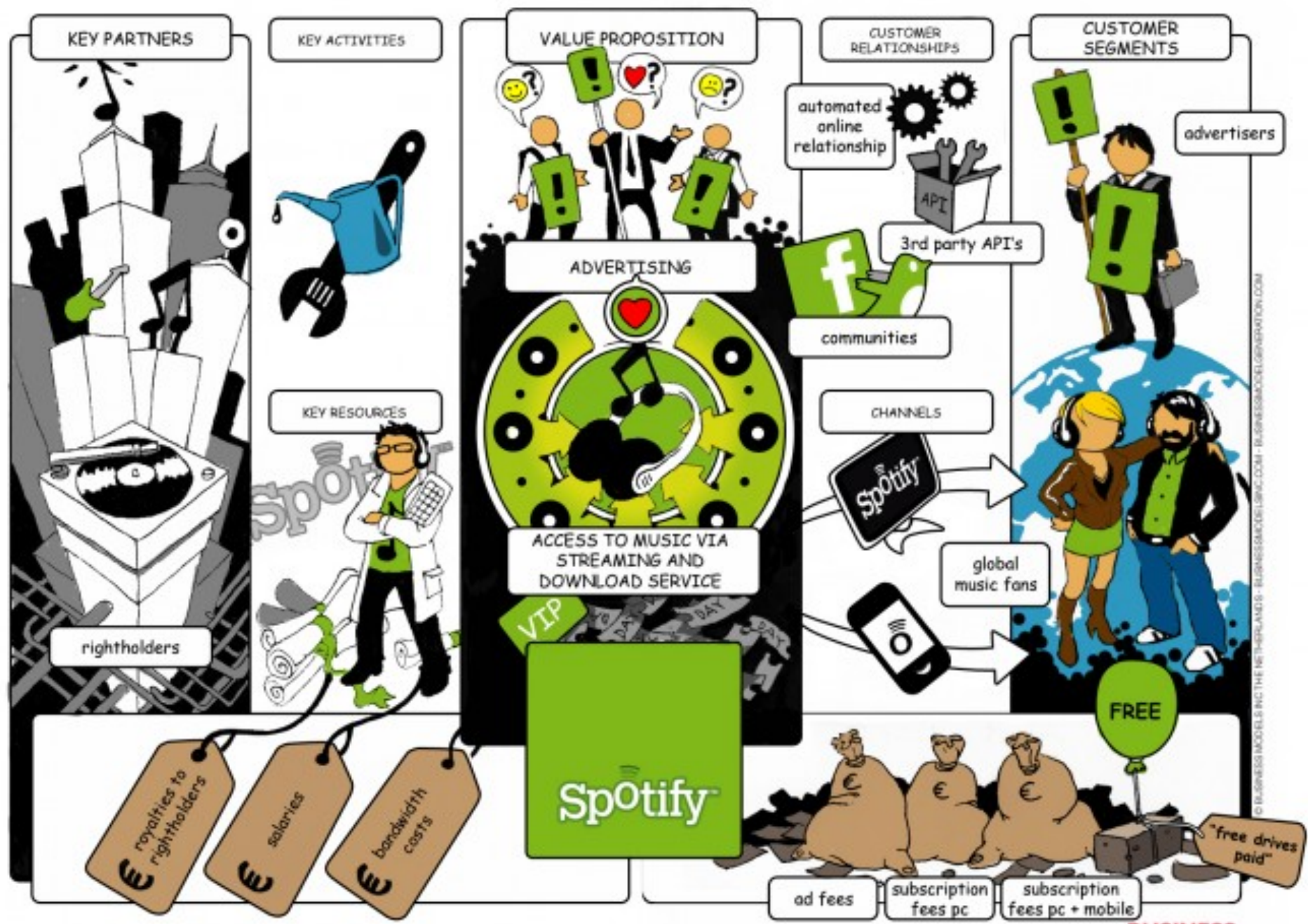




# Nespresso Business Model





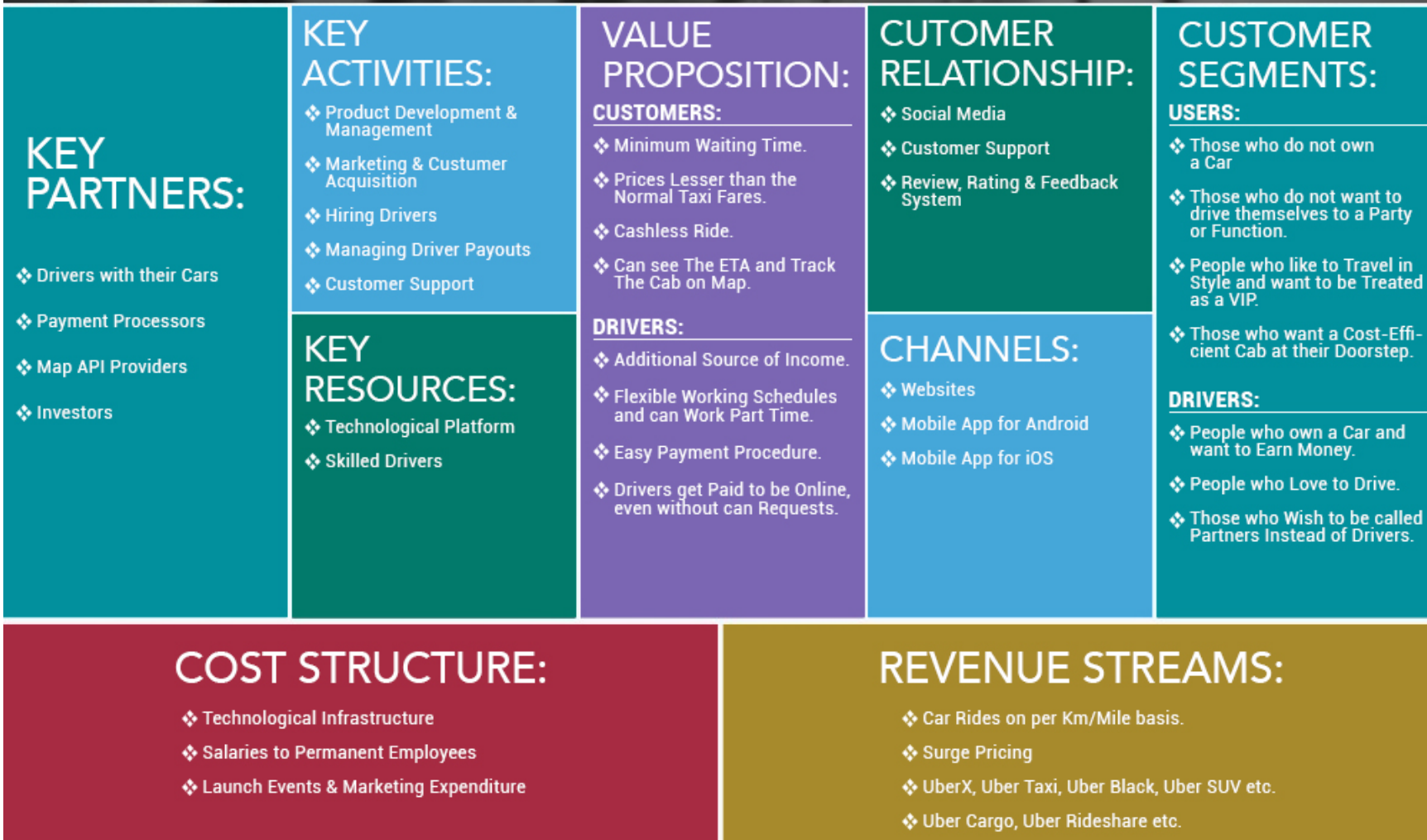


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UBER

# BUSINESS MODEL CANVAS





# The CUSTOMER DEVELOPMENT PROCESS



"POST IT to the WALL!"

- Create a NEW canvas.
- Make it VISIBLE.
- Begin to make HYPOTHESES...

2.



"GET OUT of the BUILDING!"

→ Talk to CUSTOMERS, PARTNERS, and VENDORS.

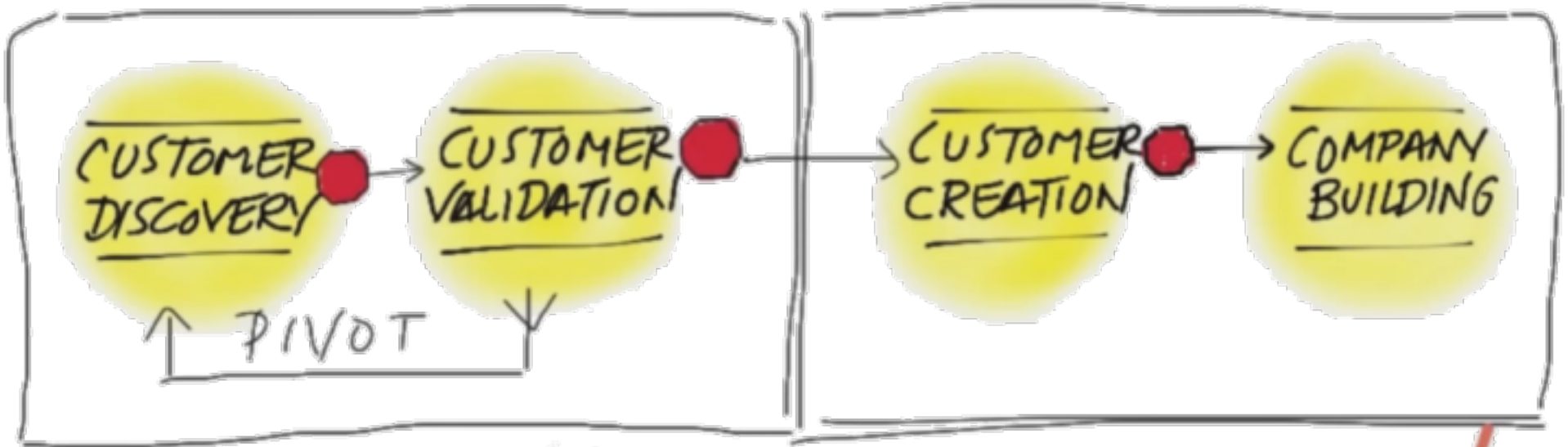


- Design Experiments...
- Run Tests...
- Get Data...



# The CUSTOMER DEVELOPMENT PROCESS

In other words...



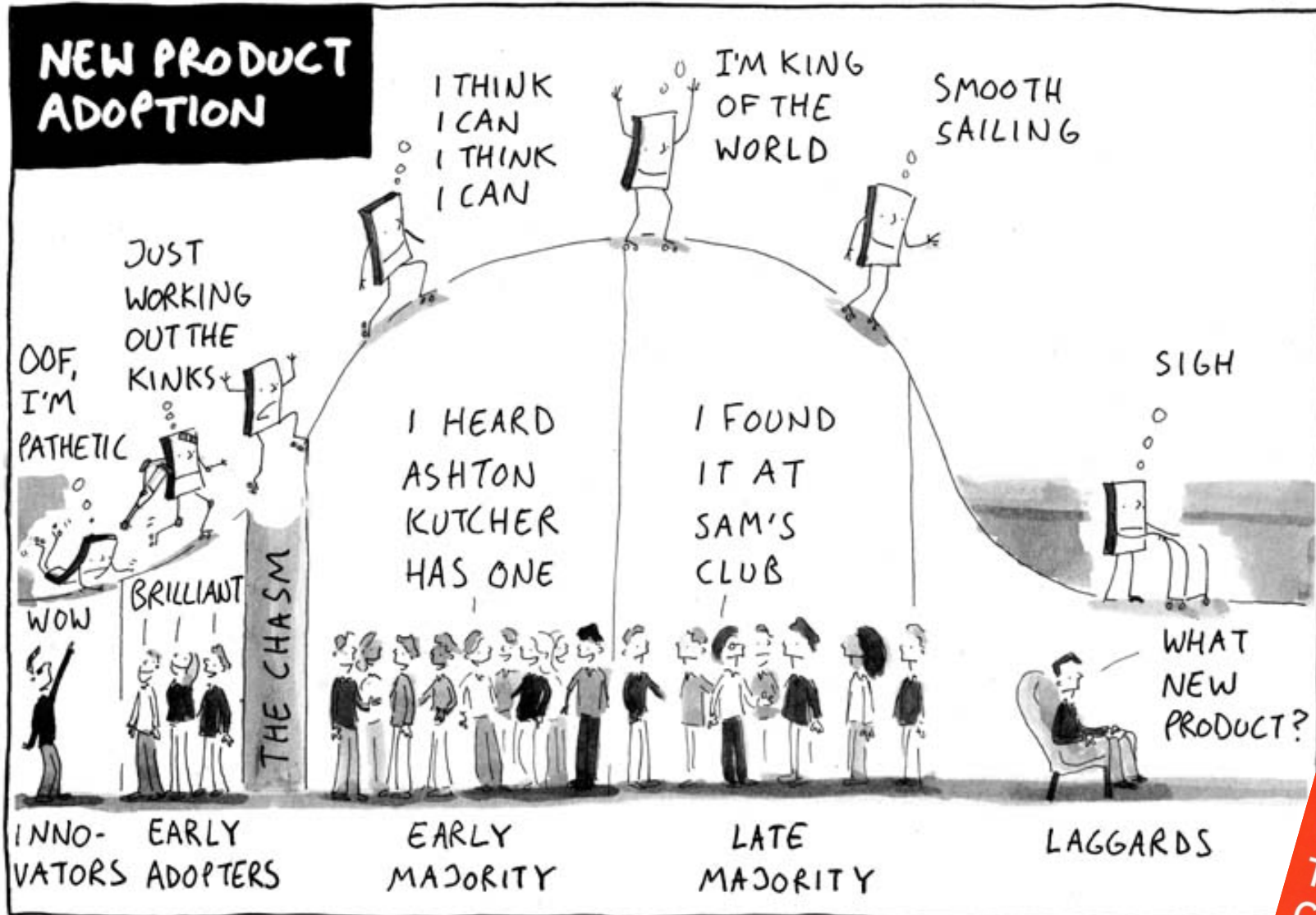
SEARCH

EXECUTION



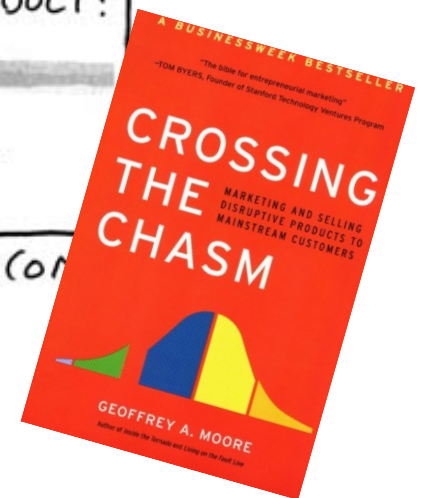
BRAND CAMP

by Tom Fishburne



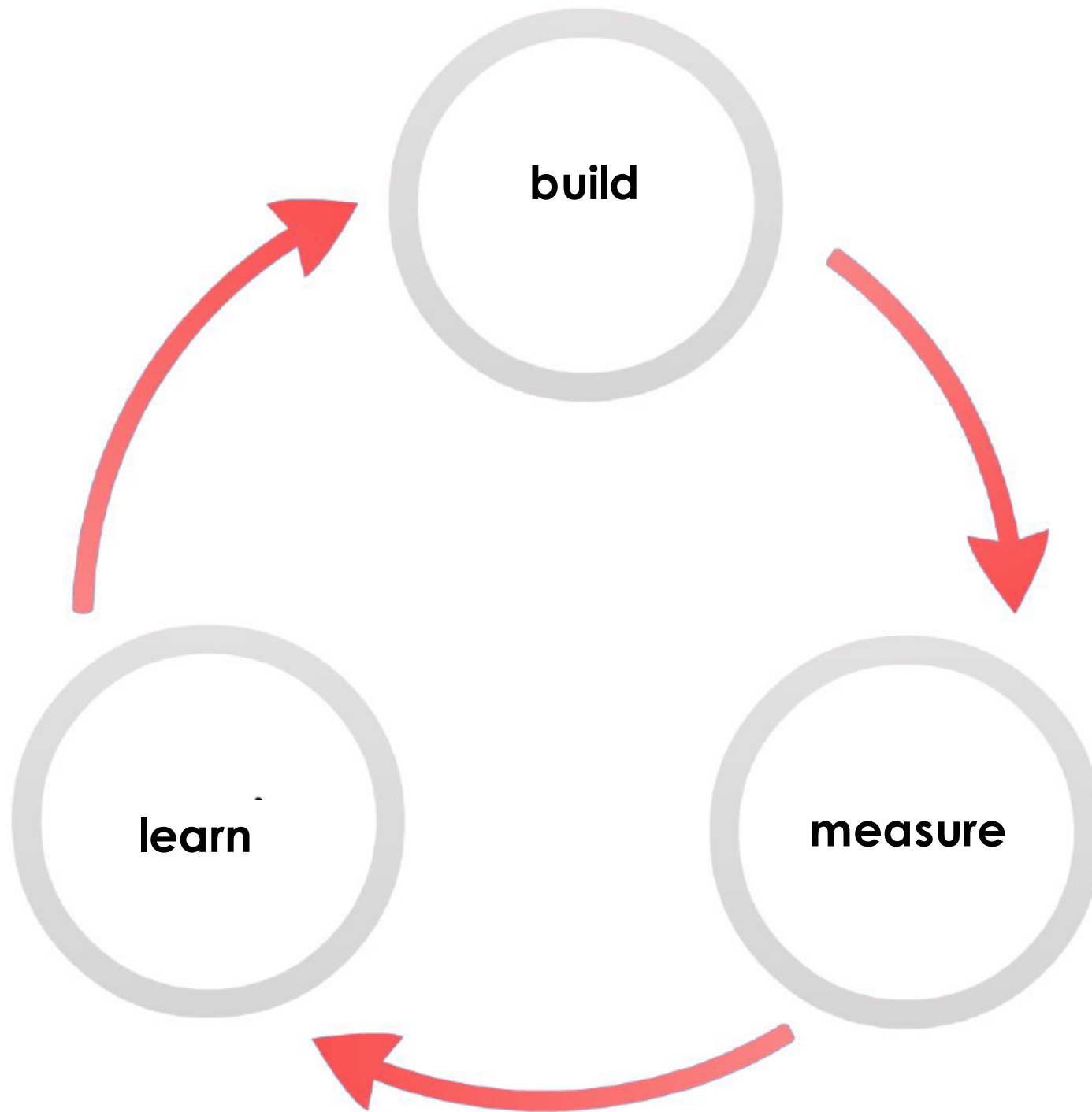
© 2007 Thanks to G. Moore

SKYDECKCARTOONS.COM

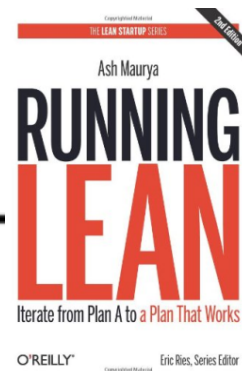
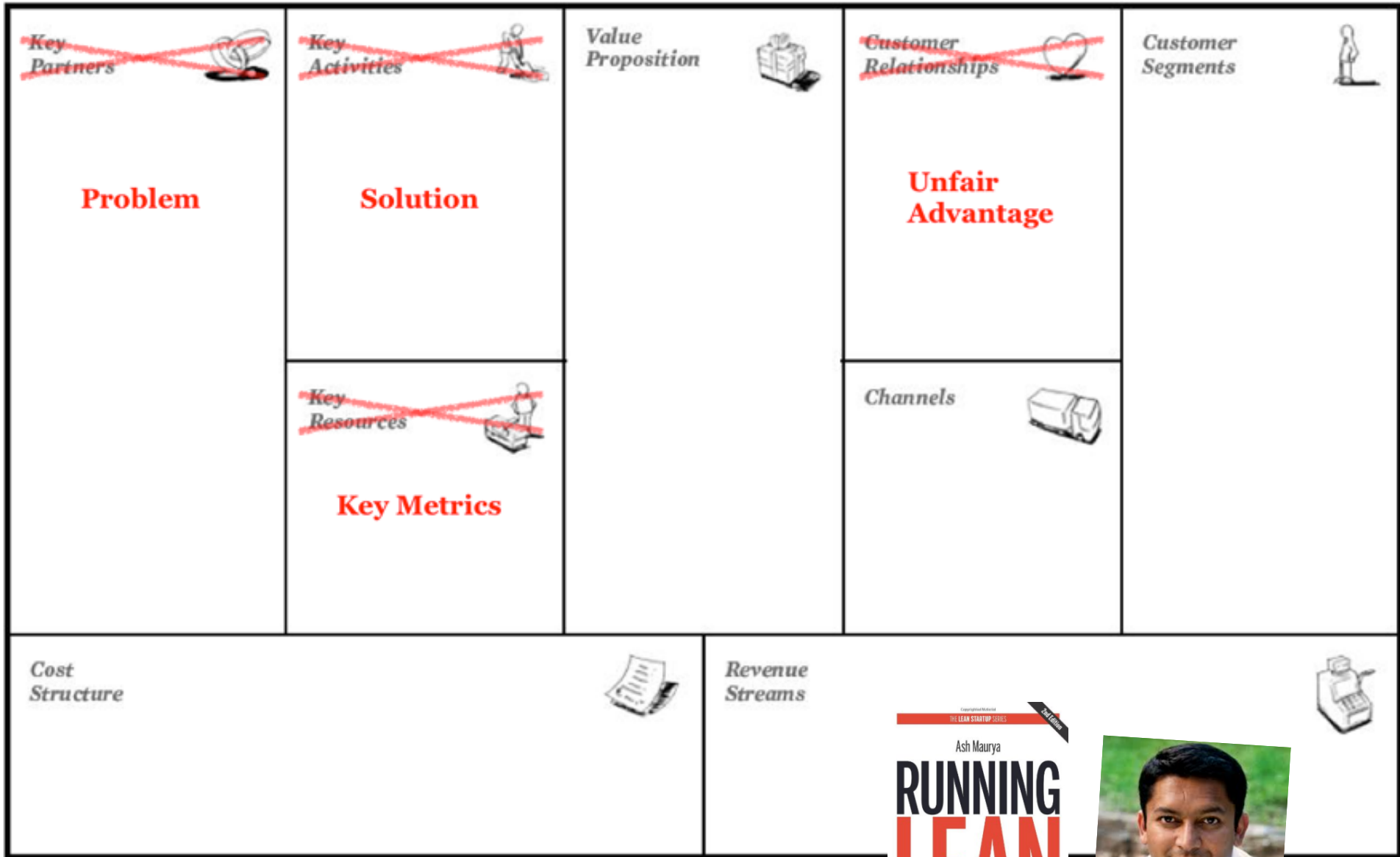


The ***Lean Startup*** provides a scientific approach to creating and managing startups and get a desired product to customers' hands faster.





# From Business Model Canvas to **LEAN CANVAS**







# YOUR PLAN.



# REALITY.



# THANK YOU !!

## Oscar Morant Martínez



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