



Joint initial training methodology and materials

CERlecon - CE119
Deliverable D.T2.7.1

Final version
05 2017



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1. Project summary and document introduction

Change is still needed to make the cities and regions in Central Europe better places to work and live. Daring young entrepreneurs with brilliant ideas could contribute considerably to this change. But they can't. Factors such as a lack of an entrepreneurial culture and mind-set leading to a limited interest in entrepreneurship are hampering their efforts. There is also inadequate training to improve their skills and entrepreneurial competences and innovation in general is being hampered by the lingering effects of the historical east-west divide and the recent economic crisis through an underinvestment in R&D.

And yet, entrepreneurs must be empowered to create change; they "form the majority of business entities and are the biggest employers" in Central Europe. "It is important to provide, at regional level, the right mix of financial and non-financial support to assist entrepreneurs to create new firms." "And this is our goal. By mid-2019, we will contribute to a change in the way entrepreneurs are inspired, trained and supported through a balanced package of strategies, actions plans, pilot actions, training, and tools to create new-type comprehensive regional innovation ecosystems in seven Central Europe regions. With our three-step logical project approach (Development - Implementation - Improvement), we want entrepreneurs and SMEs to benefit the most from what we do. But also their regions will benefit because from now on regional smart specialization strategies will be further used to develop novel technologies, and brilliant products and services for economic and social innovation." The joint development of all outputs and a transnational network interlinking the regional ecosystems to improve international skills emphasize the project's transnational character. At present, there is presumably no such state-of-the art innovative support scheme in Central Europe. "That is why everything that we do will be transferable for the benefit of others."

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WORK PACKAGE T2 will implement the new-type comprehensive six-domain regional innovation ecosystems in PP regions to train and create new firms, above all through synergies with funding initiatives.

It will also implement the trans. network that interlinks the ecosystems to accelerate international SME growth. T2 pilot actions will implement, test and evaluate the T1 eConcepts, leading to strategy finalisation. T2 will produce four outputs to achieve Project SO2/Results.

Output O.T2.1: Reg. Playparks: 7x reg. pilot actions for innovation ecosystems implementation in PP regions through two activities: (1) Development: Pilot action template for six-domain reg. ecosystems, leading to (2) Implementation: Reg. Playparks in PP Regions based on reg. pilot actions.

Output O.T2.2: Playparks network: 1x trans. pilot action for innovation ecosystems network implementation through two activities: (1) Development: Pilot action template for trans. network incl. links between reg. Playparks and the network, leading to (2) Trans. Pilot Action tailored to and implemented in the project area.

Output O.T2.3: Playparks network: Joint Playpark staff training through two activities: (1) Initial joint trans. training of Playpark staff and after the 1st cohort training experience at the reg. Playparks (2) Augmented joint trans. training of Playpark staff.

Output O.T2.4: Playparks network: Training methodology and materials ePortfolio through one activity: (1) Training methodology and materials for Playpark staff training. Process-related communication aims to increase the commitment of the target group (policy/support/SME/funding initiatives) and to create a positive attitude towards the Playparks and network.

Led by an experienced start-up/SME support provider (PP10), all project partners will be involved in all WP activities. T2 is the logical result of T1 and prepares the way for T3.

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DELIVERABLE D.T2.7.1

Joint initial training methodology and materials

Reg. Playpark staff and the training team develop together staff training methodology and materials, which are posted to the online Playparks network platform (D.T2.4.1)

The purpose of this document is to depict the training methodology of the Initial joint transnational training in Krakow, as well as to collect the materials to be used during the training.

2. Joint initial training methodology

The Initial joint transnational training (D.T2.5.2) will be held in Krakow, Poland, in June 2017.

The purpose of this Initial joint transnational training is to enable project partners to successfully organize and run the Idea generation Lab and their regional CERlecon Playpark, covering many of the elements important for running the playparks and learning new skills that could be implemented in the playparks.

The training will be action oriented - the aim is to enable participants to use and to teach the selected tools and activities that are to be applied in all seven regional Playparks.

Moreover, the training will run by project partners themselves and is envisaged as a learning activity, as well as knowledge sharing among partners. PP2 - Vienna University of Economics and Business, PP6 Stuttgart Media University, PP10 STEP RI Science and Technology Park of the University of Rijeka will be delivering most of the workshops during the Initial joint transnational training.

Key characteristics of the training:

- Train the trainer/consultant/mentor format
- Workshop style - extremely practice oriented - participants should be able to deliver lectures and/or mentorship to Playpark beneficiaries
- Leveraged with reading materials, tools and other sources (books, webinars, YouTube...)

Key topics of the training:

- Playpark management and startup consulting skills in general
- Idea generation lab
- Innovation management and growth tools
- Startup development and growth tools

The trainings should include all tools listed in D.T2.1.1 “Pilot action template for reg. ecosystems” and defined as standard tools for use in all Playparks, accepted as appropriate for entrepreneurial support in all regional ecosystems.

“Tools” are standardized activities that are known as best practices in startup/innovation development lifecycle. Within the domain of “tools”, during the Initial joint transnational training, participants will learn:

- how to use tools;
- how to guide or teach Playpark beneficiaries to use tools;
- which circumstances are most appropriate for usage of each tool;
- limitations of tool usage;
- which outcomes trainers and beneficiaries can expect from each tool.

On the other hand, “concepts” are thinking tools and guidelines for decision making process or innovation development process. It is important that participants understand the key concepts and become able to use them during the consulting and mentoring process of the participants.

Within the domain of “concepts”, during the Initial joint transnational training, participants will learn:

- origins of the concepts;
- situations or circumstances where concepts are applicable;
- guidelines how to apply concepts in real life situations;
- cases or examples of concepts implementation/applicability.



3. Joint initial training materials

Training materials are sorted below according to the daily timetable.

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📍 Joint initial training Krakow 6.6.2017.

💬 Playpark concept and training overview

👤 CERlecon, PP10 STEP RI, Boris Golob bgolob@uniri.hr

STEPRI

THE PLAYPARK CONCEPT

The CERlecon Playpark is based on:

- an equipped physical space,
- innovation creation and development of best practices
- specific local actions caused by regional 6 domain deficiencies.

Each playpark will integrate:

- teaching (joint cohort workshops and lectures),
- consulting (1on1 structured activities)
- mentoring (1on1 unstructured ad hoc activities and help)



THE PLAYPARK CONCEPT

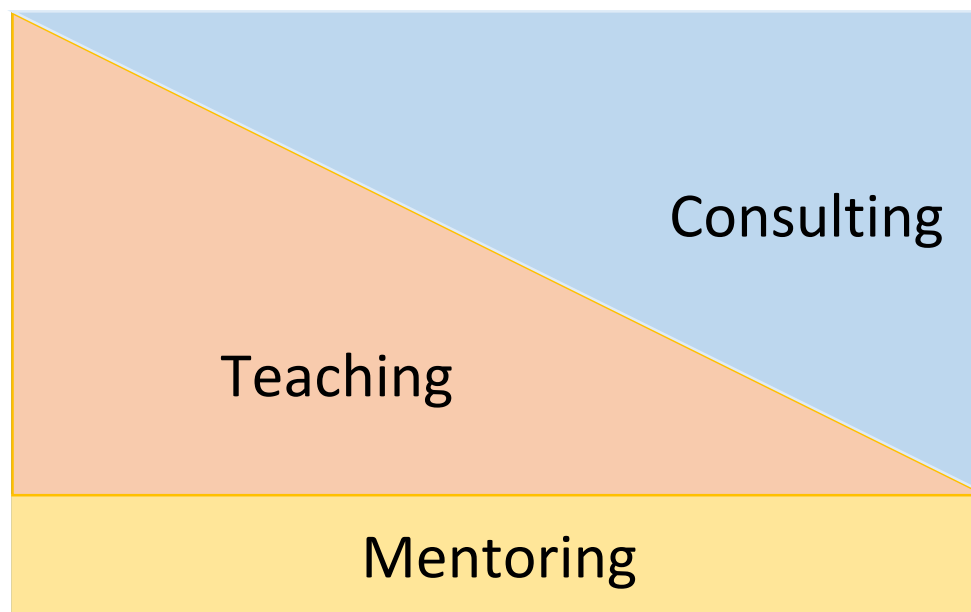
Each partner to decide:

- ☐ Working hours
- ☐ Equipment
- ☐ Service level

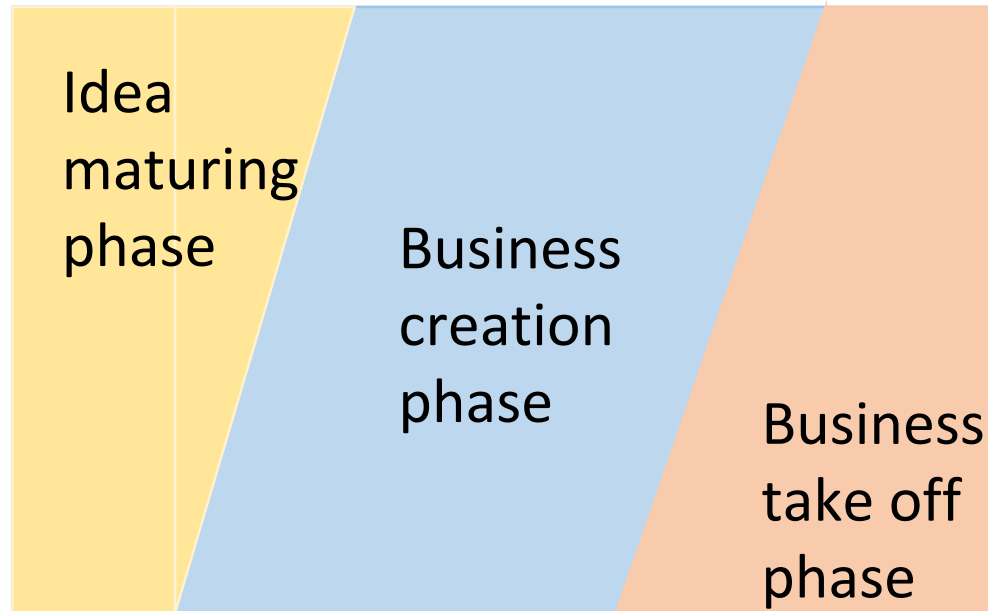
Basic Playpark premises and office infrastructure suggested availability is from regular working hours (8.00-16.00) up to 24/7 availability, according to regional capacities.



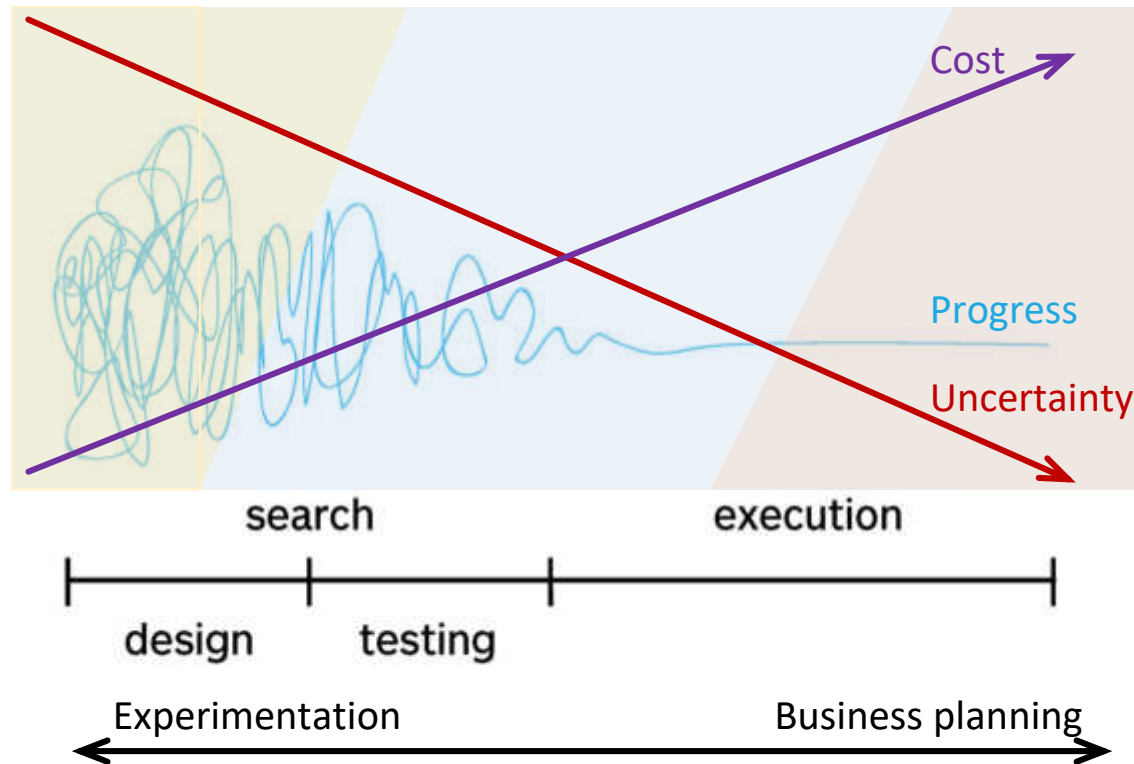
THE PLAYPARK CONCEPT



THE PLAYPARK CONCEPT

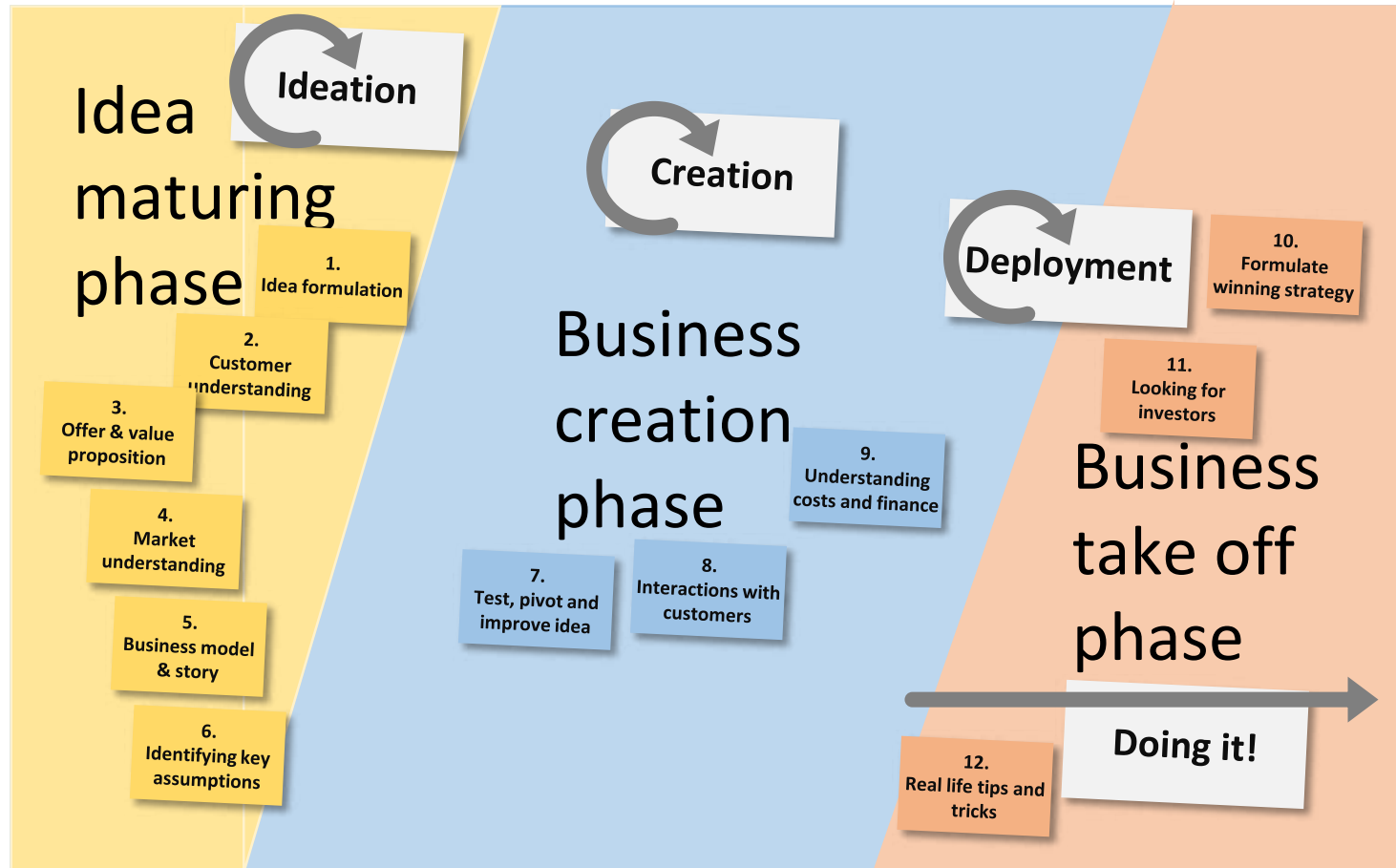


THE LOGIC



Source: Damien Newman, Central / Alex Osterwalder, Strategyzer





Key topics:

- ☐ Playpark management and startup consulting skills in general
- ☐ Idea generation lab
- ☐ Innovation and business management concepts
- ☐ Innovation management and growth tools
- ☐ Startup development and growth tools



“Concepts” are thinking tools and guidelines for decision making process or innovation development process. It is important that participants understand key concepts and become able to use them during consulting and mentoring process of the participants.

Participants should learn:

- ☐ origins of the concepts
- ☐ situations or circumstances where concepts are applicable
- ☐ guidelines how to apply concepts in real life situations
- ☐ cases or examples of concepts implementation/applicability.



“Tools” are standardized activities that are known as best practices in startup/innovation development lifecycle.

Participants should learn:

- ☐ how to use tools,
- ☐ how to guide or teach Playpark beneficiaries to use tools
- ☐ which circumstances are most appropriate for usage of each tool
- ☐ limitations of tool usage
- ☐ which outcomes trainers and beneficiaries can expect from each tool.



JOINT INITIAL TRAINING OVERVIEW

General topic	Tools	Concepts				
			Tuesday	Wednesday	Thursday	Friday
			Introduction Project overview Playpark concept Training overview	Value proposition design Value proposition canvas Strategy canvas	Business model generation Business model canvas	Pricing Business plan elements Funding needs/sources Crowdfunding
			Introduction to the Idea Lab Creativity Teambuilding Sources of innovation	Empathy mapping Ideation Pitches	Sustainability driven entrepreneurship	Playpark Xchange e-tool
			Customer Customer experience mapping Customer persona Jobs to be done	Experience exchange and Q&A session Participants share and discuss their previous experience	Business model checklist Marketing coordination tools Disruptive innovation Testing One page strategy Rapid prototyping	Storytelling Pitch preparation Final pitches
			How to start? Dreams and gripes discussion			Q&A session Next steps Training evaluation



JOINT INITIAL TRAINING OVERVIEW

<div>Vienna</div> <div>Stuttgart</div> <div>Rijeka</div> <div>Outsource</div>				
	Tuesday	Wednesday	Thursday	Friday
9.00-11.00	<div>Introduction</div> <div>Project overview</div> <div>Playpark concept</div> <div>Training overview</div>	<div>Value proposition design</div> <div>Value proposition canvas</div> <div>Strategy canvas</div>	<div>Business model generation</div> <div>Business model canvas</div>	<div>Pricing</div> <div>Business plan elements</div> <div>Funding needs/sources</div> <div>Crowdfunding</div>
11.00-13.00	<div>Introduction to the Idea Lab</div> <div>Creativity</div> <div>Teambuilding</div> <div>Sources of innovation</div>	<div>Empathy mapping</div> <div>Ideation</div> <div>Pitches</div>	<div>Sustainability driven entrepreneurship</div>	<div>Playpark Xchange e-tool</div>
14.00-16.00	<div>Customer</div> <div>Customer experience mapping</div> <div>Customer persona</div> <div>Jobs to be done</div>	<div>Experience exchange and Q&A session</div>	<div>Business model checklist</div> <div>Marketing coordination tools</div> <div>Disruptive innovation</div> <div>Testing</div> <div>One page strategy</div>	<div>Storytelling</div> <div>Pitch preparation</div> <div>Final pitches</div>
16.00-18.00	<div>How to start?</div> <div>Dreams and gripes discussion</div>	<div>Participants share and discuss their previous experience</div>	<div>Rapid prototyping</div>	<div>Q&A session</div> <div>Next steps</div> <div>Training evaluation</div>





Questions?

THANK YOU!

PP10 Step Ri Rijeka

Boris Golob

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Joint initial training Krakow 6.-9.6.2017.



Idea Lab, Presentation and Training Material



CERlecon, PP06 Stuttgart Media University, Dr Hartmut Rösch roesch@hdm-Stuttgart.de

In order to develop and foster an entrepreneurial culture in CE, reg. Playparks will run two-day idea generation labs to inspire young females and males to develop viable economic and social innovation business ideas based on nat./reg. RIS3.

CERlecon Application form



REQUIREMENTS

Seminar room (> 50 sqm)

Movable tables and chairs

Participants: 10 – 30

Teams: 2 - 6

Facilitators: 1- 2 (depending on the number of groups)

Pinboards: 1/team

Flipchart, magazines, scissors, glue sticks

Prototyping material

Camera



1st day

- ... understanding the Innovation Challenge
- ... finding needs and problems & asking people
- ... generating ideas

2nd day

- ... rapid prototyping
- ... business modelling with the lean canvas
- ... final pitches



SCHEDULE DAY 1

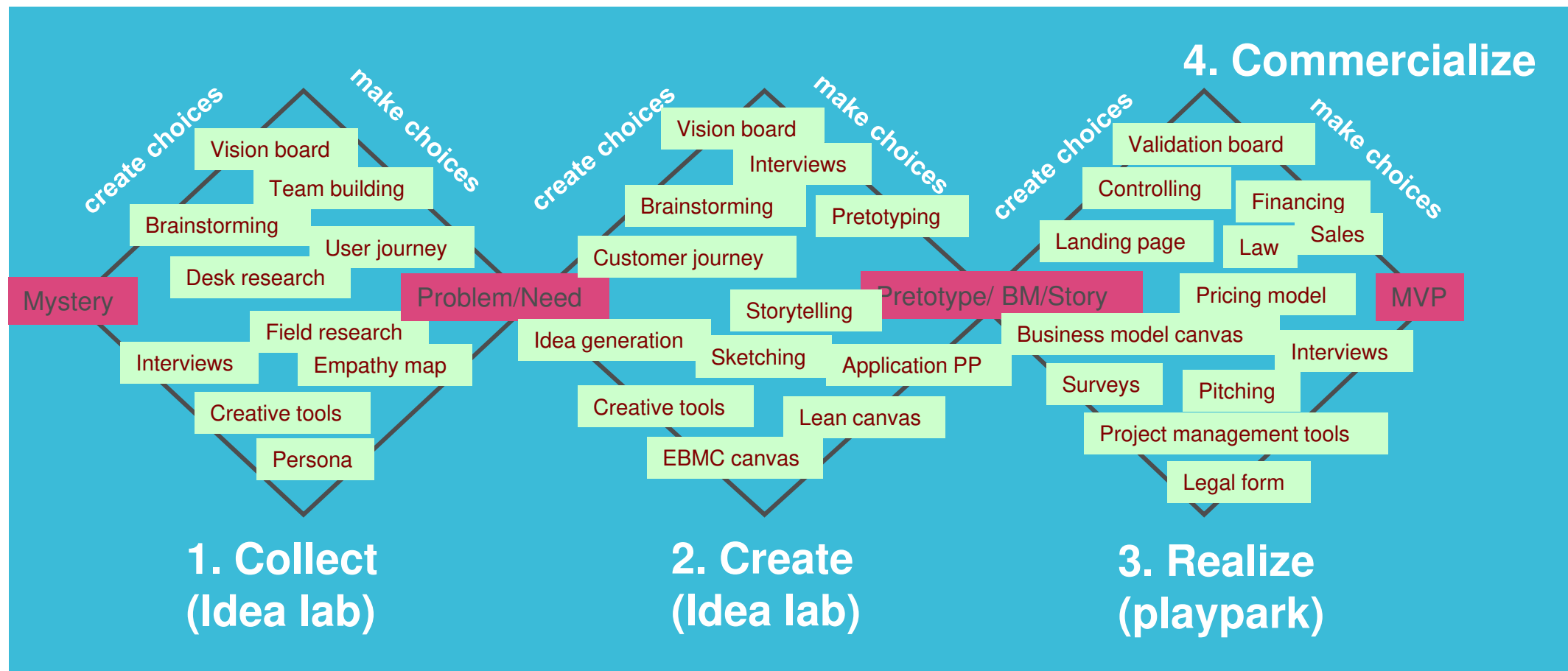
Introduction	9.00 – 9.15
Teambuilding	9.15 – 9.45
Behind the challenge (lecture)	9.45 – 10.15
Dreams and gripes (how to start?)	10.30 – 11.30
The jungle (field research)	11.30 – 14.30
Visualize your results!	14.30 – 15.30
Pitches (empathy map, vision board...)	15.45 – 16.30
Ideation (brainstorming)	16.30 – 17.15
Prototyping (introduction, lecture)	17.15 – 17.45

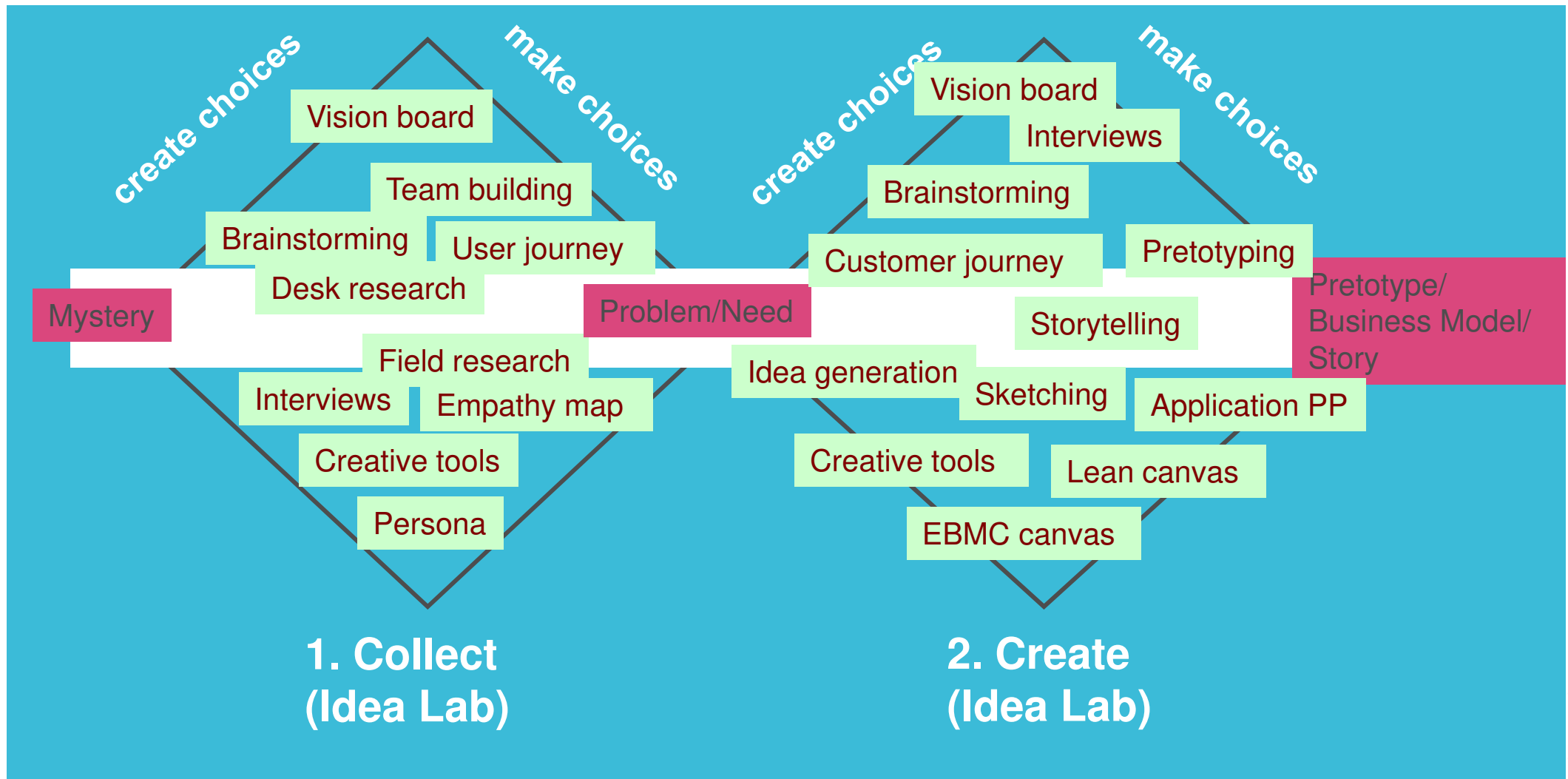


Warm up! (Teambuilding)	9.00 – 9.15
Rapid prototyping (crafting)	9.15 – 10.15
Business model (step by step)	10.15 – 12.15
Storytelling (Introduction)	13.00 – 13.30
Prepare your story! (storytelling canvas)	13.30 – 15.30
Final pitches (2x4 min.)	15.45 – 17.00
Award ceremony, wrap up	17.00 – 17.30



BUSINESS GENERATION PROCESS & SELECTED TOOLS





Introduction/ Rules

9.00 – 9.15



Teambuilding

9.15 – 9.45



SKETCH IT - NAME IT



TWO PICS - PLENTY IDEAS

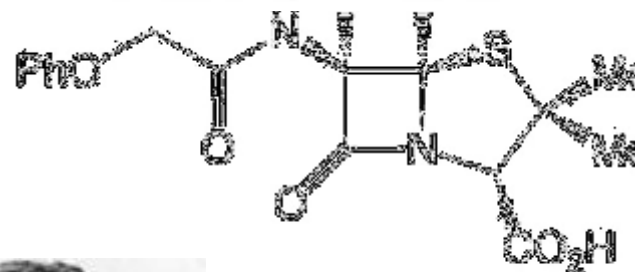
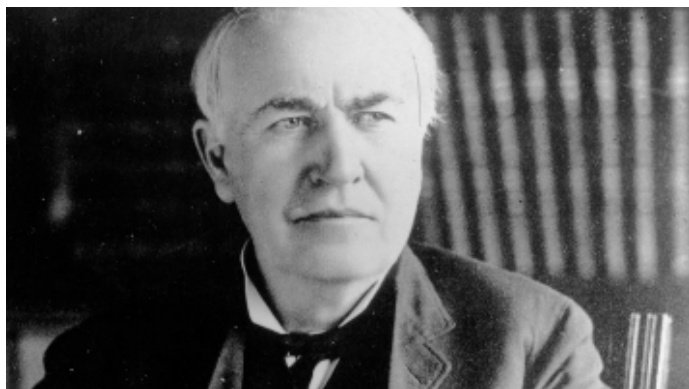


Innovation Challenge

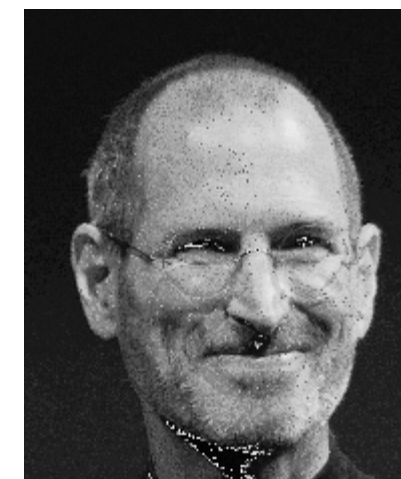
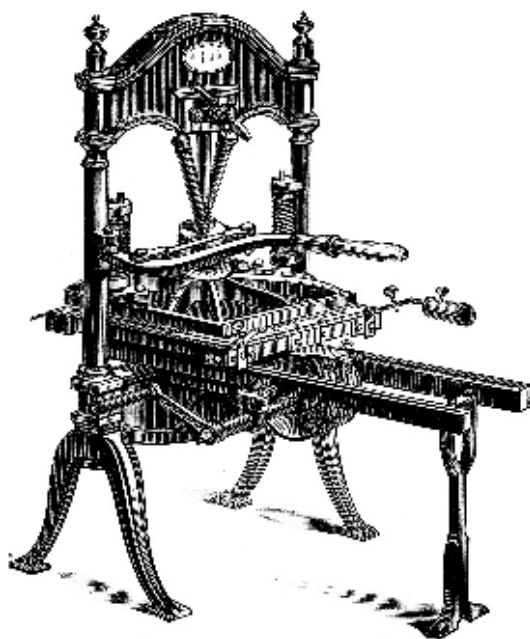
9.45 – 10.15



INNOVATIONS AND INNOVATORS



Penicillin V (1)



WHAT MEANS CREATIVITY?

„...you can see two dots, that don't make any sense, but somehow in your head you connect them in a new and different way.“

Lobe den Herren, den mächtigen König der Ehren

Für: Jostein Røed (1955-1985)

Musik: Strakosky (1985)
Text: nach Johann Sebastian Bach (1685-1750)
C. M. H. H. H.



© 1985 (C) Mark Stokowski, Author

Brian Chesky, Airbnb



WHAT MEANS CREATIVITY?



7 SOURCES OF INNOVATION

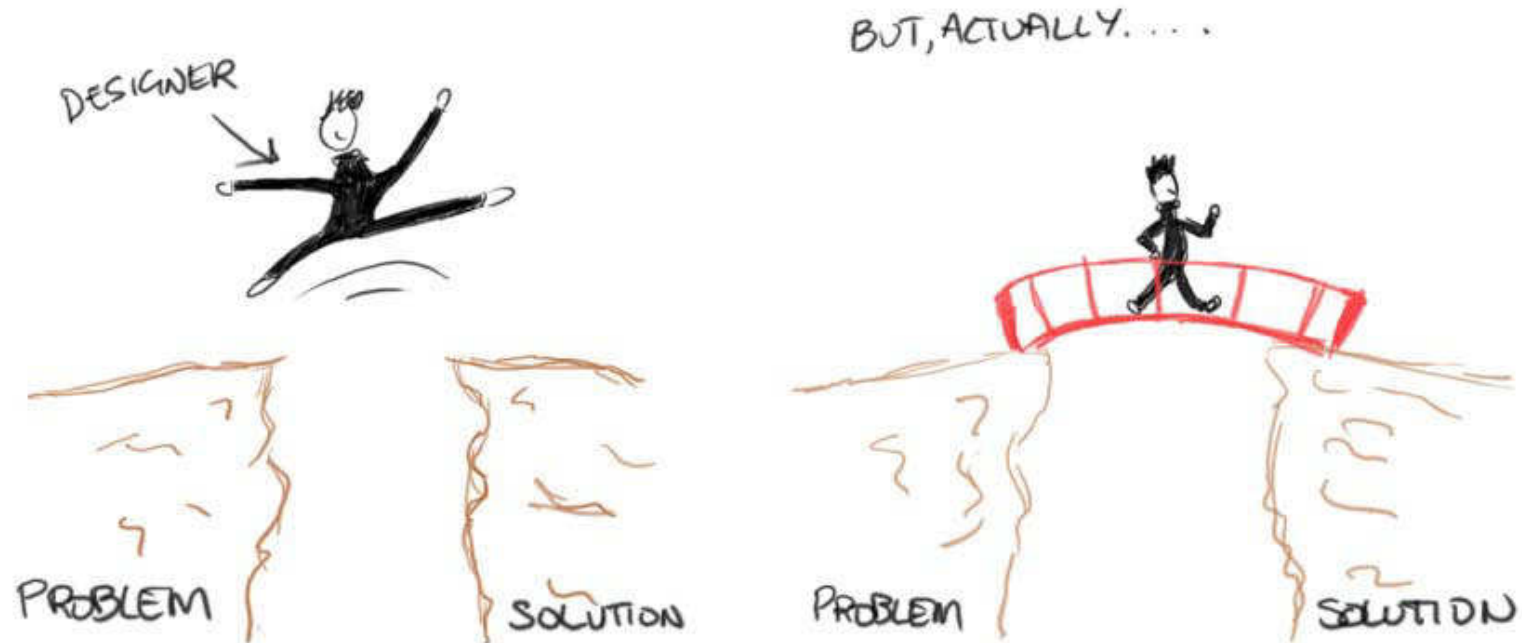


1. The Unexpected
2. Incongruities
3. Process Need
4. Changes in Industry and Market Structures
5. Demographics
6. Changes in Perception
7. New Knowledge

Peter Drucker (1985)

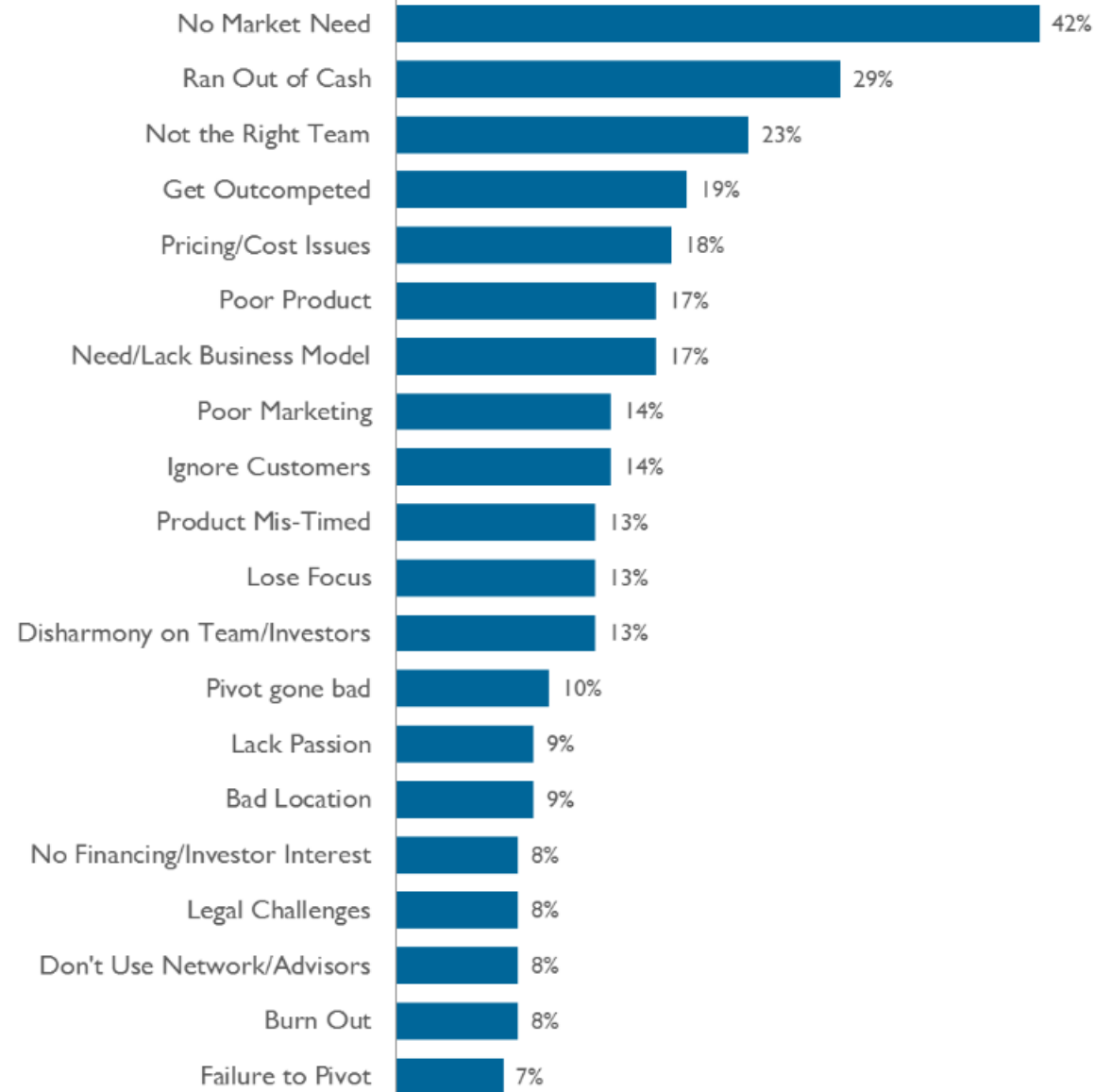


BUILDING BRIDGES

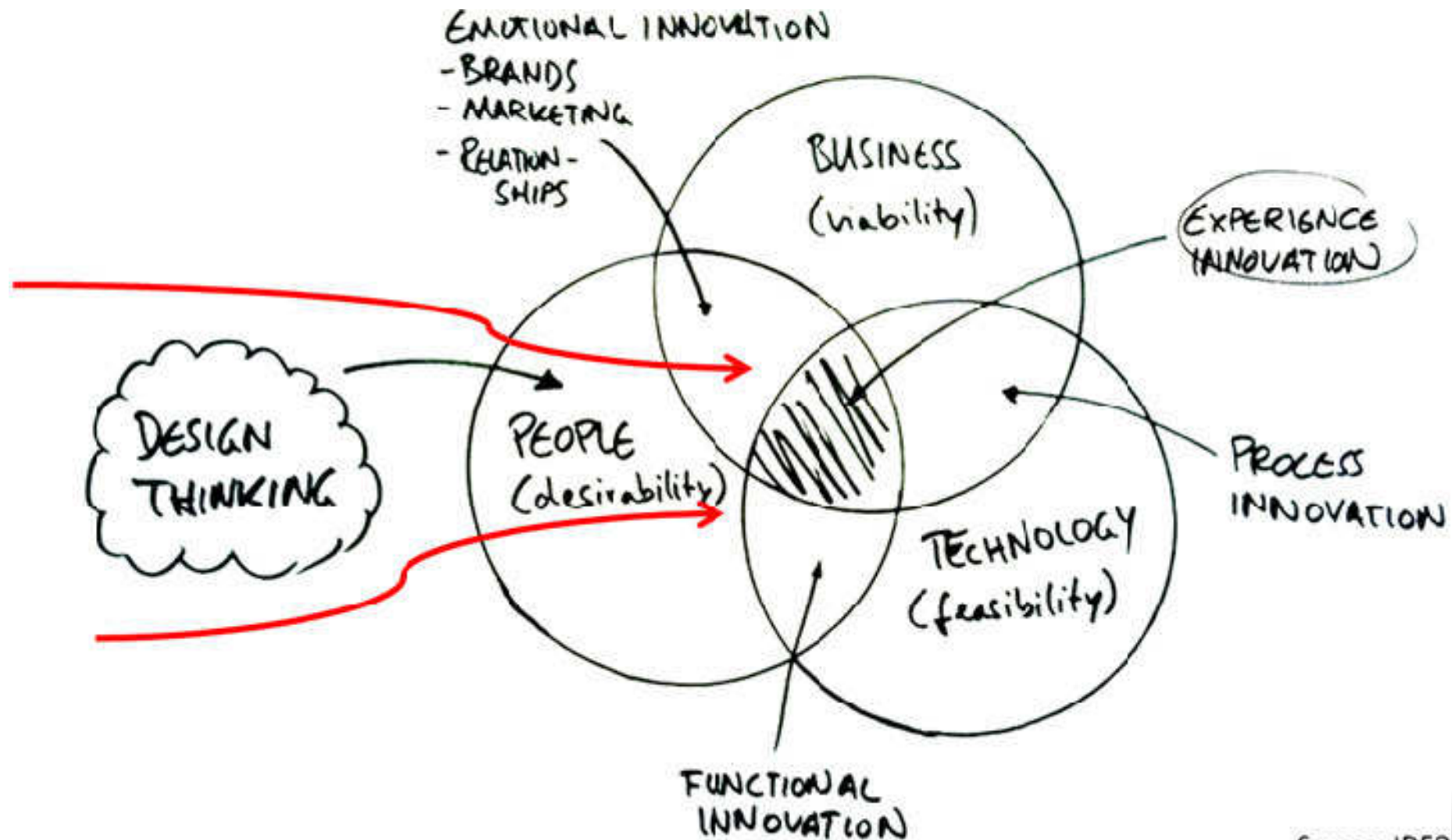


Top 20 Reasons Startups Fail

Based on an Analysis of 101 Startup Post-Mortems



DESIGN THINKING



Source: IDEO

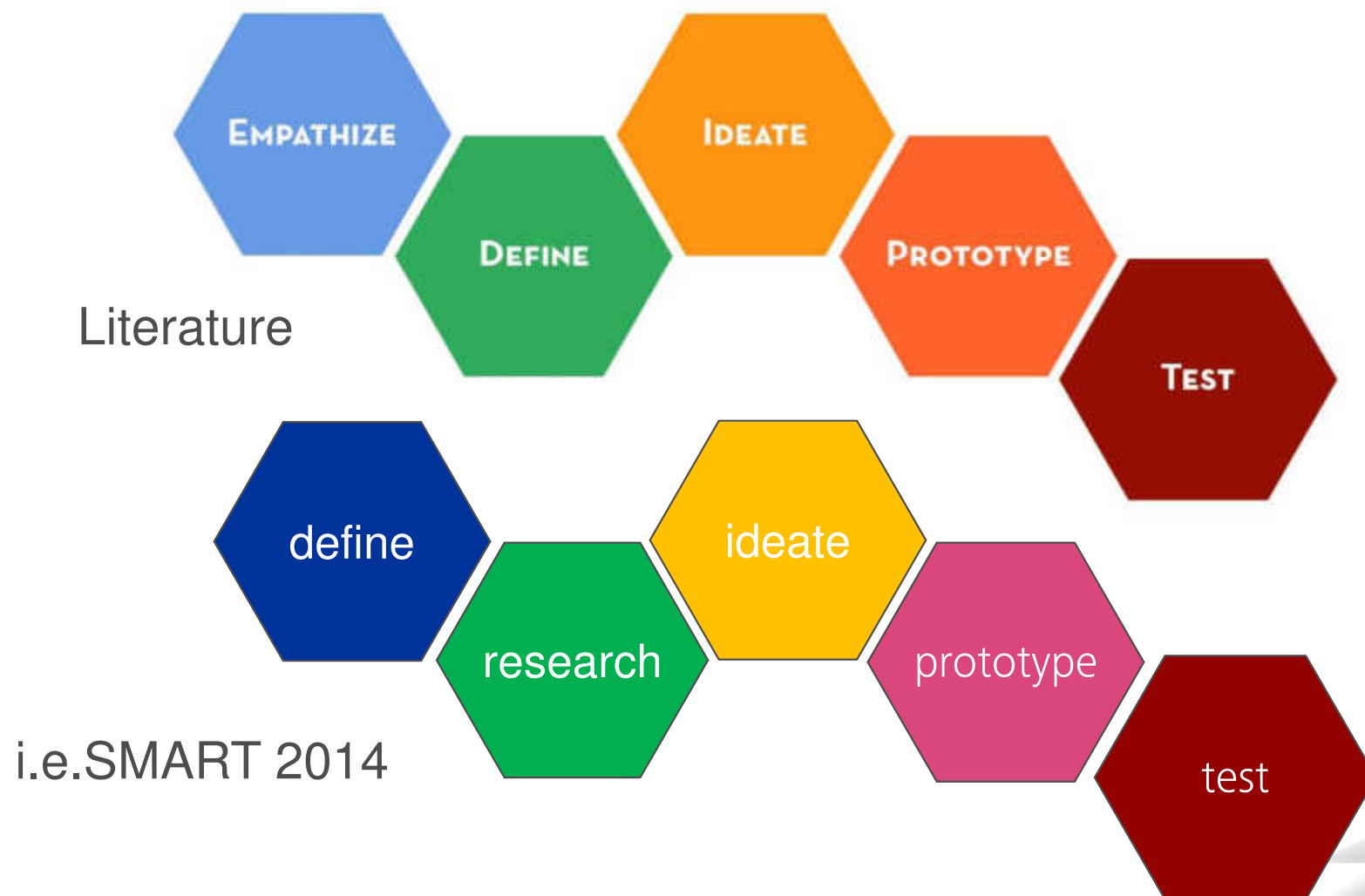


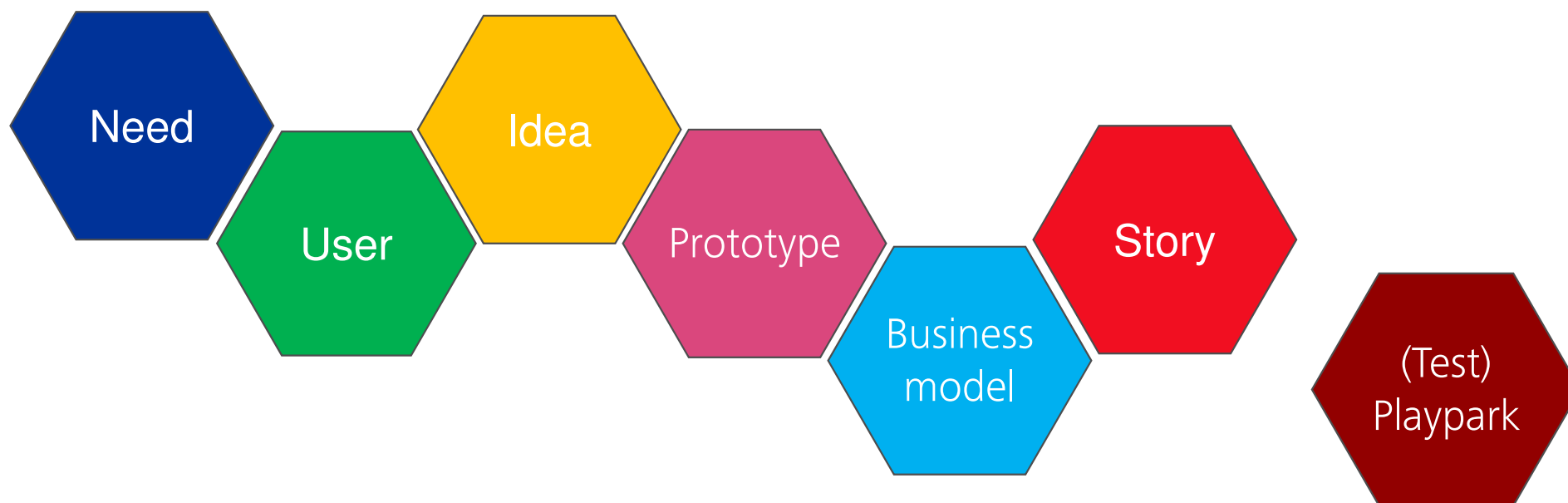
„The role of a designer is that of a very good, thoughtful host anticipating the needs of his guests.“

Charles Eames



DESIGN THINKING





HdM 2017



Example:

Demographic change is a significant source of innovation. Decide what field of demographic change you want to tackle:

- Population
- Age structure
- Education
- Income
- Health system
- Pension system
- ...



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Idea Lab, Lessons learned



CERlecon, PP06 Stuttgart Media University, Dr. Hartmut Rösch, roesch@hdm-stuttgart.de

LESSONS LEARNED (1)

- Optimal group size: 3-4
- Bright but used rooms with enough pinboards
- Mixed teams: gender, profession, age (?)
- Framed but open challenge
- Enough time for field research
- Establish/use appropriate canvasses
- Be schedule flexible (don't hand out timetables)
- Be honest with feedback



LESSONS LEARNED (2)

- Adjust the lab content to the needs of the audience
- Explain all steps from the participants' view
- Let them log and visualize everything
- Keep distance but motivate
- Take every group/idea serious
- Make a competition (award)
- Look ahead
- Keep it simple



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📍 Joint initial training Krakow 6.6.2017.

💬 01_03_Customer_JobsToBeDone

👤 CERlecon, PP10 STEP RI, Boris Golob bgolob@uniri.hr

1.

Know your
customers, users,
beneficiaries...

Finding and understanding your customers,...?

Market segmentation?

Demographic

Product category

Needs

Geographic

Cultural

...



Who / Situation & circumstances/ JTBD
Customer segment



Customer understanding

Product/service: _____

Customer segment/persona Describe customers, users, beneficiaries...?	Situation/Circumstances When, where... customers buy and use products and services?	Problem / Goal What your customers are trying to achieve, which problem to solve...?

FP10 STEP 01 Boris Galka b.galka@univie.ac.at

interreg
CENTRAL EUROPE
GERMANY

Ask yourself:

Customer segment

Who are your buyers, users,
intermediaries...?

Real person!

Ask yourself:

Customer situation

When our customers buy, use or
consume our offer, products...?

Ask yourself:

Customer problem & goal

What our customers feel and do
while buying and using...?



Customer understanding

Product/service: _____

Customer segment/persona Describe customers, users, beneficiaries...?	Situation/Circumstances When, where... customers buy and use products and services?	Problem / Goal What your customers are trying to achieve, which problem to solve...?

FP10 IEP EL Boris Galka bogdan@uni-lj.si

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CEMARE



Customer Jobs

Job(s) to be done

What my customers are really paying for?

Job(s) to be done

Job that customer has to do and “hires” our product or service to to get job.



Job(s) to be done

A “job” is a problem a person is trying to solve. Customers don’t really buy products; they “hire” them to get a job done.

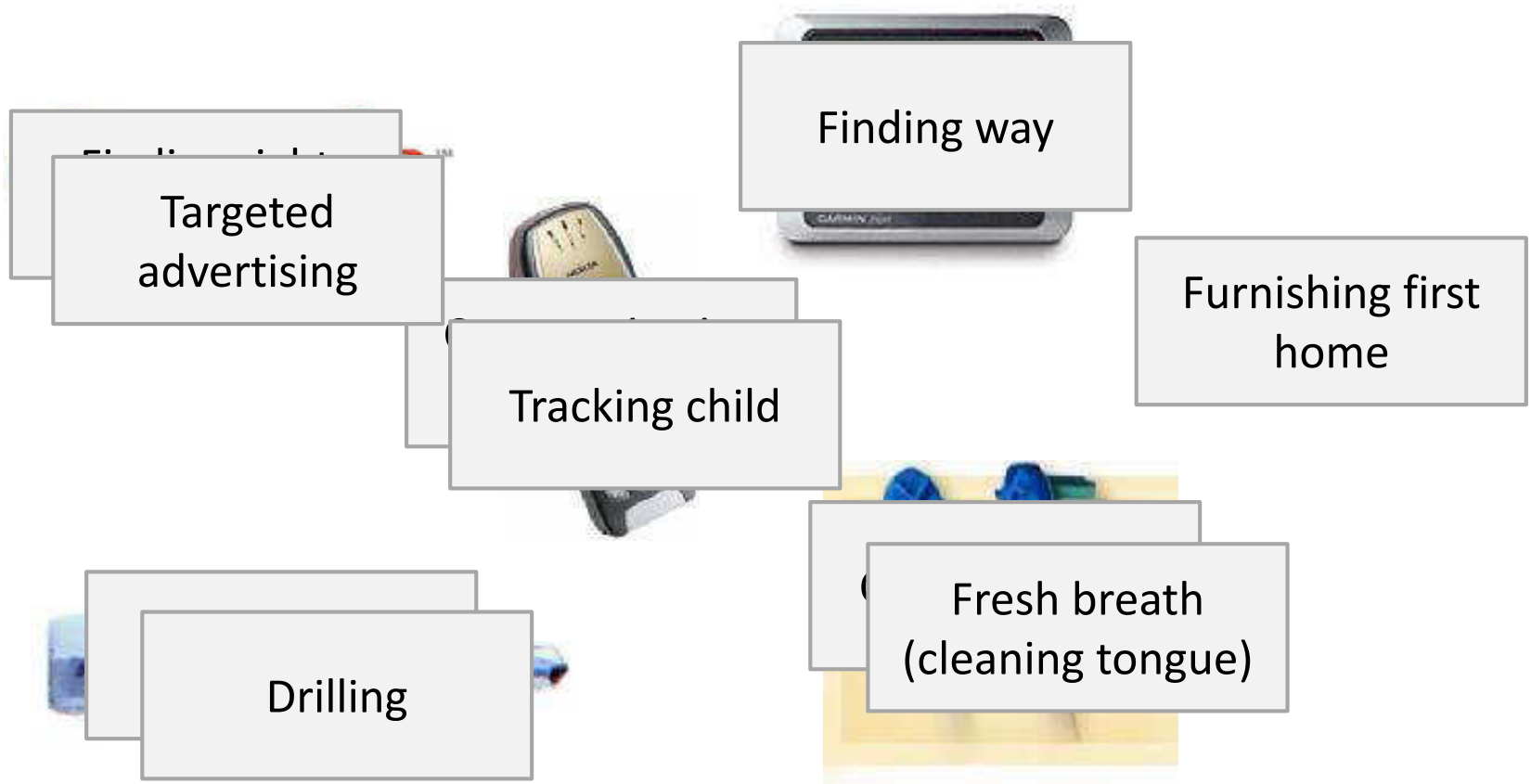
- A jobs to be done perspective focuses on what causes a customer to buy a product rather than relying on the attributes (such as age, gender, or income) that are merely correlated with buying behavior.
- “Jobs” are not adjectives or adverbs. A job to be done typically starts with the words, “Help me...” “Help me avoid...” or “I need to...”

Job(s) to be done

Ideas for discovering jobs to be done:

- Reflect deeply on personal experiences
- Observe current customers
- Discover why former customers left
- Identify the workarounds or compensating behaviors customers use to get the job done today

Examples of “jobs-to be done”





Job(s) to be done
Functional – Emotional - Social



Jobs to be done
Circumstances



Job to be done

Job to be done Customer problem, goal	Functional / Features The practical role the product or service fulfills
Existing solutions What customers are doing or using to solve or workaround the problem,	Emotional & Social The practical role the product or service fulfills
	Circumstances Under which circumstances "job" appears and is important!

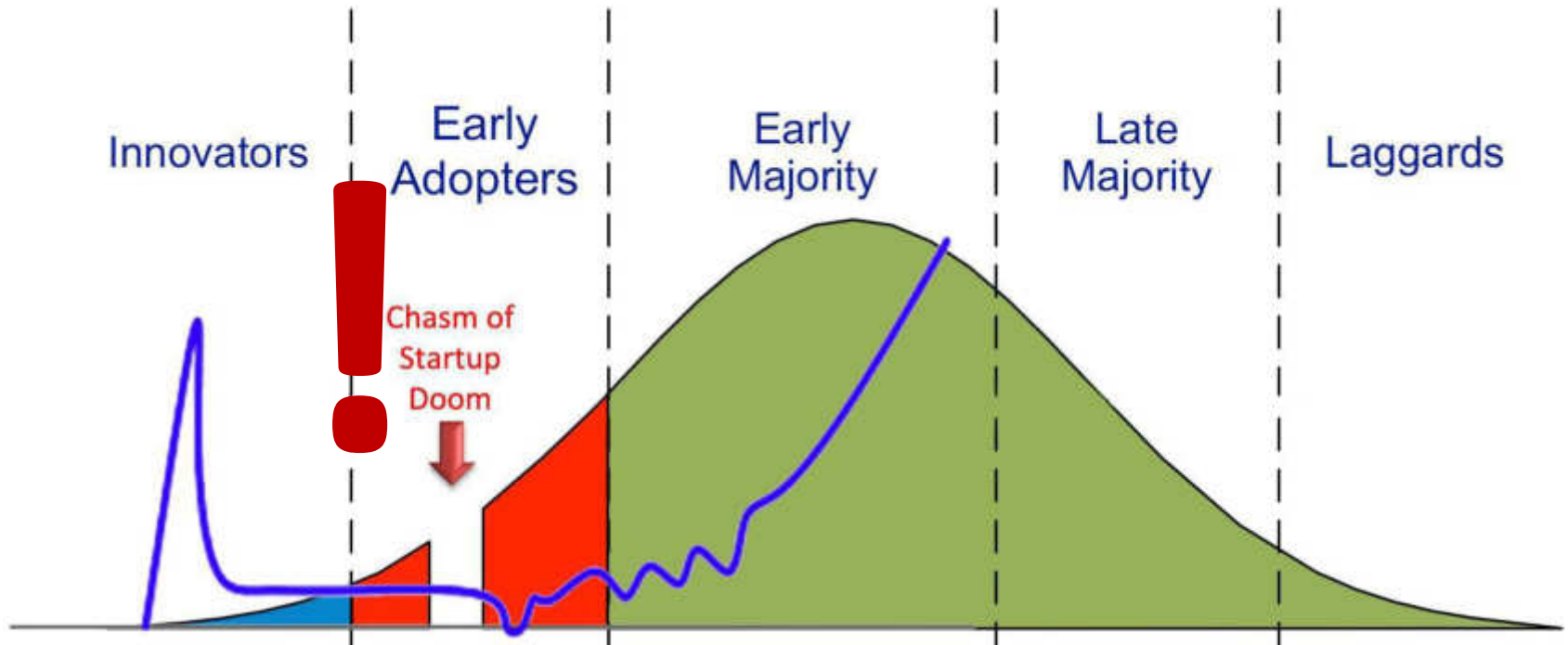
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CE Regional Development

2.

Non-consumers and early adopters

Finding and understanding your customers,...?



First customers are
„very special“
(and very different from „mainstream“ customers)



Jobs to be done
Barriers

Where to find new customers?

(Are there non-consumers?)

No
skills or
knowledge

No
opportunity

No
time

No
money

3.

Customer persona & journey – experience mapping

Show me the real person behind!



Customer persona

- Goals & Motivations – Personal and professional objectives
- Roadblocks – What stops persona from achieving her goals.
- Objections – persona's pain points about existing solutions .
- Quote – statement that best reflects persona.



Customer persona

- Photo – helps to picture a human being with problems
- Backstory – interests and hobbies
- Attitudes – typical buying habits and preferences
- Demographic Info – great for targeted campaigns.

Customer journey

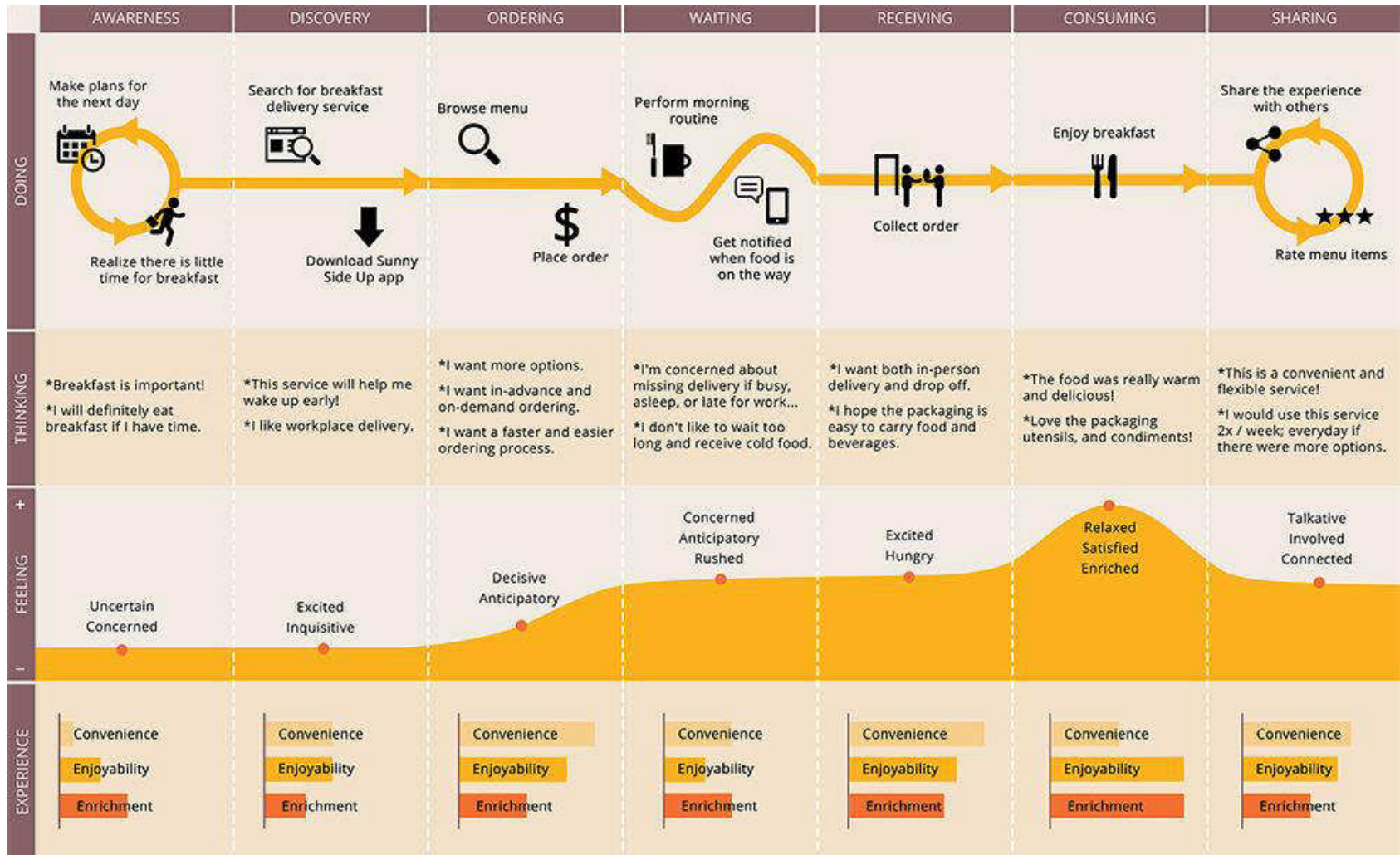
Timeline with „highs” an „lows”.

Within given timeframe insert:

- Periods/Stages
- Activities
- Emotions
- Interactions
- Connections



Customer journey





Customer persona...

Customer persona & experience/journey mapping

Photo						
Key Facts						
Wants&Needs						
Quote						

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CENTRAL EUROPE
GERMANY

THANK YOU!

CERlecon, PP10 STEP RI

Boris Golob

bgolob@uniri.hr



Product/service: _____

Customer segment/persona Describe customers, users, beneficiaries...?	Situation/Circumstances When, where... customers buy and use products and services?	Problem / Goal What your customers are trying to achieve, which problem to solve...?

Job to be done

Customer problem, goal

Functional / Features

The practical role the product or service fulfills

Emotional & Social

The practical role the product or service fulfills

Existing solutions

What customers are doing or using to solve or workaround the problem.

Circumstances

Under which circumstances “job” appears and is important!

Customer persona & experience/journey mapping

Photo

Key facts

Wants&Needs

Quote

KEY TAKEAWAYS

- A “job” is a problem a person is trying to solve. Customers don’t really buy products; they “hire” them to get a job done
 - A jobs to be done perspective focuses on what causes a customer to buy a product rather than relying on the attributes (such as age, gender, or income) that are merely correlated with buying behavior
 - “Jobs” are not adjectives or adverbs. A job to be done typically starts with the words, “Help me...” “Help me avoid...” or “I need to...”
- Products and technology come and go, but “jobs” persist over time
 - Companies integrated around a “job” can achieve market differentiation and avoid disruption
- Jobs to be done generally have two dimensions:
 - Functional: the practical role the product or service fulfills
 - Emotional/social: the feeling one gets from owning or using the product or service
- Ideas for discovering jobs to be done:
 - Reflect deeply on personal experiences
 - Observe current customers
 - Discover why former customers left
 - Identify the workarounds or compensating behaviors customers use to get the job done today

CASE STUDY

Walt Disney theme parks are known as a place for families to escape into an immersive experience with all their favorite characters. Since opening its gates in Southern California in 1955, Disneyland has been intensely integrated around this job to be done and has achieved superior returns. When Disney created a new park next door to Disneyland to attract more “multi-day” visitors and bolster hotel revenue, the company lost its focus on the job to be done, and guests noticed. After investing \$1B to build California Adventure, the park didn’t have the “magic” of Disneyland and attendance was well below projections. CEO Bob Iger called it a “brand withdrawal” and was faced with a critical decision connected to the jobs to be done: What should he do to turn California Adventure around?

CORRELATION		CAUSALITY
PRODUCT VIEW	CUSTOMER ATTRIBUTES VIEW	JOB TO BE DONE VIEW
Newspaper market	Example segment: Intellectuals age 60+	Example Job to Be Done: “Help me stay informed”
Milkshake market	Example segment: Males age 18-35	Example Job to Be Done: “Help me avoid getting bored or hungry on my commute”
Theme park market	Example segment: Families with small children	Example Job to Be Done: “Help me escape reality into a story-telling experience with my family”

PURPOSE BRAND

How can we create a brand that customers immediately think to “hire” for a “job”?

INTEGRATION

What and how must we integrate in order to provide these experiences in purchasing and using the product?

EXPERIENCE

What are the experiences in purchasing and using the product that we need to provide in order to get the “job” done perfectly?

JOB TO BE DONE

What “job” do customers need to get done or what problem are they trying to solve?
Customers don’t really buy products or services; they “hire” them to do a “job.”

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Idea Lab, How to start?

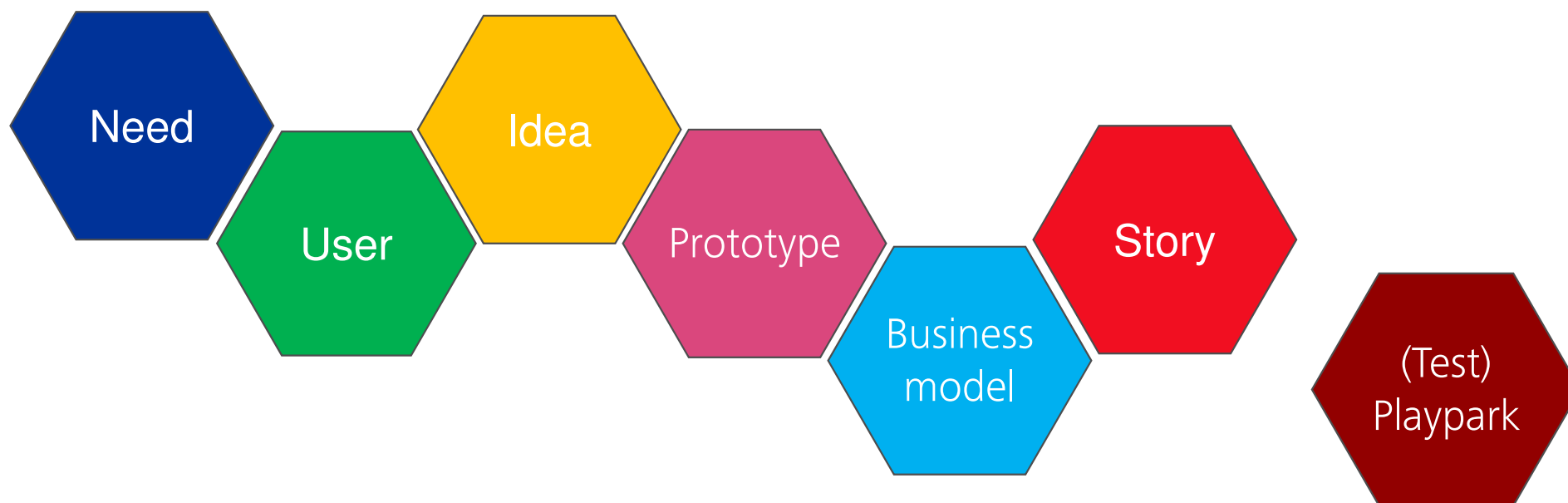


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How to start?

10.30 – 11.30

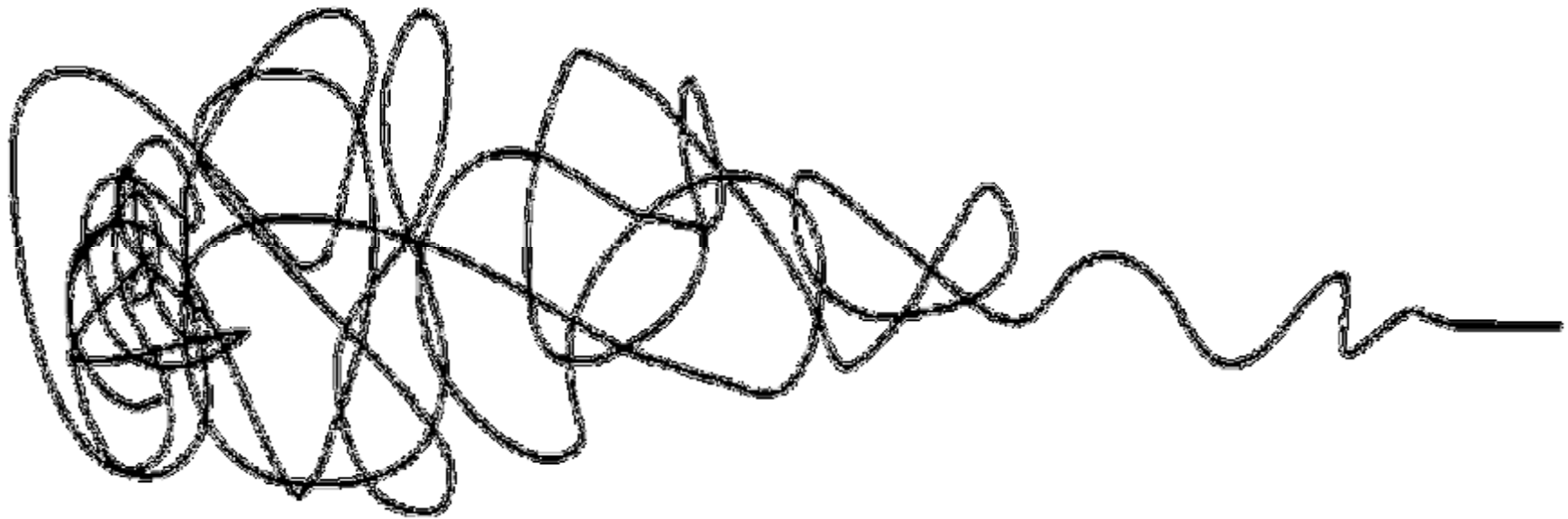




HdM 2017



EMOTIONAL JOURNEY



Need

1. Dreams & Gripe Session

- Problems, frustration, annoyances
- Desires, dreams, hopes

2. Express Design Challenges

- „How might we...“
- Choose one or two challenges



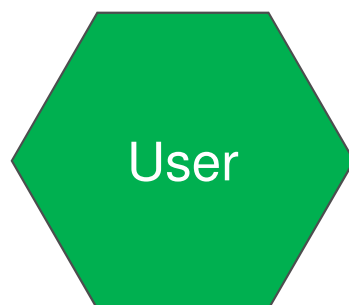
A photograph of a dense jungle scene. A large, dark, fallen tree trunk lies horizontally across the upper half of the frame. The background is filled with various tropical plants, including large green leaves and ferns. The lighting is natural, creating a sense of depth and texture in the foliage.

**Don't go to the zoo,
go to the jungle!**

The jungle

11.30 – 14.30





- Who are the stakeholders/ potential users of your challenge?
- Validate your assumptions
- Go out of the building and into the context
- Observe and listen
- Talk to stakeholders about their problems, desires, needs ...





- Intro & Aim
- No pitching
- Open questions → stories
- WhyWhyWhy?
- No ice cream questions
- 1 ? → 5
- Listen, listen, listen
- Observe
- Log everything



Visualize your results!
14.30 – 15.30



TAKING
COOPERATION
FORWARD

📍 Joint initial training Krakow 7.6.2017.

💬 02_01_ValueProposition_StrategyCanvas

👤 CERlecon, PP10 STEP RI, Boris Golob bgolob@uniri.hr

Value proposition canvas

Strategy canvas

Innovation opportunities logic

Product-market fit

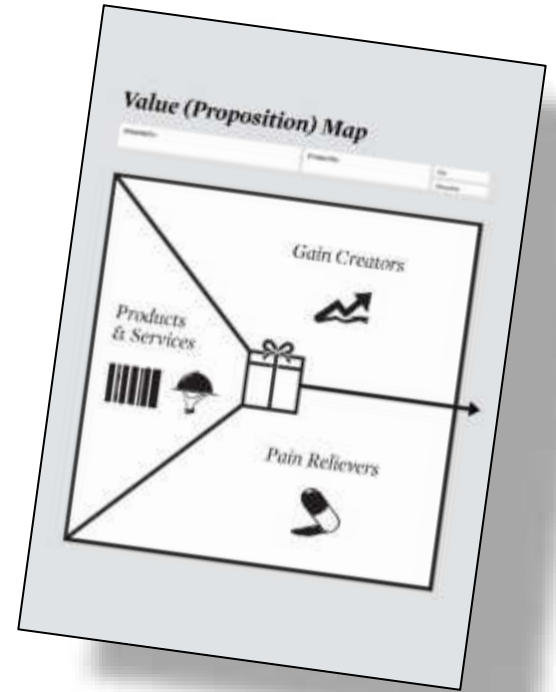
Value proposition canvas

Value map

Customer profile

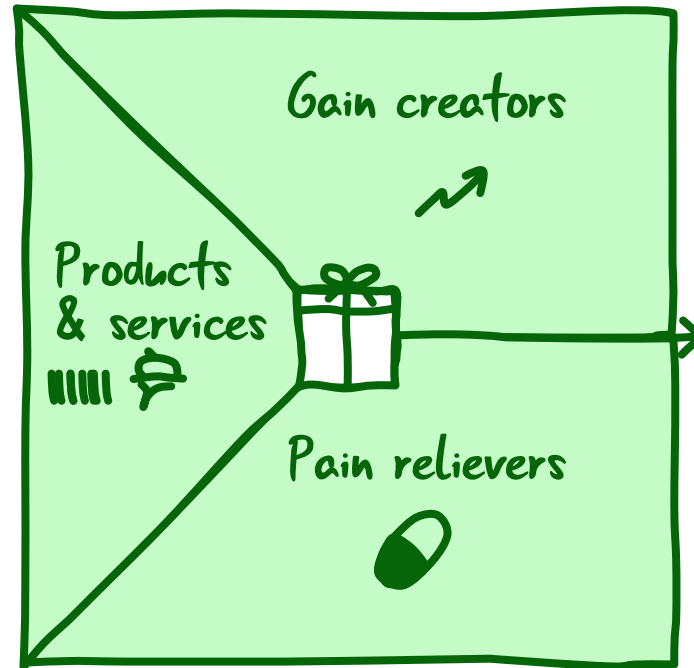
1.

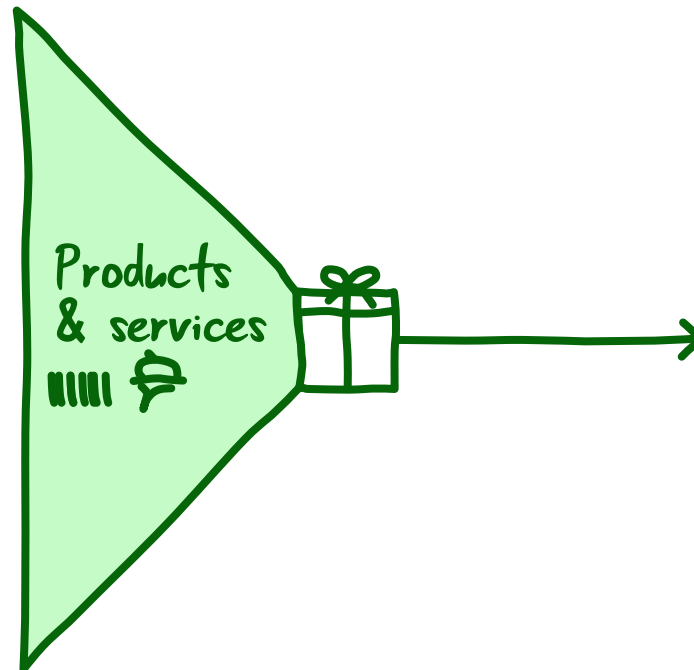
Know your value proposition



Which benefits are you creating?

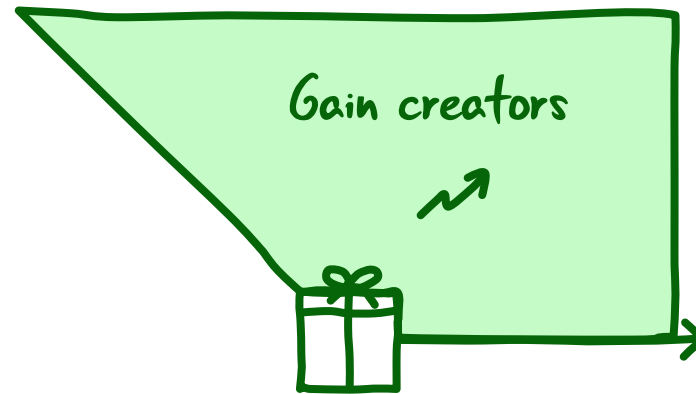
Value (Proposition) Map





Describe your products and services

List all the products and services your value proposition is built around by creating a sticky note for each element in the Products & Services box.



Outline how you intend to create value

Describe how your products and services create value by creating customer gains.

Create a sticky note for each element in the Gain Creators box.



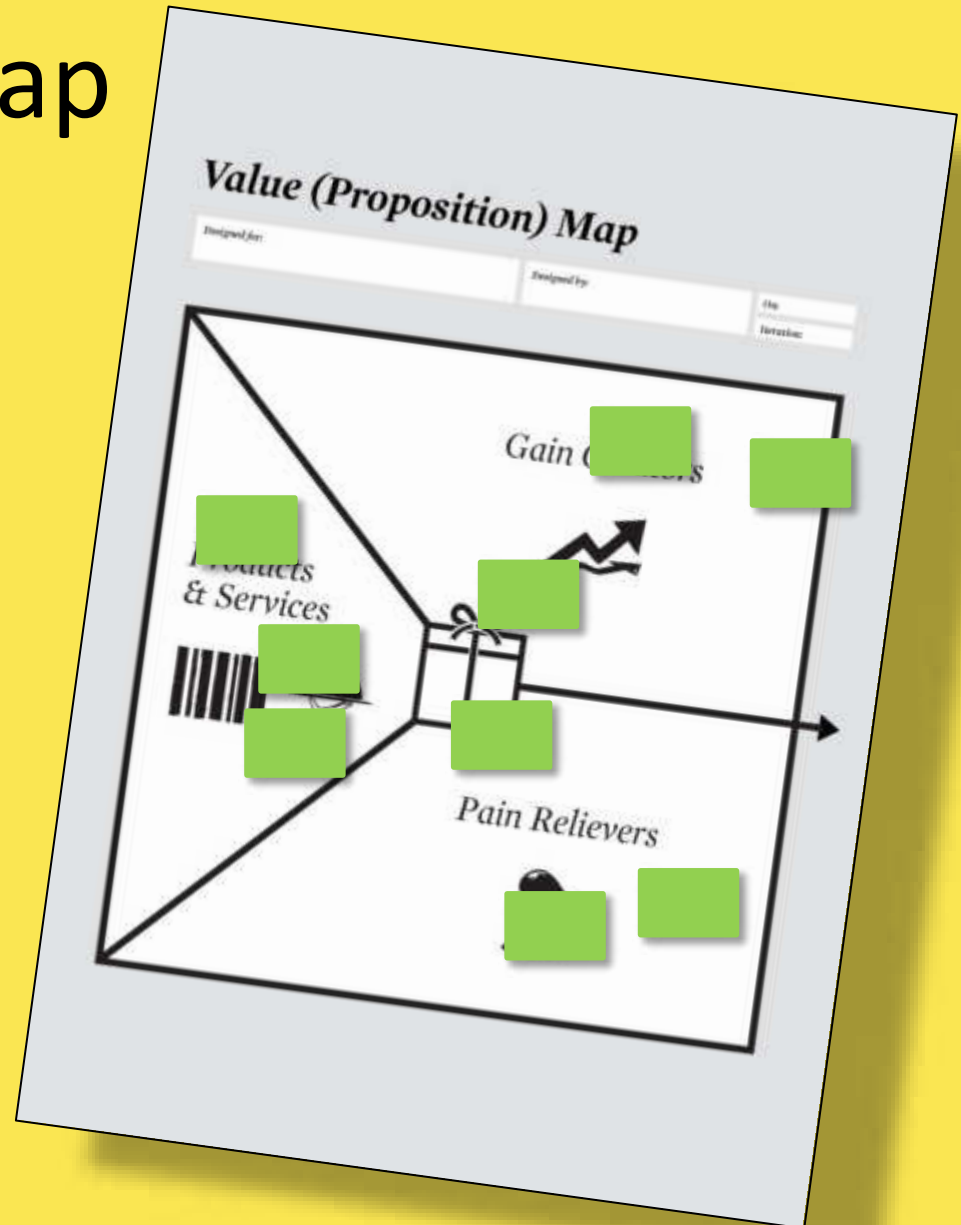
Outline how you intend to create value

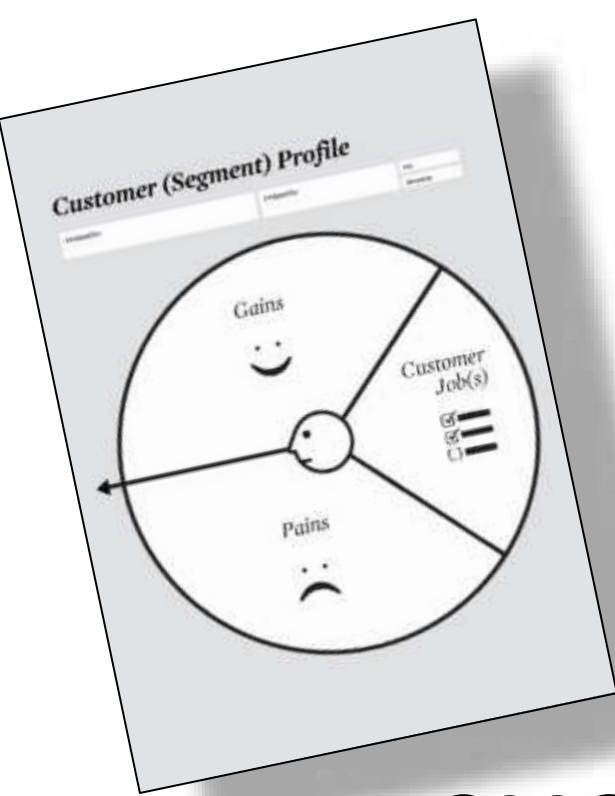
Describe how your products and services create value by killing customer pains.

Create a sticky note for each element in the Pain Relievers.



Value Map



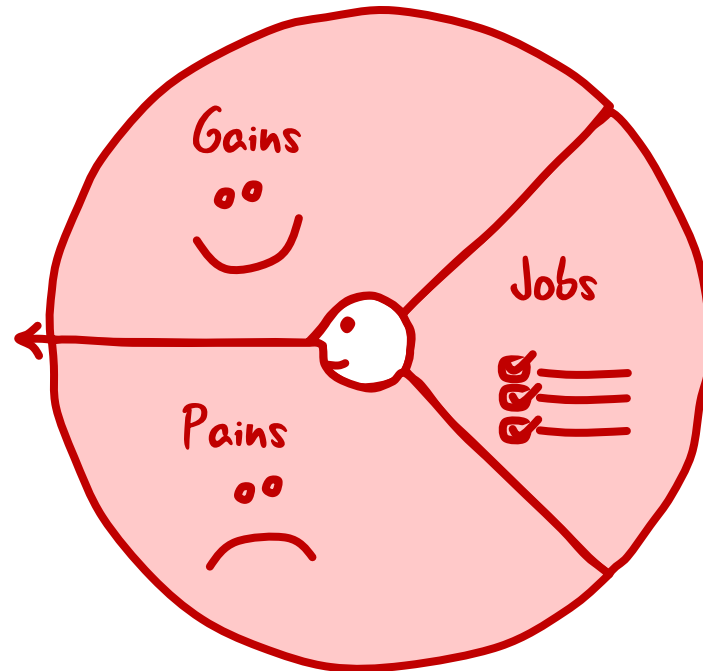


2.

Know your customer profile

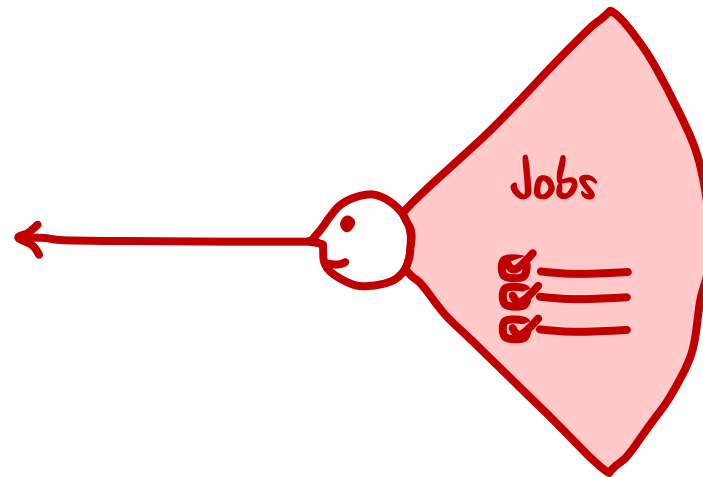
What drives your customer?

Customer profile



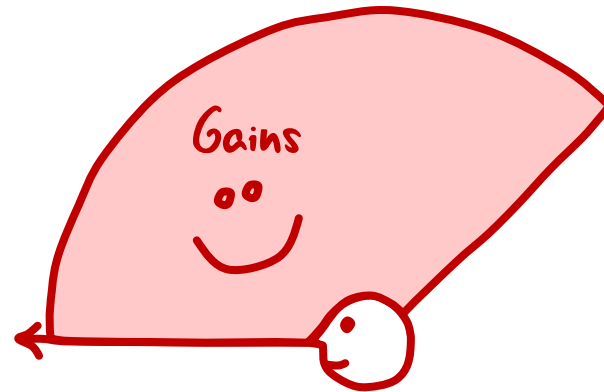
It is not about you – it is about your real customer wants&needs!

It describes targeted customer segment from their perspective, having in mind their situation and circumstances, what they are trying to achieve, avoid, minimize, create...



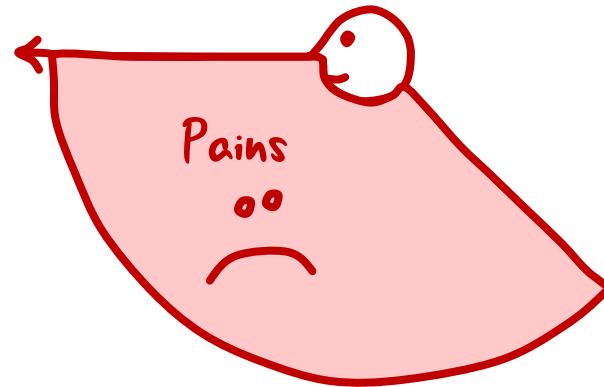
Start with customer jobs

Start sketching out your map by describing what jobs a specific customer of yours is trying to get done. Create a Note in the Customer Job(s) box for every major and ancillary job you intend to help your customer get done.



Add gains:

Create a Note in the Gains box for every benefit your customer expects, desires or would be surprised by.

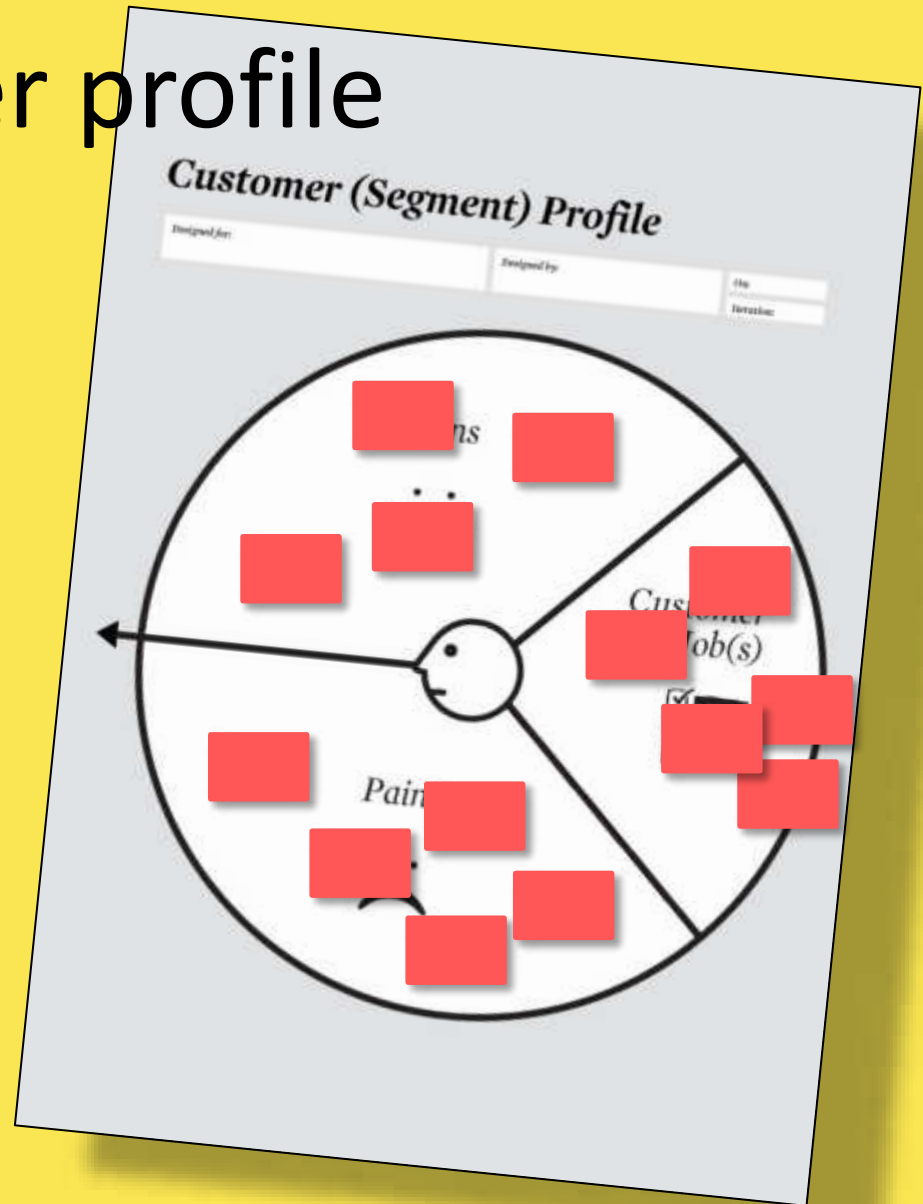


Add pains:

Create a Note in the Pains box for every pain your customer experiences or could experience before, during and after getting the job done.

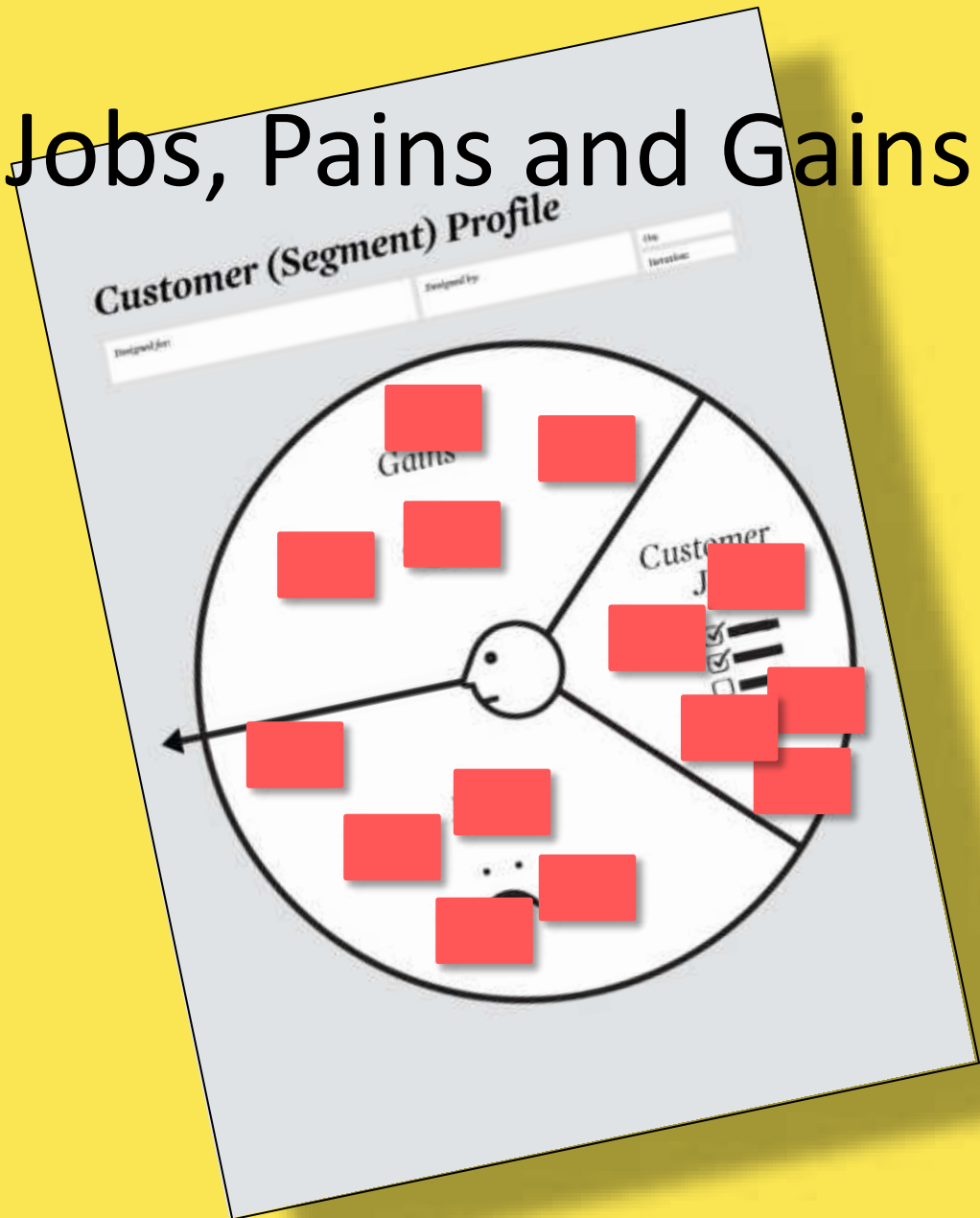


Customer profile





Rank Jobs, Pains and Gains

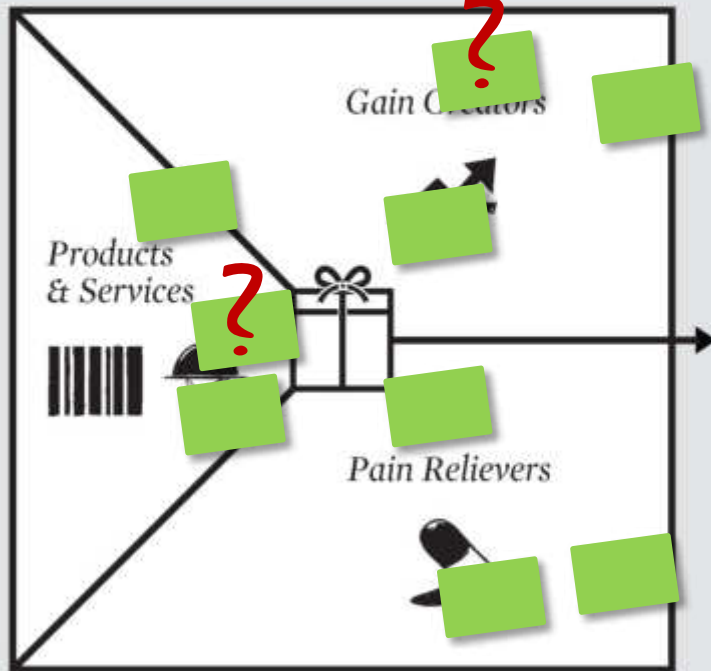


Value (Proposition) Map

Designed for:

Designed by:

Iteration:

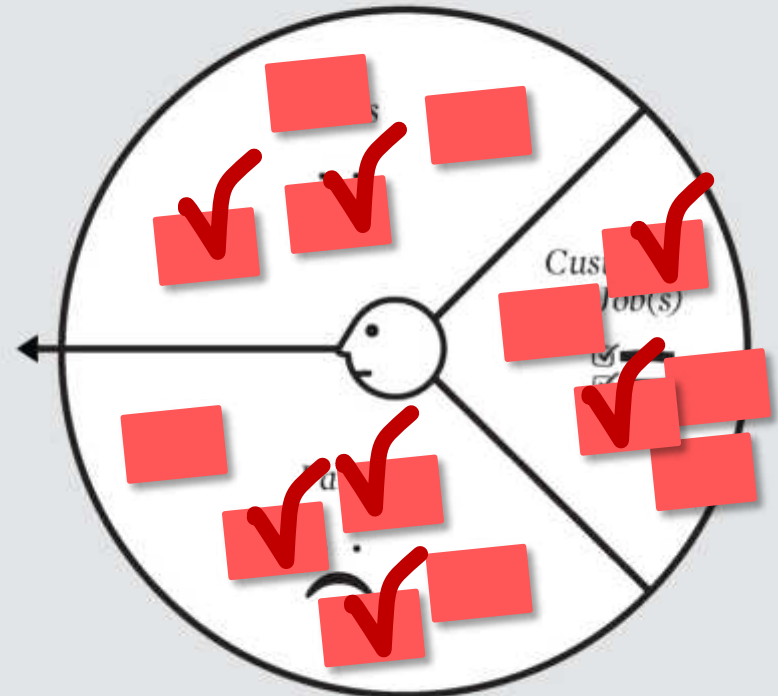


Customer Segment) Profile

Designed for:

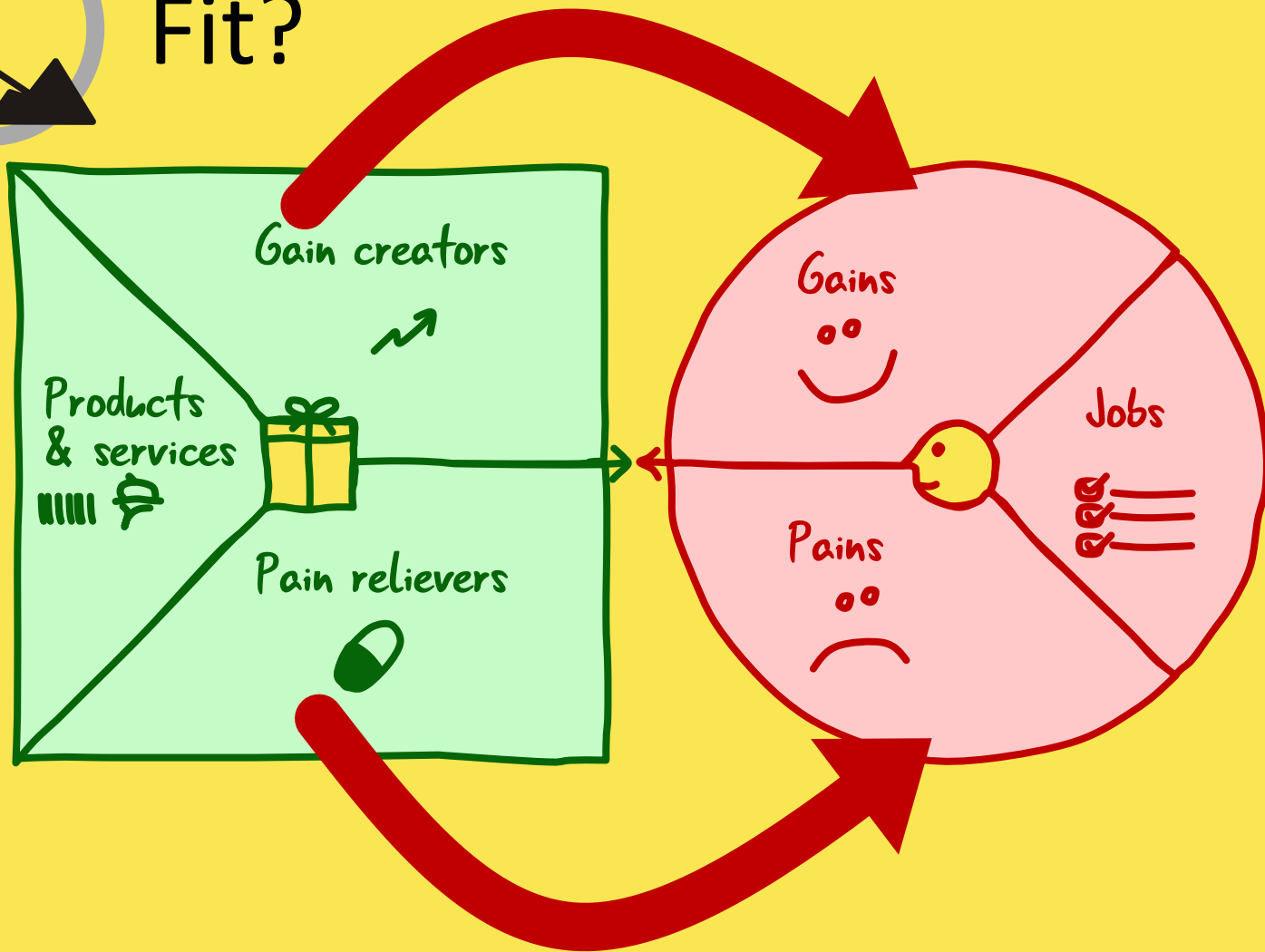
Designed by:

Iteration:





Fit?



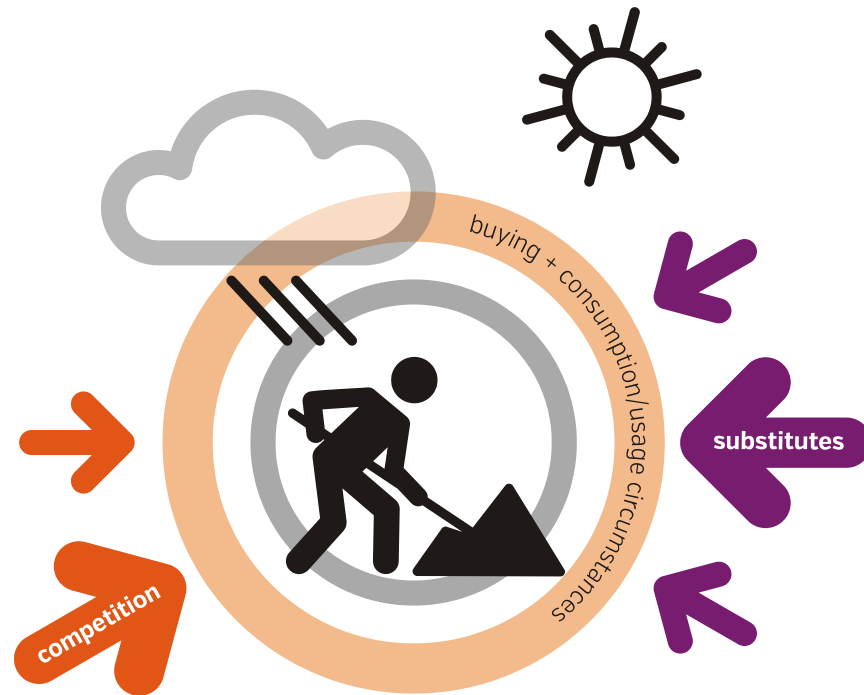
3.

Be better than
competitors

Other ways of solving customers problems?

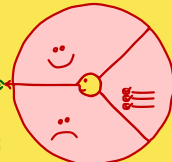
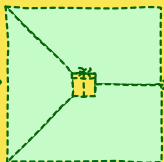
Ask yourself:

Who else wants money, time and attention of my customer?





Competition & Substitutes



Competitors, substitutes	Common factors of competition – key elements of value propositions

interreg
CENTRAL EUROPE
COMMISSION

PP10 STEP 11: Boris Galkin b.galkin@ceare.eu

Ask yourself:

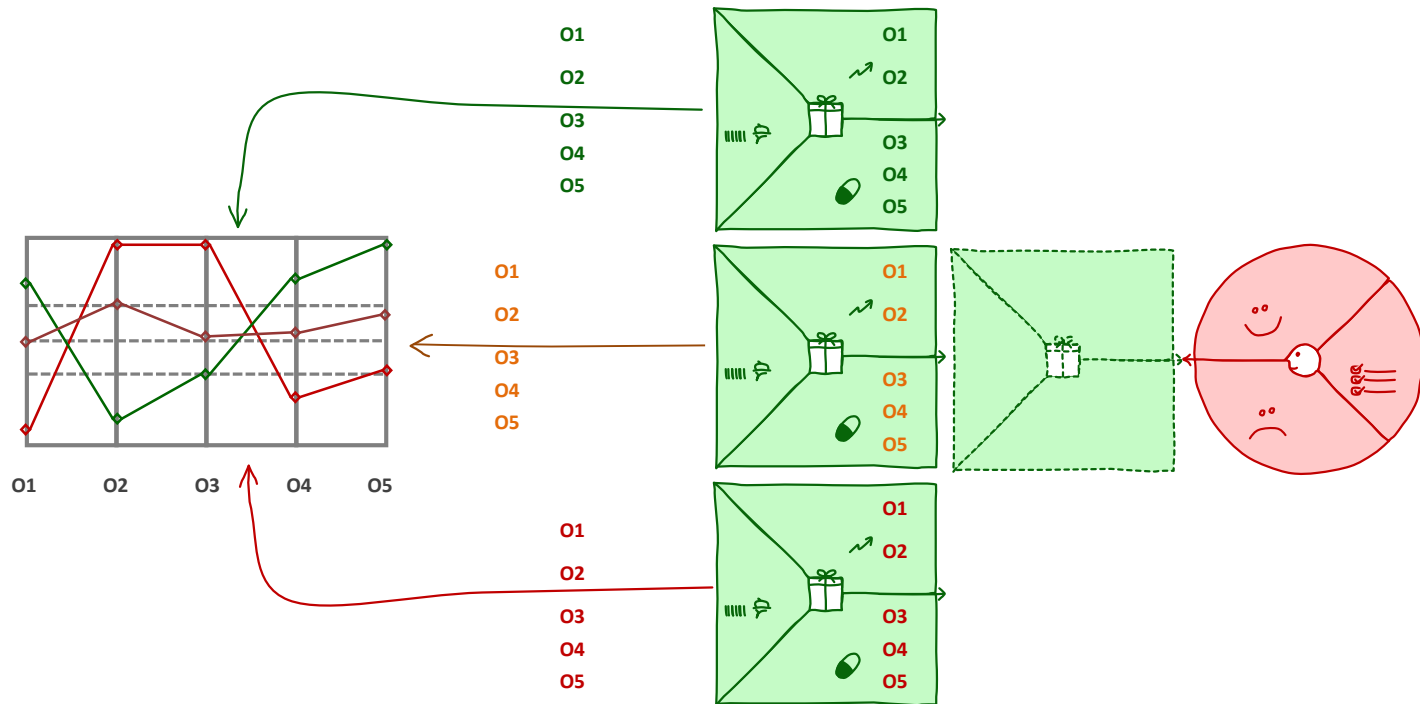
How can I compare different industries and offers? And win.

Strategy Canvas

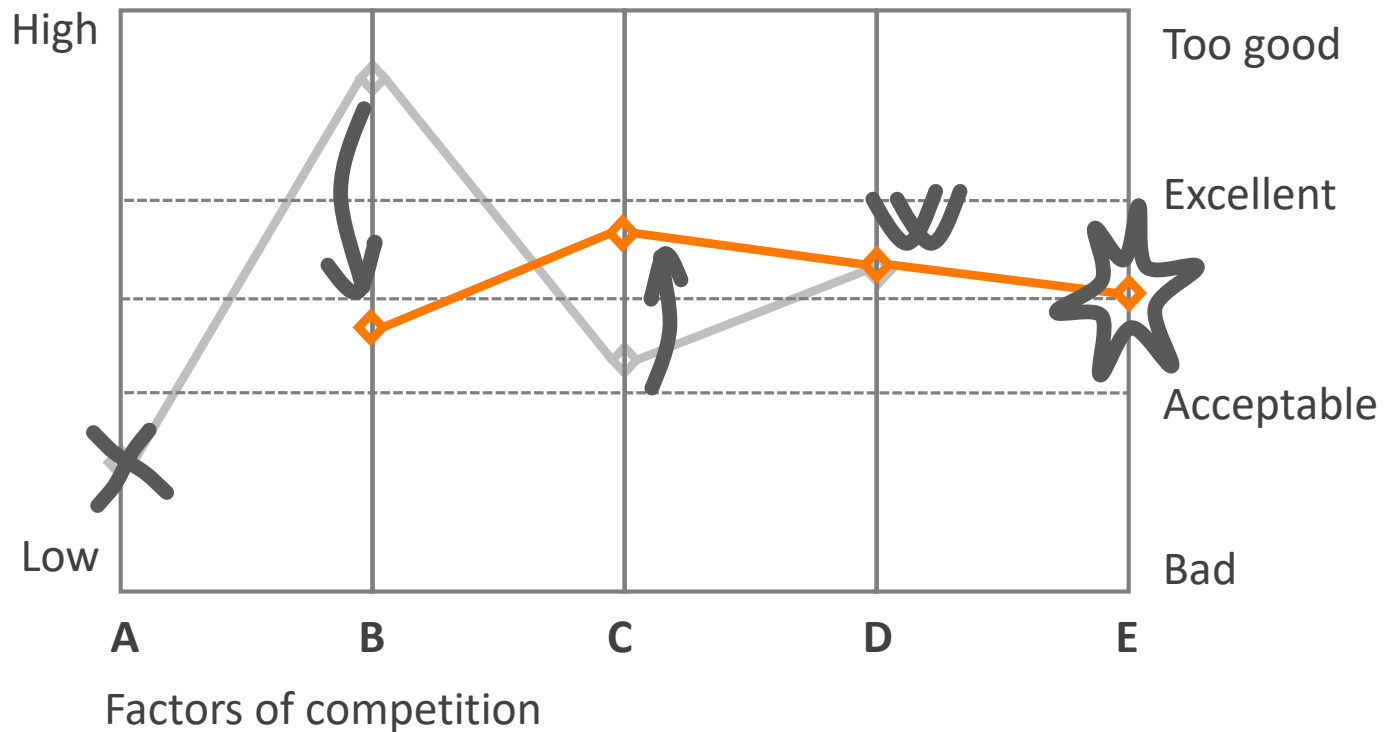
Value Proposition Curve

Four Actions Framework

Value proposition visualisation



Strategy canvas

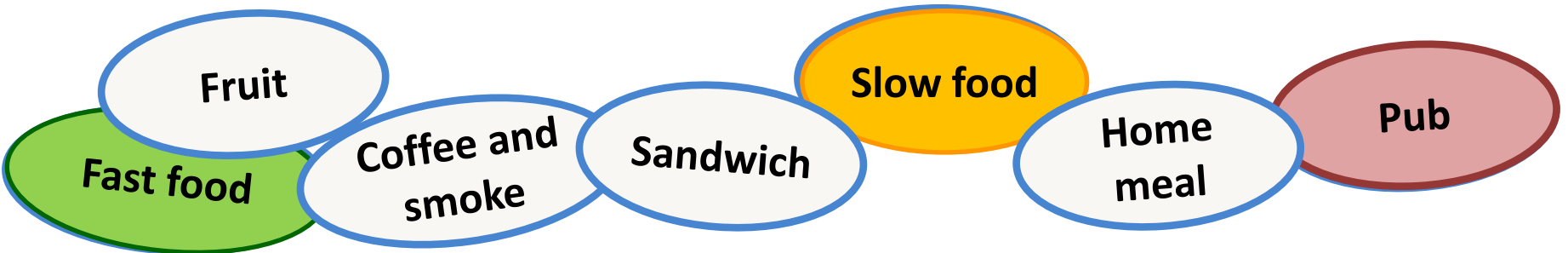
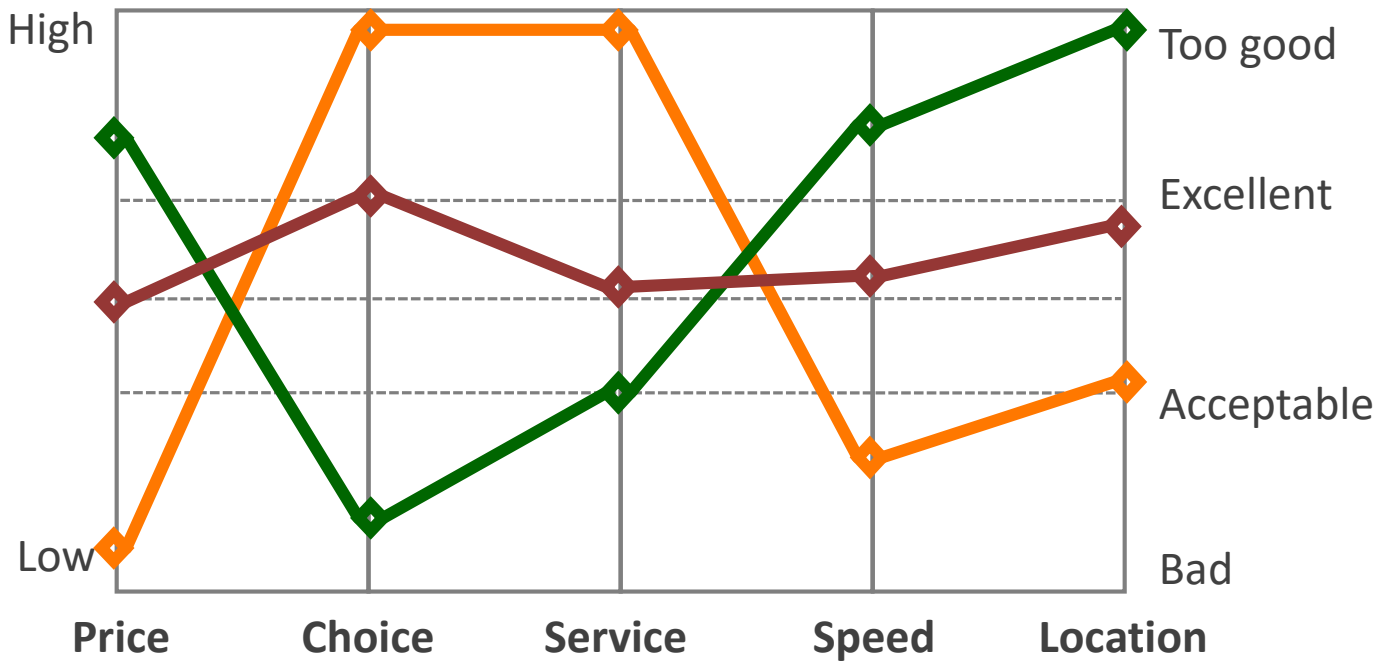


Value curve

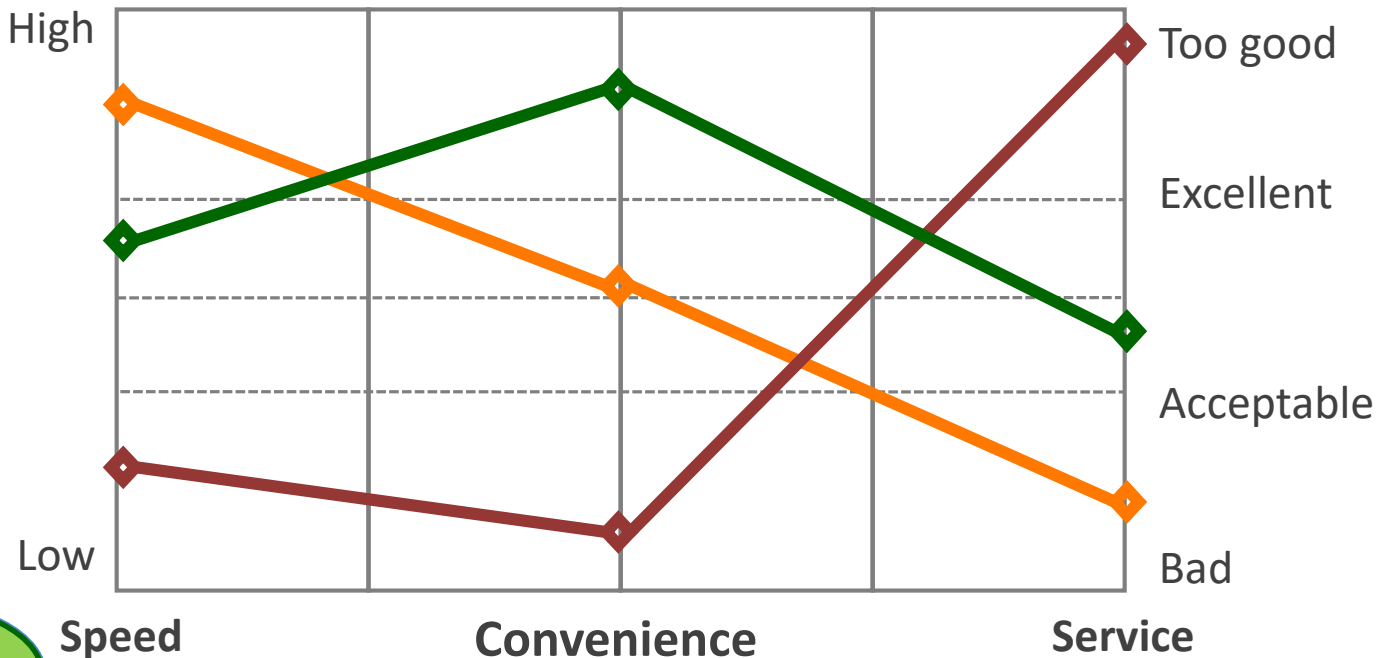
Instructions:

- ✔ **Select a value proposition** (product, service, JTBD)
- ✔ **Select factors of competition**
- ✔ **Score your value proposition**
- ✔ **Add and score competing value proposition**
- ✔ **Analyze your sweet spot**
- ✔ **Innovate:** Eliminate, Reduce, Raise, Create

Lunch during break



Obtaining cash



**Tesco
Cashier**

ATM

Credit card

Bank

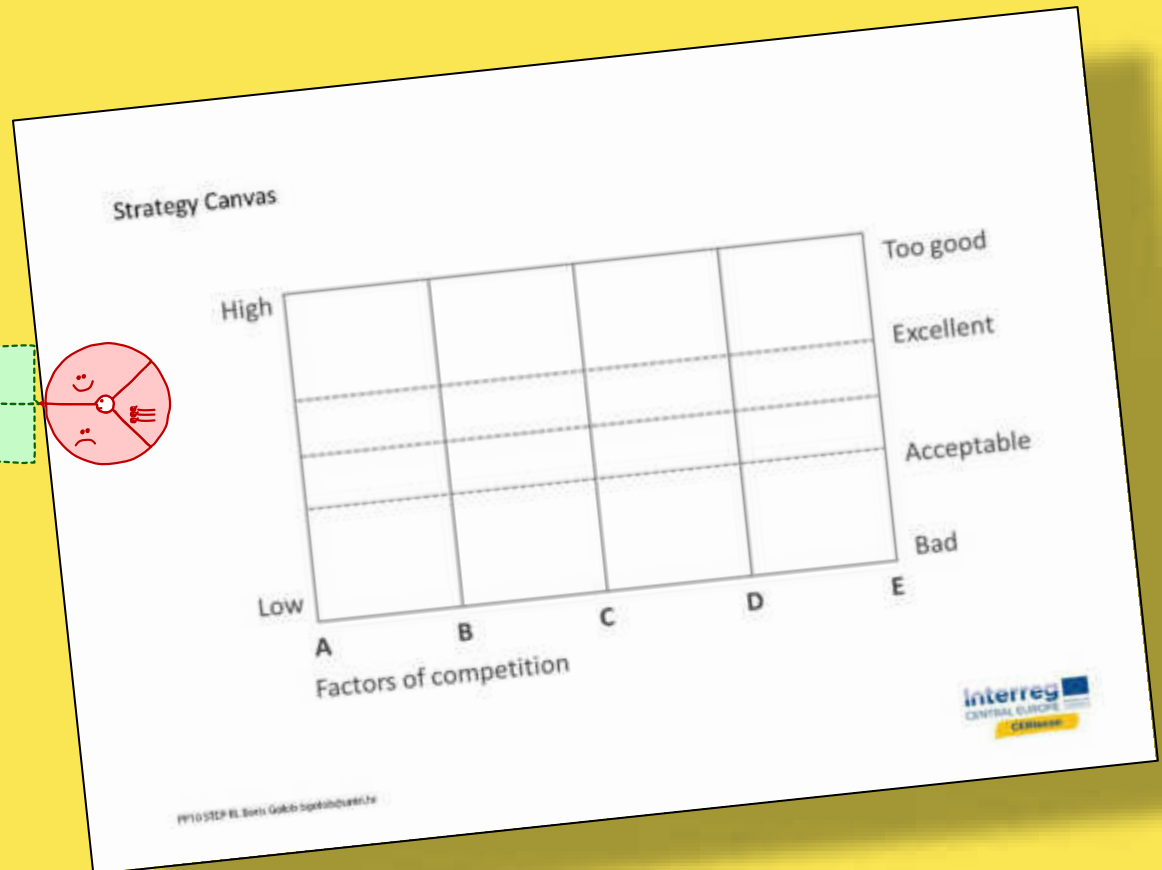
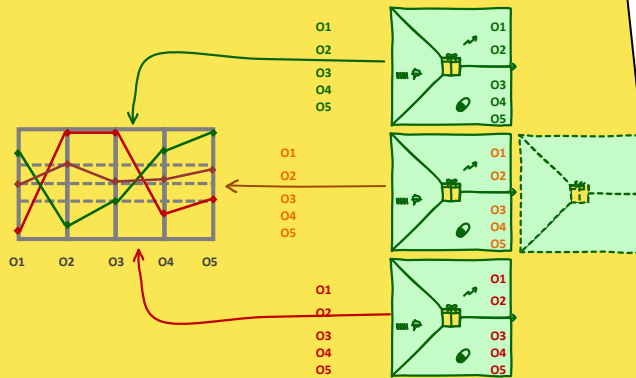
Post office

Spouse

**Children's
piggy**



Strategy Canvas & Value Curve



Instructions:

- ✓ **Select a value proposition** (product, service, JTBD)
- ✓ **Select factors of competition**
- ✓ **Score your value proposition**
- ✓ **Add and score competing value proposition**
- ✓ **Analyze your sweet spot**

4.

Identify opportunities

What do we need to change to increase
income, profits, customer base...?

Willingness to pay

(reasons to buy)

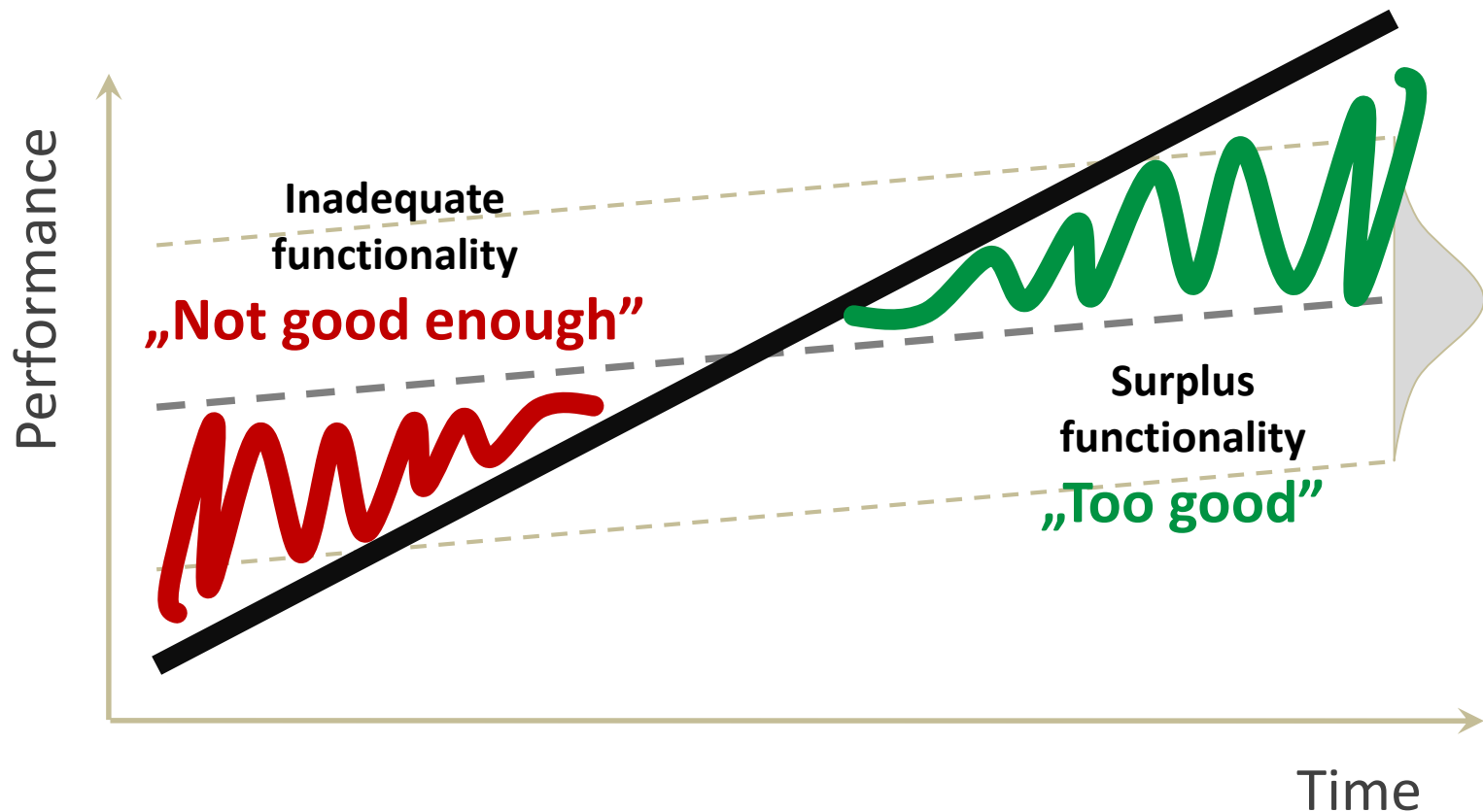
Importance

What is important?

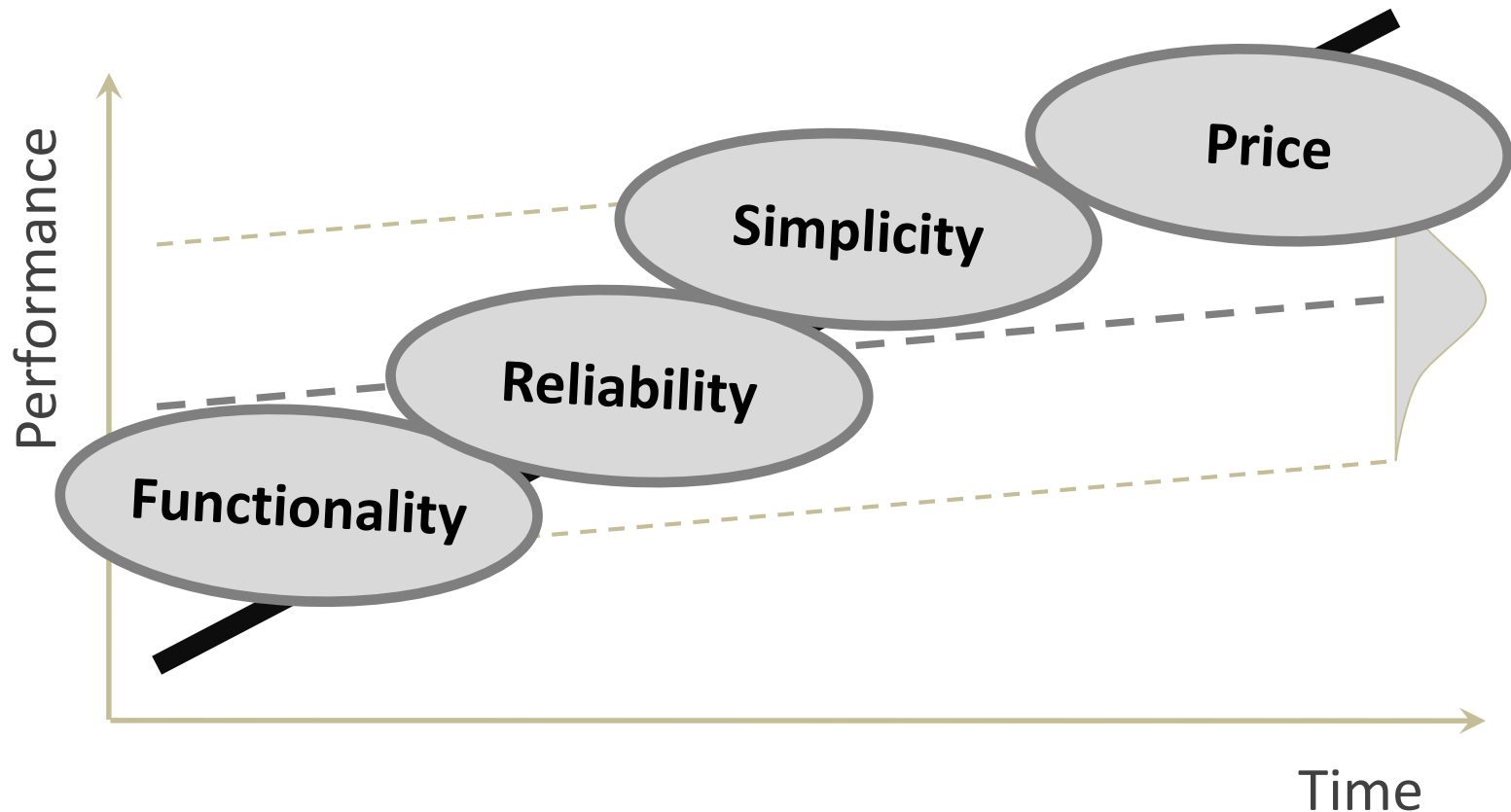
Satisfaction

What is good enough?

Factors that influence the price customers will pay



Factors that influence the price customers will pay



Not good enough!

What to improve&create?

Functionality

Reliability

Simplicity

Price

Too good!

What to reduce or eliminate?

Functionality

Reliability

Simplicity

Price

THANK YOU!

CERlecon, PP10 STEP RI

Boris Golob

bgolob@uniri.hr



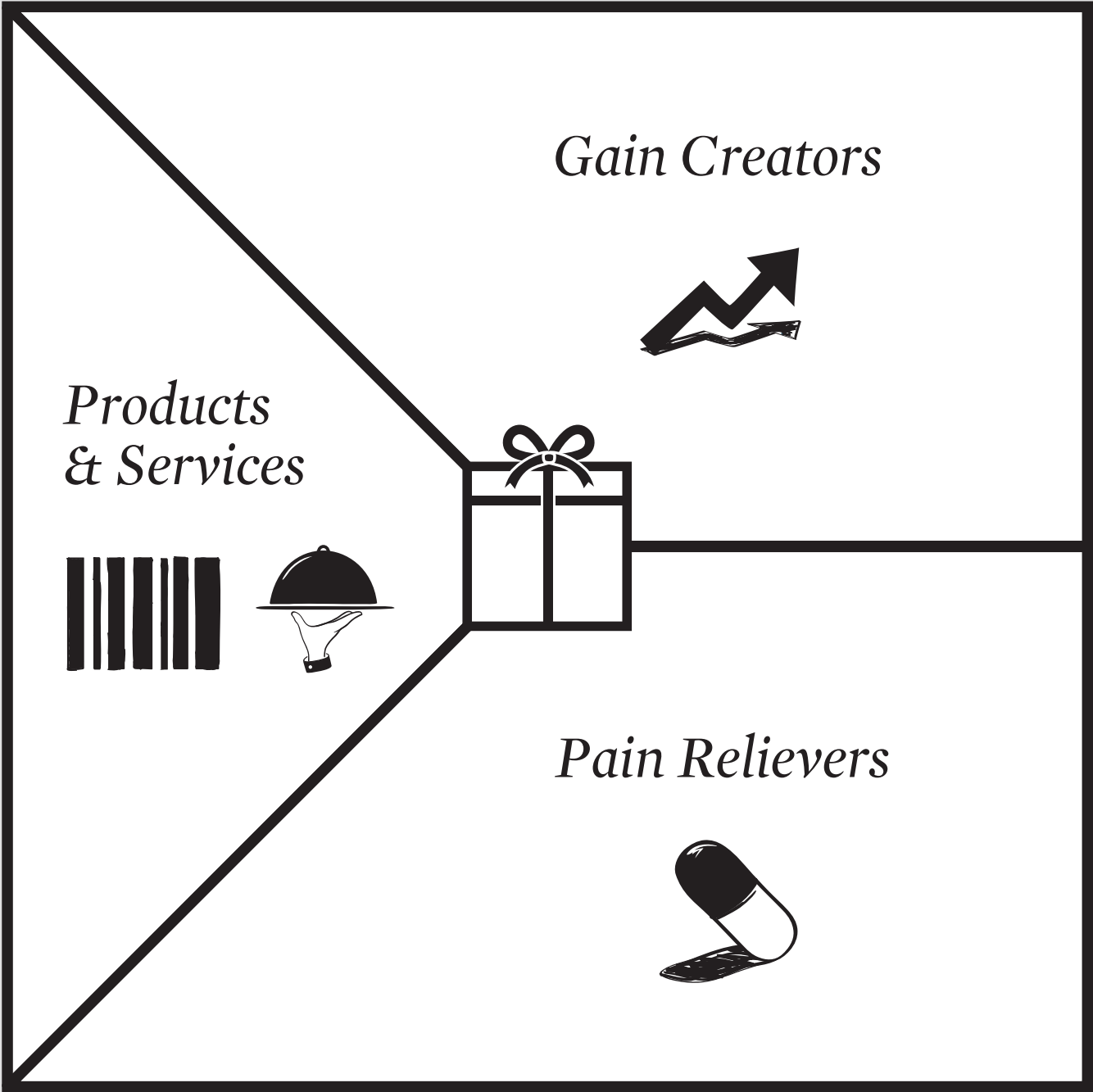
Value (Proposition) Map

Designed for:

Designed by:

On:

Iteration:



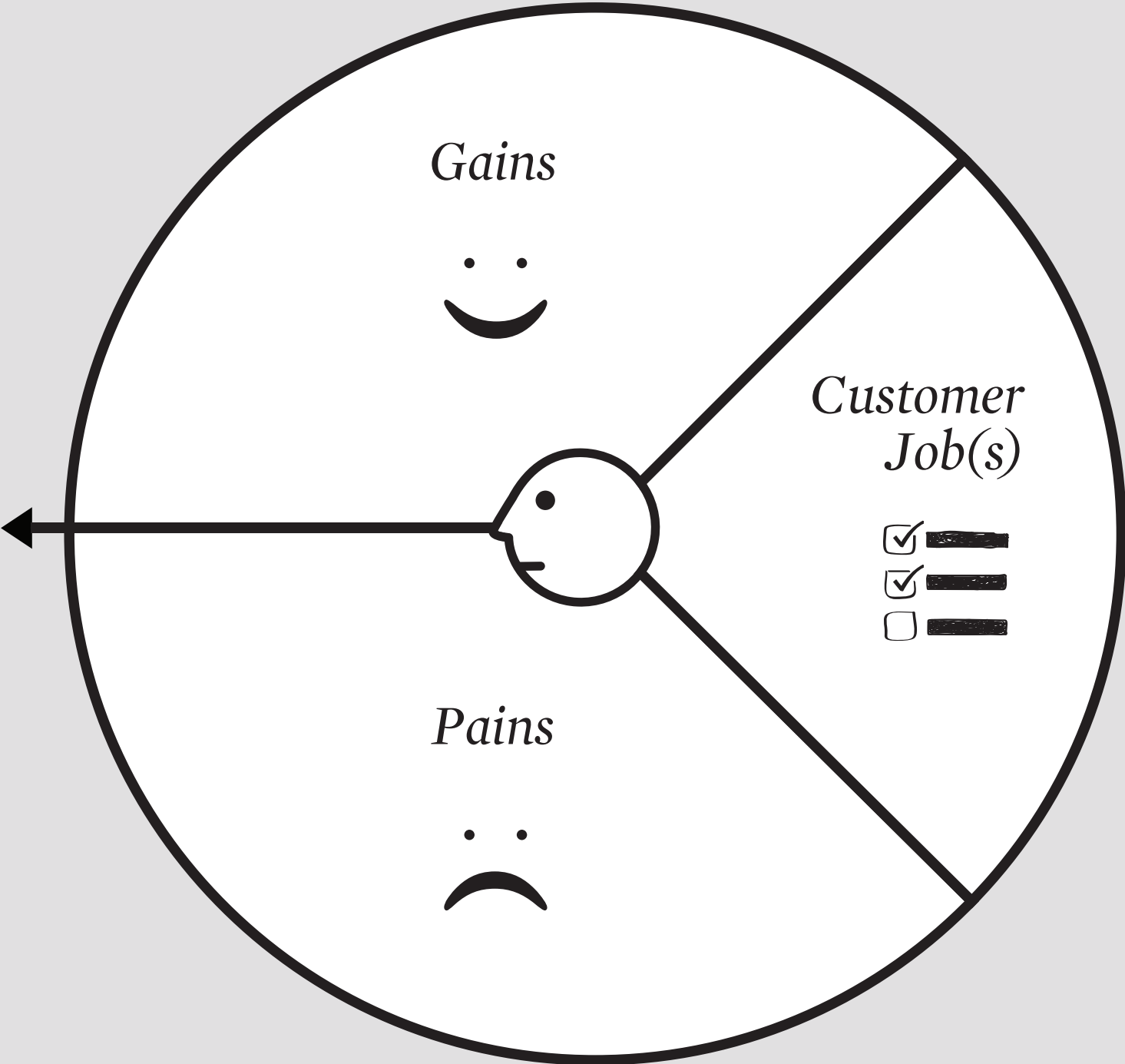
Customer (Segment) Profile

Designed for:

Designed by:

On:

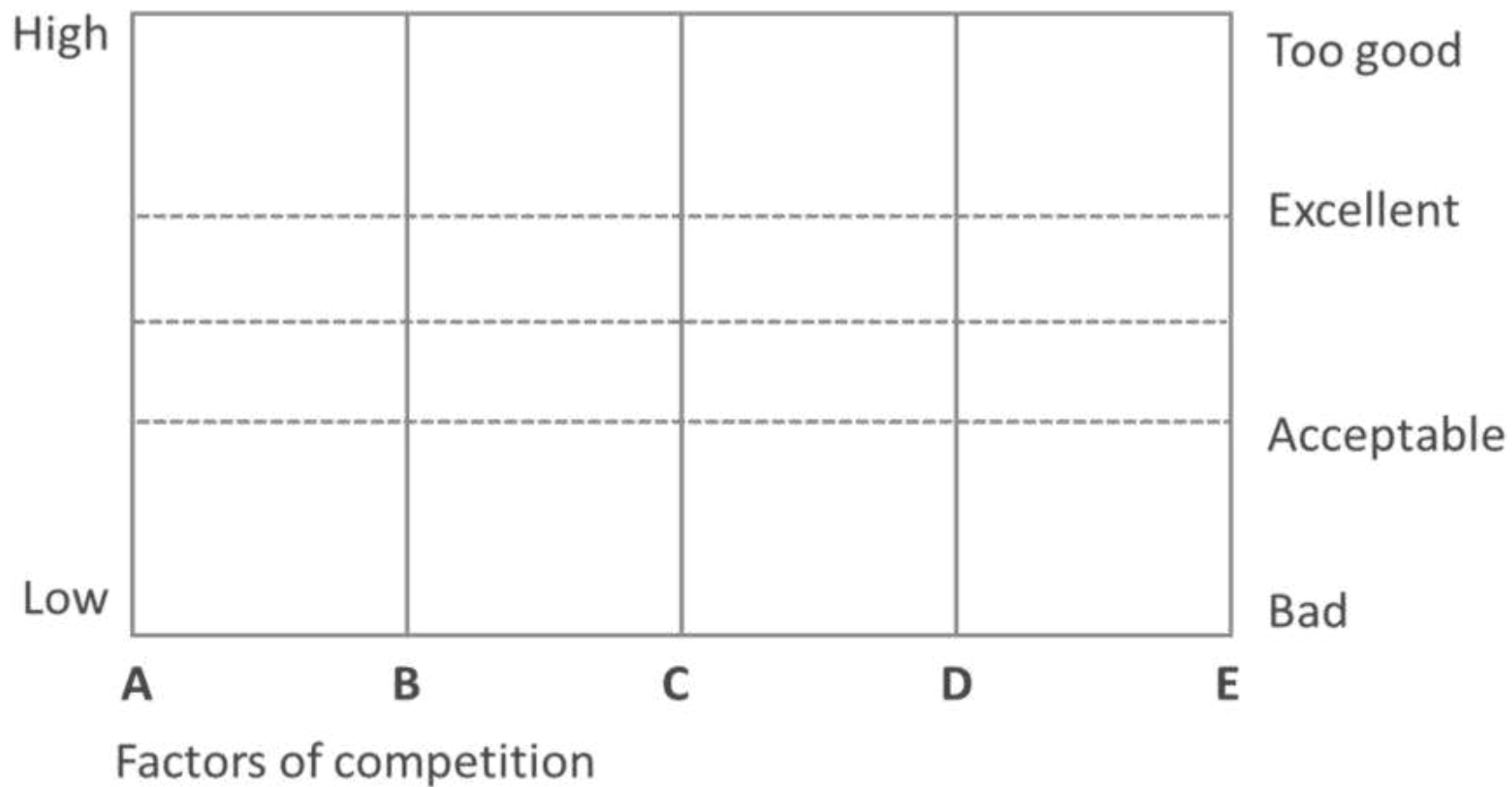
Iteration:



Competitors, substitutes

Common factors of competition – key elements of value propositions

Strategy Canvas



TAKING
COOPERATION
FORWARD



Joint initial training Krakow 8.6.2017

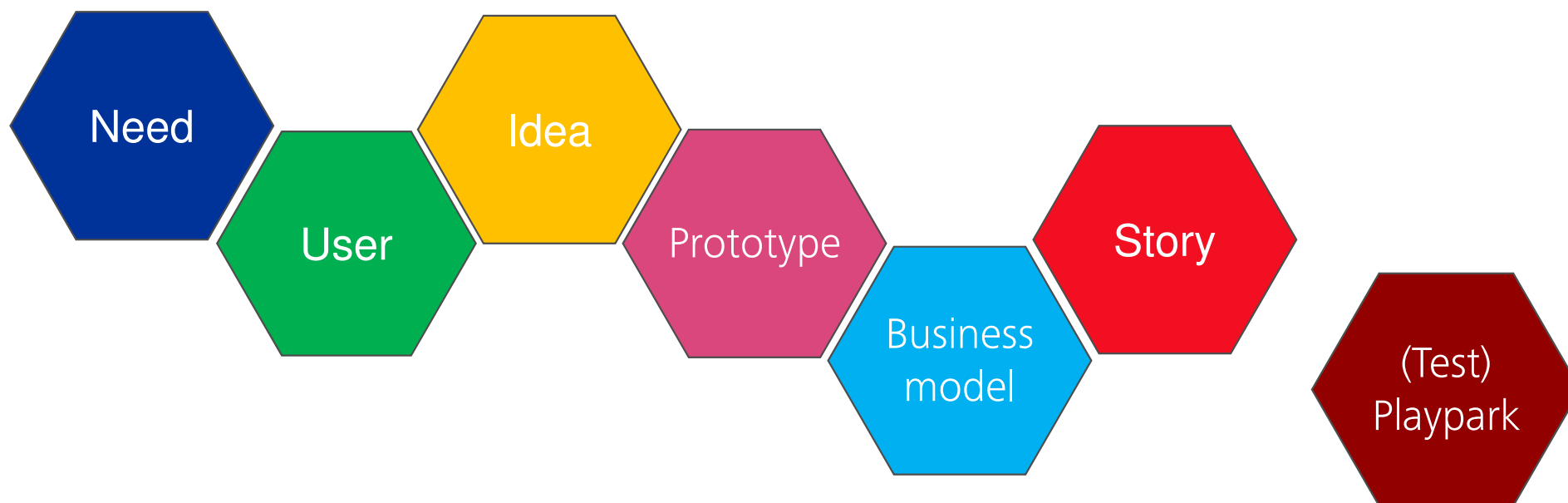


Idea Lab, Prototyping



CERlecon, PP06 Stuttgart Media University, Violetta Fasulo, Dorothee Sommer

fasulo@hdm-Stuttgart.de sommer@hdm-Stuttgart.de



HdM 2017



Prototyping (introduction)

17.15 – 17.45



VISUALIZE YOUR IDEA

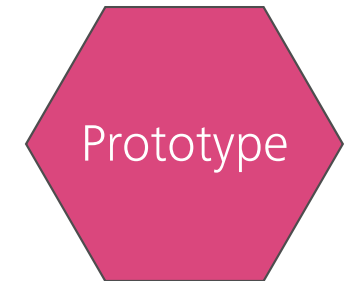


Prototype



TAKING COOPERATION FORWARD

- Making a prototype by hand is a great way to start bringing your product to life.
- Mistakes and weaknesses can be identified and corrected at an early stage before exorbitantly high costs would incur within the actual production process.



What exactly should a prototype look like?

- First, it depends on your idea.
- Second, it depends on your budget and your goals.

If possible, it's great to start with a handmade prototype, no matter how rudimentary. There are prototypes made from the simplest of household items: socks, newspaper, household glue, empty milk containers....



Prototype

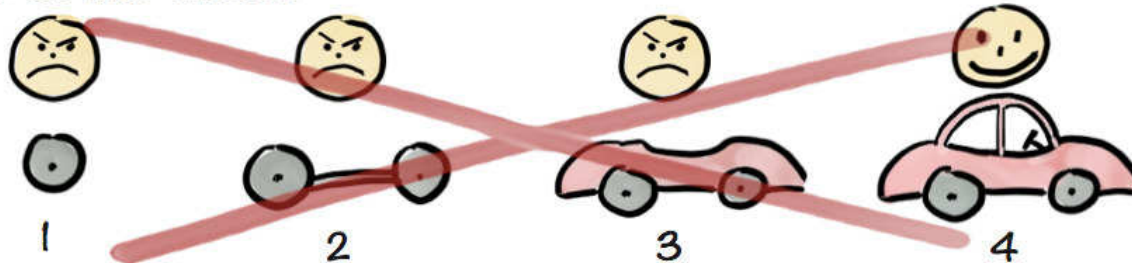


RAPID PROTOTYPING

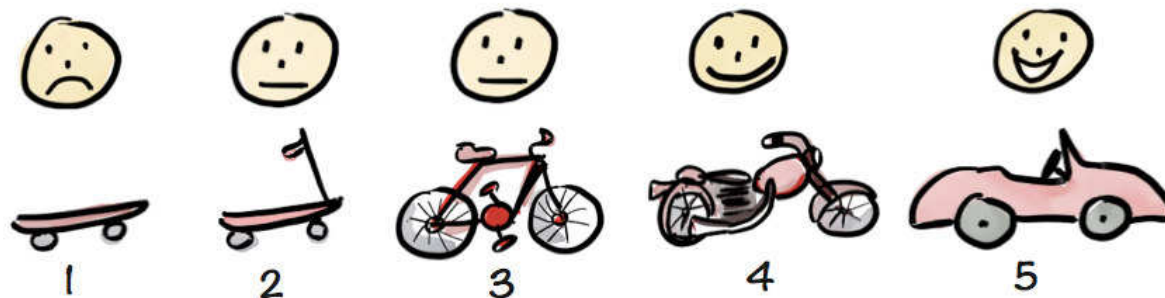
Every next version comes closer to the final product.

Prototype

Not like this....



Like this!



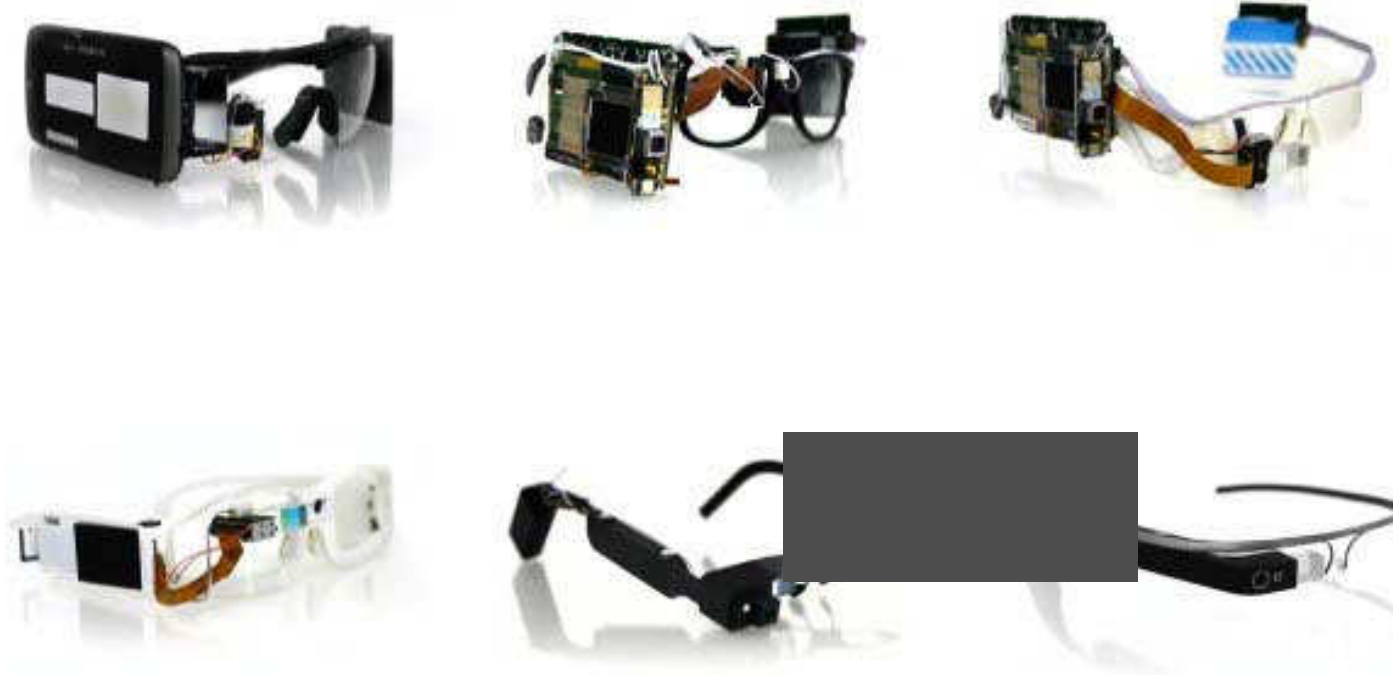
by Henrik Kniberg



RAPID PROTOTYPING

It enables you to test and refine the functionality of your design.

Prototype



RAPID PROTOTYPING

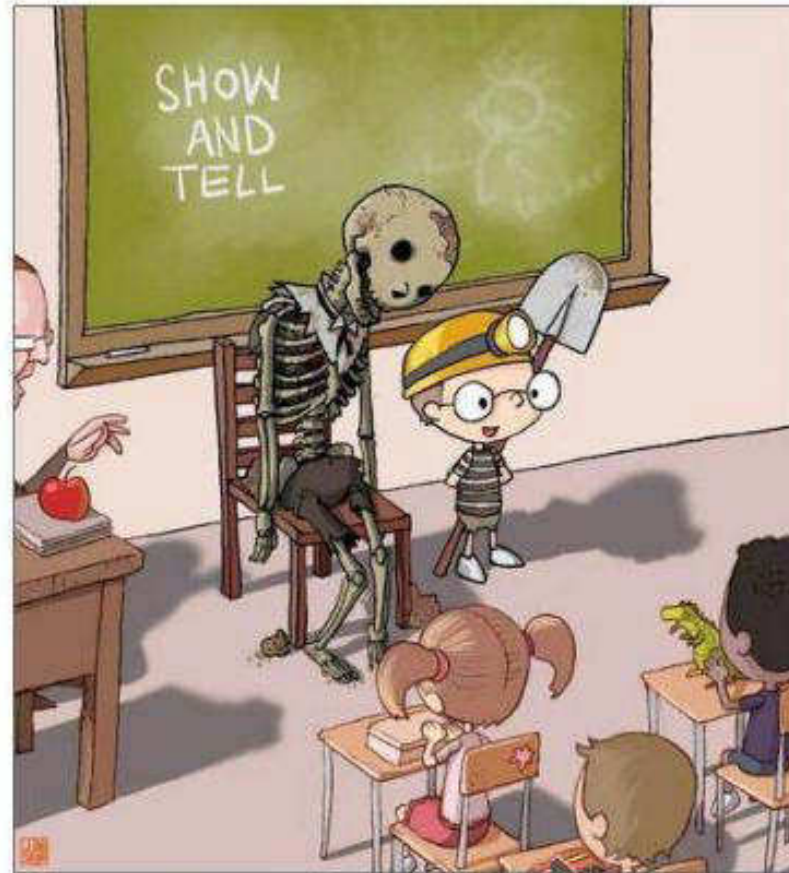
It makes it possible to test the performance of various materials, shapes, colours.

Prototype



It'll help you describe your product more effectively.

„This is my great grandpa. He lives in a wooden box under the ground. He doesn't talk much and smells pretty bad too – but he's really fun to play with in the sandbox.“



Prototype



RAPID PROTOTYPING

It will encourage others to
take you more seriously.



Prototype



RAPID PROTOTYPING

You are forced to deal intensively with your product or service.

Prototype



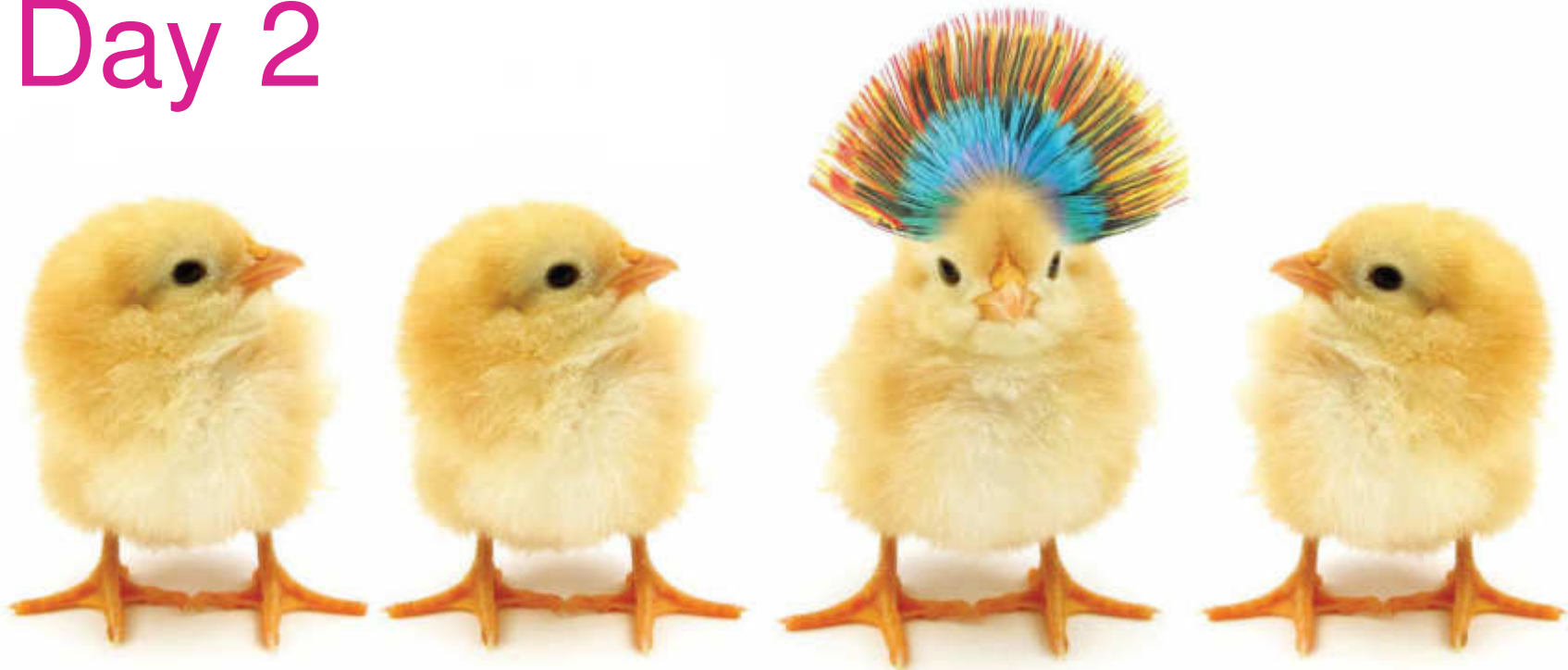
- Prototyping, Business Modelling
- Storytelling
- Final presentations



End of Day 1



Day 2



Warm up! (Teambuilding)	9.00 – 9.15
Rapid prototyping (crafting)	9.15 – 10.15
Business model (step by step)	10.15 – 12.15
Storytelling (Introduction)	13.00 – 13.30
Prepare your story! (storytelling canvas)	13.30 – 15.30
Final pitches (2x4 min.)	15.45 – 17.00
Award ceremony, wrap up	17.00 – 17.30



Warm up!
9.00 – 9.15



Rapid prototyping

9.15 – 10.15



VISUALIZE YOUR IDEA



Prototype



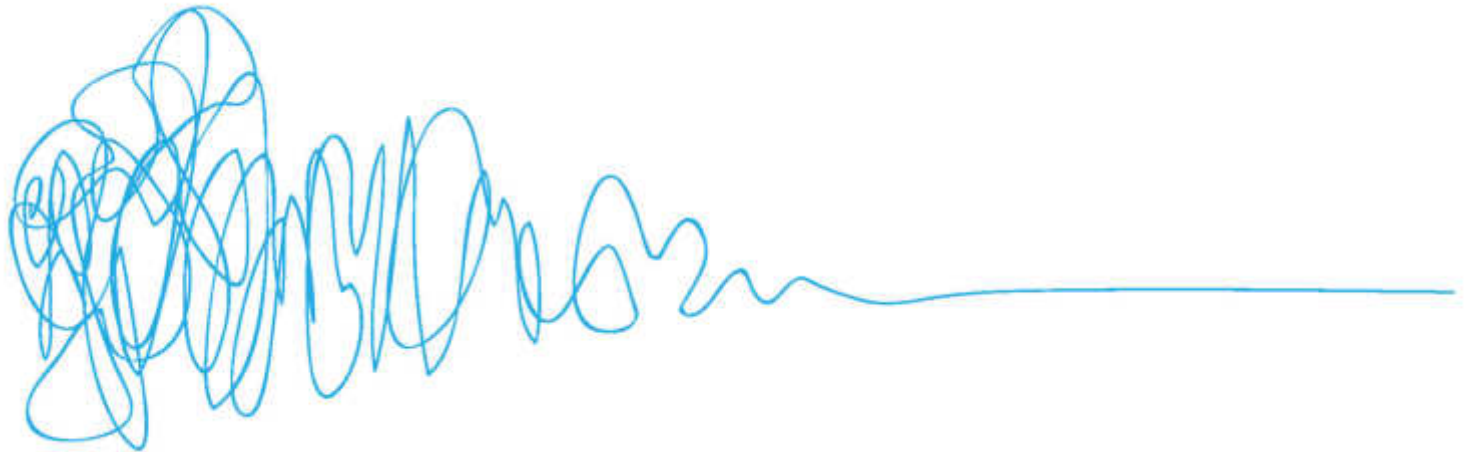
TAKING
COOPERATION
FORWARD

📍 Joint initial training Krakow 8.6.2017.

💬 Business Model Generation

👤 CERlecon, PP10 STEP RI, Boris Golob bgolob@uniri.hr

Business model generation



STEP 1

Know your business model

How do you make money and more...

Business model innovation

When everything is the same and
nothing remains the same





Google

Net Income
24 B\$

Revenue
90 B\$

57.100
employees

Alphabet

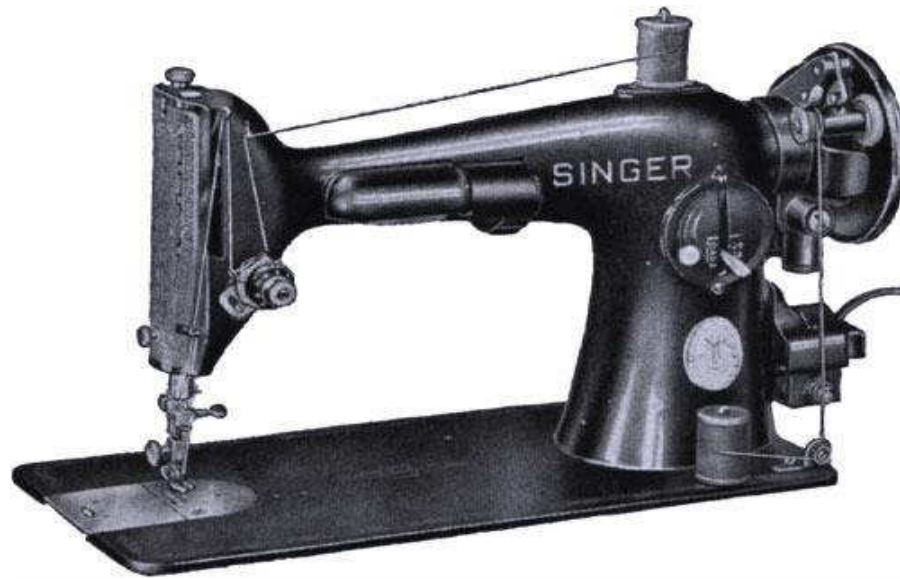
?

“...superior
business
model.”



How do *you* make money?

Business model is
the rationale of how an
organization creates, delivers and
captures value
= makes money
+ impact
social & environmental



“Dollar down, dollar a week!”

1

~~They focused on product
innovation alone~~

They empowered the product
through the business model

2

~~They simply copied
from competitors~~

They invented a new
business model

3

~~They could prove in advance
that the model would work~~

They had to take some risk and
experiment

For understanding,
analysis and creation
of business models
you need...

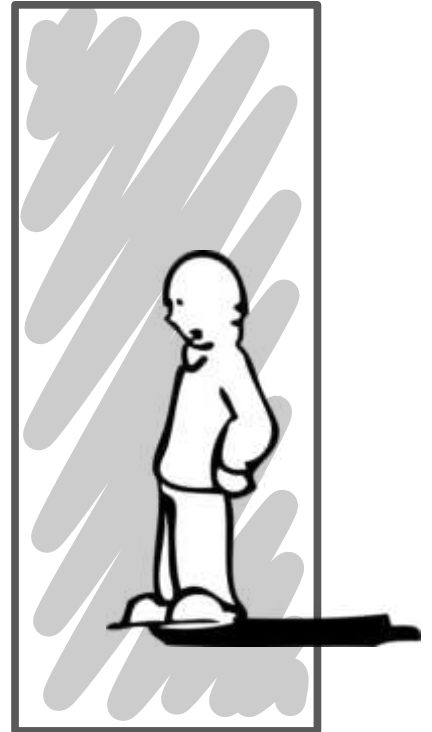


The Business Model Canvas.

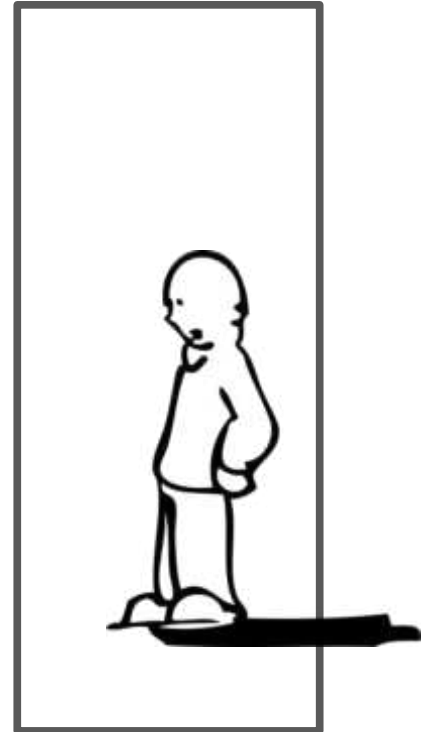
It allows you to describe, design, challenge, invent, and pivot your business model.



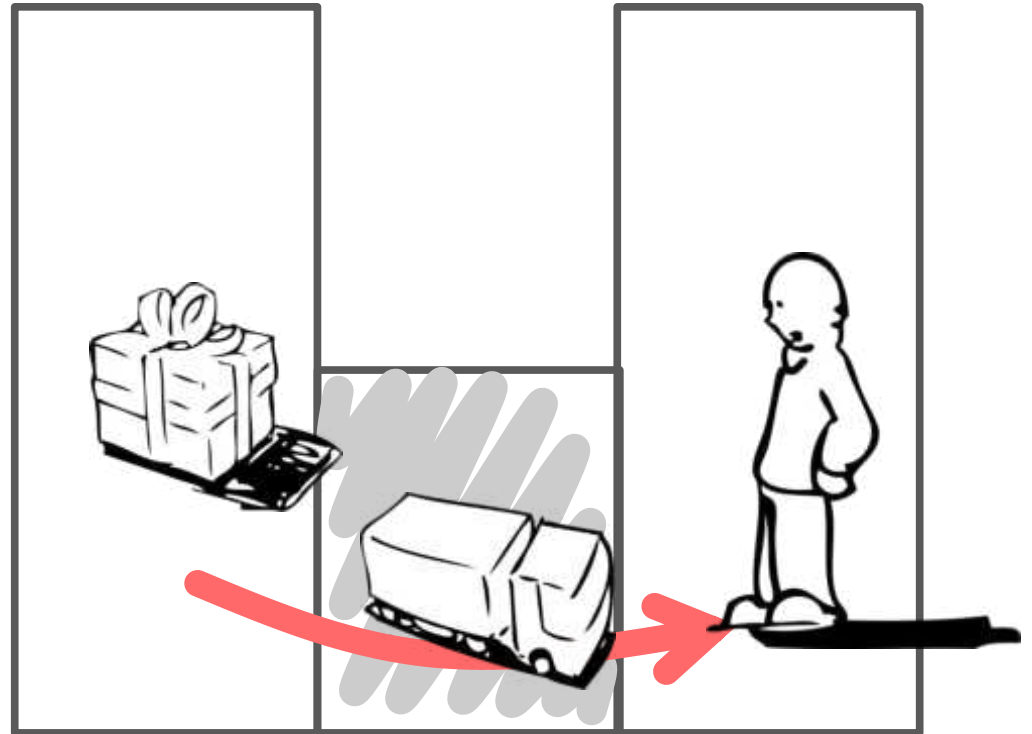
Customer Segments



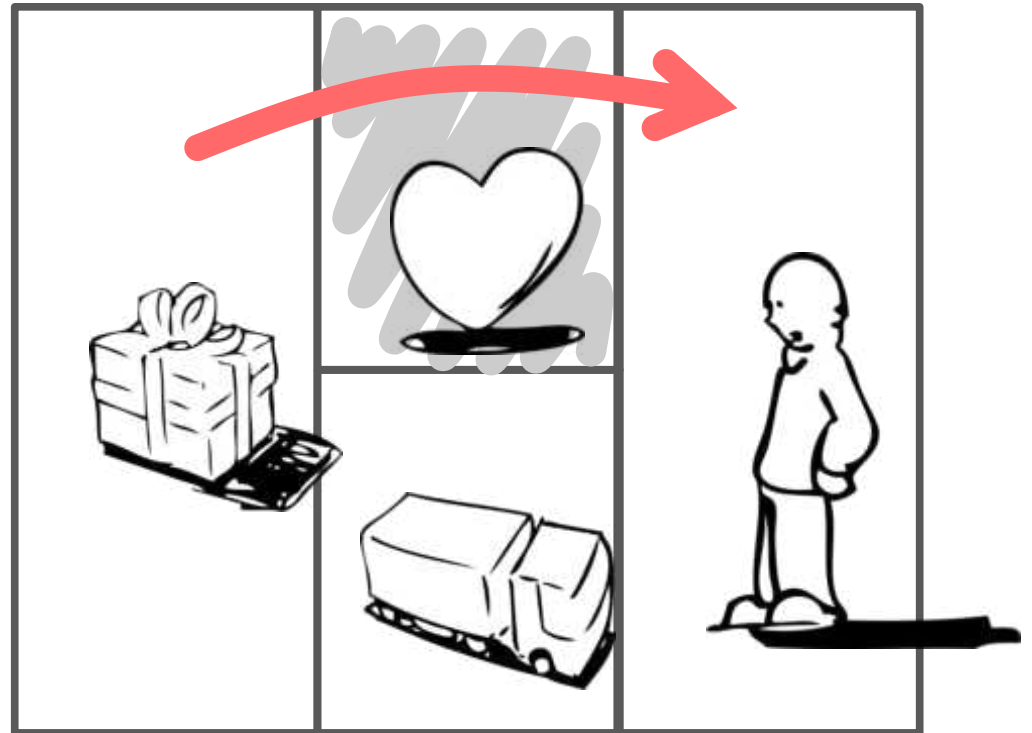
Value Proposition



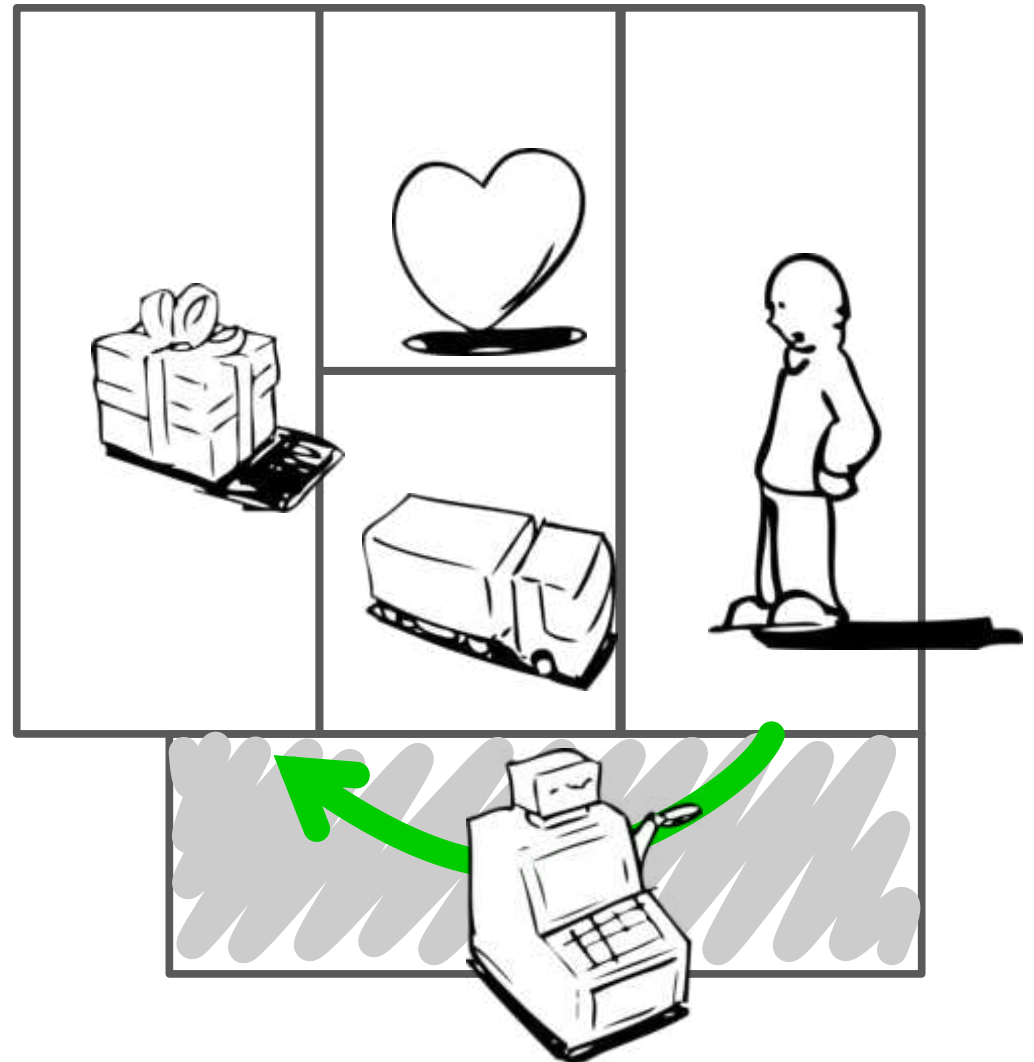
Channels



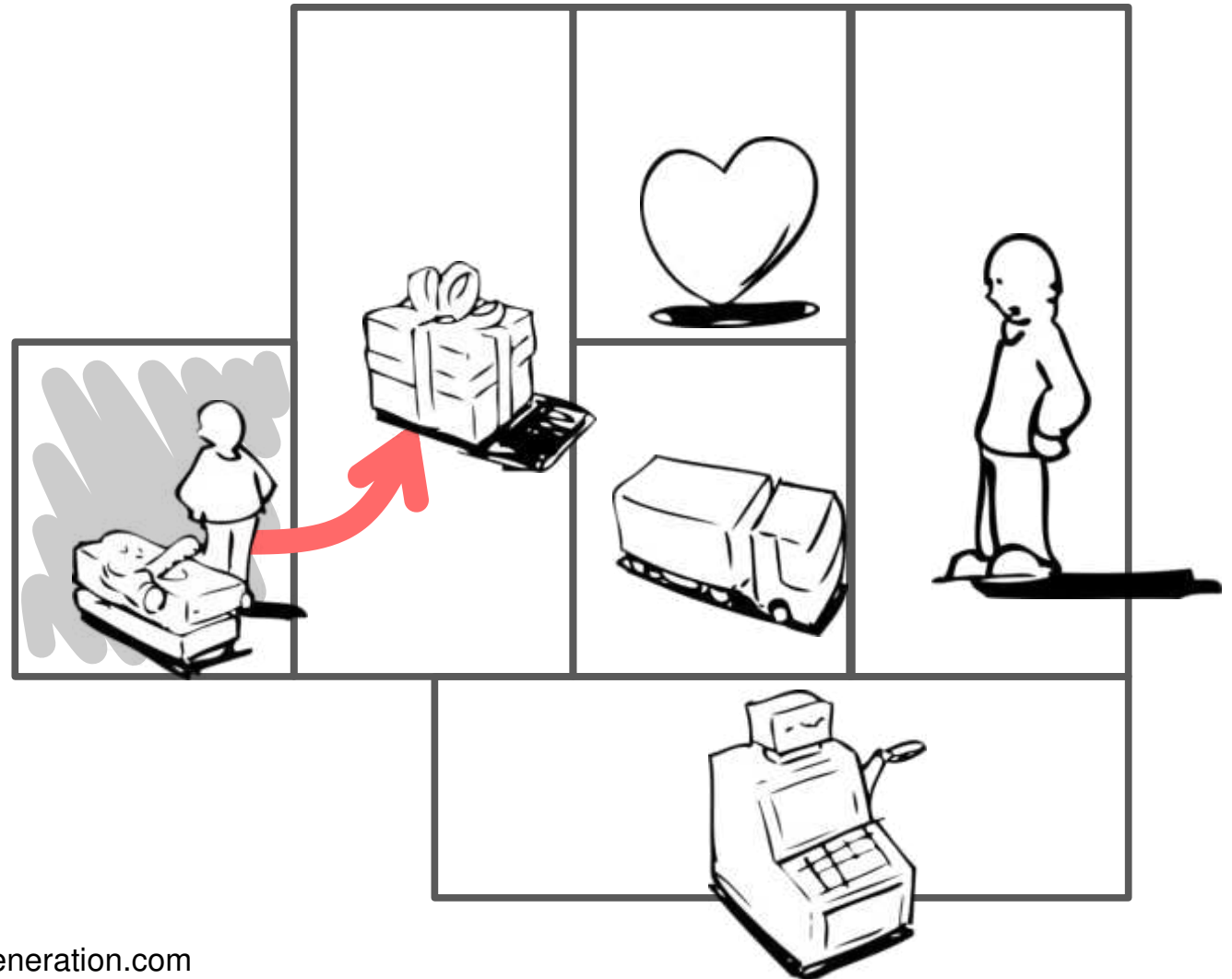
Customer Relationships



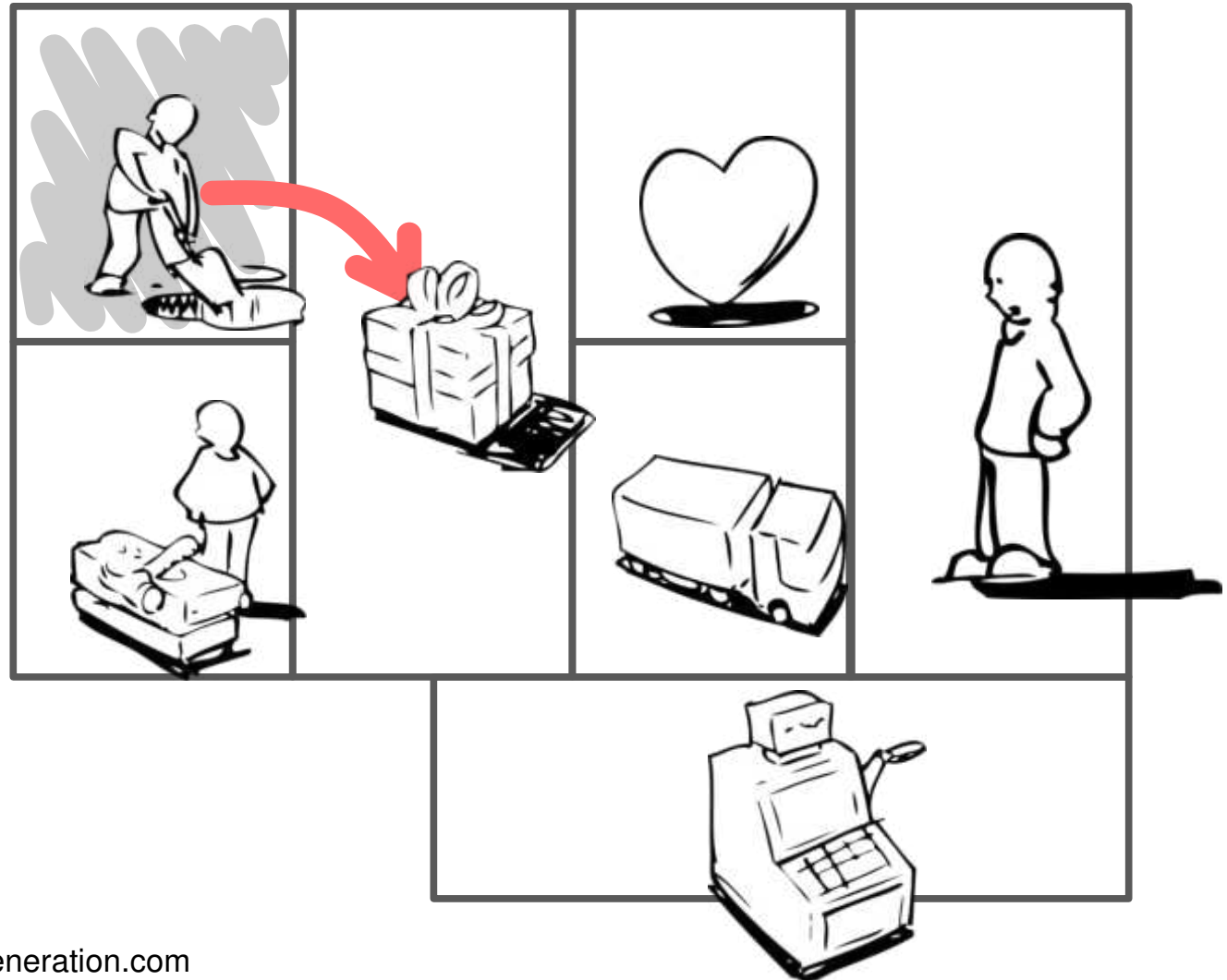
Revenue Streams



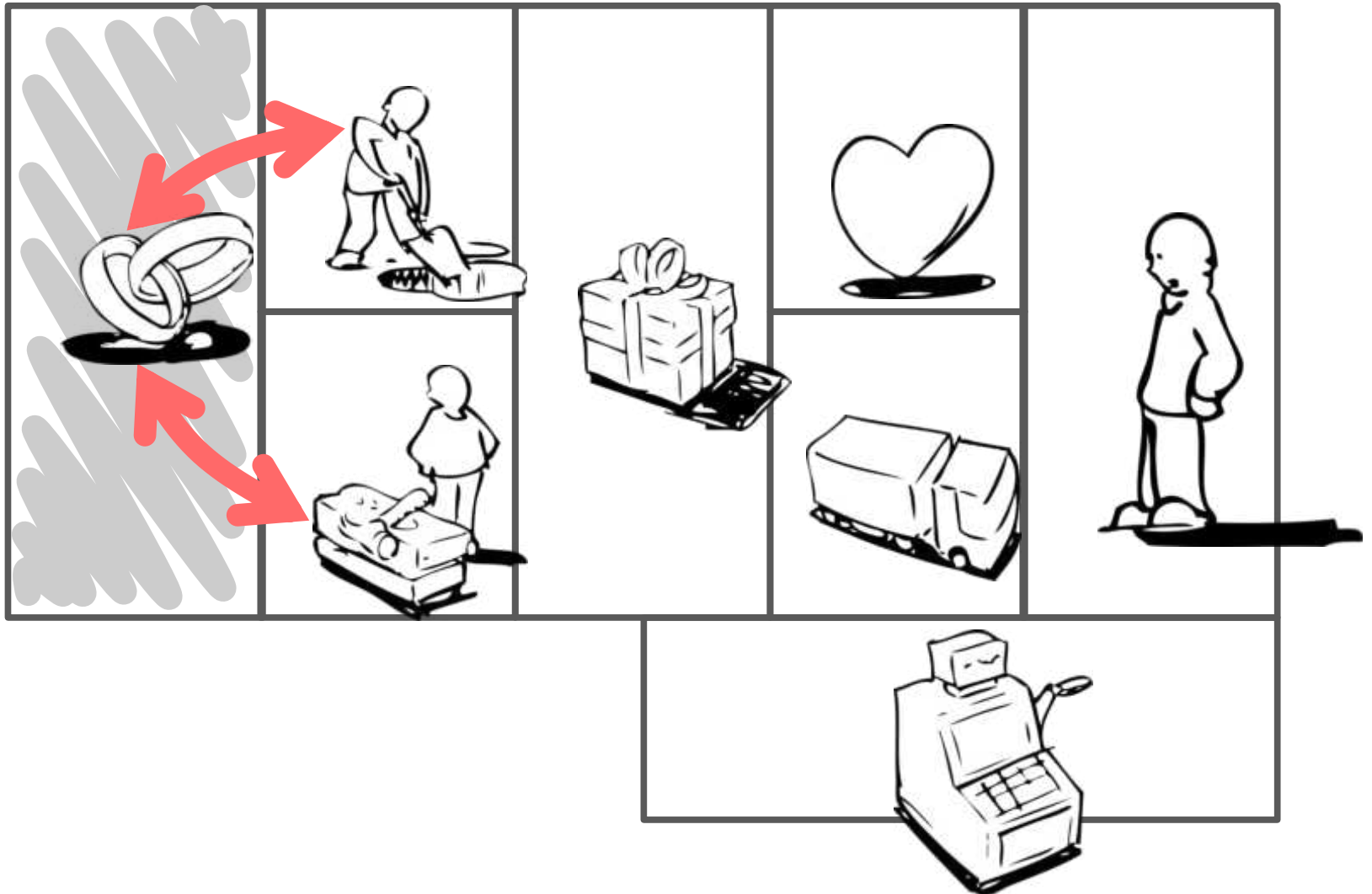
Key Resources



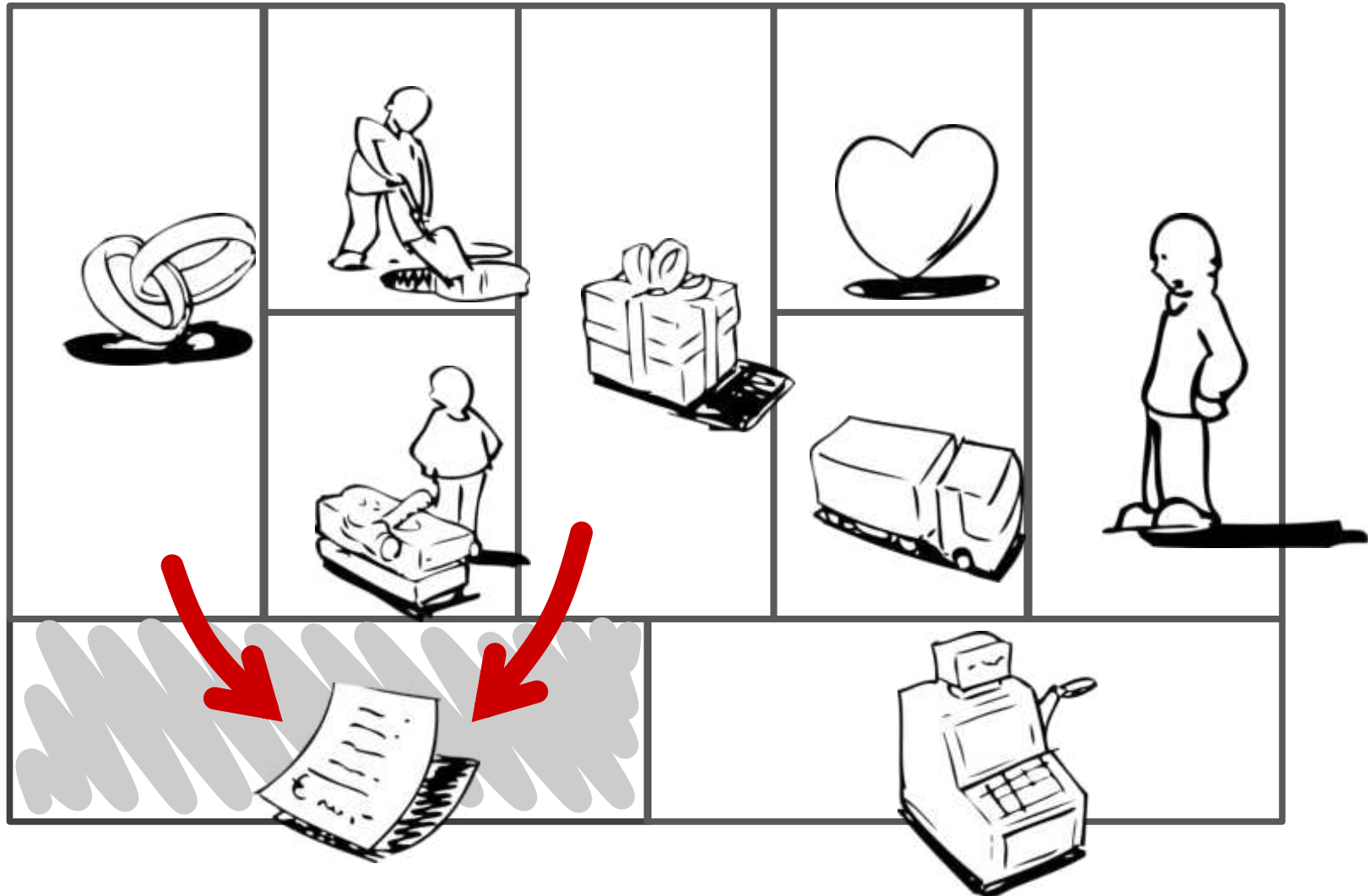
Key Activities



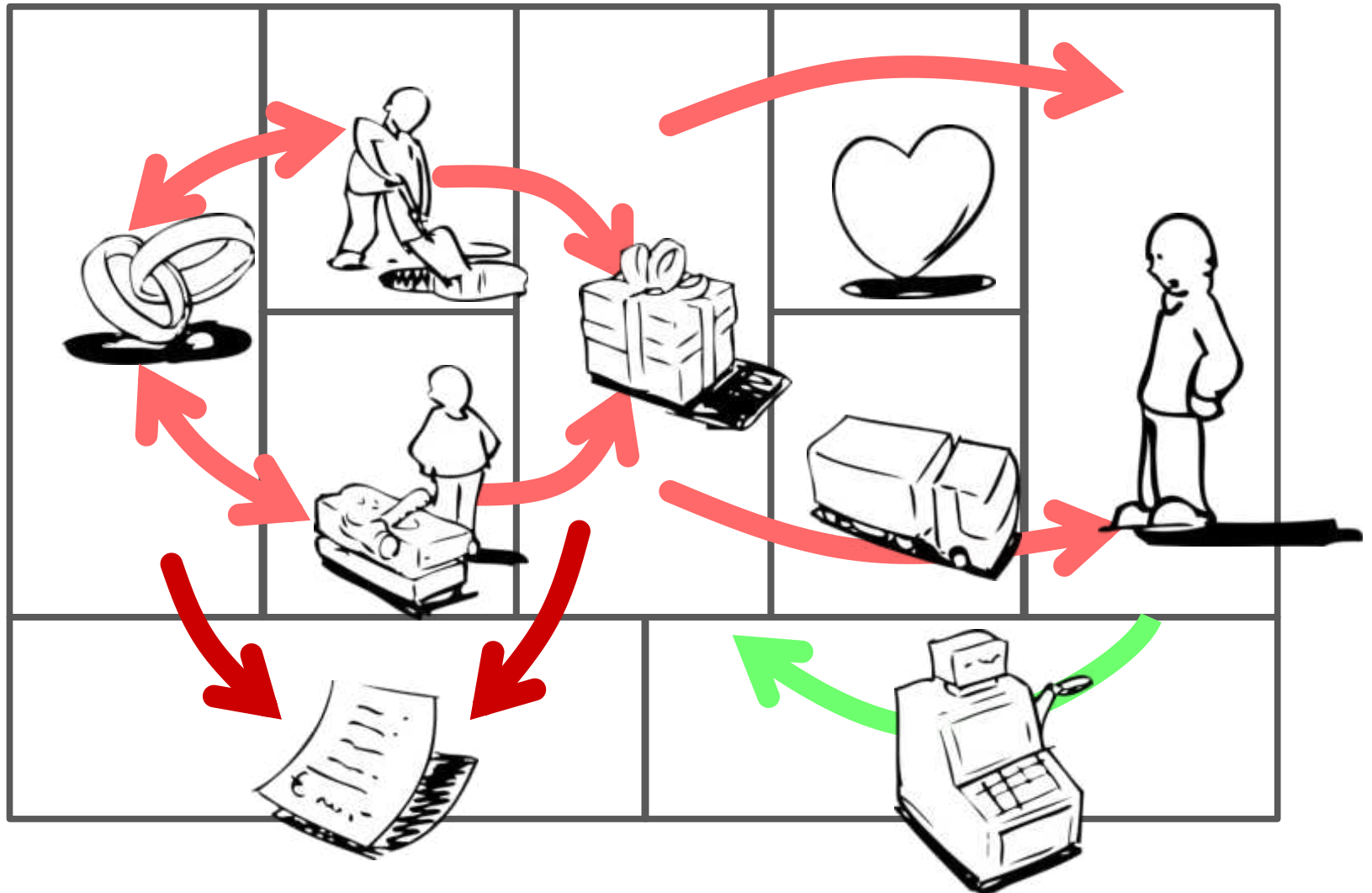
Key Partners



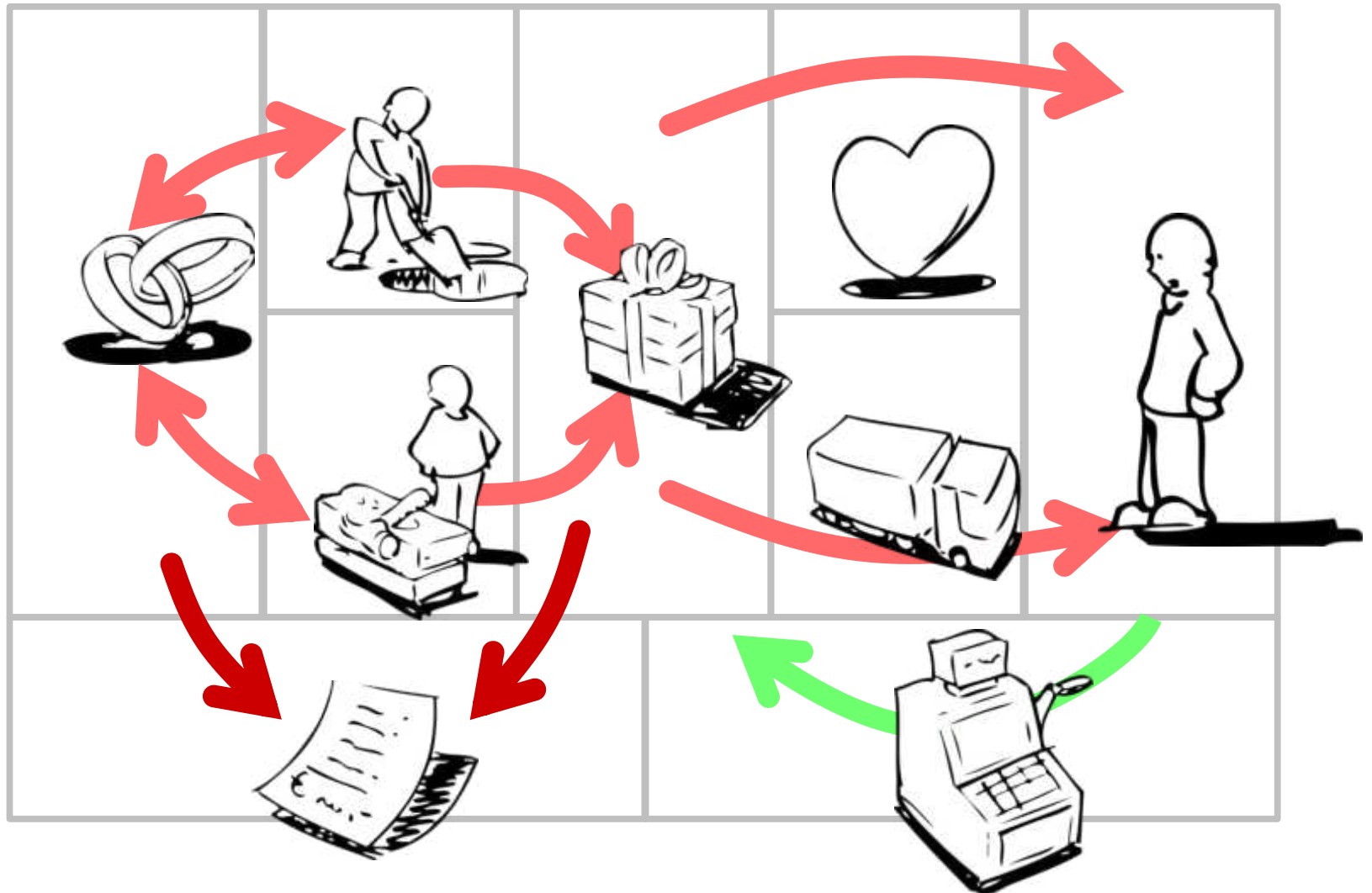
Cost Structure



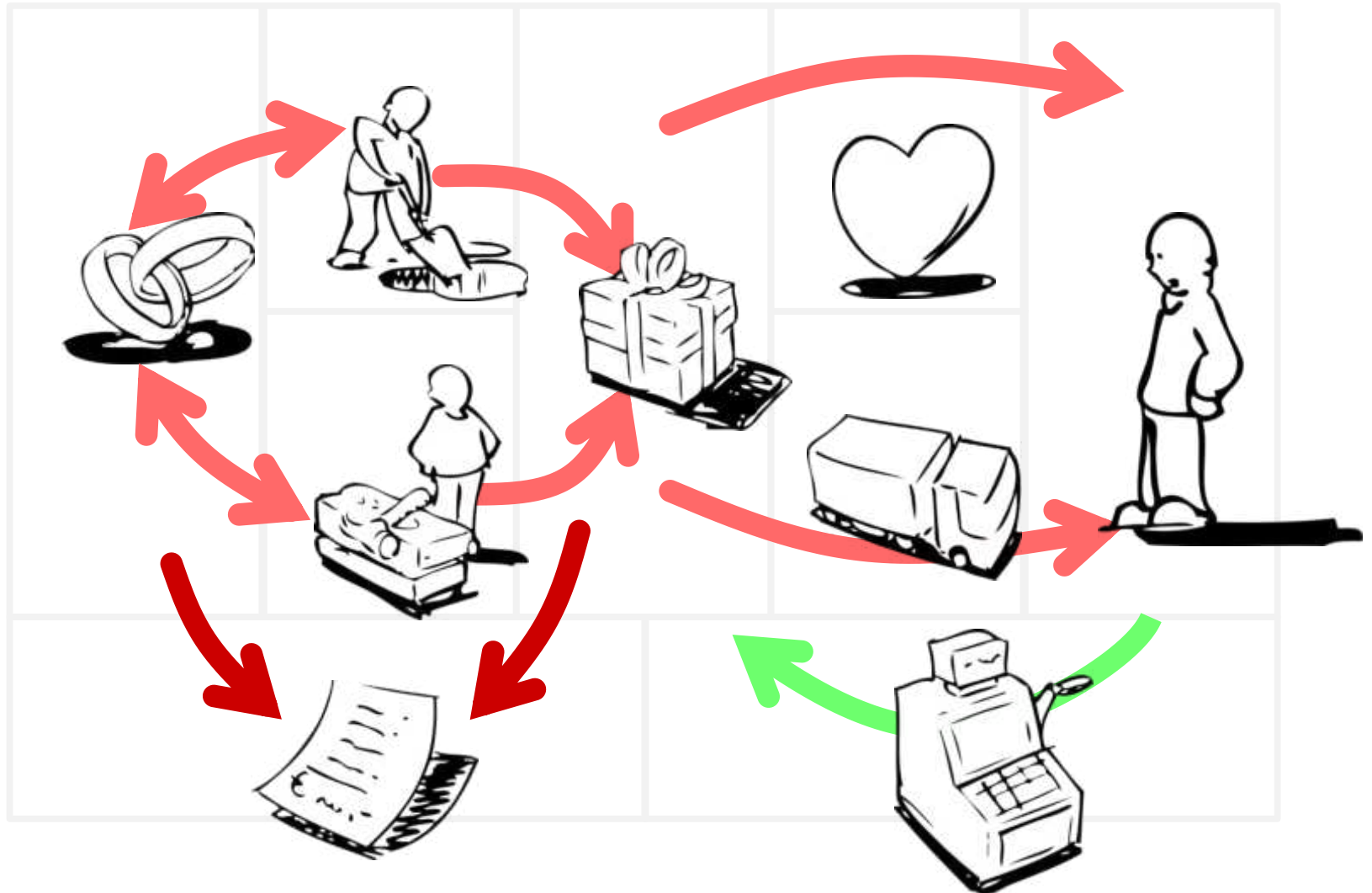
Business Model Canvas

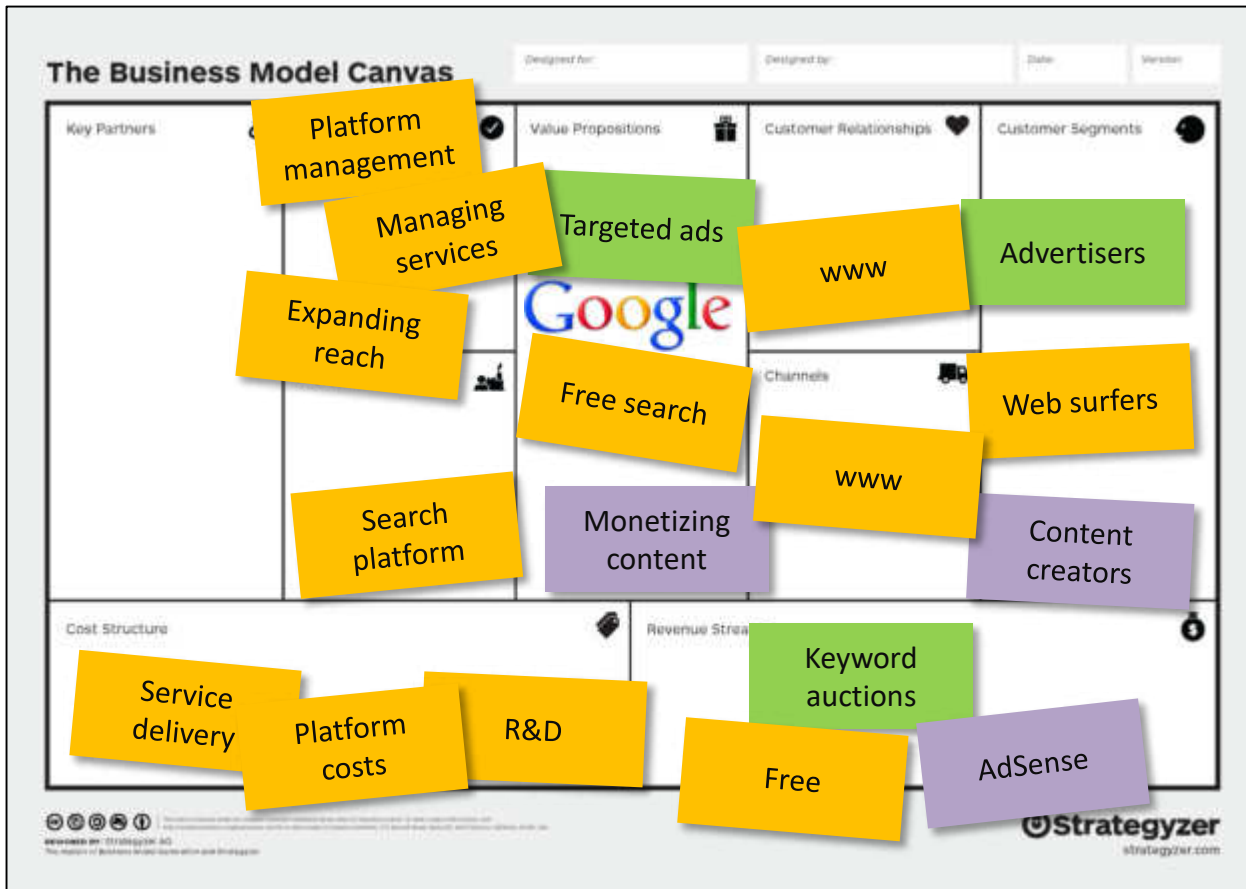


Business Model Canvas



Business Model Story







Create your own
business model

Ground Rules

RULE #1

Avoid writing directly on a canvas



RULE #2

Don't get stuck with
Blah Blah Blah



RULE #3

Start with any building block



RULE #4

Never use bullet points

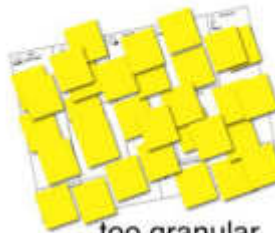


RULE #5

Avoid too much detail



too much info



too granular

RULE #6

Be precise for every building block



Best Practices

Practice #1

Use colour to separate segments



Practice #2

Separate 'as-is' and 'to-be'



Practice #3

Distinguish between fact and assumption



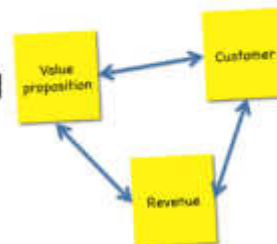
Practice #4

Design a BM with a story



Practice #5

Connect the building blocks



Practice #6

Different ideas and stories in separate canvases





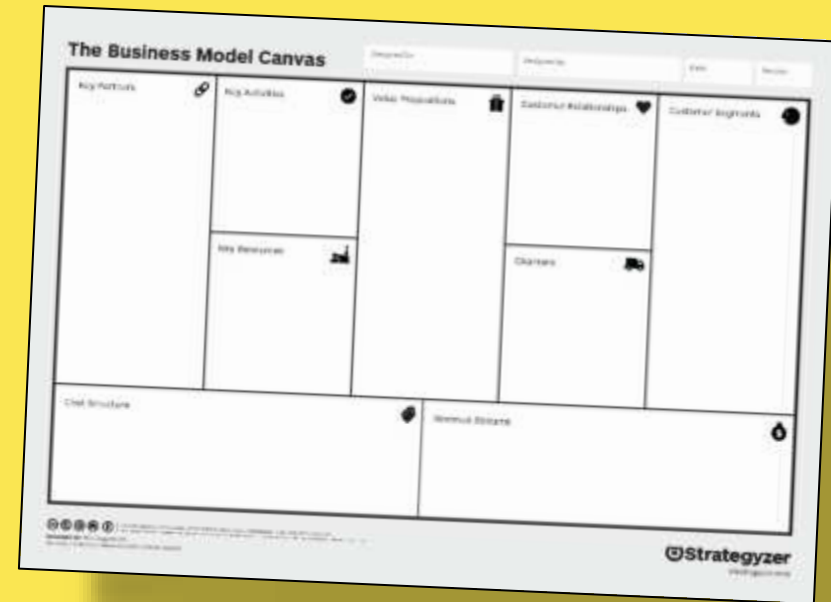
Create your own
business model



Building blocks

Level 1: Checklist

Use BMC as checklist for BM buliding block and key elements





Imaginary or real
cases...

+ 1.000 €



+ 1.000 €



Want to solve
the real problem

...

Today, more than
2.6 billion people
lack access to basic sanitation





Flying toilets





Peepoo is a personal, single-use, self-sanitising, fully biodegradable toilet that prevents faeces from contaminating the immediate area as well as the surrounding ecosystem. After use, Peepoo turns into valuable fertiliser that can improve livelihoods and increase food security

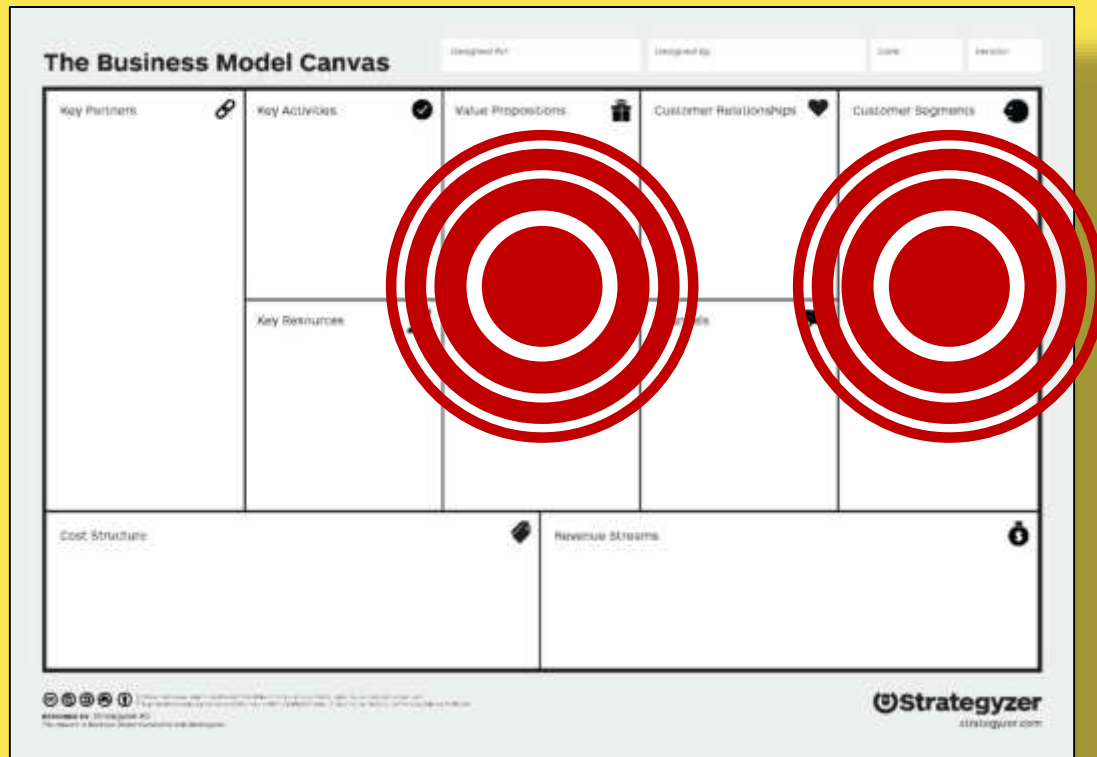


Step 1:

Value propositions & Customer Segments

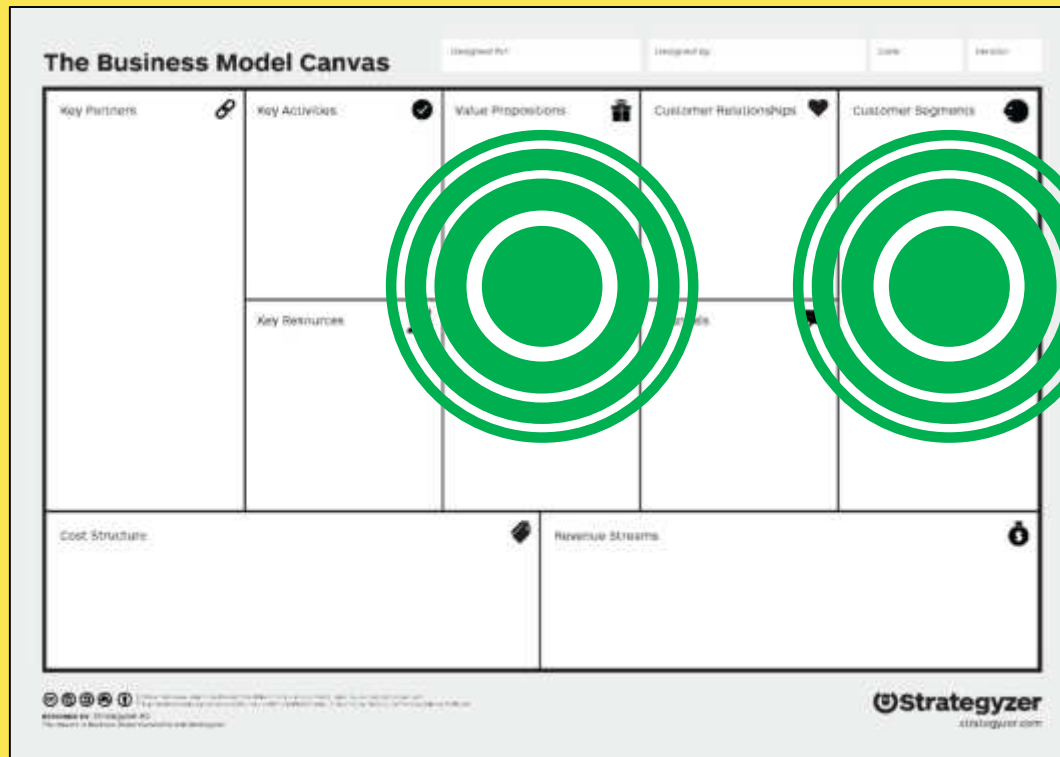


Define VP and CS





Present...





Step 2:

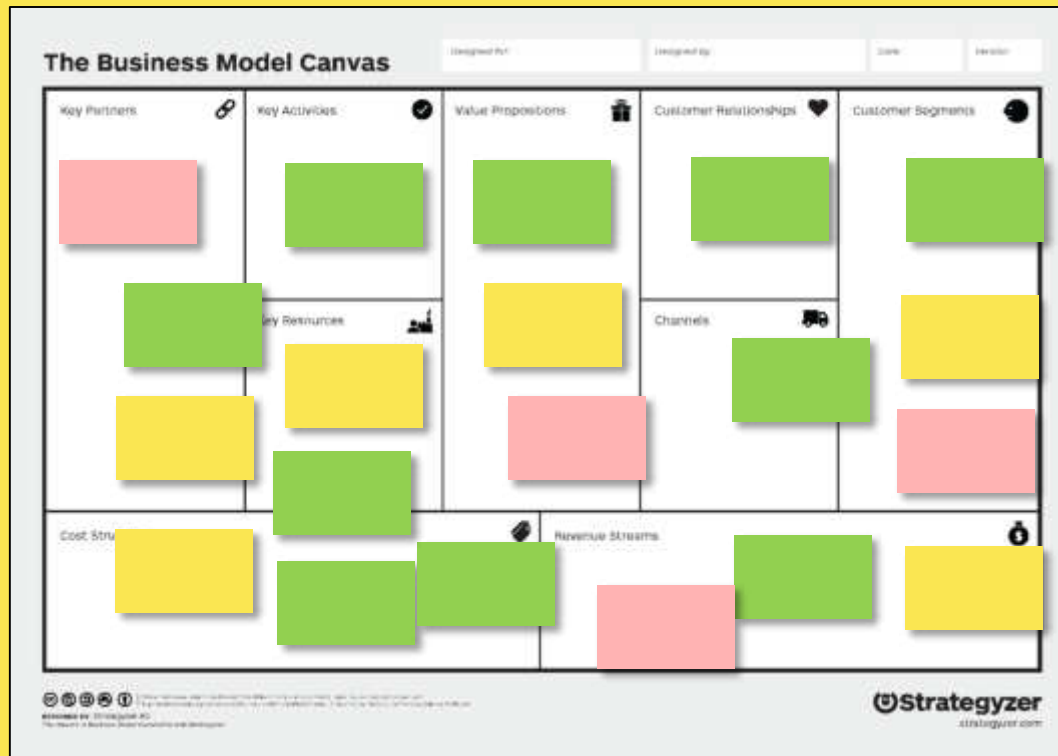
Define remaining BM building blocks



Present your
business model



Present...?



A lightbulb icon with five rays emanating from the top, all in a light red color, centered on a solid red background.

Best Practices

Traveling Oral Surgery

Key Partners



- Practice Administrators provide access to the Dental Clinics
- Dental Clinics provide access to the indigent population and the facilities to provide advanced oral care services
- Oral Surgeons provide the needed skills to perform the advanced oral care
- Dental Anesthesiologists are required to perform surgeries

Key Activities



- Performing oral surgeries and advanced oral care procedures
- Billing and submitting claims to Medicaid
- Staffing for performance of surgeries
- Scheduling of clinic visits and patient procedures

Value Propositions



- Medicaid benefits from the reduction of ongoing costs of oral hygiene by providing preventative care
- Dental Clinics are recipients of the services

Customer Relationships



- An arms length, very impersonal relationship with Medicaid
- A one-to-one personal relationship with dental clinics

Customer Segments



- Medicaid
- Dental Clinics
- Indigent Population
- Parents of Children w/ Dental Needs on Medicaid
- Children w/ Dental Needs



**WARNING:
COGNITIVE
MURDER!**

Cost Structure



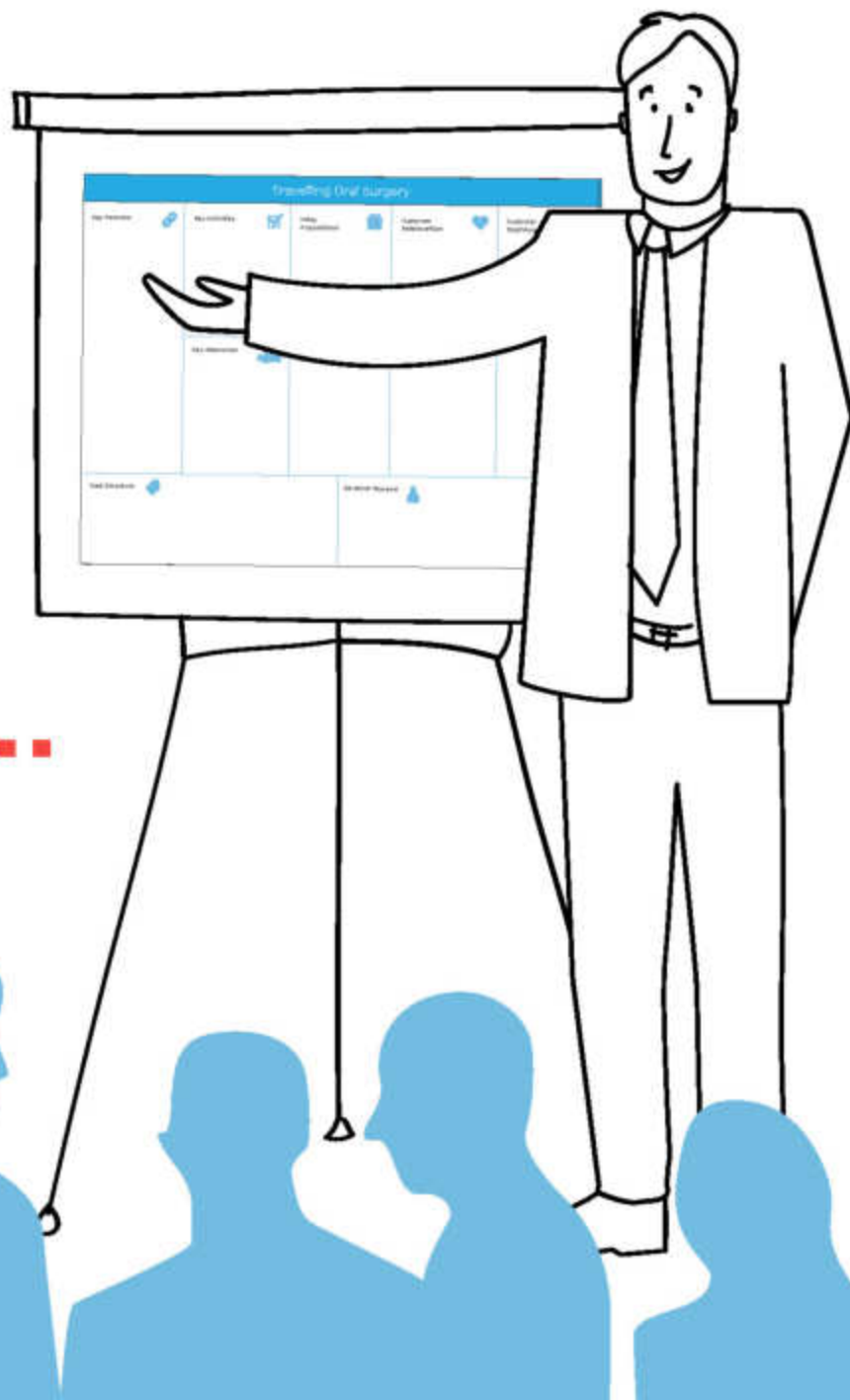
- Accreditation and compliance are ongoing costs
- Rental of clinical facilities in scheduled locations
- Personnel required for operations and procedures
- Dental supplies necessary for surgery and advanced care procedures

Revenue Streams

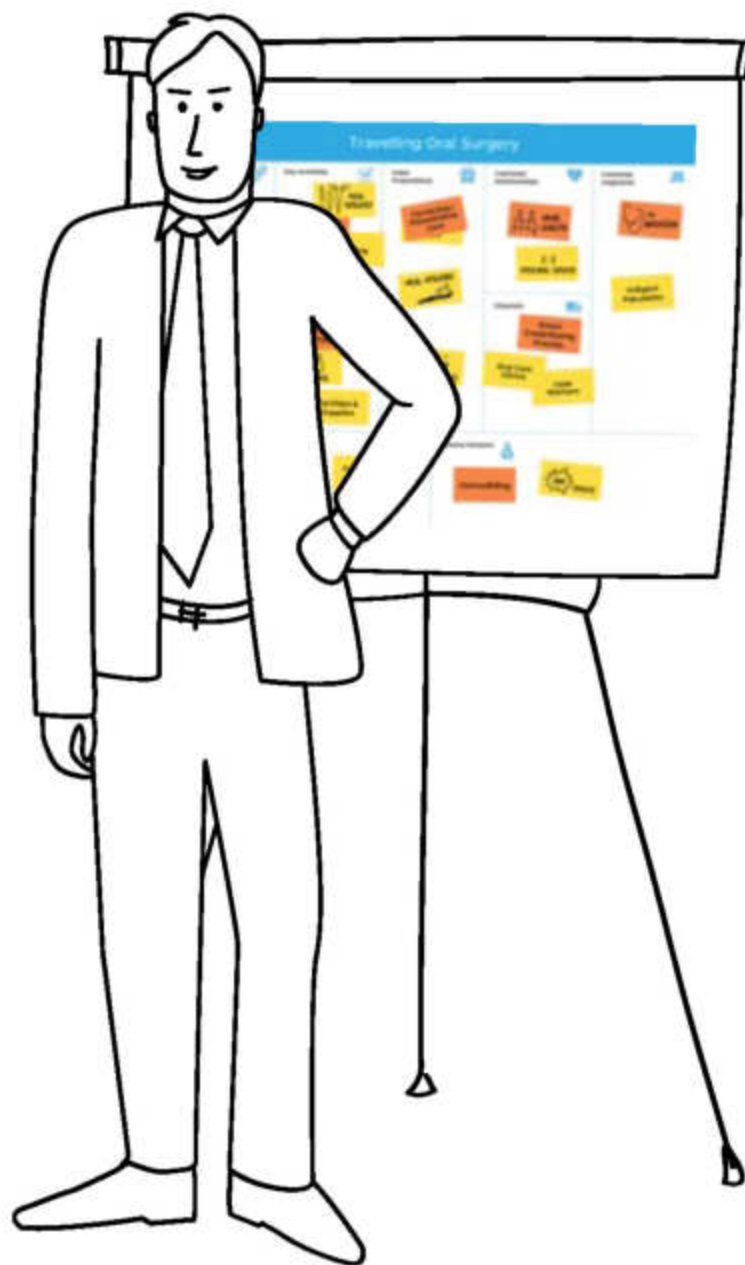
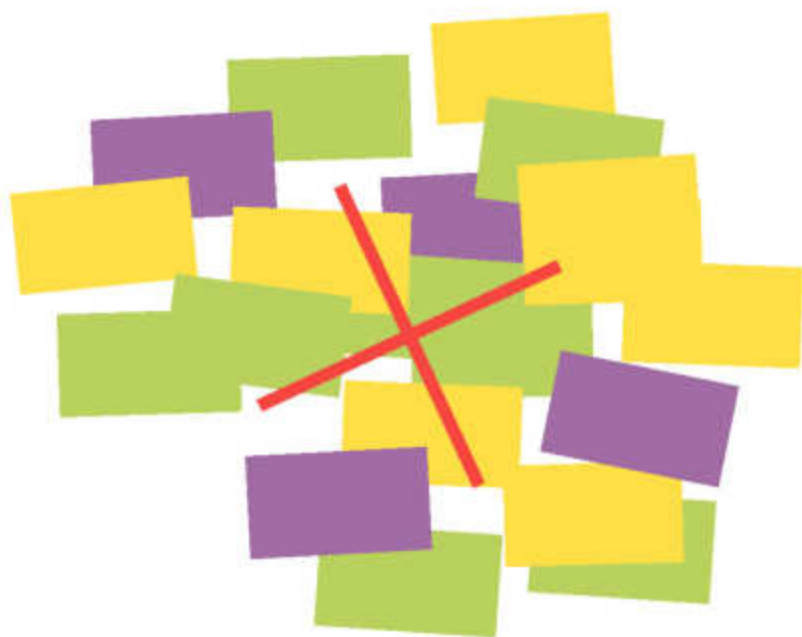


- We will make money by directly submitting claims and billing to Medicaid
- There will be fees for oral surgeon, the anesthesiologist, and the required facilities
- The dental clinics and the indigent population are not actual payers but are free beneficiaries of the model

tell a
story ...

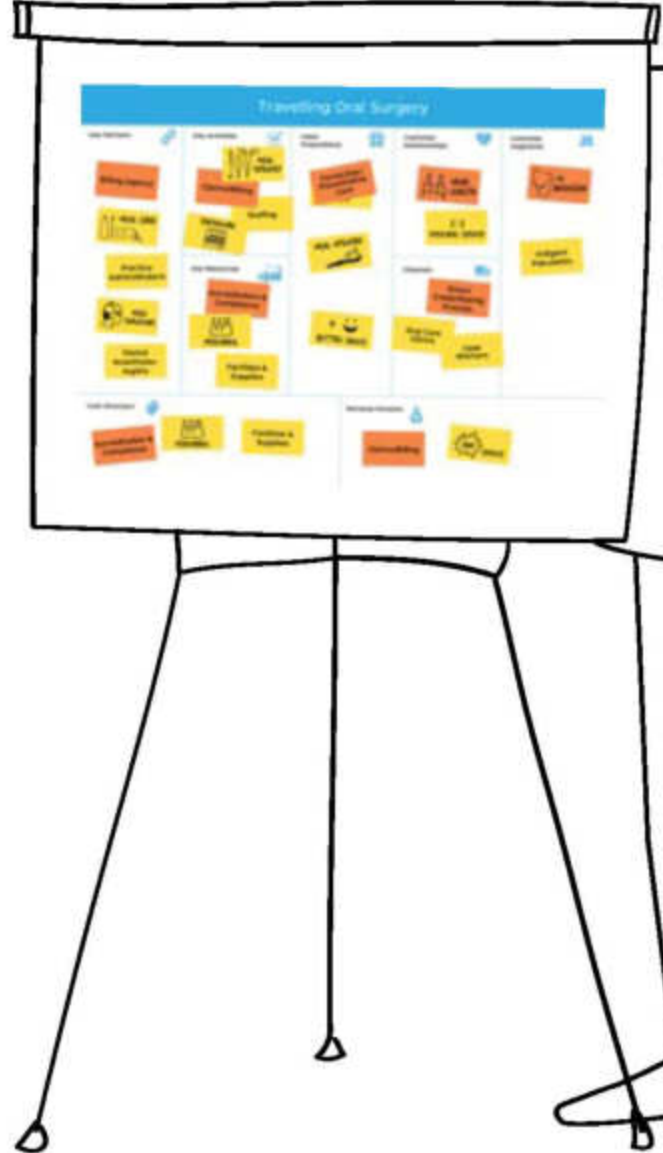


Be Concise!

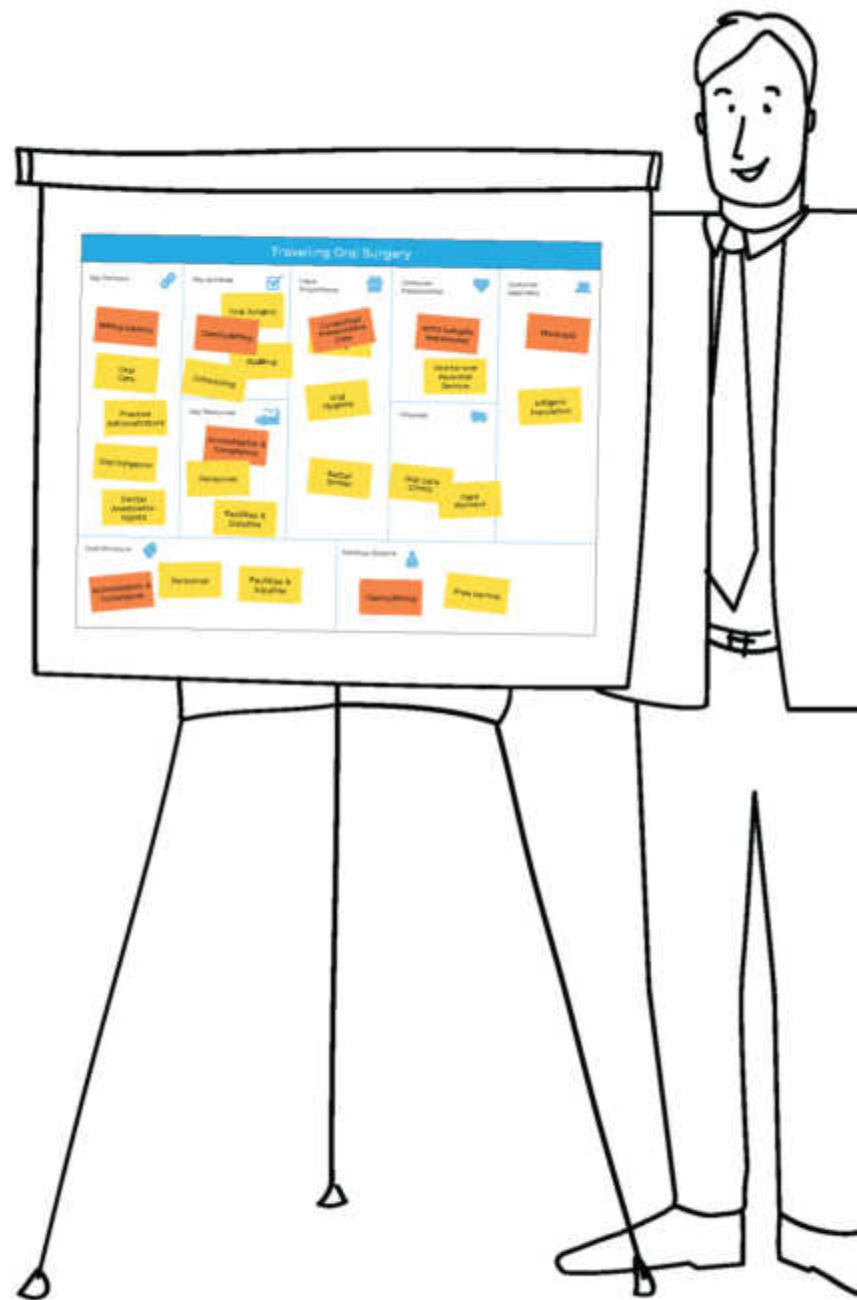


Better Smiles

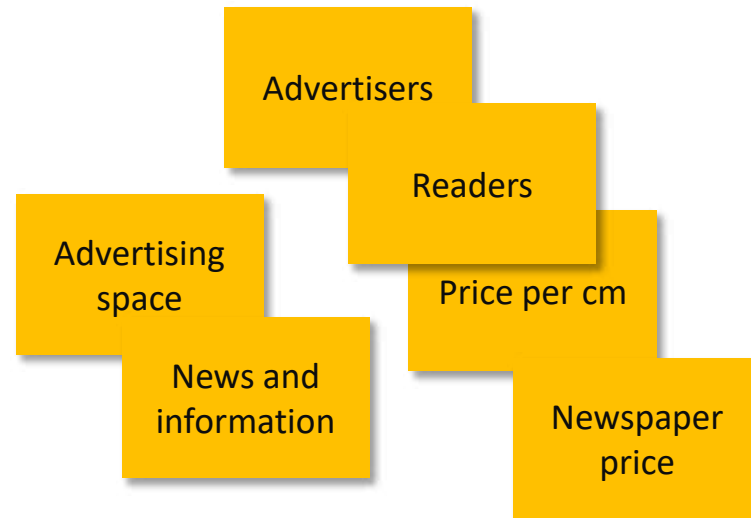
Better Smiles + 



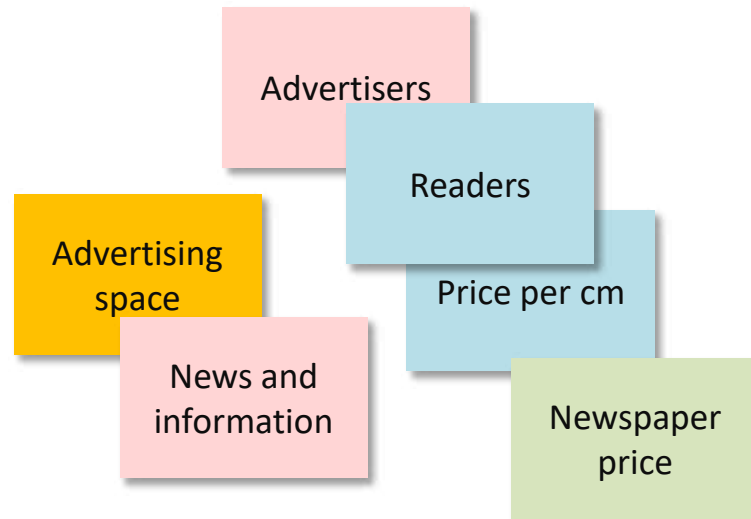
A decorative graphic consisting of several overlapping rectangles in yellow, green, and purple, with a large red checkmark overlaid on one of the yellow rectangles.



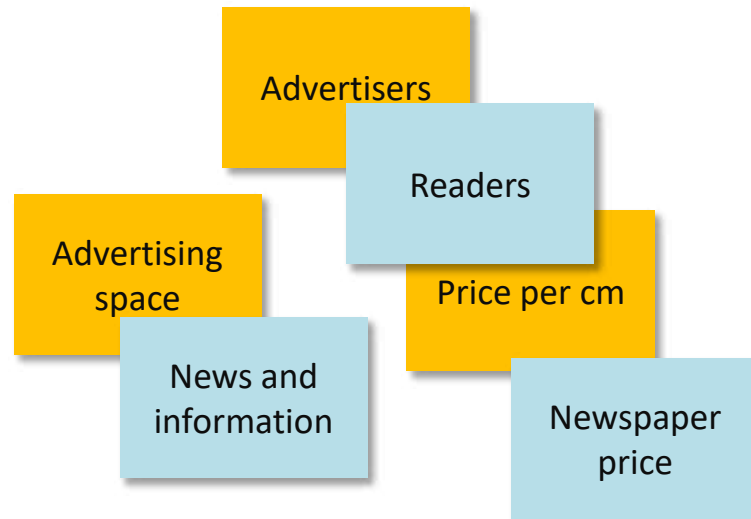
Color coding



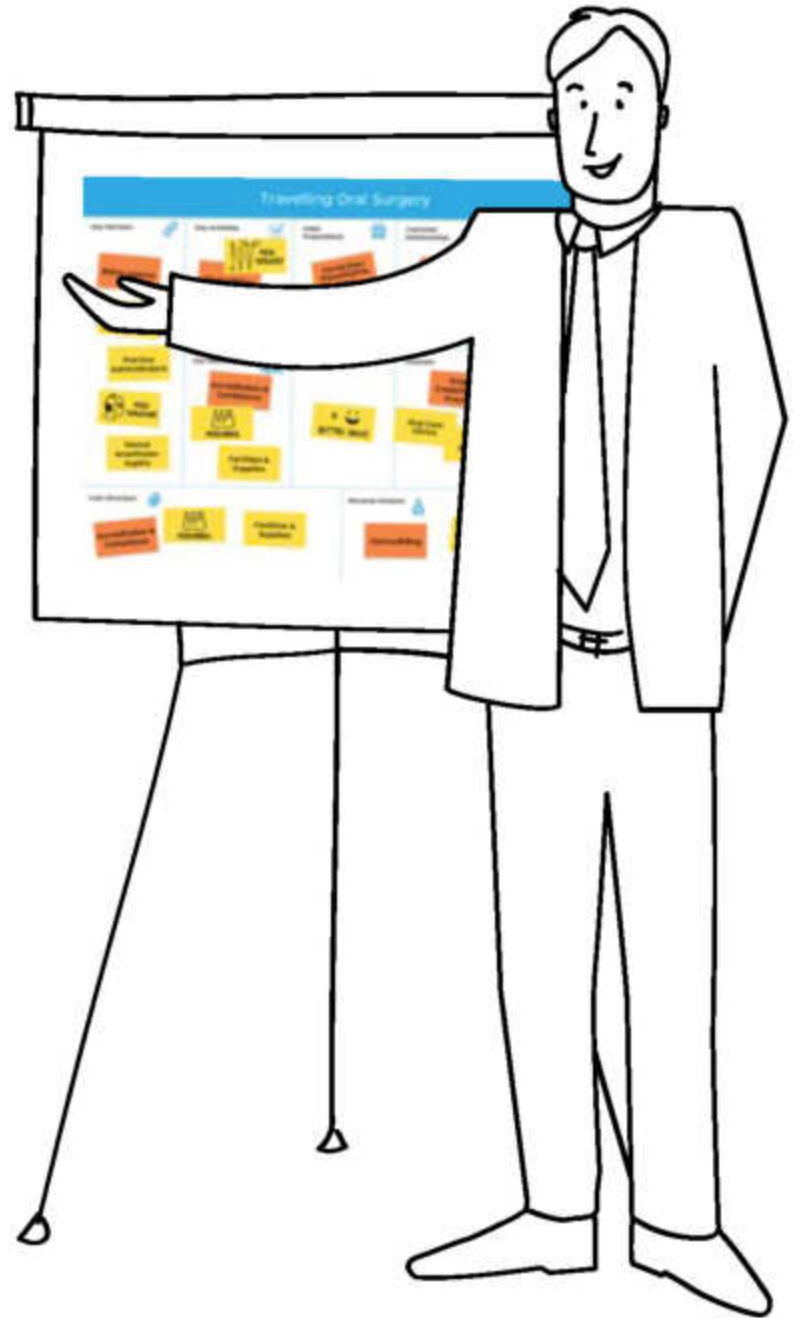
Color coding



Color coding



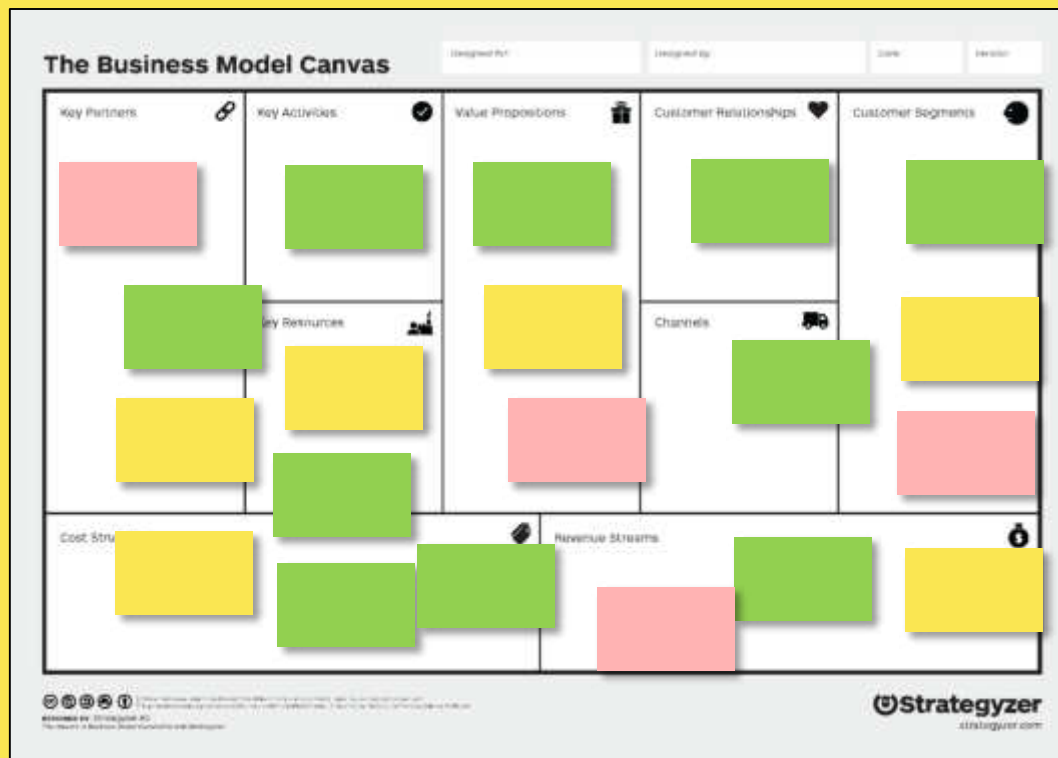
Add interest
through the
use of relevant
multimedia





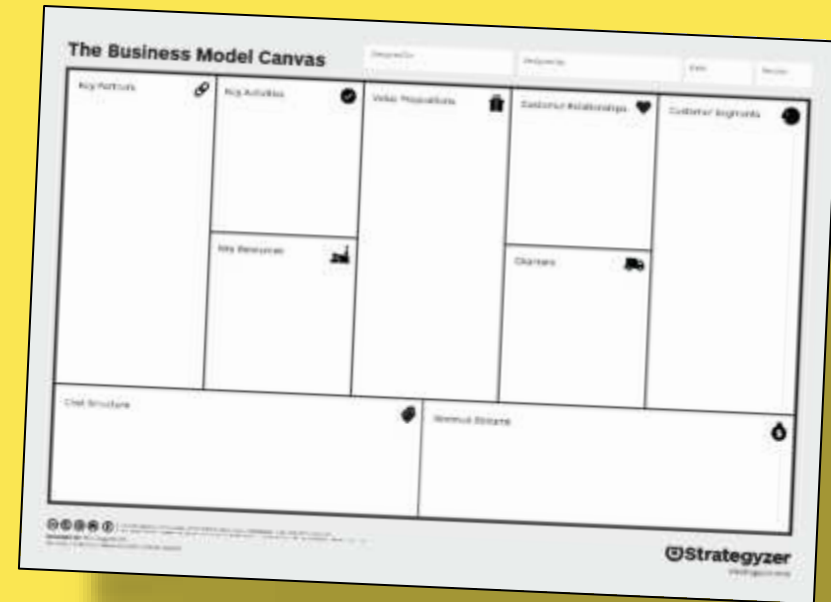


Present...!





Story & Logic



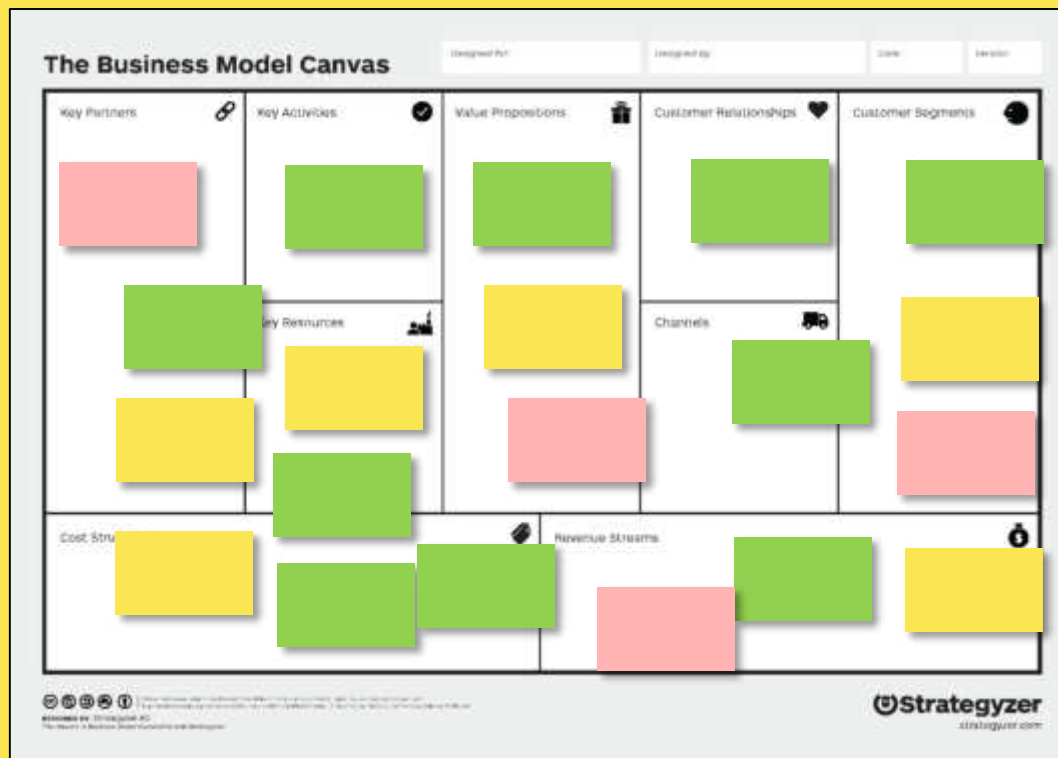
Level 2: Story

Identify relations between BM elements

Each group explores how one elements influences and leverage other elements



Present relations, causes and effects



THANK YOU!

PP10 Step Ri Rijeka

Boris Golob

bgolob@uniri.hr



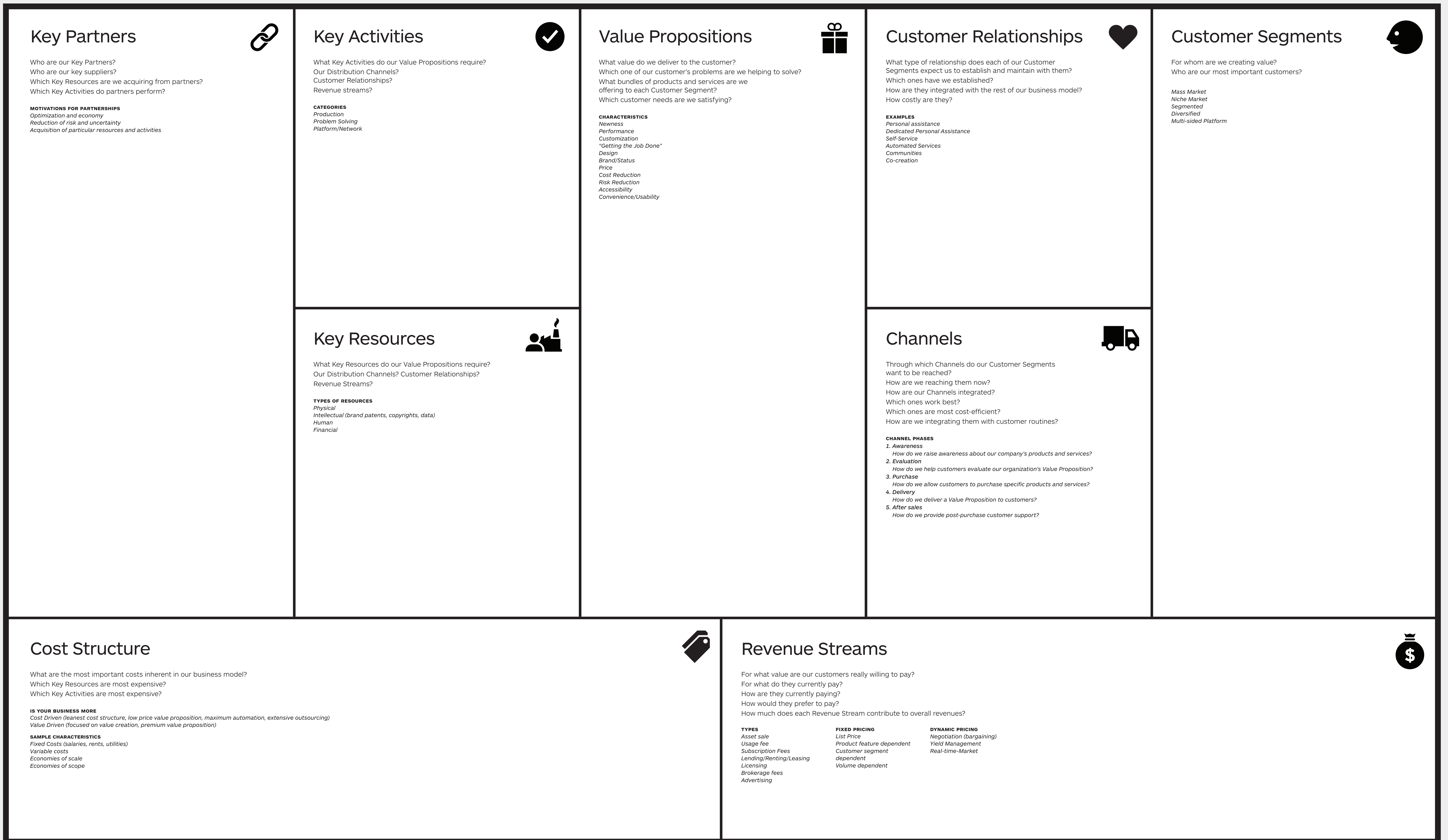
The Business Model Canvas

Designed for:

Designed by:

Date:

Version:












The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	

TAKING
COOPERATION
FORWARD

📍 Joint initial training Krakow date.8.6.2017.

💬 The Living Wall

👤 CERlecon, PP2, WU Vienna, Katarzyna Gruszka kgruszka@wu.ac.at

WHAT IS SUSTAINABILITY-DRIVEN ENTREPRENEURSHIP?

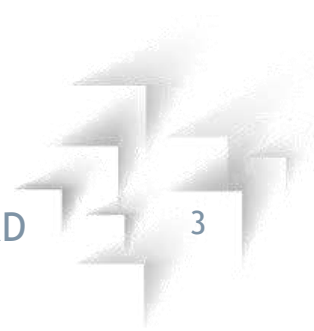
- Often used as synonyms: Sustainability-driven entrepreneurs (Parrish, 2010), sustainable entrepreneurship (Shepherd and Patzelt, 2011) and sustainability entrepreneurship (Parrish and Foxon, 2009)
- Entrepreneurs = drivers for a far-reaching, socio-economic transformation towards a sustainable economy
- Socio-economics transformations = a concept of change involving social innovation practices and technologies (Seyfang & Haxel, 2012)
- Providing benefits to both shareholders and societal stakeholders



Sustainability-driven start-ups tackle sustainability challenges of nowadays and are based on a unique and “unusual” entrepreneurial mind-set.

Sustainability-driven entrepreneurs want to:

- address sustainability related problems through creative and innovative entrepreneurial ideas
- have a positive impact on social-ecological systems
- enhance sustainable social-ecological transformations
- collaborate with other companies and different societal stakeholders to drive sustainable development



COOPERATION RATHER THAN COMPETITION

Sustainable development is based on:

- Participation
- Collaborations across multiple sectors
- New forms of partnerships
- Tackling multiple crises

→ Sustainability-driven entrepreneurship:

- favours co-operation over competition
- Understands the positive impact on socio-ecological systems as its ultimate business purpose
- Is value-driven
- Needs conventional business skills AS WELL AS other competences, e.g. working in transdisciplinary and interdisciplinary teams, communication and collaboration across different sectors of society, impact evaluation



Parrish, B. and Foxon, T. (2009) 'Sustainability entrepreneurship and equitable transitions to a low-carbon economy', *Greener Management International*, Vol. 55, pp. 47- 62.

Parrish, B. D. (2010) 'Sustainability-driven entrepreneurship: Principles of organization design', *Journal of Business Venturing*, Vol. 25 No.5, pp. 510 - 523.

Seyfang, G. and Haxel, A. (2012) 'Growing grassroots innovations: exploring the role of community-based initiatives in governing sustainable energy transitions', *Environment and Planning C: Government and Policy*, Vol. 30, No. 3, pp. 381 - 400.

Shepherd, D. A. and Patzelt, H. (2011) 'The new field of sustainable entrepreneurship: Studying entrepreneurial action linking —what is to be sustained with —what is to be developed', *Entrepreneurship Theory and Practice*, Vol. 35, No. 1, pp. 137 - 163.



THANK YOU!

PP2 WU Vienna

Christian Rammel

Christian.rammel@wu.ac.at



TAKING
COOPERATION
FORWARD

📍 Joint initial training Krakow 8.6.2017

💬 Sustainable Business Model Canvas

👤 CERlecon, PP2, WU Vienna, Michael Ambros (BOKU Vienna) michael.ambros@boku.ac.at

BUSINESS MODEL CANVAS

The Business Model Canvas

Designed for: _____

Designed by: _____

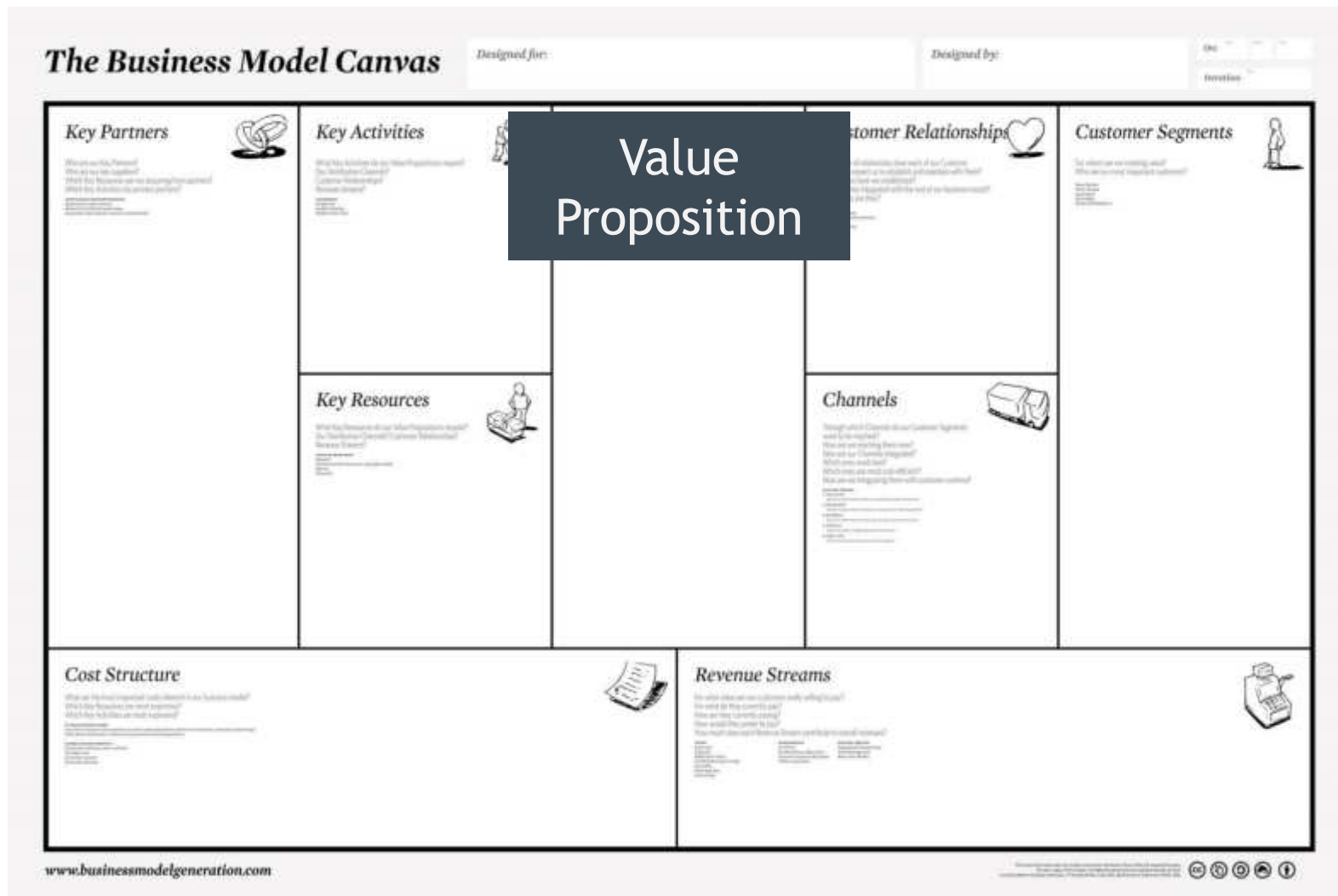
On: _____

Iteration: _____

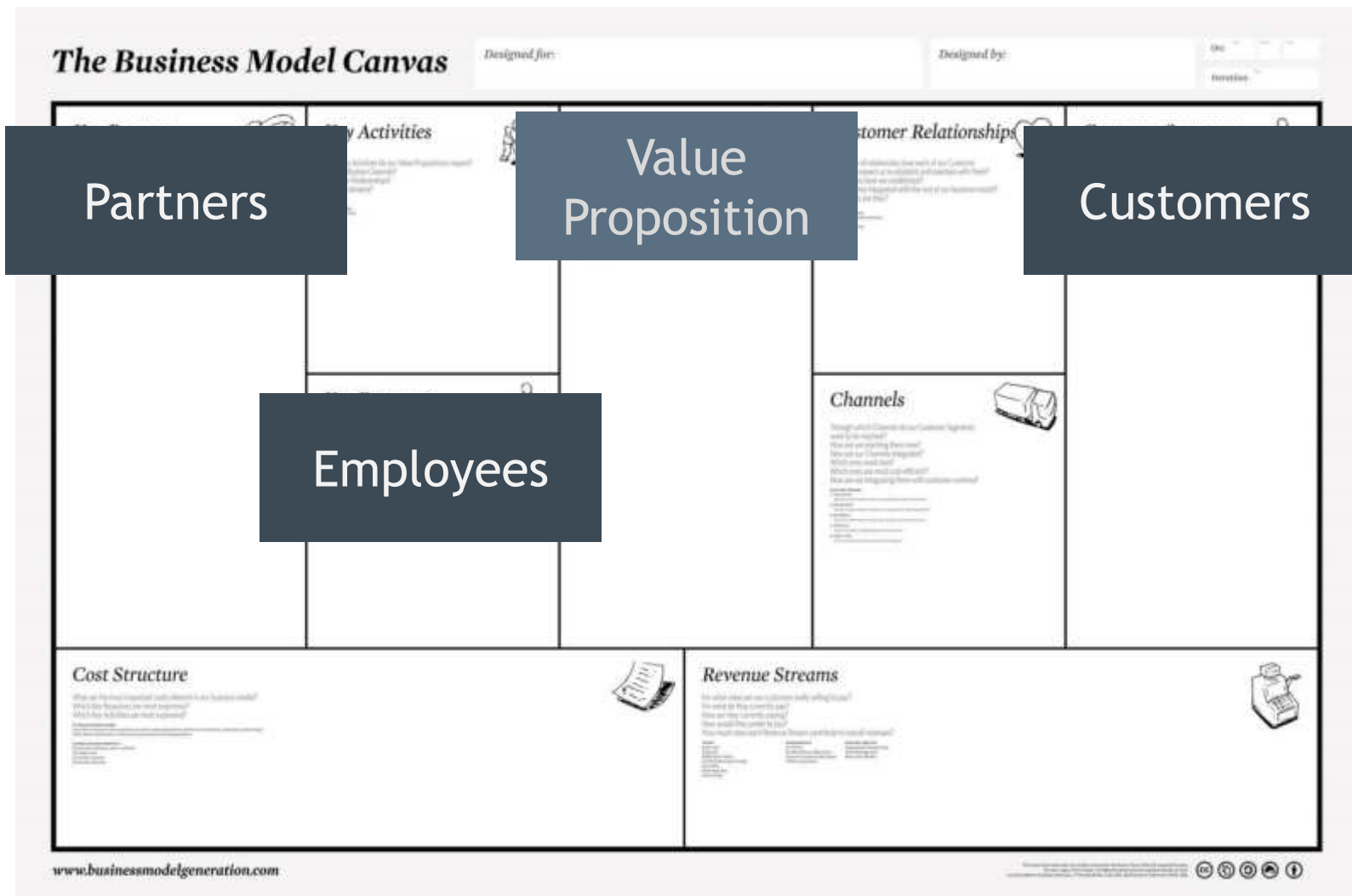
<p>Key Partners</p> <p>Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do we perform for partners?</p>	<p>Key Activities</p> <p>What key activities do we perform to create value? What activities do we perform to create value? What activities do we perform to create value? What activities do we perform to create value?</p>	<p>Value Propositions</p> <p>What value do we deliver to the customer? What are our customer's problems and are we helping to solve? What benefits do we offer to our customers? What customer needs are we satisfying?</p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect to have with us? What type of relationship does each of our Customer Segments expect to have with us? What type of relationship does each of our Customer Segments expect to have with us? What type of relationship does each of our Customer Segments expect to have with us?</p>	<p>Customer Segments</p> <p>For whom are we creating value? Which customer segments are we targeting? Which customer segments are we targeting? Which customer segments are we targeting?</p>
<p>Key Resources</p> <p>What key resources do we need to create value? What key resources do we need to create value? What key resources do we need to create value? What key resources do we need to create value?</p>		<p>Channels</p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them? How are we reaching them? How are we reaching them? How are we reaching them?</p>		
<p>Cost Structure</p> <p>What are the most important costs in our business model? What are the most important costs in our business model? What are the most important costs in our business model? What are the most important costs in our business model?</p>		<p>Revenue Streams</p> <p>For what value are our customers really willing to pay? How are they currently paying? How are they currently paying? How are they currently paying?</p>		

www.businessmodelgeneration.com

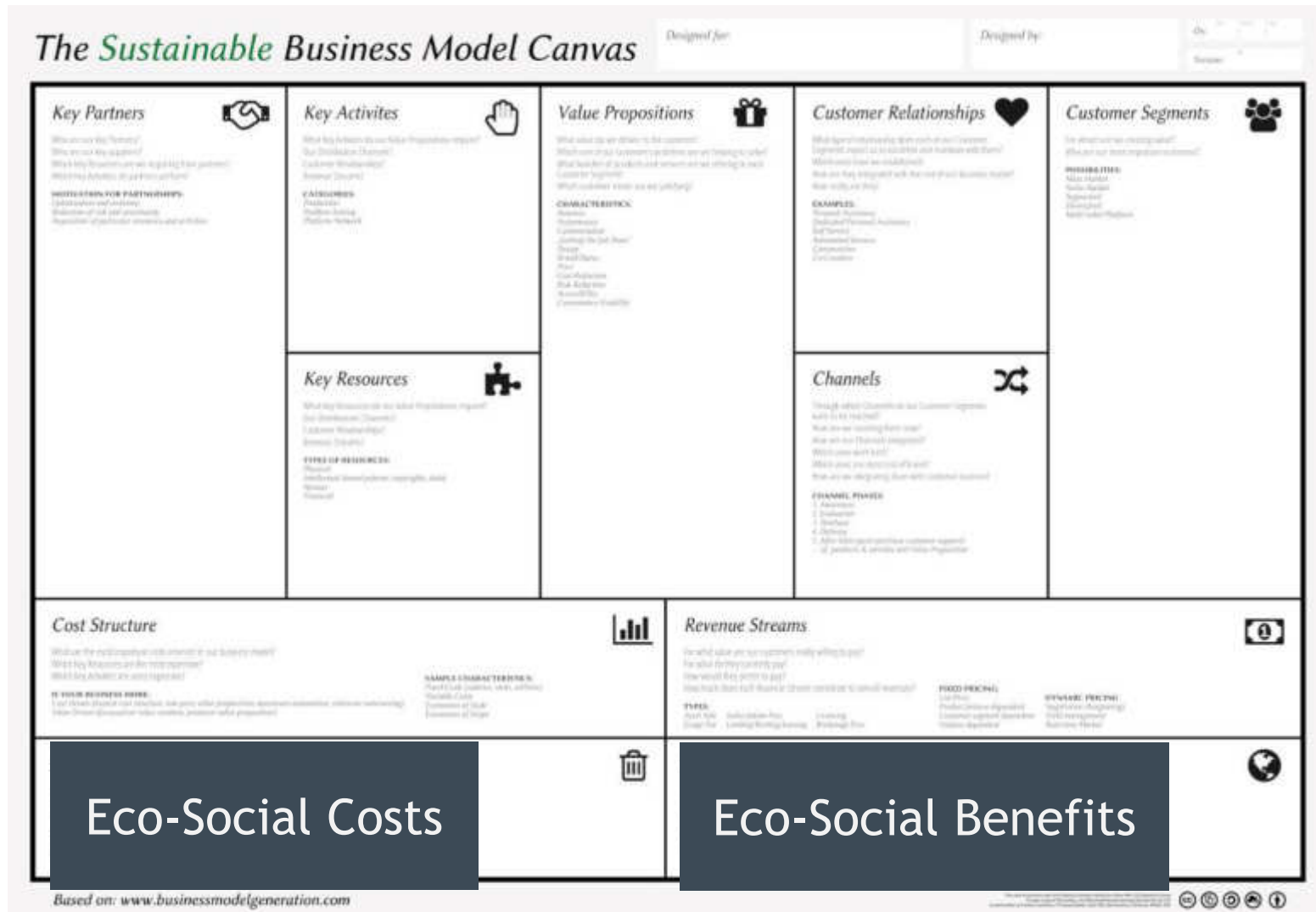




STAKEHOLDER INTEGRATION



INTERNAL & EXTERNAL EFFECTS



Guiding Questions:

What ecological or social costs is our business model causing?

Which **Key Resources** are non-renewable?

Which **Key Activities** use a lot of resources?

Evaluation Instruments:

Life-Cycle Assessment (of products and services)

Common Good Balance Sheet (www.ecogood.org)

CASE Performance Tool (www.case-ka.eu)

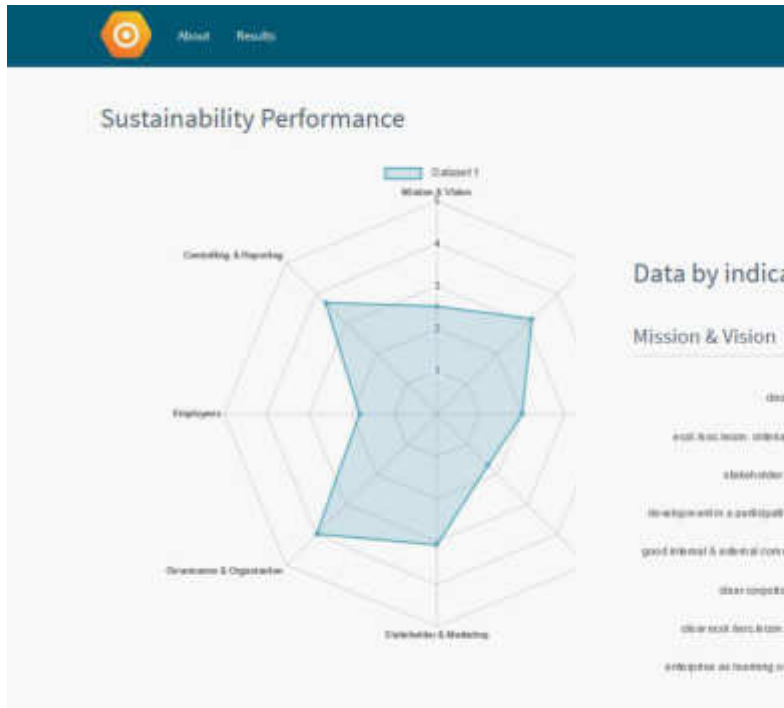


COMMON GOOD MATRIX

VALUE STAKEHOLDER	HUMAN DIGNITY	SOLIDARITY AND SOCIAL JUSTICE	ENVIRONMENTAL SUSTAINABILITY	TRANSPARENCY AND CO-DETERMINATION
A: SUPPLIERS	A1 Human dignity in the supply chain	A2 Solidarity and social justice the supply chain	A3 Environmental sustainability the supply chain	A4 Transparency and participation in the supply chain
B: OWNERS, EQUITY- AND FINANCIAL SERVICE PROVIDERS	B1 Ethical position in relation to financial resources	B2 Social position in relation to financial resources	B3 Use of funds in relation to the environment	B4 Ownership and co-determination
C: EMPLOYEES	C1 Human dignity in the workplace and working environment	C2 Self-determined working arrangements	C3 Environmentally friendly behaviour of staff	C4 Co-decision making and transparency within the organisation
D: CUSTOMERS AND BUSINESS PARTNERS	D1 Ethical customer relations	D2 Cooperation and solidarity with business partners	D3 Impact on the environment of the use and disposal of products and services	D4 Customer participation and product transparency
E: SOCIAL ENVIRONMENT	E1 Purpose of products and services and their effects on society	E2 Contribution to the community	E3 Reduction of environmental impact	E4 Social co-determination and transparency

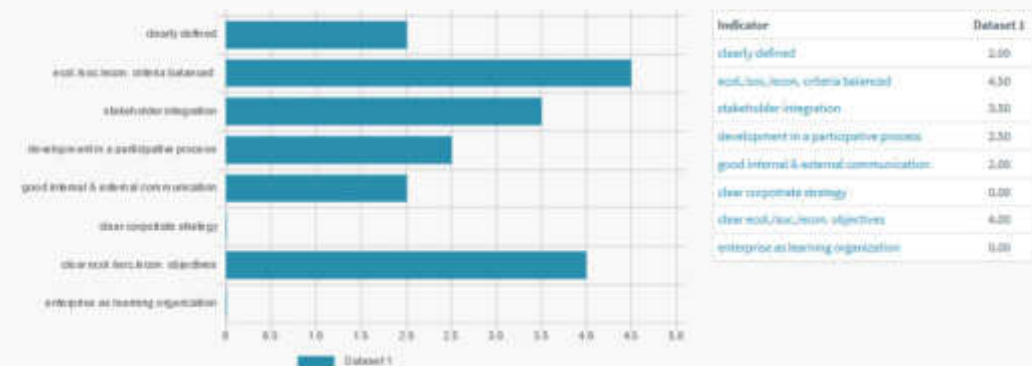


SUSTAINABILITY PERFORMANCE TOOL

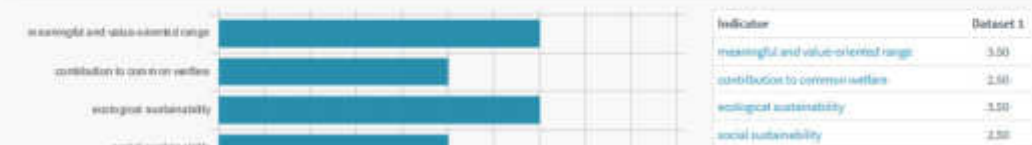


Data by indicators

Mission & Vision



Products & Services



Guiding Questions:

What ecological or social benefits is our business model generating?
Who are the beneficiaries? Are they potential **Customers**?
Can we transform the benefits into a **Value Proposition**?
If yes, for whom?

Evaluation Instruments:

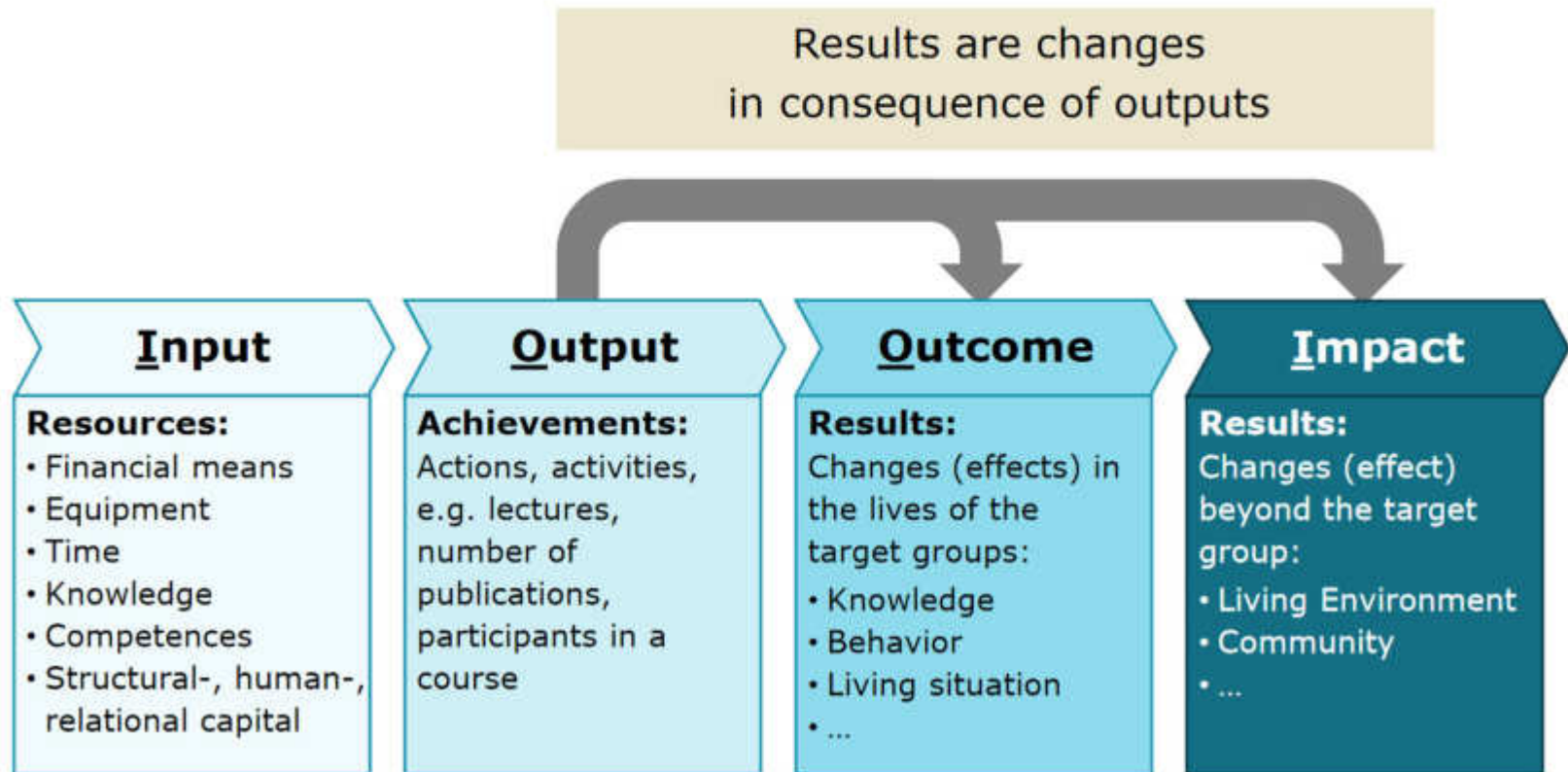
Social Reporting Standard (www.social-reporting-standard.de/en)
Common Good Balance Sheet (www.ecogood.org)
CASE Performance Tool (www.case-ka.eu)



SRS SOCIAL
REPORTING
STANDARD

The Social Reporting Standard (SRS)

The I-O-O-I Typology



THANK YOU!



University of Natural Resources and Life Sciences, Vienna (BOKU)
Centre for Global Change and Sustainability

Michael Ambros

michael.ambros@boku.ac.at



TAKING
COOPERATION
FORWARD

📍 Joint initial training Krakow date.8.6.2017.

💬 **Linking Service Learning with sustainability-driven start-ups**

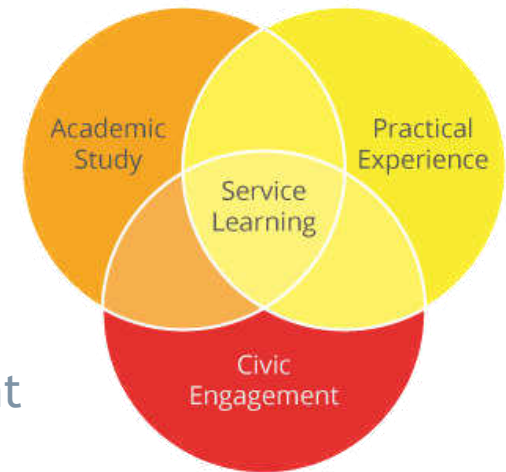


CERlecon, PP2, WU Vienna, Petra Biberhofer petra.biberhofer@wu.ac.at

Christian Rammel christian.rammel@wu.ac.at

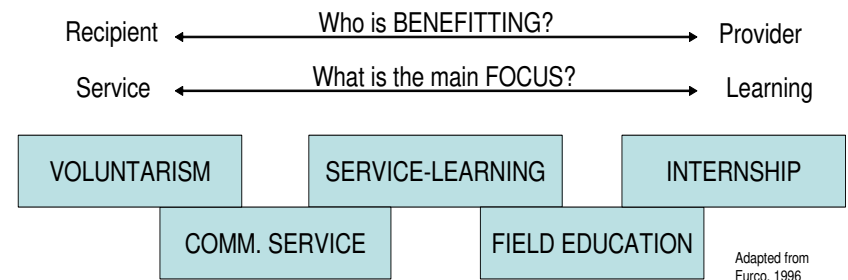
WHAT IS IT ABOUT?

- Service Learning or **learning by engagement**
- Students are confronted with **real-world problems** and try to find **solutions** cooperating with partners such as communities, NGOs and companies.
- Students learn and develop through
 - **engaging** in concrete projects
 - by **meeting** the needs of communities and
 - **making** personal experiences,
 - **embedded** in an academic learning environment
 - where they can **reflect** upon their actions.



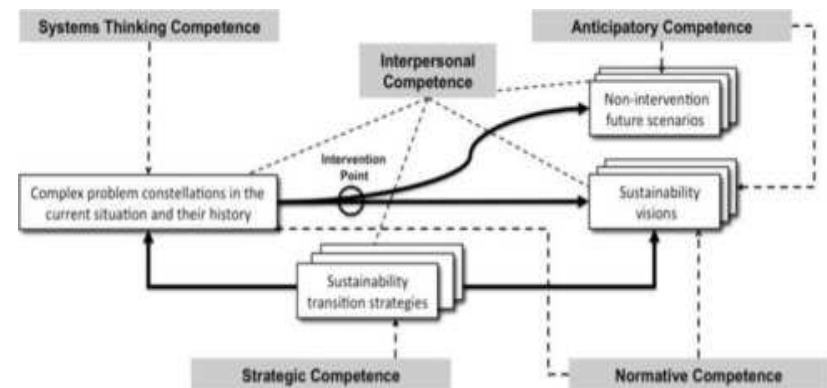
WHAT IS IT ABOUT?

- Method of **experiential** education, linking classes with local society
- SL asks students, to implement theory in **practice**
- Helps to understand and **reflect** complex topics on various scales
- Reflection and **reciprocity** are central concepts of service learning



Among others, Sustainability-driven entrepreneurs need the following key competencies:

- To collaborate with others (enterprises, policy makers, NGO, citizens, etc.)
- Speaking the “other’s” language, building teams, building bridges across disciplines etc.



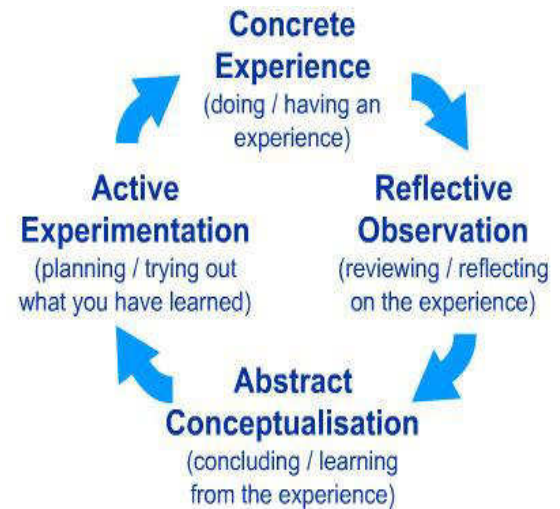
Key competencies in sustainability
(Wiek et.al, 2012)

Service learning settings enhance and foster such competencies!



PROVIDING LEARNING ENVIRONMENTS THAT...

- Enable self-reflection on the learning process via Service-learning diaries
- Enable mutual learning at eye-level
- Enable guided self-organising through coaching balancing the students ideas with the problems of the service learning partner

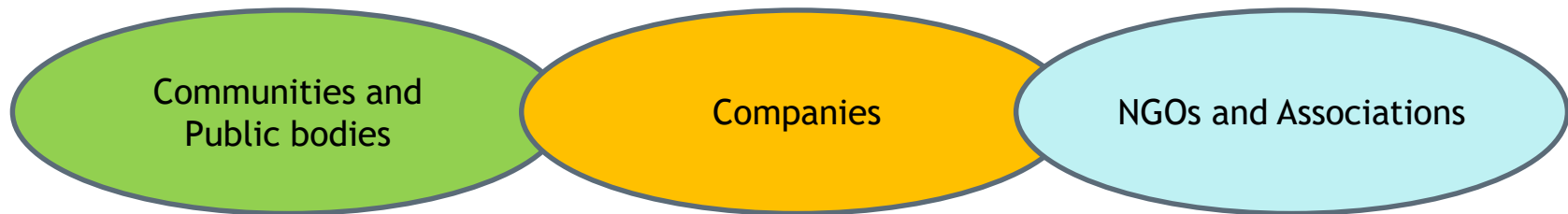


The Experiential Learning Cycle
Kolb (1984)



COOPERATION PARTNERS

- ...can be communities, companies, associations, NGOs or public bodies



- Tasks project partners:

- ☐ provide start-ups with a challenge which shall be solved with entrepreneurial spirit
- ☐ contact person for student group
- ☐ personal meetings in work environment, presentation work field (current challenges)
- ☐ continuous feedback process

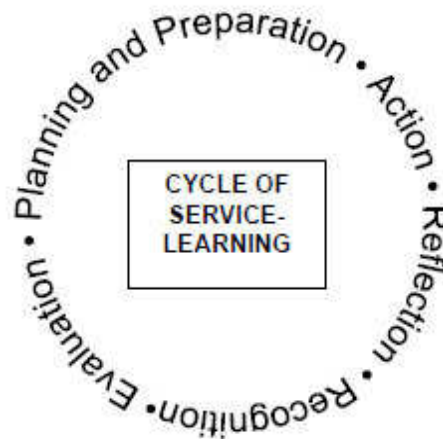
- **Focus of cooperation:** not only output is important but learning process, learning from each other, talk about expectations, progress etc.



FOUR PHASES

Coaching involves **four phases**

- Preparation
- Action
- Reflection
- Evaluation



FIND TESTED EXAMPLES ONLINE

<https://www.case-ka.eu/knowledge-platform/cooperation-formats/service-learning/>



Home | About | News | Tools | Free | About

Service Learning

Knowledge Platform | Cooperation Formats | Service Learning

What is it about?

Service learning or learning by engagement represents one of the most promising methods promoting education for Sustainable Development. It is an alternative teaching approach where students are confronted with real world problems and try to find solutions cooperating with partners such as communities, NGOs and companies.

Students learn and develop through engaging in concrete projects by meeting the needs of communities and making personal experiences, embedded in an academic learning environment where they can reflect upon their actions.

Phase 1 - Planning
Phase 2 - Preparation
Phase 3 - Action
Phase 4 - Reflection & Evaluation

To bring the projects to a close, the implementation/learning process and the results of the projects should be presented. A public event format involving all stakeholders supports dissemination purposes and outreach in a broader context. Critical reflection and open discussion are central for the closing event.

Benefits

- Creating impact with engagement
- Joyful and creative working atmosphere
- Potentiating innovative potential via voluntary working
- Personal development by taking own responsibility
- Critical reflection with community

Success factors



THANK YOU!

PP2 WU Vienna

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TAKING
COOPERATION
FORWARD

📍 Joint initial training Krakow date.8.6.2017.

💬 The Living Wall

👤 CERlecon, PP2, WU Vienna, Katarzyna Gruszka kgruszka@wu.ac.at

THE LIVING WALL – BASICS

- An easy tool to be applied in the Playparks in order to **foster cooperation** among transdisciplinary groups of stakeholders
- It **harnesses various ideas** on a particular area/concept/theme/problem, **mapping** the ideas, and creating a **space for joint reflection** and **visioning**
- It is **constantly “alive”** - it evolves during e.g. workshops and events in the Playpark, but is also open for change on a day-to-day basis.



HOW TO START YOUR OWN WALL

The idea is quite simple - we need:

- ...a wall! (preferably as big as possible and min. size 2mx1m)
- small, ideally adhesive, sheets of paper in different colours (or post-its, for an easier solution) - size depending on how much in detail you expect the contributions to the Wall to be
- something to stick the papers on the wall (e.g. tac or “sticky putty”, or simply a tape)
- most importantly, you need to decide on the main areas/concepts/themes/problems that the Living Wall will be created for



TAKING COOPERATION FORWARD



The Living Wall process:

- Set-up at the pre-opening and opening of the Playpark → reaching out to different perspectives of a broad target group
- Facilitating at a common visioning process on three key areas that the Playpark is centred on: Sustainability-driven entrepreneurship, social innovation, and social inclusion.
- The focal areas pre-set on the Living Wall, under a **common title** → creating a commitment/identification
- **Basic rules** present!



PLAYPARK VIENNA LIVING WALL

Vision: Social inclusion through social innovation and sustainability

Sustainability-
driven
Entrepreneurship

Social
Innovation

Social
Inclusion



The Living Wall - Rules of the Game:

- Open your mind and be honest here - the Wall does not discriminate any opinions!
- Write in bullet points, full sentences, however you like - just make sure that others can read it.
- Write in clear language and handwriting
- One idea per card - try to not overload one piece of paper.
- Be tolerant for the opinions of others - do not take things off the Wall even if you disagree with them



PLAYPARK VIENNA WALL - HOW TO?

- Participants receive a set of three (or more) different coloured sheets of paper
- Throughout the event, they are invited to use the sheets for noting down their understanding of the concepts, their definitions, key values and aspects related to the given concept (see three themes)
- The participants put their papers on the wall - guided or unguided process!
- Reflection round necessary!
- Once set up, it can go on and evolve!



BENEFITS

- easy-to-set-up visual tool that allows various stakeholders and target groups to express their opinions, perceptions, issues and key values related to particular concepts/areas/themes;
- enables joint visioning and facilitates cooperation among transdisciplinary stakeholder groups;
- works perfectly in long-term cooperation processes, but is also suitable for single-events context;
- dynamic and flexible - easy to set up and easy to take down



THANK YOU!

PP2 WU Vienna

Katarzyna Gruszka

Katarzyna.gruszka@wu.ac.at



TAKING
COOPERATION
FORWARD

📍 Joint initial training Krakow 8.6.2017.

💬 03_03_BMChecklist_Disruption_OnePageStrategy

👤 CERlecon, PP10 STEP RI, Boris Golob bgolob@uniri.hr

Business model transformations

Managing unknown (startup)

Disruptive innovation

One Page Strategy

1.

Business model transformations

Assessments, best practices, sources of superior
competitiveness, radical transformations...



Assess your business model?

Seven Questions to Assess Your Business Model Design

Great value propositions should be embedded in great business models. Some are better than others by design and will produce better financial results, will be more difficult to copy and will outperform competitors.

Assess your business model design. Circle how your efforts are to scale from 0 to 10.

1. Switching Costs Translate

0 10

Building barriers to customers switching away from my business

My customers are locked in for several years

2. Recurring Revenues Translate

0 10

100% of my sales are recurring

10% of my sales lead to future repeat business

3. Earning vs. Spending Translate

0 10

I spend 100% of my costs of goods before earning revenue

I earn 100% of my revenue before incurring costs of goods

4. Game-changing Cost Structure Translate

0 10

My cost structure is at least 10% higher than my competitors

My cost structure is at least 10% lower than my competitors

5. Others Who Do the Work Translate

0 10

I need to do the job the market standard is doing

All the value created by my business model is captured for me by external partners

6. Scalability Translate

0 10

Creating my business model requires substantial resources and effort

My business model has virtually no limits to growth

7. Protection from Competition Translate

0 10

My business model has no moats, and is vulnerable to competitors

My business model provides substantial moats that are hard to overcome

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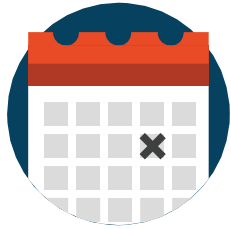


Switching Costs



Nothing holds my
customers back
from leaving me

My customers are
locked in for
several years



Recurring Revenues



100% of my sales
are transactional

100% of my sales
lead to automatically
recurring revenues



Earning vs. Spending



I incur 100% of my costs of COGs before earning revenues

I earn 100% of my revenues before incurring costs of goods & services sold (COGs)



Game-changing Cost Structure



My cost structure is
at least 30% higher
than my competitors

My cost structure is
at least 30% lower
than my competitors

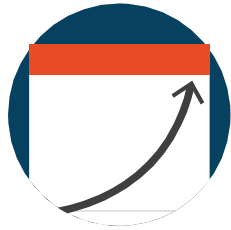


Others Who Do the Work



I incur costs for all
the value created
in my business
model

All the value created
in my business model
is created for free by
external parties



Scalability



Growing my business
model requires substantial
resources and effort

My business model
has virtually
no limits to growth



Protection from Competition

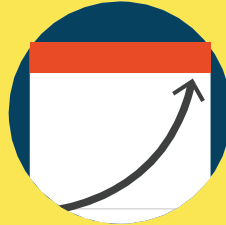
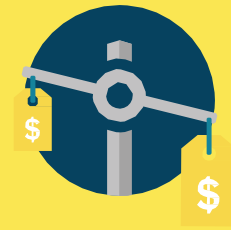
0 —•—•—•—•—•—•—•—•—•— 10

My business model has no armor & moats, and I'm vulnerable to competition.

My business model provides substantial armor & moats that are hard to overcome



Change your business model



Level 3: Transformation

Explore possibilities for change and improvement of your business model

Radical BM transformations



Cars are unused more than 95% of the time – parked on the streets.



Imagine the world in which cars are self-driven, no one buys or owns them, with at least 15% usage time. And appropriate business model.

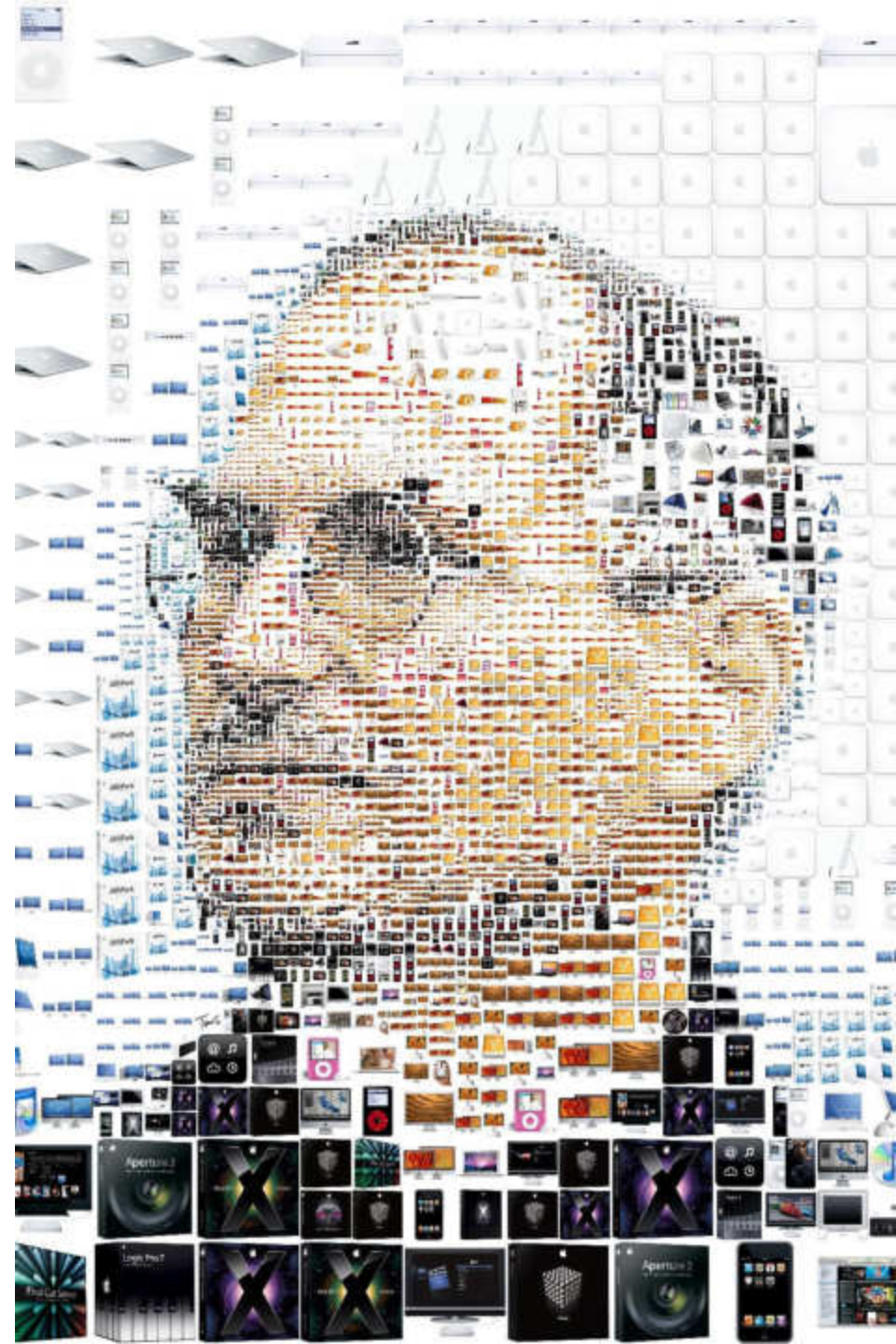


2.

Managing unknown

Managing innovations, startups
and new projects

Great, now
you know
everything...



Congratulations?

Only one thing is sure...



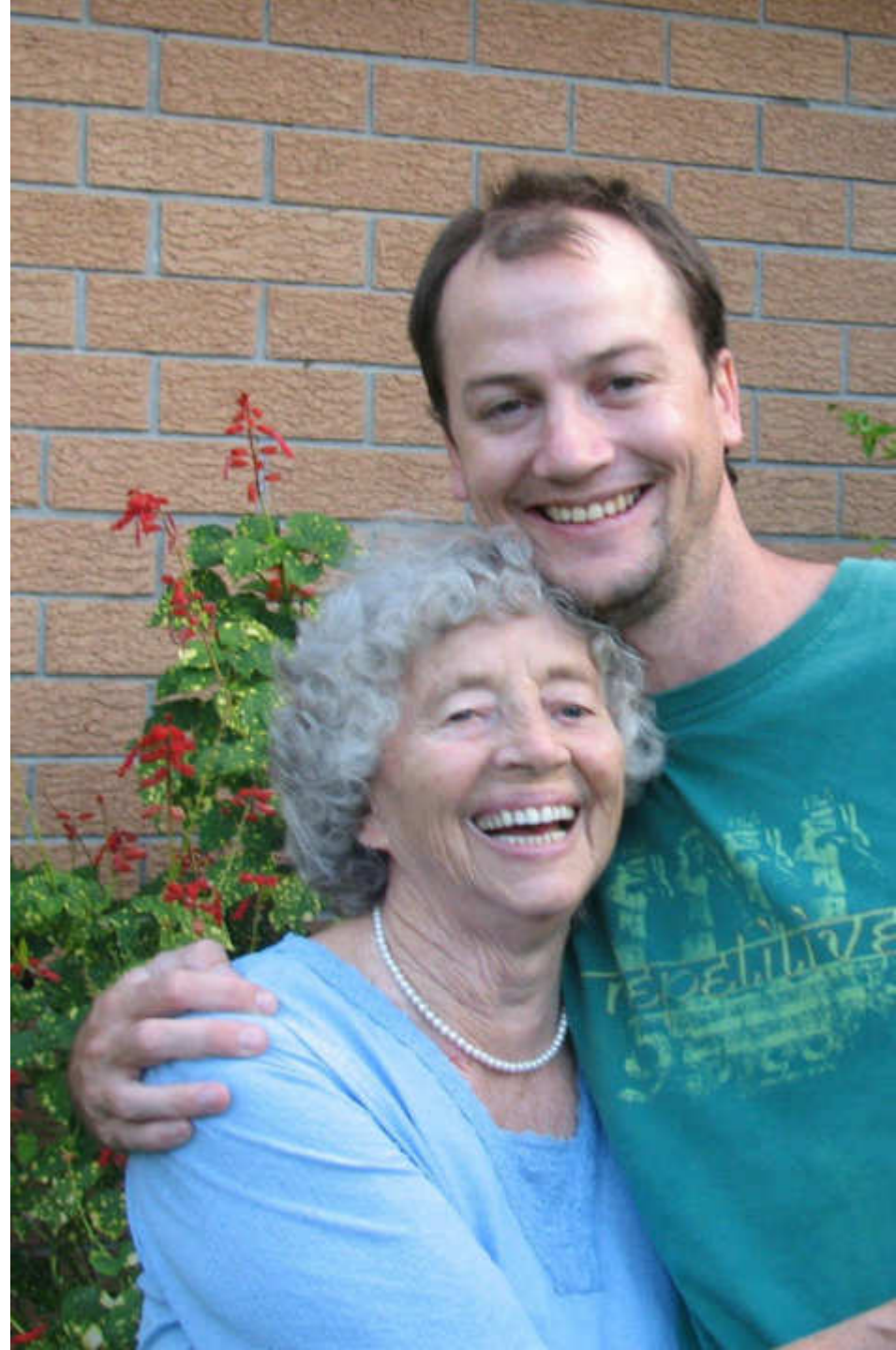
You are

WRONG!

You have an idea!

Well, good for you but you need to
test it all the way... to the bank.

Mum loves you.
She won't tell
you **the truth!**

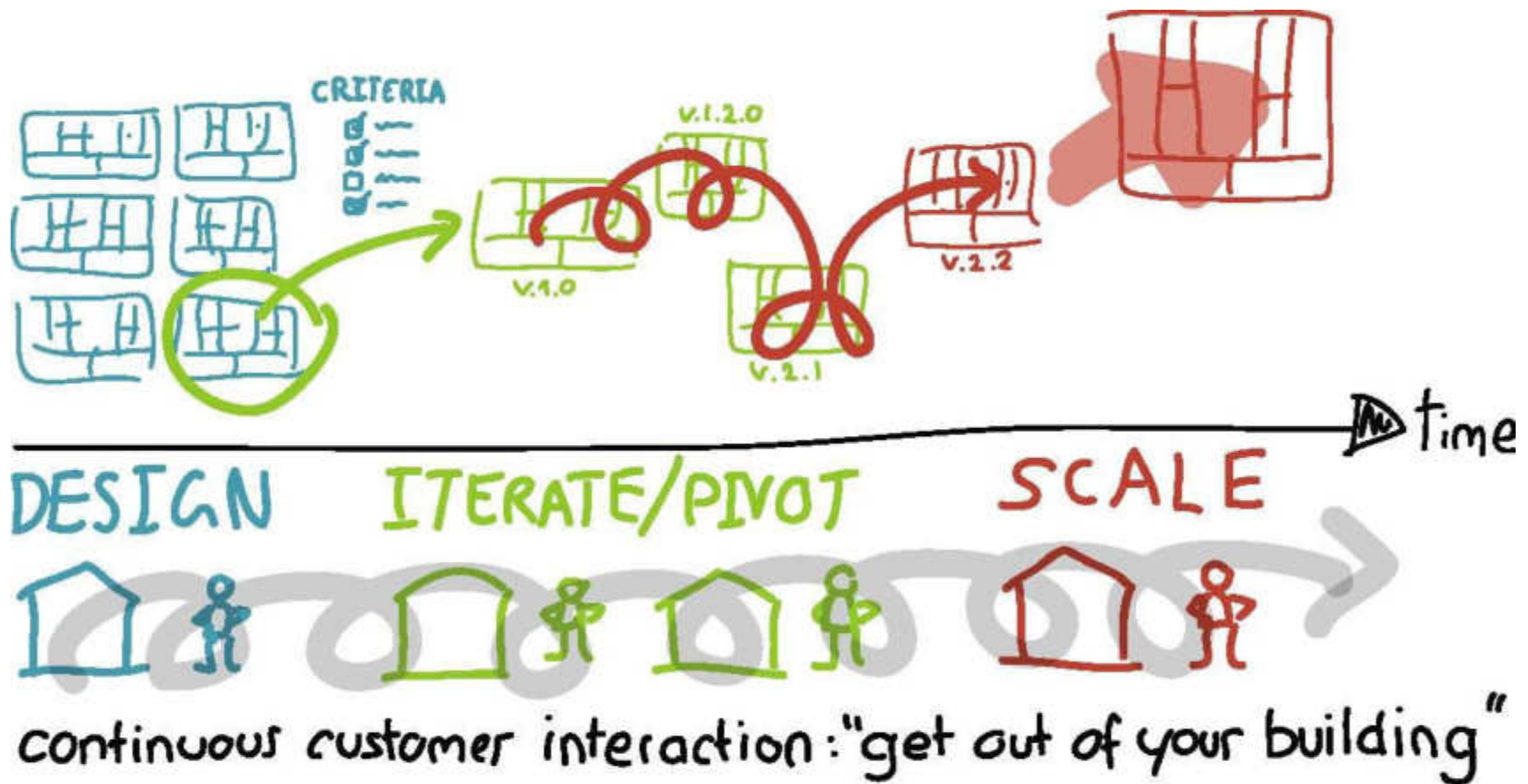


Managing innovation

Plan to learn „what is true and possible”

Assumption based planning

(It's not about goals and targets)



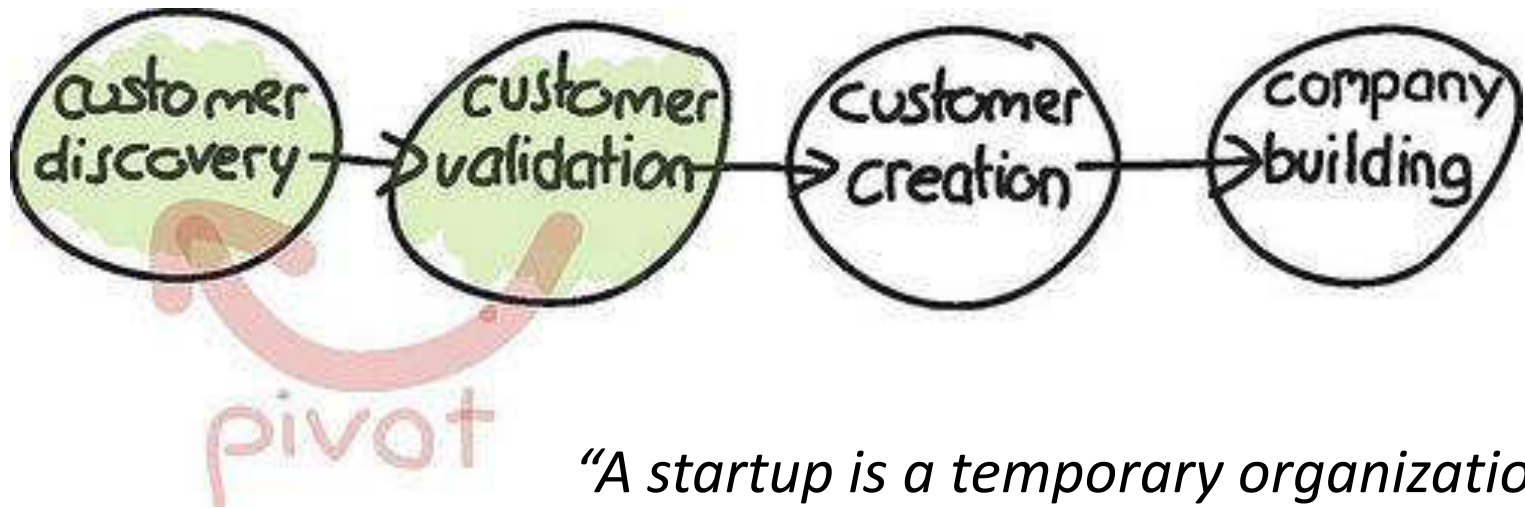
Customer Development Process & BMG
Alexander Osterwalder



“Success is all about going from failure to failure without losing enthusiasm.”

W. Churchill ?

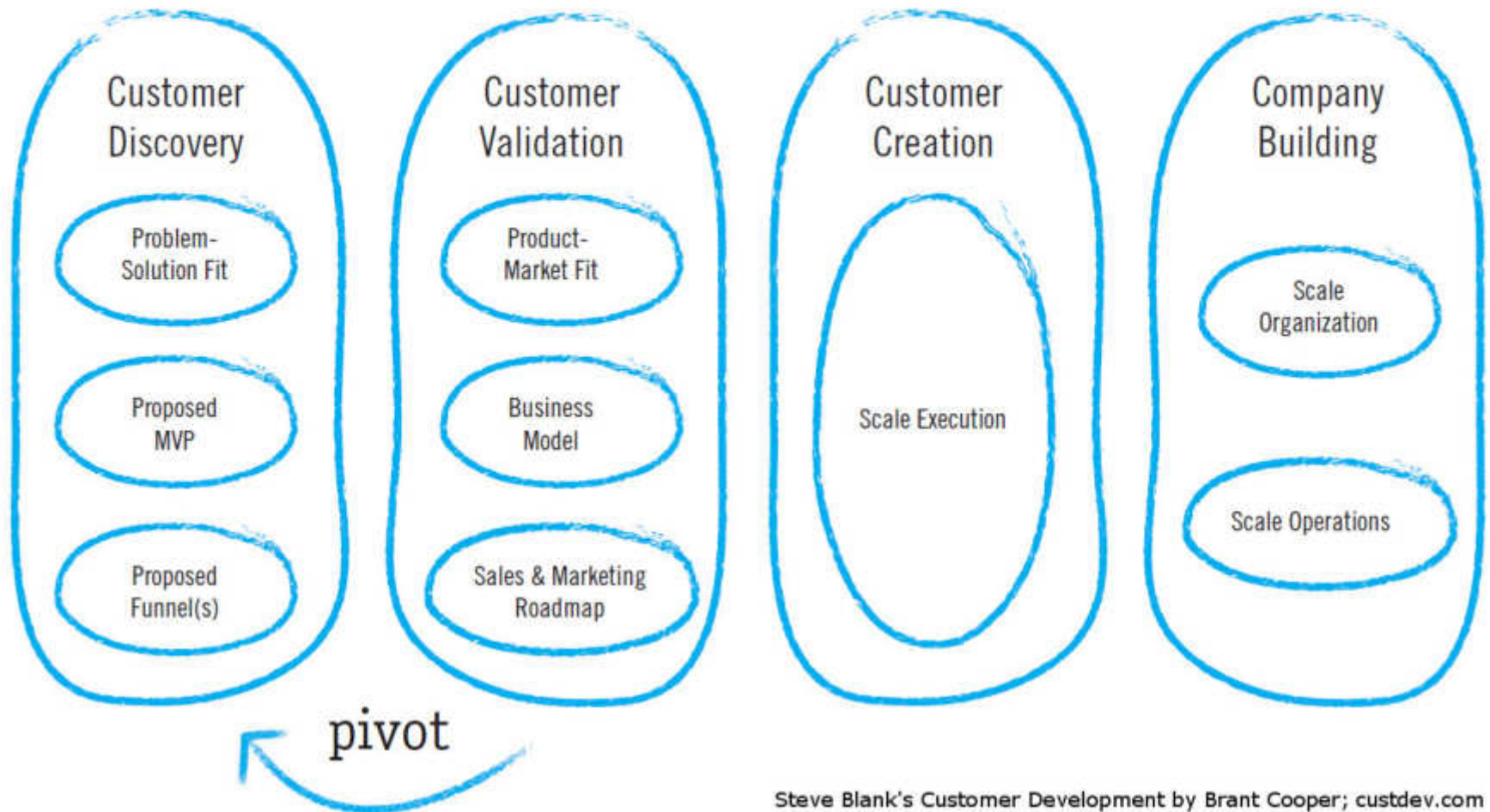
A startup is a **temporary organization!**



"A startup is a temporary organization designed to search for a repeatable and scalable business model."

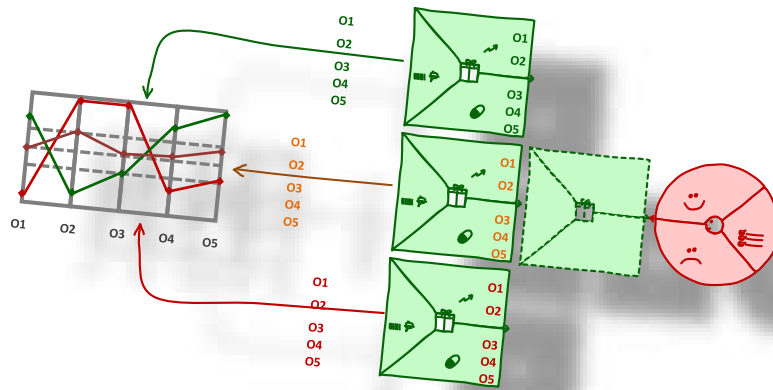
Steve Blank

Customer Development

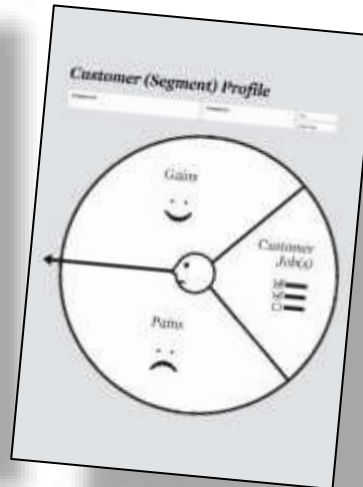
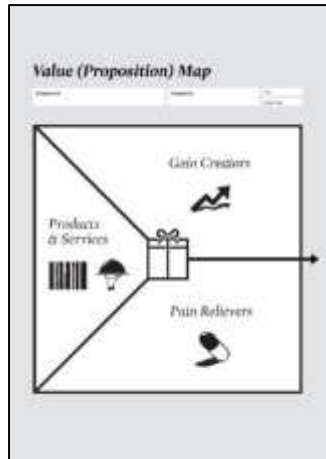
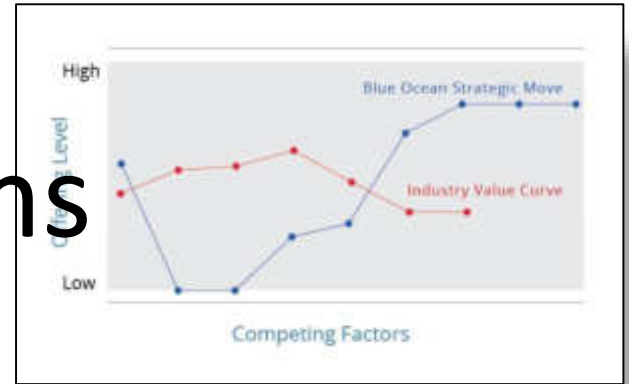


Testing „The unknown”

Identifying assumptions and
risks



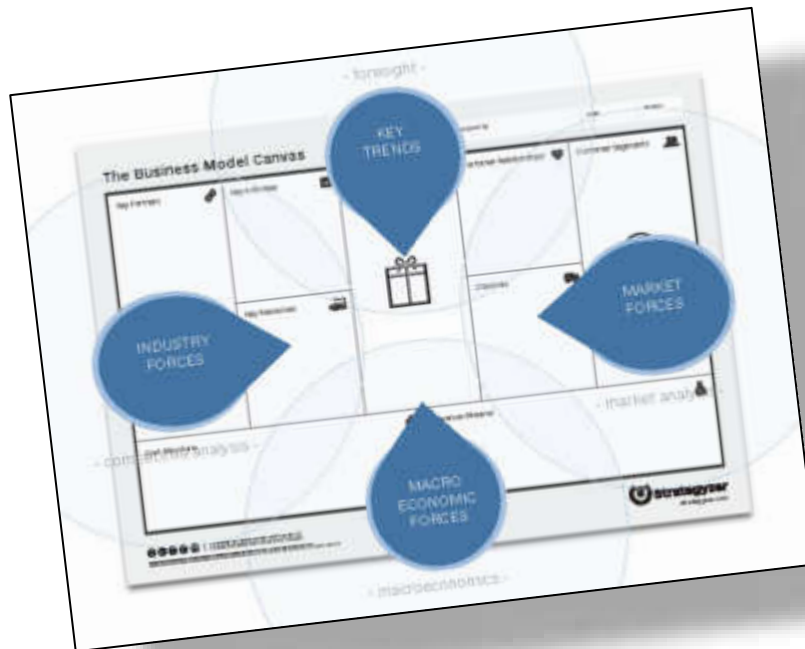
Assumptions



Risks

Trends, Market forces, Industry forces, Macro economic forces

Technology, Market, Society, Competition...





Your key assumptions are?
And your hypothesis are?

Assumptions	Risks/opportunities/ key outcomes (based on the assumptions)
<ul style="list-style-type: none">• environment, natural resources, culture, technologies, society, competitors, markets, customers/users (reasons & willingness to buy/say, it is/works circumstances, ...)• company, employees, partners	

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Testing „The unknown”

From assumptions to tests to
experiments



What do you
want to know?

What do you
need to know?

Mix of experiments

Lab studies

- Learning prototype / MVP
- Life-size prototypes
- Wizard of Oz (make stage and fake non-existing resources and functionalities)

Anthropologist (for field studies)

Learning prototype

MVP Minimal Viable product



Life-size prototypes



Wizard of Oz („Puppet theatre”)



Anthropologist



Mix of experiments

Sale actions

- Mock sales
- Presales
- Crowdfunding

Mock sales



Presales

100000 people
Pre-ordered

ulefone Paris

Presale begin \$129.99

Shipping

End \$169.99

Sep.10.2015

Sep.25.2015

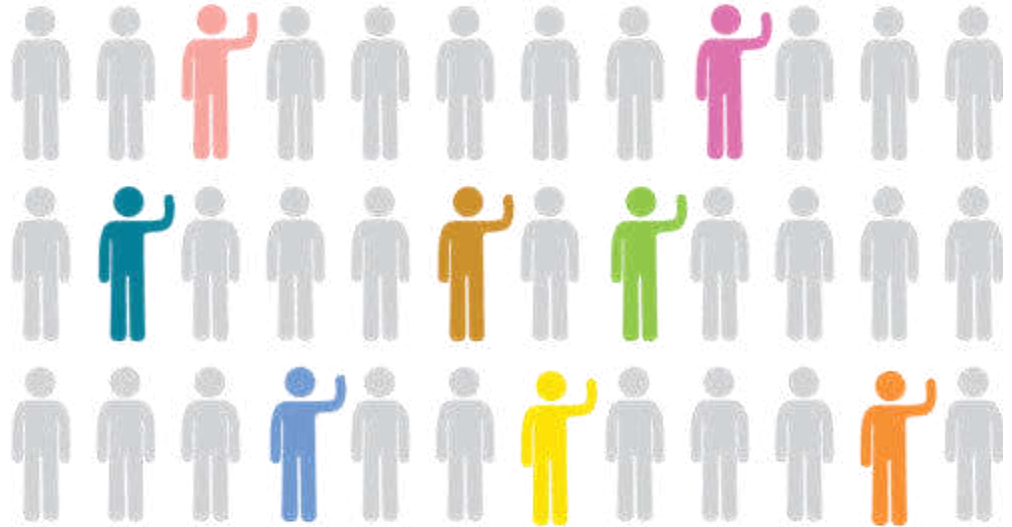
Oct.08.2015



Crowdfunding



Brilliant
Idea



Love From
The Crowd

Mix of experiments

Tracking actions

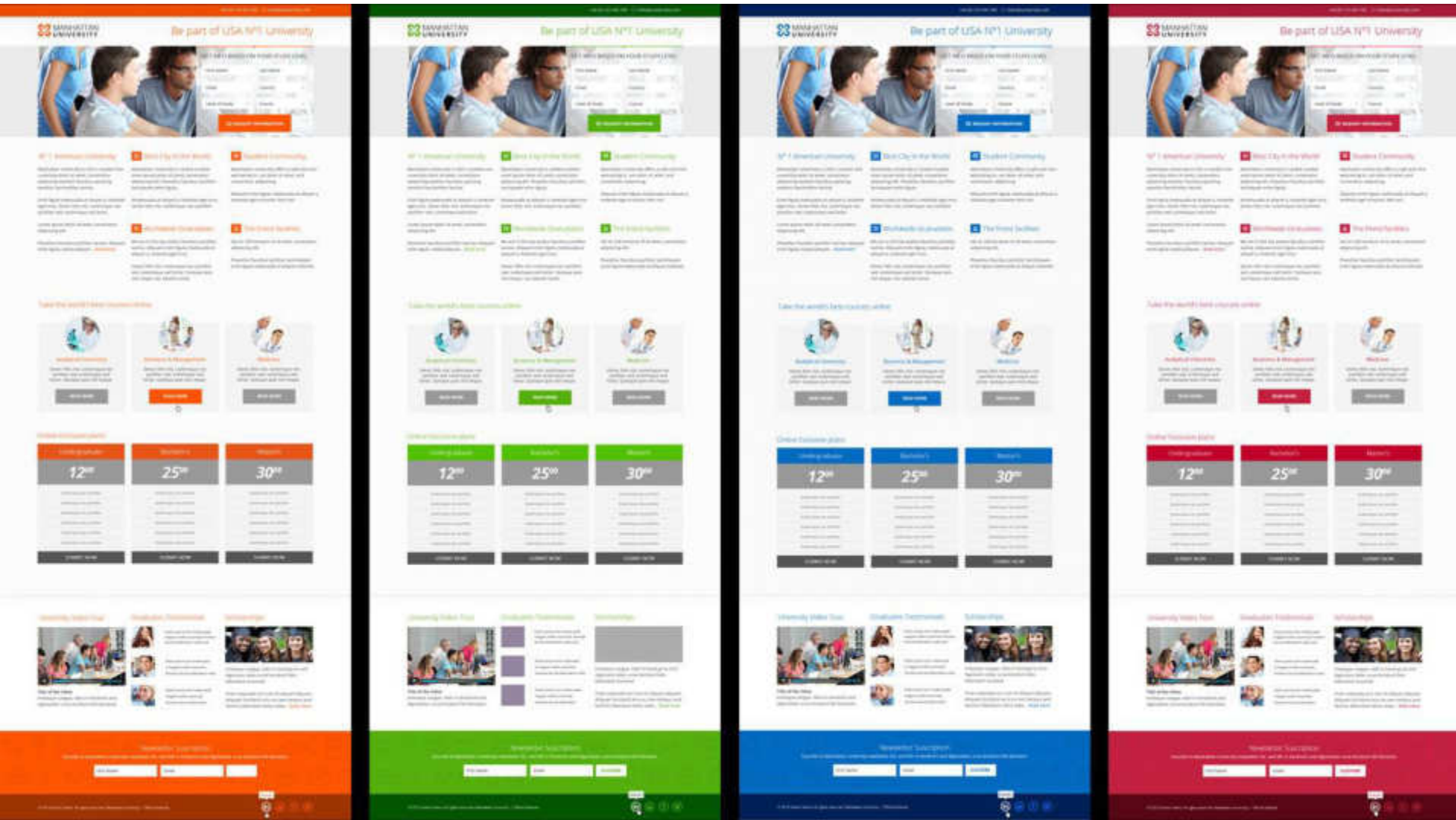
- Ad and link tracking
- Landing page
- Split testing

Ad and link tracking

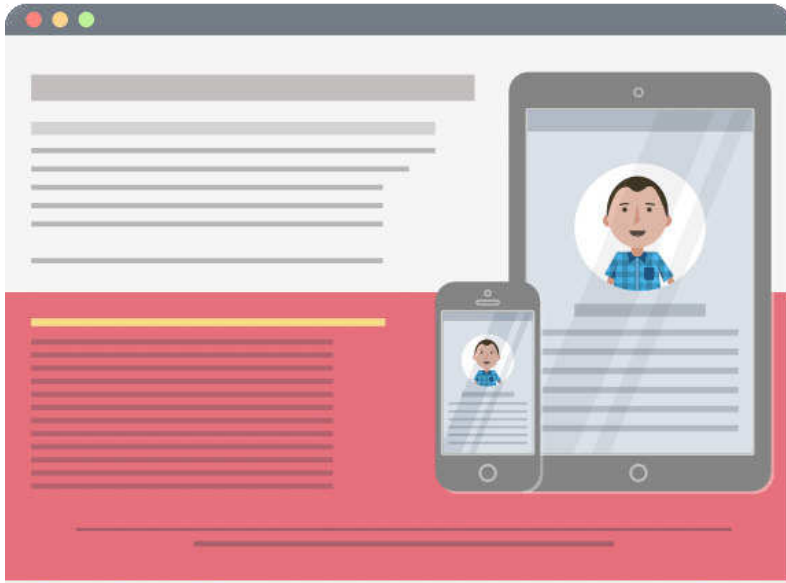
The screenshot displays the Google Analytics Reporting interface. The top navigation bar includes 'Home', 'Reporting' (selected), 'Customization', and 'Admin'. The right side shows 'All Web Site Data' and user profile icons. Below the navigation bar, there's a search bar 'Find reports & more.' and a filter bar with 'Secondary dimension' and 'Sort Type: Default'. The left sidebar lists navigation categories: Acquisition, Behavior, and Conversions. The Behavior section is expanded, showing 'Overview', 'Behavior Flow', 'Site Content', 'Site Speed', 'Site Search', 'Events', 'Publisher', 'Overview', 'Publisher Pages', 'Publisher Referrers', 'Experiments', and 'In-Page Analytics'. The main content area shows a table of data for 'Publisher' reports. The table has columns for 'Page', 'Publisher Impressions', 'Publisher Coverage', 'Publisher Monetized Pageviews', 'Publisher Impressions / Session', 'Publisher Viewable Impressions %', 'Publisher Clicks', 'Publisher CTR', 'Publisher Revenue', 'Publisher Revenue / 1000 Sessions', and 'Publisher eCPM'. The data is sorted by 'Publisher Impressions' in descending order. The table shows 9 rows of data, with the first row being the header and the subsequent 8 rows representing different publishers. The data is presented in a clean, modern style with a light gray background and white text.

Page	Publisher Impressions	Publisher Coverage	Publisher Monetized Pageviews	Publisher Impressions / Session	Publisher Viewable Impressions %	Publisher Clicks	Publisher CTR	Publisher Revenue	Publisher Revenue / 1000 Sessions	Publisher eCPM
1	608 (9.10%)	100.00%	213 (9.10%)	2.13	48.17%	2 (5.13%)	0.33%	7.00%	4.00%	1.00%
2	561 (8.40%)	88.34%	212 (9.01%)	1.79	28.80%	1 (2.56%)	0.18%	0.00%	0.00%	0.00%
3	334 (5.00%)	94.62%	119 (5.06%)	2.34	45.32%	6 (15.38%)	1.80%	15%	15%	\$ 1
4	323 (4.83%)	95.73%	110 (4.67%)	2.20	49.52%	1 (2.56%)	0.31%	0.00%	0.00%	21
5	303 (4.54%)	81.67%	128 (5.44%)	2.01	23.76%	1 (2.56%)	0.33%	0.00%	0.00%	0.00%
6	277 (3.40%)	100.00%	48 (2.04%)	11.35	20.90%	2 (5.13%)	0.88%	0.00%	0.00%	0.00%
7	209 (3.13%)	90.13%	79 (3.36%)	1.67	29.47%	0 (0.00%)	0.00%	0.00%	0.00%	15
8	135 (2.02%)	100.00%	42 (1.78%)	1.88	48.41%	1 (2.56%)	0.74%	0.00%	0.00%	0.00%
9	135 (2.02%)	96.43%	47 (2.00%)	1.82	54.07%	0 (0.00%)	0.00%	<\$0.00	0.00%	\$ 1

Landing page

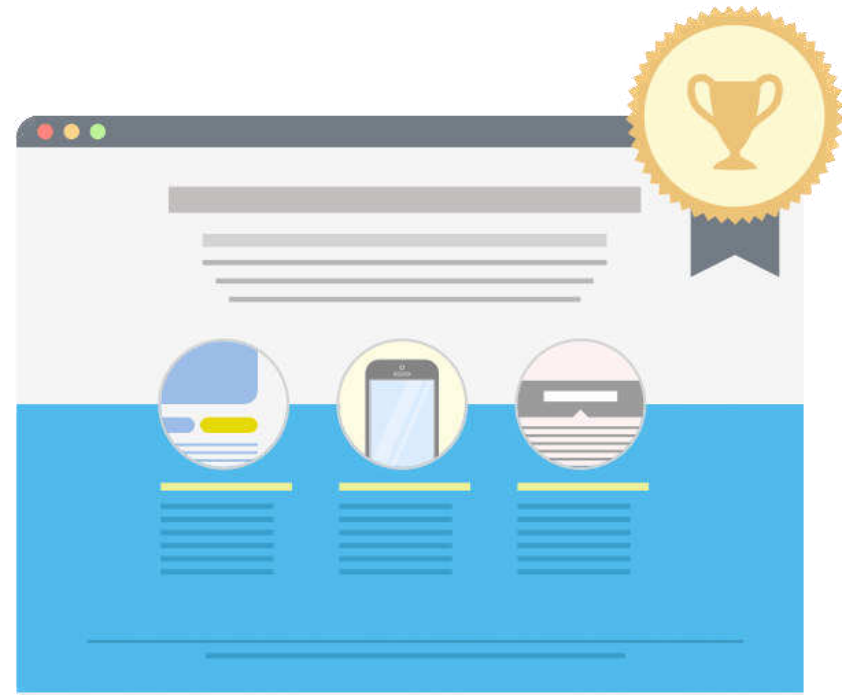


Split testing



example.com/[a.html](#)

22%
CONVERSION



example.com/[b.html](#)

52%
CONVERSION

Mix of experiments

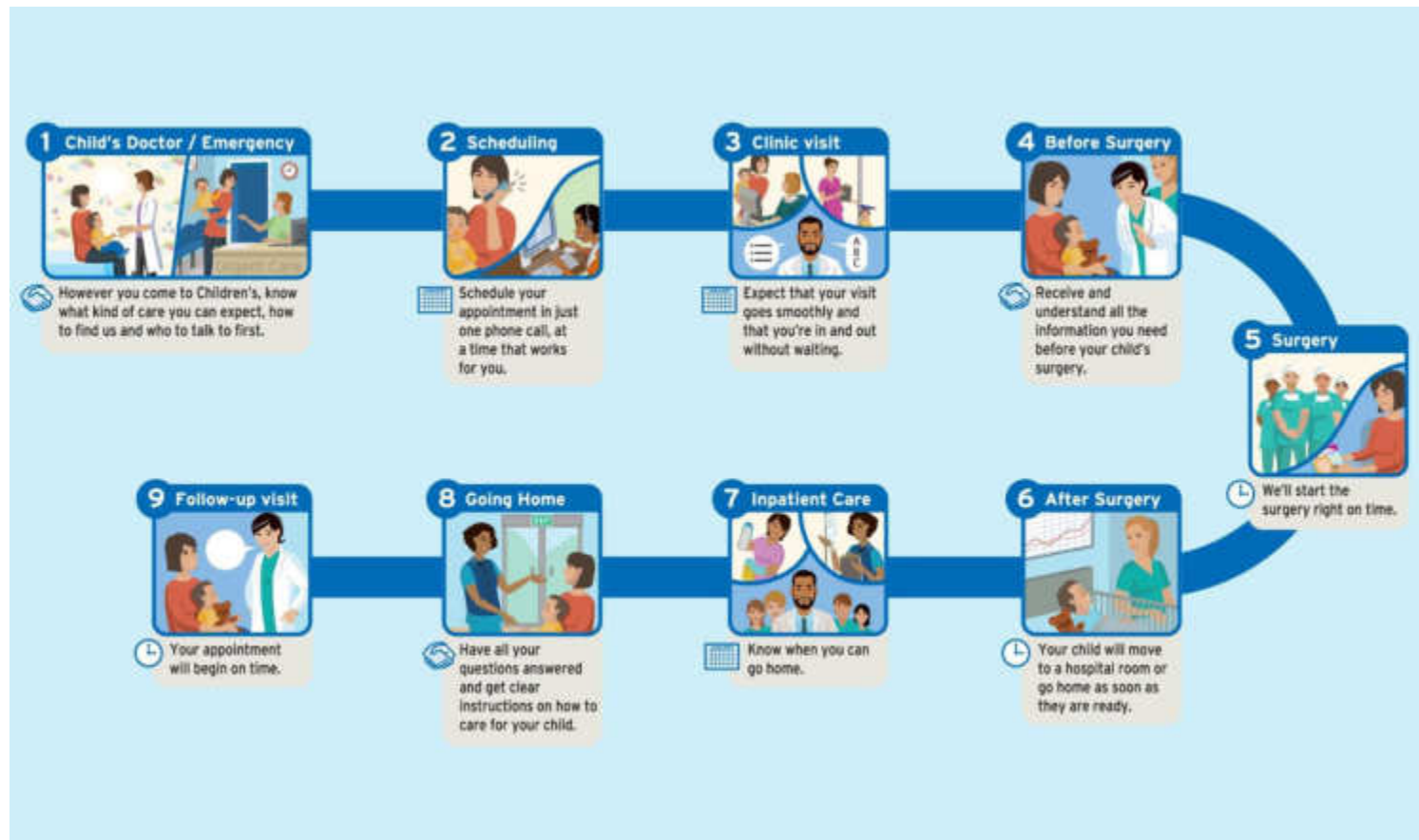
Participators design and evaluation

- Illustrations, story boards and scenarios
- Product box

Journalist

- Interviews

Illustrations, story boards, scenarios



Illustrations, story boards, scenarios



HOW UBER WORKS



Users download a **free app** that asks for your basic information and a credit card number, to which it will bill all future rides.

To request a ride, click on the app and a map appears, asking if you want to request a ride. If you click yes, the map indicates your location and the location of all nearby Uber cars. If you select one, it gives you the **estimated time of arrival** and information about the driver, including his name, the type of vehicle and how others have rated him.



Fares are **calculated using a standard formula**:
 $\$2.50 \text{ base fare} + \$.35/\text{minute} + \$1.60/\text{mile}$. A 4-mile trip from Tower Center to Town Square downtown would cost around \$13.



Your credit card is automatically **dinged** for the fare, and the tip is factored in so you **don't have to pull out your wallet** and mess with cash.



Uber takes **20% off the top**; your driver gets the other **80%**.



After the trip, Uber asks you to **rate your driver** on a scale of 1-5 stars. It asks the driver to rate the fare too.

Product box



Customer Interview





Your key assumptions are?
And your hypothesis are?

Assumptions	Risks/opportunities/ key outcomes (based on the assumptions)
<ul style="list-style-type: none">• environment, natural resources, culture, technologies, society, competitors, markets, customers/users (reasons & willingness to buy/pay, it is/works circumstances, ...)• company, employees, partners	

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Test & Learn

Test Card Strategyzer

Test Name: _____ Deadline: _____

Assigned to: _____ Duration: _____

STEP 1: HYPOTHESIS
We believe that _____

Critical ☐ ☐ ☐

STEP 2: TEST
To verify that, we will _____

Test Cost: ☐ ☐ ☐ Data Reliability: ☐ ☐ ☐

STEP 3: METRIC
And measure _____

Time Required ☐ ☐ ☐

STEP 4: CRITERIA
We are right if _____

Copyright Business Model Foundry AG The makers of Business Model Generation and Strategyzer

Learning Card Strategyzer

Insight Name: _____ Date of Learning: _____

Person Responsible: _____

STEP 1: HYPOTHESIS
We believed that _____

STEP 2: OBSERVATION
We observed _____

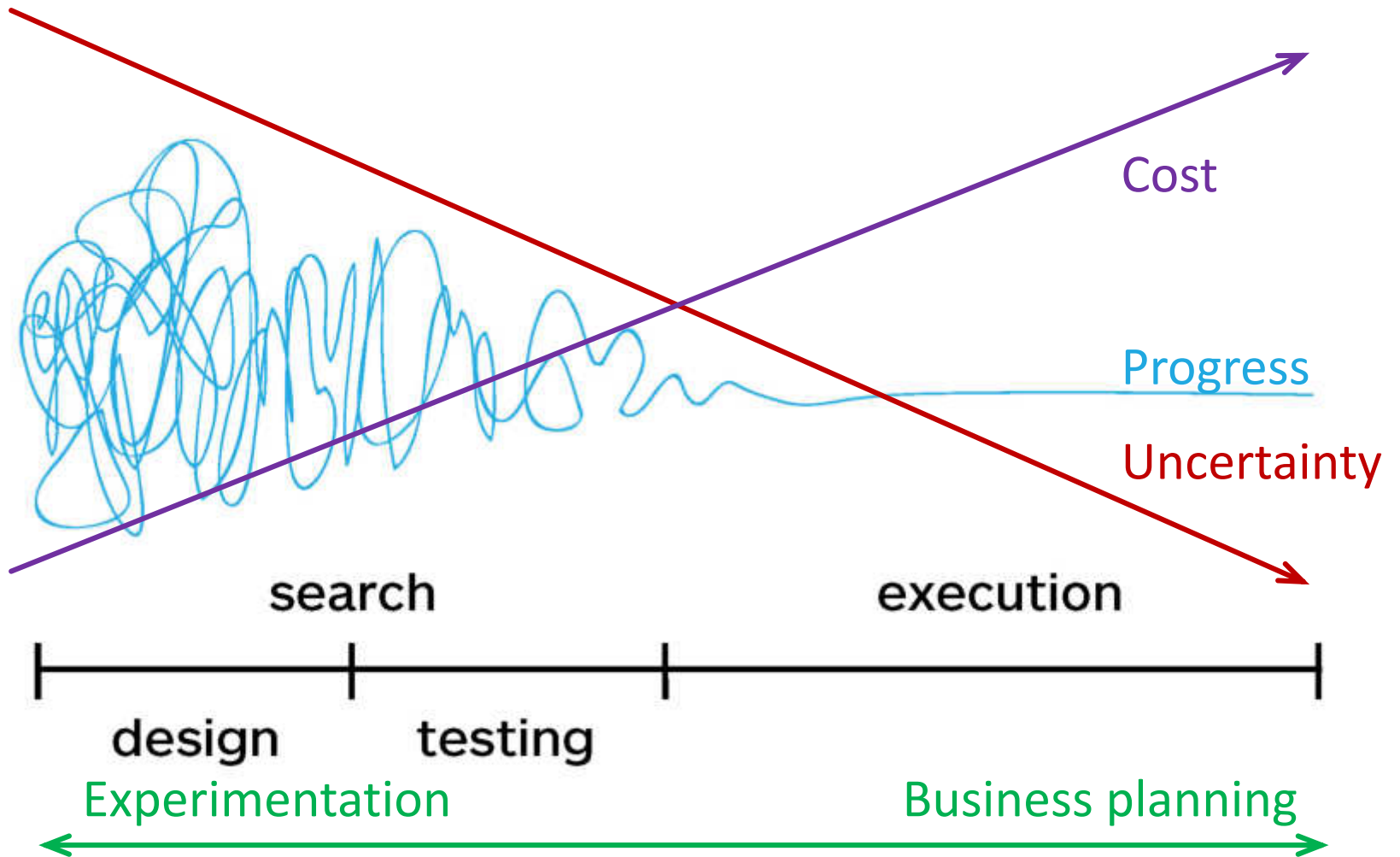
Data Reliability: ☐ ☐ ☐

STEP 3: LEARNINGS AND INSIGHTS
From that we learned that _____

Action Required: ☒ ☒ ☒

DECISIONS AND ACTIONS
Therefore, we will _____

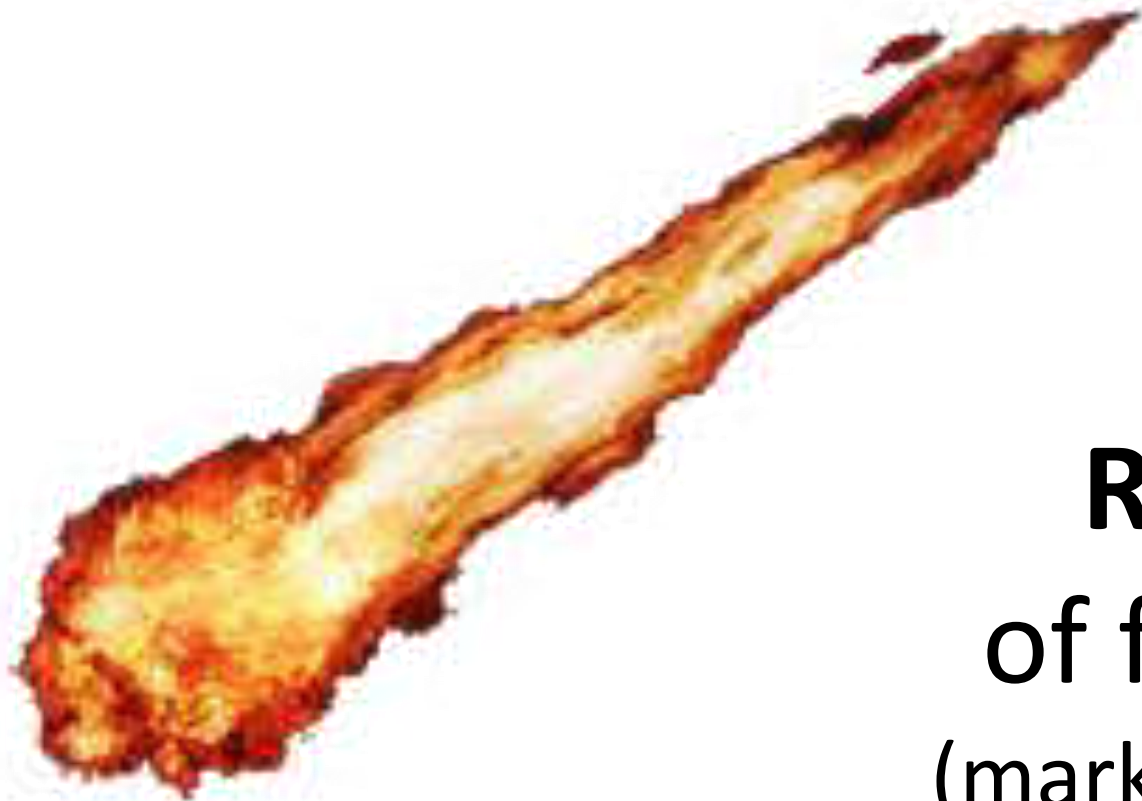
Business Model Foundry AG The makers of Business Model Generation and Strategyzer



3.

Disruptive innovation

Sustainable vs. Disruptive Innovations



Risks
of failure
(market, social
technological)

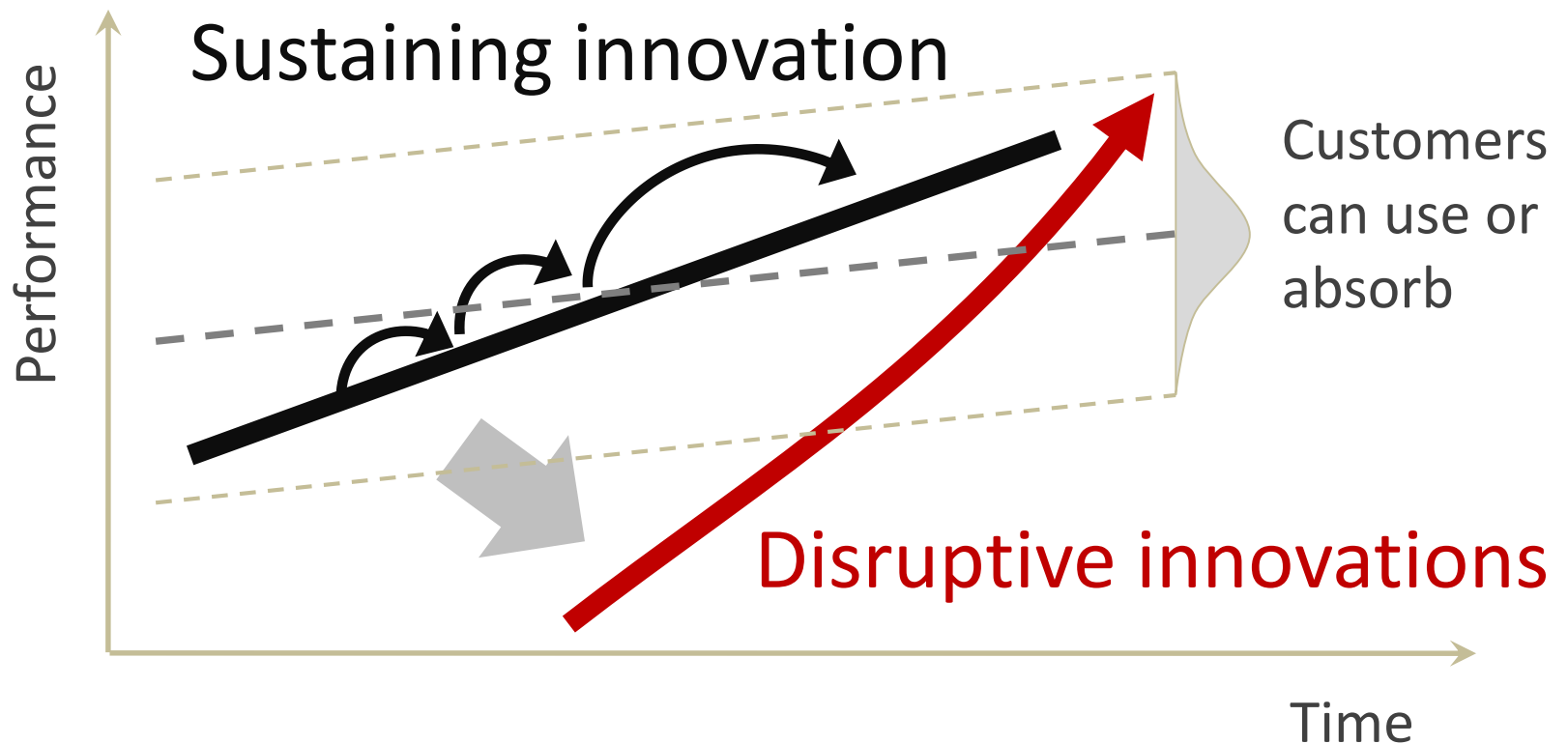
Disruptive...

...low end

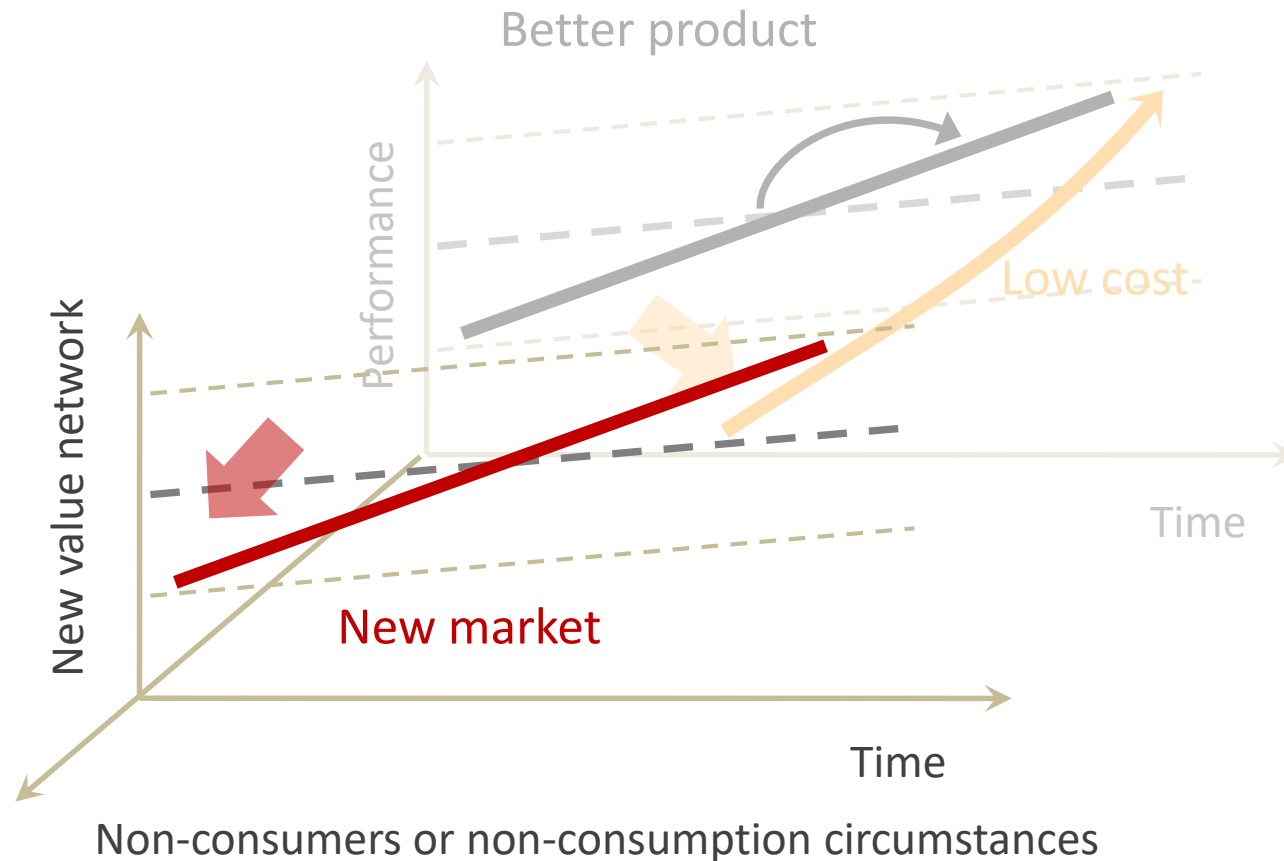
...non consumption



Disruptive innovation



Disruption from “New market”



The litmus test of disruption potential

1° Does the idea have a disruptive potential?

Is there a large population of people who historically could not benefit from/consume the service/product, either for budget or access reasons?

Would customers need to go to an inconvenient or centralised location to access the service/product?

The litmus test of disruption potential

2° Does the idea have a low-end disruptive potential?

Are there customers at the low-end of market willing to buy reasonably well performing but much cheaper products?

Can we develop a Business Model allowing for attractive profits through discount prices?

The litmus test of disruption potential

3°Is the idea disruptive with respect to all incumbents?

Would the idea/service/product be disruptive to some established companies but represent a *sustaining improvement for others?* (e.g. Internet retailers / Dells / Compaq...)

4.

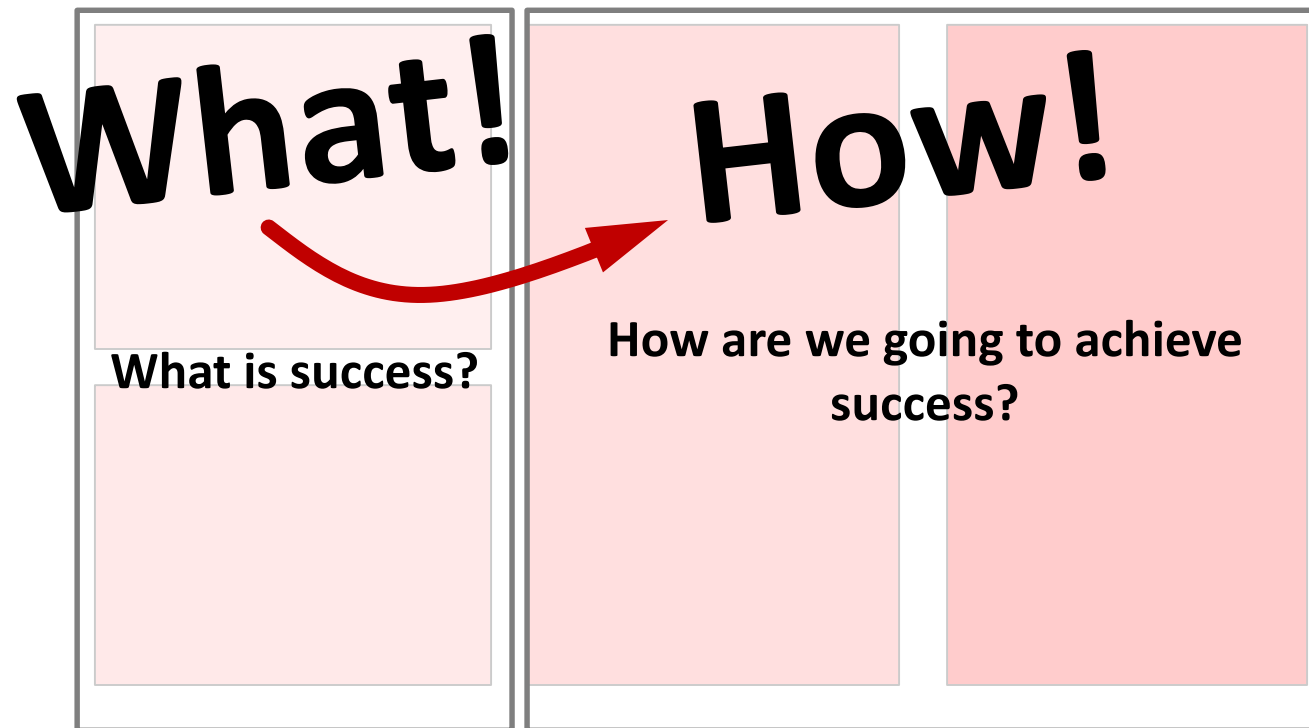
Just do it?

Implementation and management

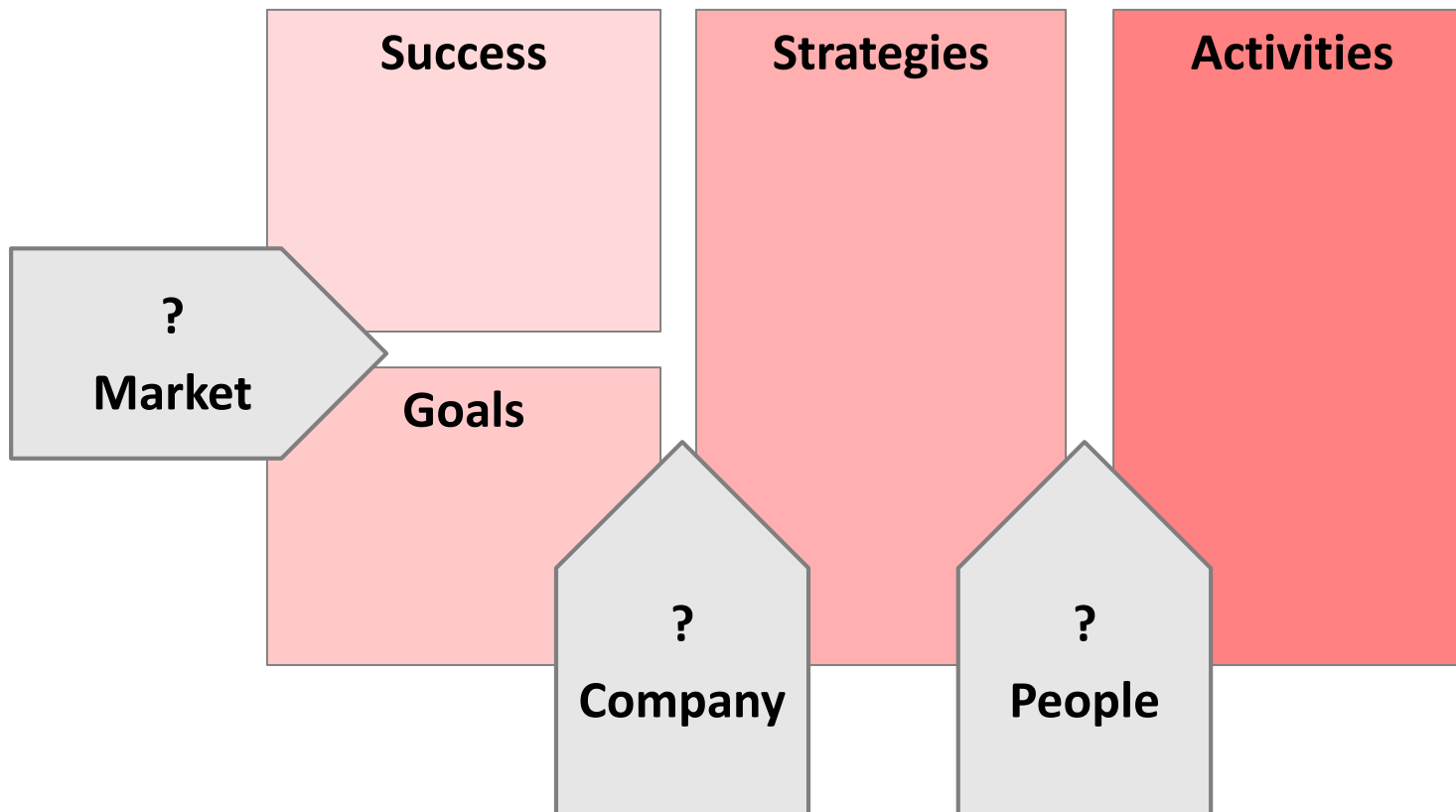
One Page Strategy



Two questions

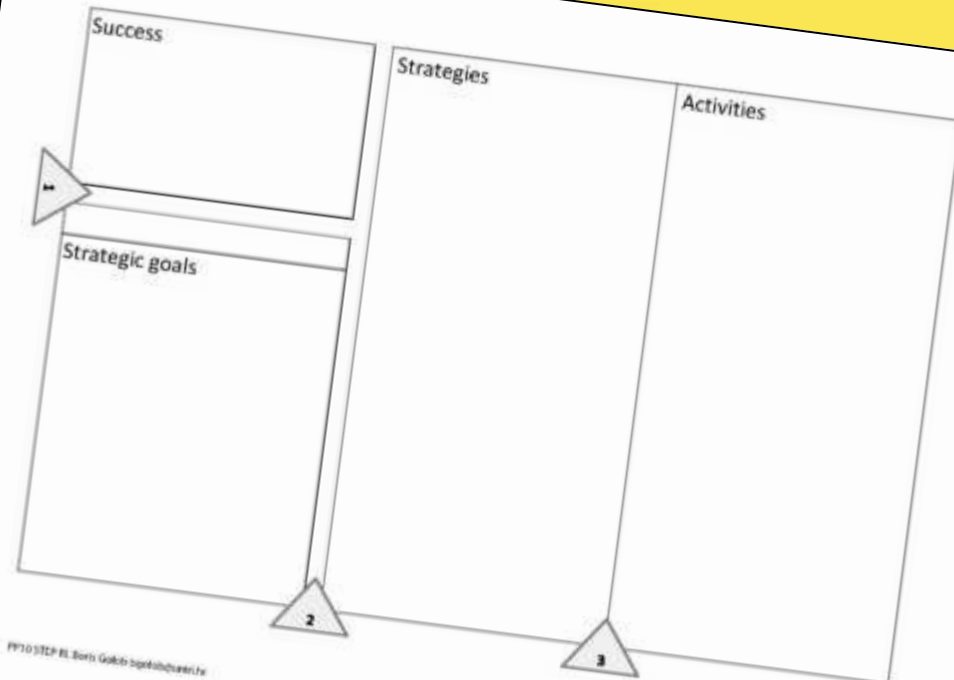


Key Elements





One Page Strategy



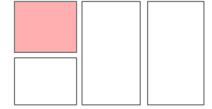
ptions about:

1. Environment

2. Company

3. People

Success



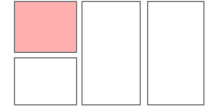
Our success in three years looks like...?

Short description of what
is really important?

Provokes decisions, choices and focus



Success – formulation criteria



78

Choice

Clarity

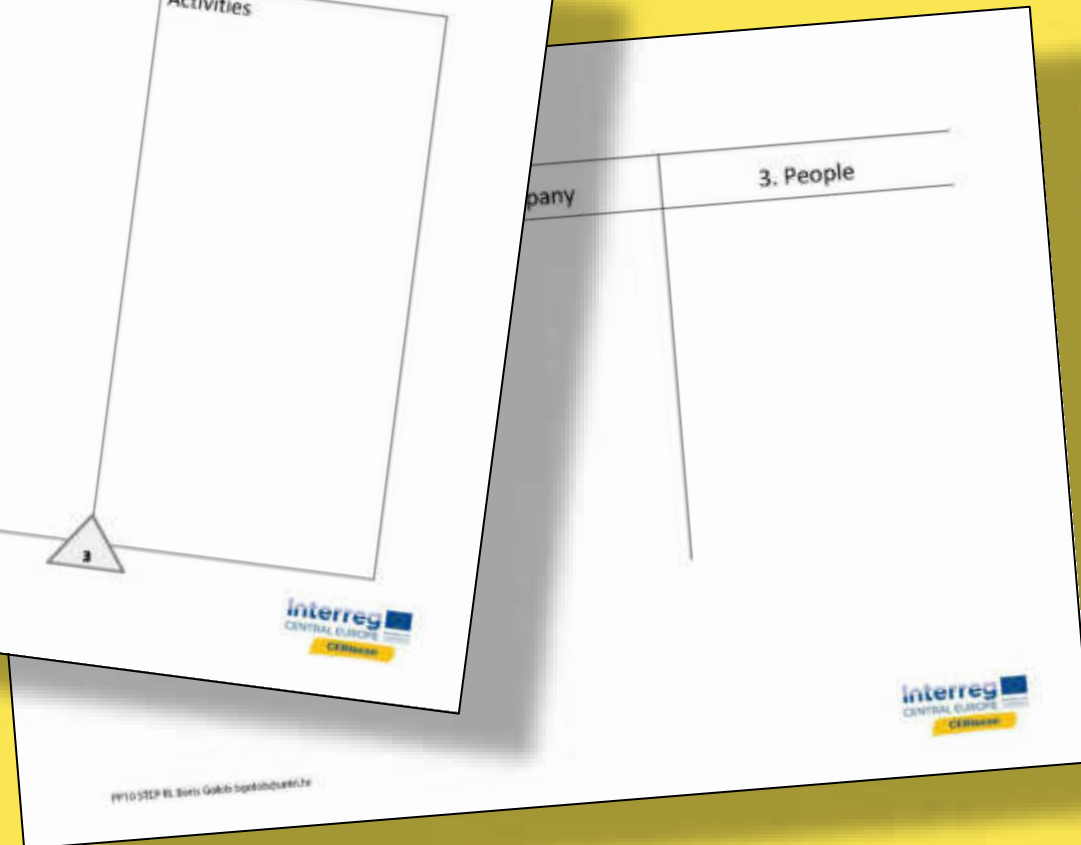
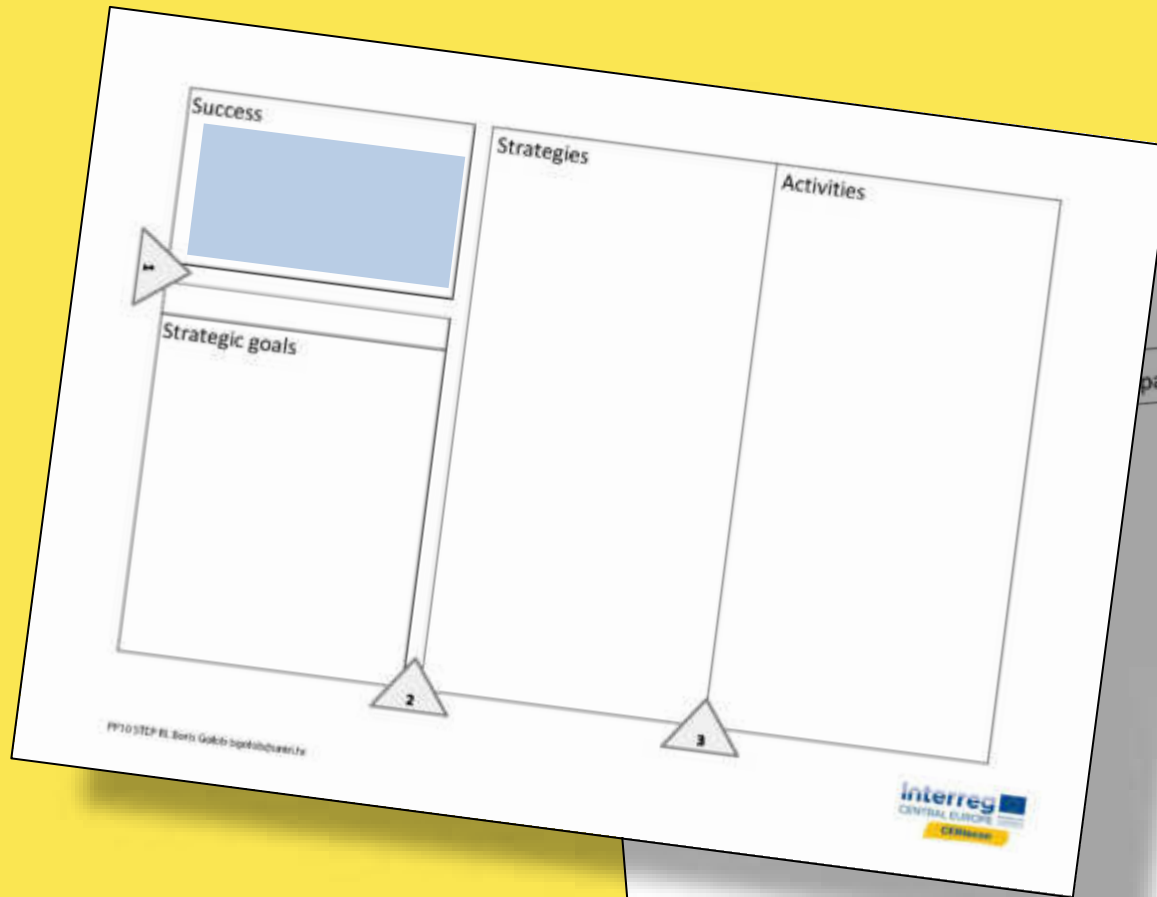
Concise

Change

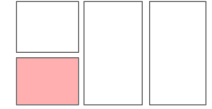
Compelling



Success is...?



Goals



How are we doing on our way to success?

Where are we now?

Are we going towards right direction?

Is our progress good enough?

Less is more – 4 to 6 goals

Indicators of market and competitiveness – share, availability, areas...

Financial indicators – income, profit, value created...

Organizational indicators – employees, processes, innovations...



Furniture production

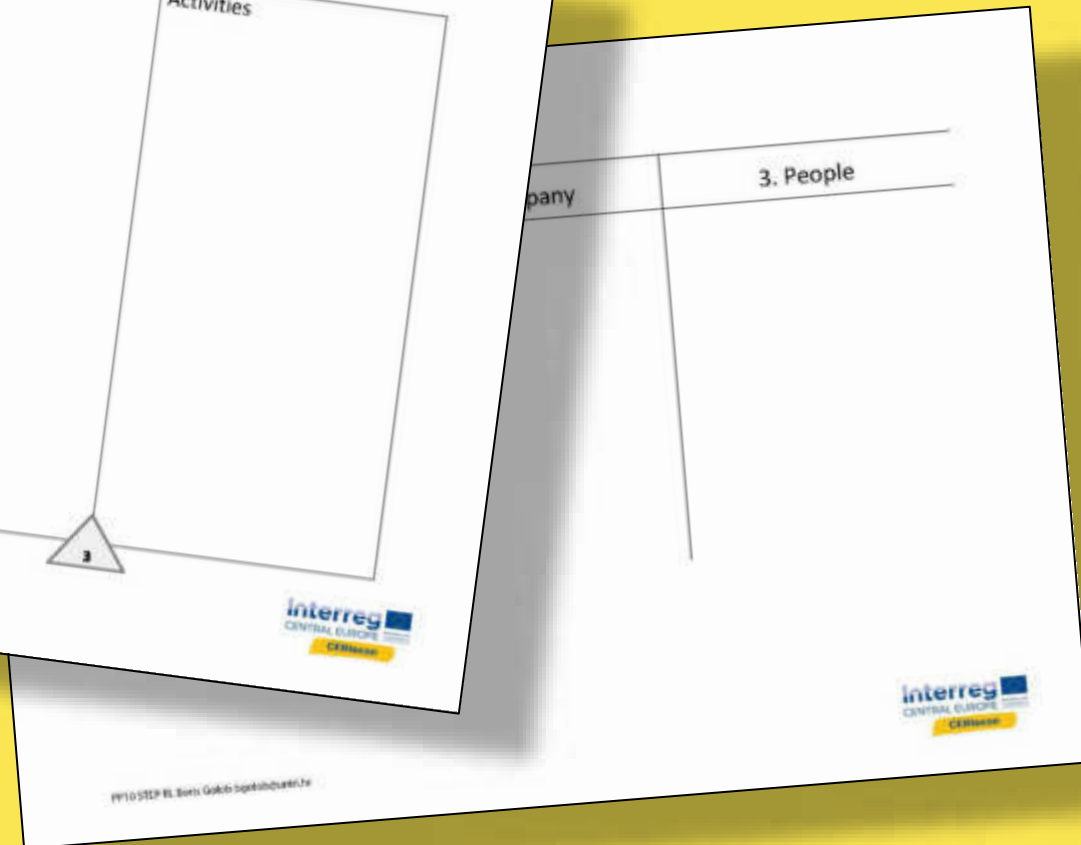
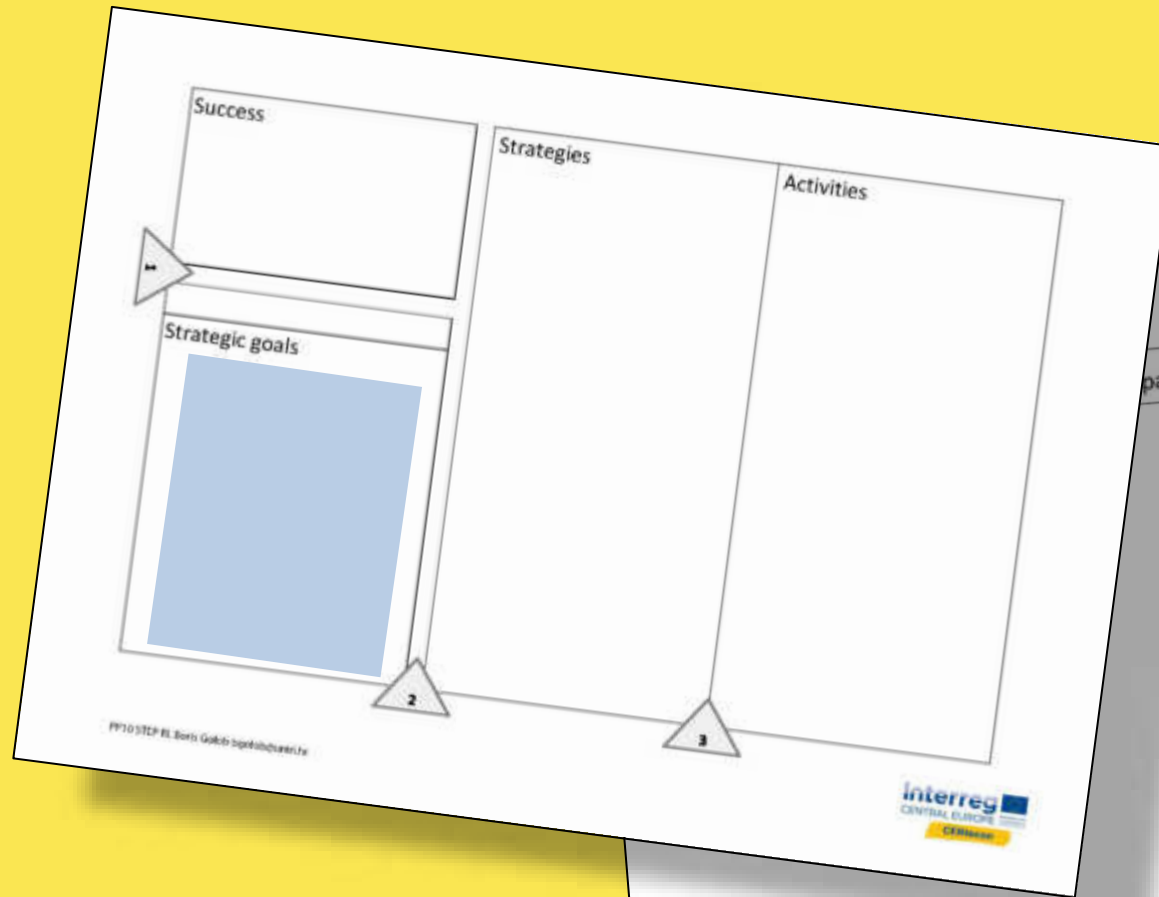
“We aim to be the first choice for home decoration, employer of choice and to permanently outperform our competitors.”



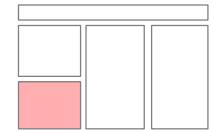
*Your local
Carpentry*



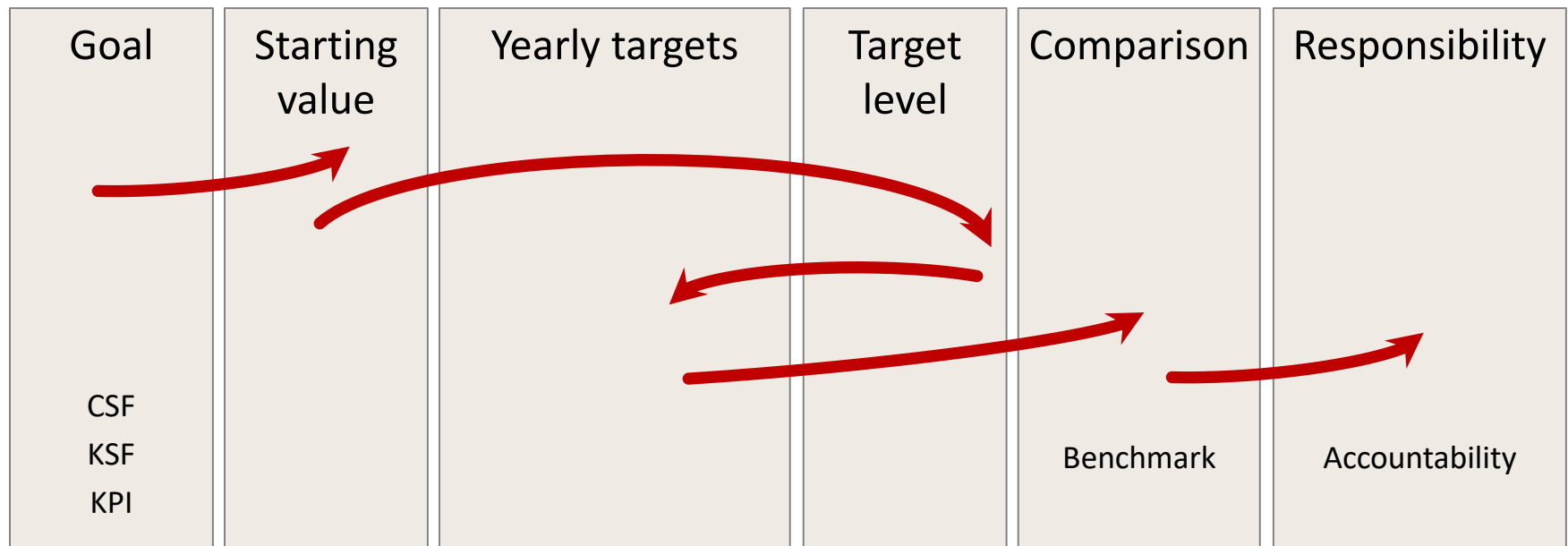
Our Goals are...?



Measure of progress



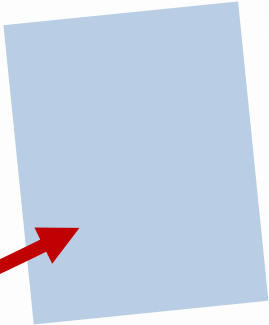
83



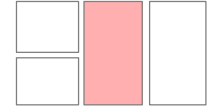


What is possible?



Assumptions about:		
1. Environment	2. Company	3. People
		

PP10 STEP 01: Borsli Gokub Sogutubayrakli



Choosing strategies

Where are we going to compete?

“Where is the money?”

Where is the highest chance for our success?

Which customers, distribution channels, product and service categories, geographic areas, price range...

How we are going to win?

“How we are going to take that money?”

Which activities lead to goal achievement?

How do we outperform competition?

Local... global

Mass... individual...

Cheapest

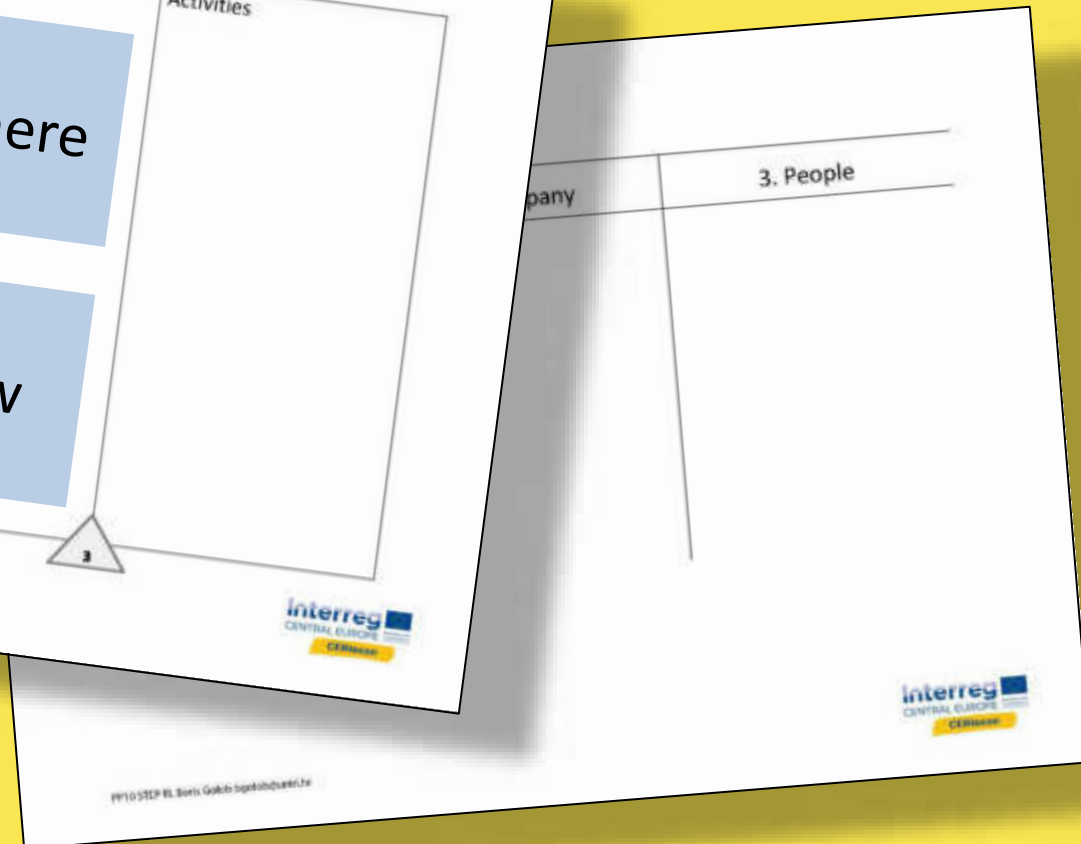
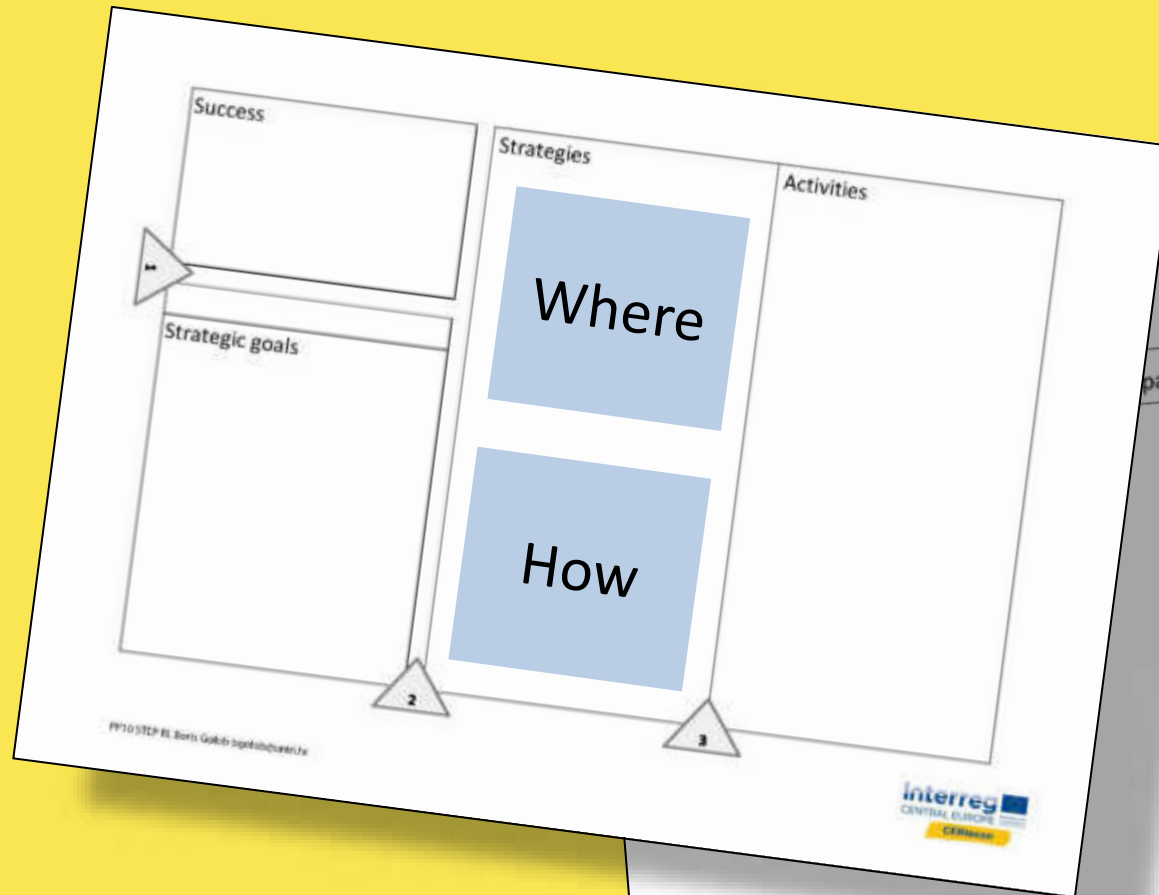
Tailored to each customer

Best product/service



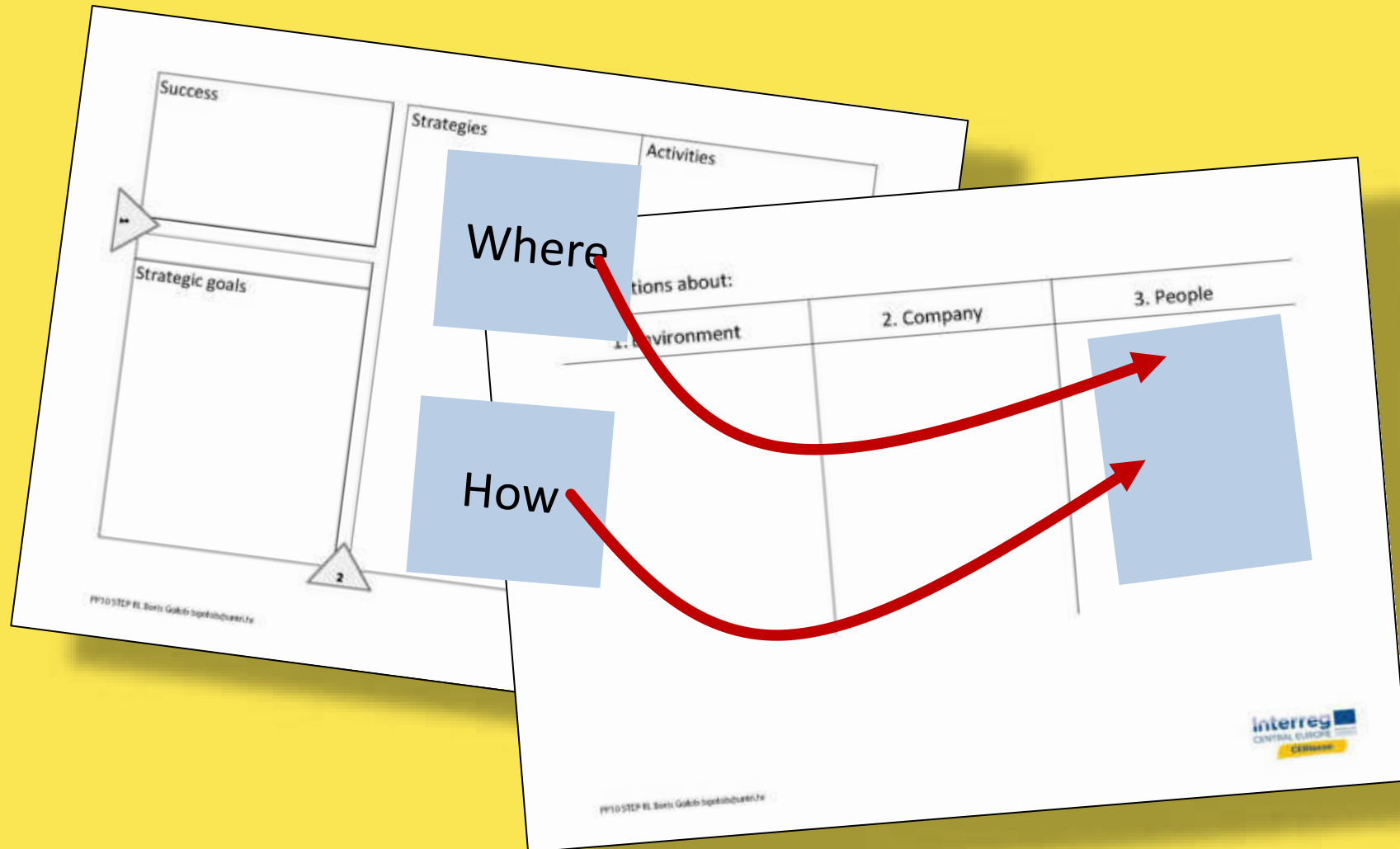


Our strategies are...?

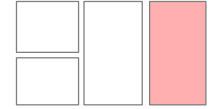




Our company capabilities?



Activities



Implementation of your strategies

What has to be done.

Each activity „belongs” to strategy and can be managed as stand alone project (strategy 1 and activities 1a, 1b, 1c...)

Activities describe:

What is important and has to be done

Who is responsible

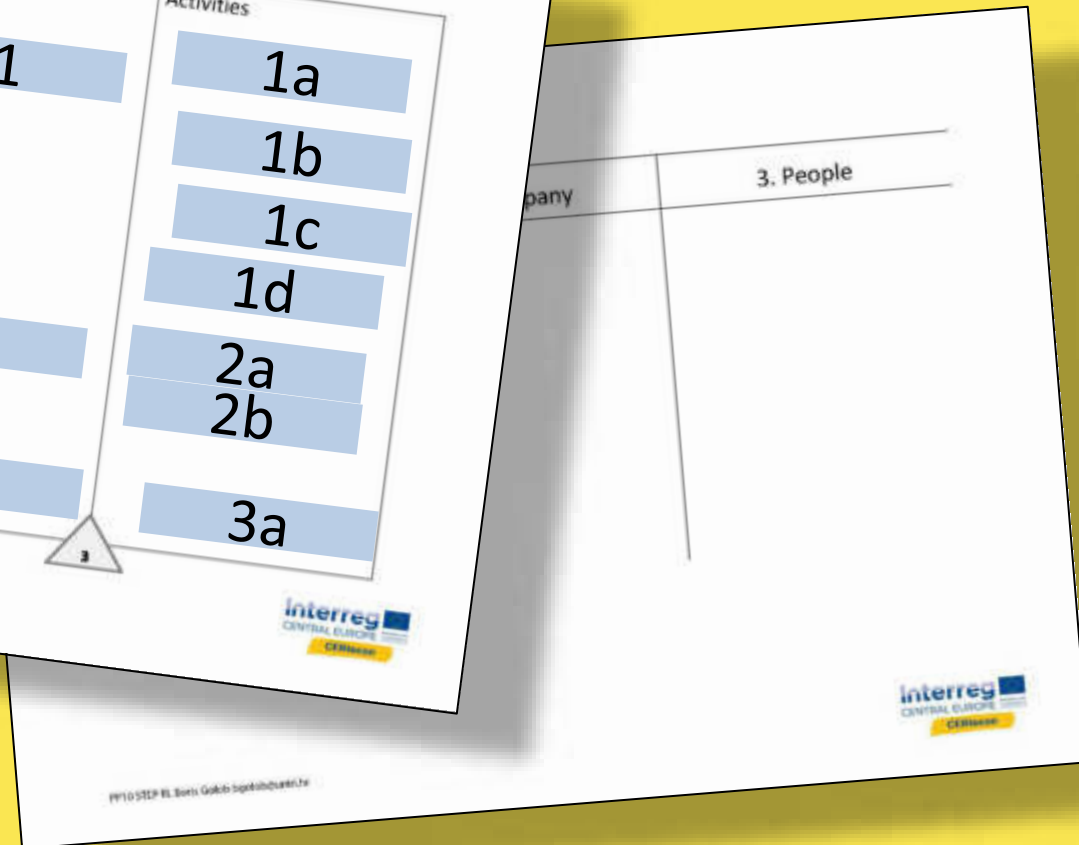
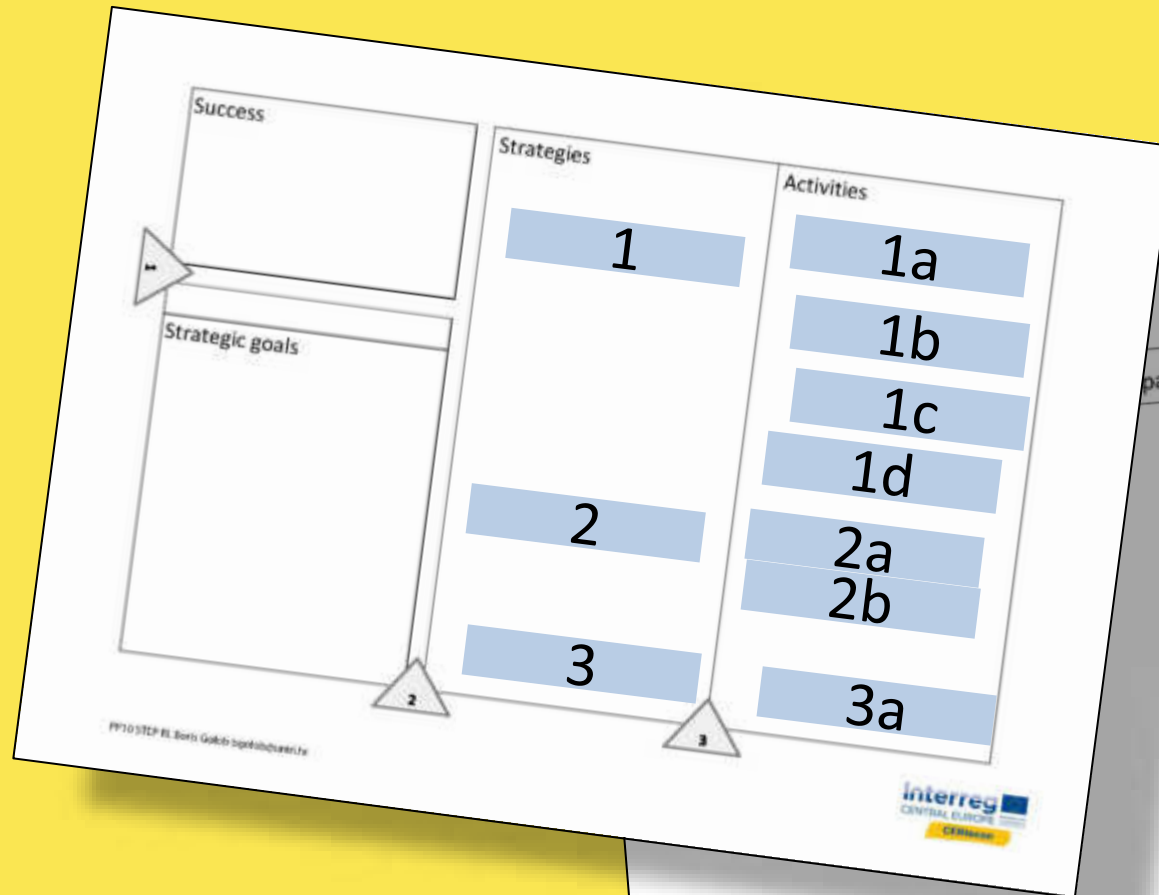
Which results are expected and how to track them

Deadlines for targets

Which resources are needed (and when)

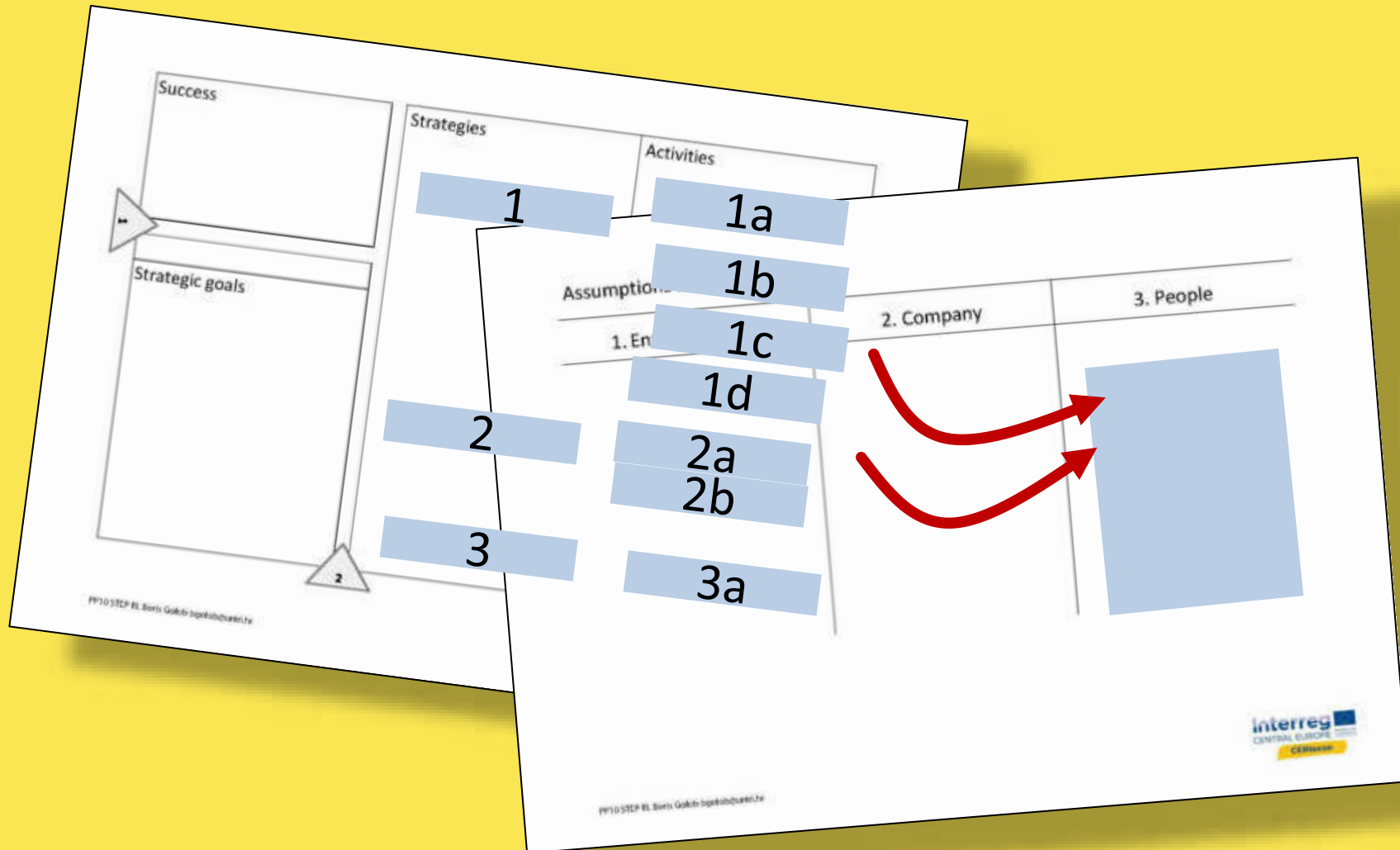


Activities for each strategy





Our skills and capabilities?



THANK YOU!

PP10 Step Ri Rijeka

Boris Golob

bgolob@uniri.hr



Seven Questions to Assess Your Business Model Design

Great value propositions should be embedded in great business models. Some are better than others by design and will produce better financial results, will be more difficult to copy, and will outperform competitors.

Assess your business model design. Circle how you perform on a scale from 0 to 10



1. Switching Costs

Translate

0 ————— 10

Nothing holds my customers back from leaving me

My customers are locked in for several years



2. Recurring Revenues

Translate

0 ————— 10

100% of my sales are transactional

100% of my sales lead to automatically recurring revenues



3. Earning vs. Spending

Translate

0 ————— 10

I incur 100% of my costs of COGs before earning revenues

I earn 100% of my revenues before incurring costs of goods & services sold (COGs)



4. Game-changing Cost Structure

Translate

0 ————— 10

My cost structure is at least 30% higher than my competitors

My cost structure is at least 30% lower than my competitors



5. Others Who Do the Work

Translate

0 ————— 10

I incur costs for all the value created in my business model

All the value created in my business model is created for free by external parties



6. Scalability

Translate

0 ————— 10

Growing my business model requires substantial resources and effort

My business model has virtually no limits to growth



7. Protection from Competition

Translate

0 ————— 10

My business model has no moats, and I'm vulnerable to competition.

My business model provides substantial moats that are hard to overcome

Assumptions

- environment, natural resources, culture, technologies, society, competitors,
- markets, customers/users (reasons & willingness to buy/pay, life/work circumstances...),
- company, employees, partners

Risks/opportunities/ key outcomes (based on the assumptions)

Test Card

Test Name

Deadline

Assigned to

Duration

STEP 1: HYPOTHESIS

We believe that

Translation

Critical:



STEP 2: TEST

To verify that, we will

Translation

Test Cost:



Data Reliability:



STEP 3: METRIC

And measure

Translation

Time Required:



STEP 4: CRITERIA

We are right if

Translation

Insight Name

Date of Learning

Person Responsible

STEP 1: HYPOTHESIS

We believed that

Translation

STEP 2: OBSERVATION

We observed

Translation

Data Reliability:



STEP 3: LEARNINGS AND INSIGHTS

From that we learned that

Translation

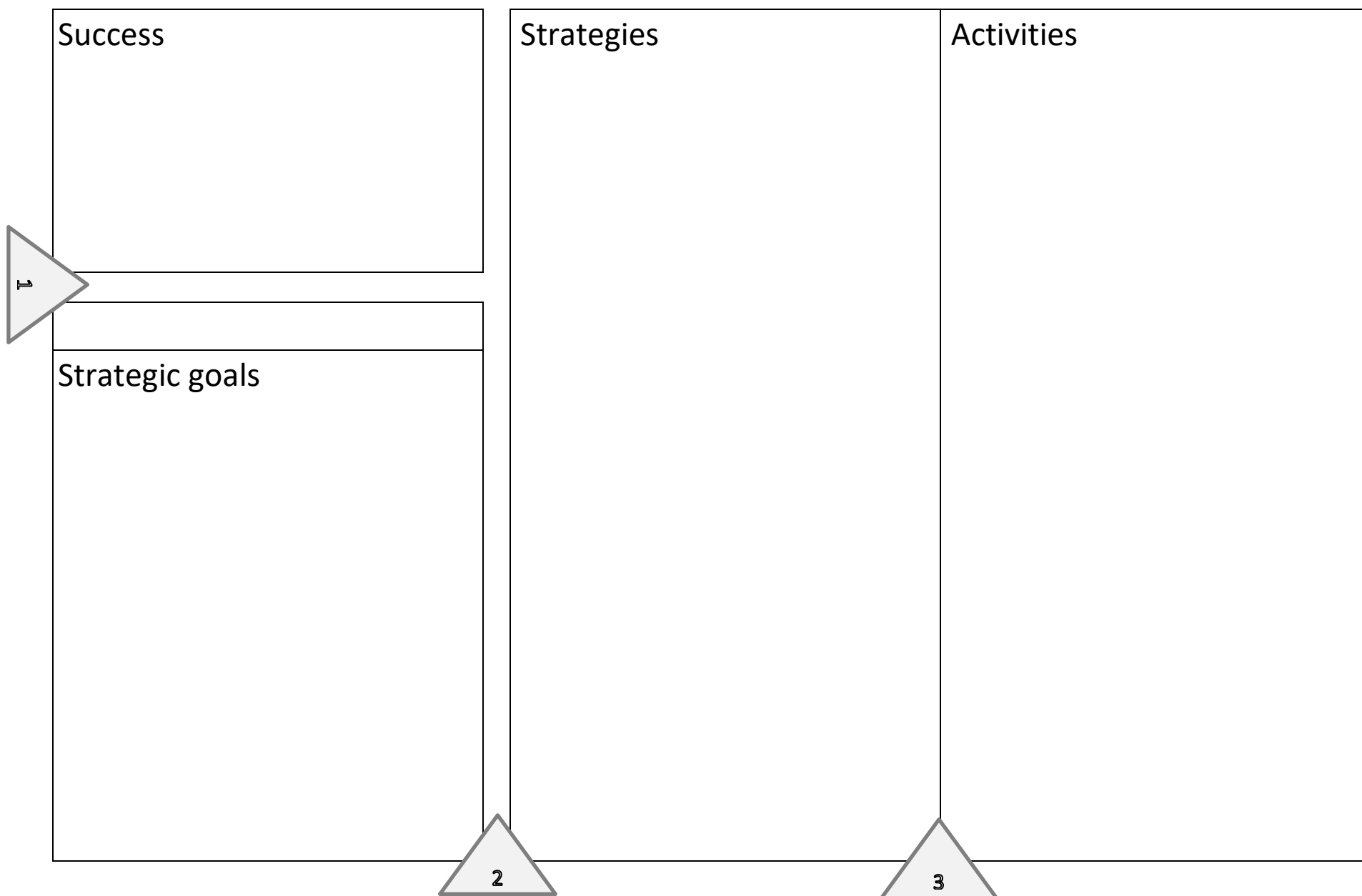
Action Required:



STEP 4: DECISIONS AND ACTIONS

Therefore, we will

Translation



Assumptions about:

1. Environment	2. Company	3. People

TAKING
COOPERATION
FORWARD



Joint initial training Krakow 8.6.2017

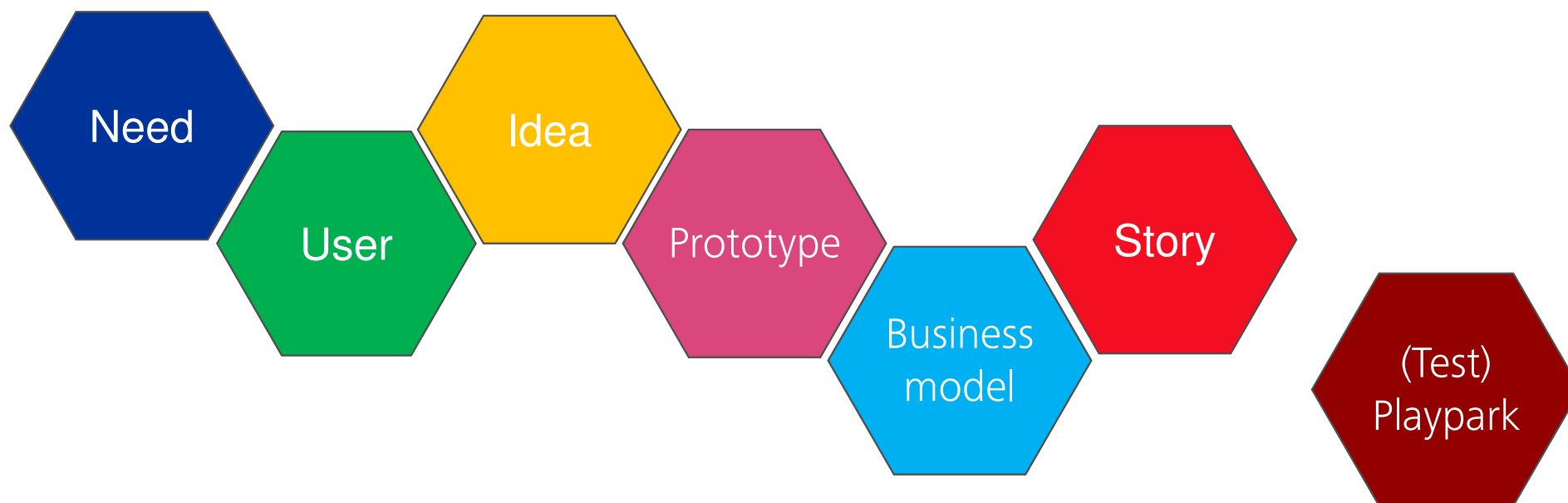


Idea Lab, Prototyping



CERlecon, PP06 Stuttgart Media University, Violetta Fasulo, Dorothee Sommer

fasulo@hdm-Stuttgart.de sommer@hdm-Stuttgart.de



HdM 2017



Prototyping (introduction)

17.15 – 17.45



VISUALIZE YOUR IDEA

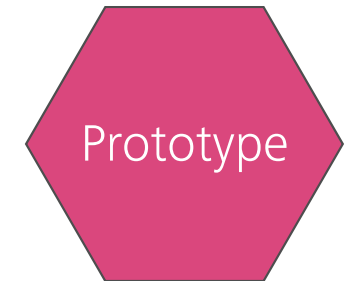


Prototype



TAKING COOPERATION FORWARD

- Making a prototype by hand is a great way to start bringing your product to life.
- Mistakes and weaknesses can be identified and corrected at an early stage before exorbitantly high costs would incur within the actual production process.



What exactly should a prototype look like?

- First, it depends on your idea.
- Second, it depends on your budget and your goals.

If possible, it's great to start with a handmade prototype, no matter how rudimentary. There are prototypes made from the simplest of household items: socks, newspaper, household glue, empty milk containers....



Prototype

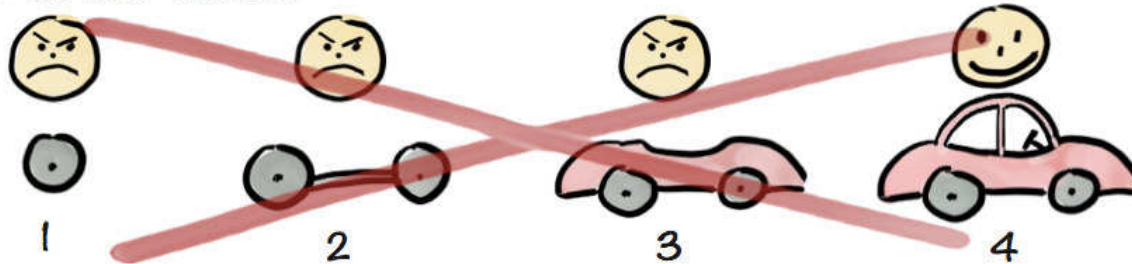


RAPID PROTOTYPING

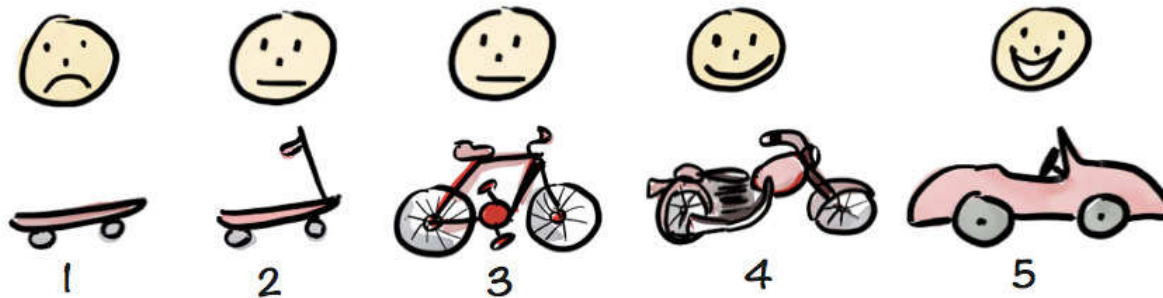
Every next version comes closer to the final product.

Prototype

Not like this....



Like this!

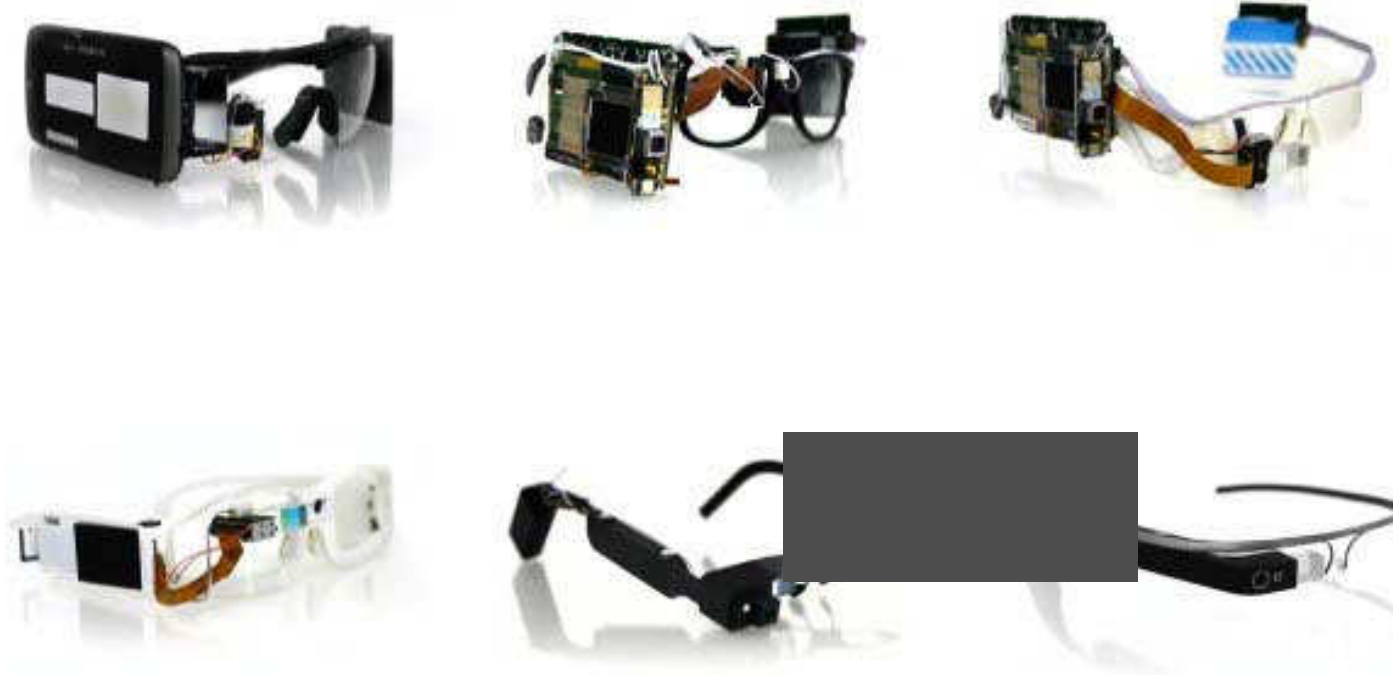


by Henrik Kniberg

RAPID PROTOTYPING

It enables you to test and refine the functionality of your design.

Prototype



RAPID PROTOTYPING

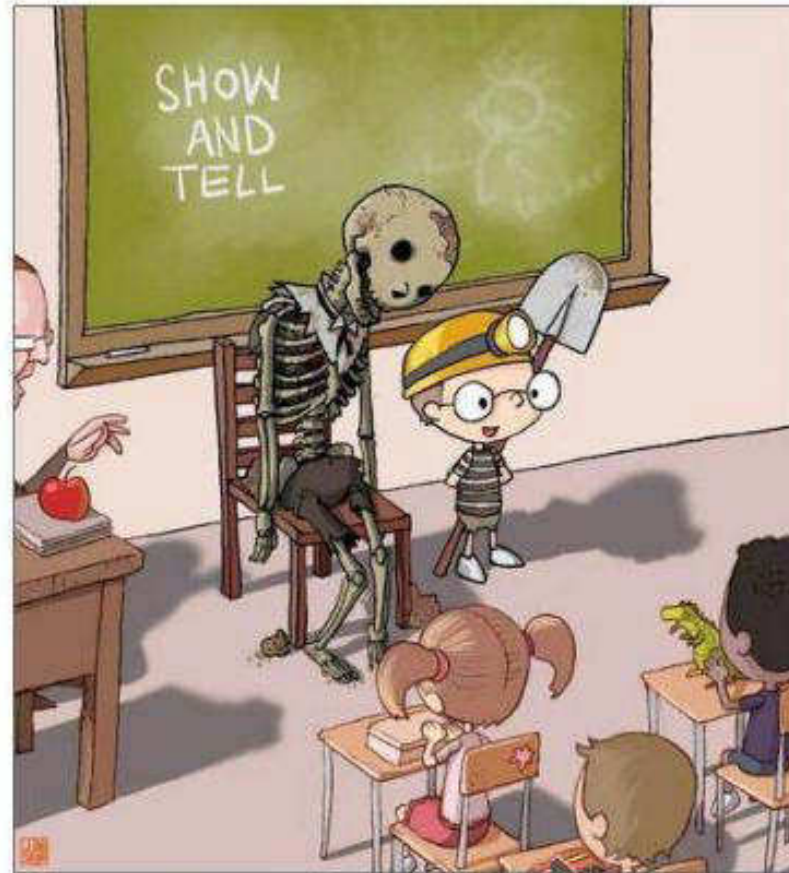
It makes it possible to test the performance of various materials, shapes, colours.

Prototype



It'll help you describe your product more effectively.

„This is my great grandpa. He lives in a wooden box under the ground. He doesn't talk much and smells pretty bad too – but he's really fun to play with in the sandbox.“



Prototype



RAPID PROTOTYPING

It will encourage others to
take you more seriously.



Prototype



RAPID PROTOTYPING

You are forced to deal intensively with your product or service.

Prototype



- Prototyping, Business Modelling
- Storytelling
- Final presentations



End of Day 1



TAKING
COOPERATION
FORWARD

📍 Joint initial training Krakow date 9.6.2017.

💬 **Business plan elements, pricing and funding**

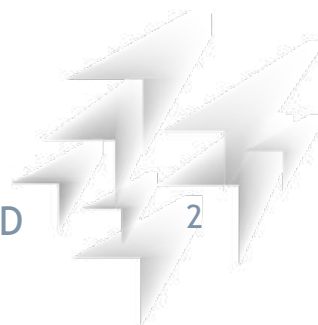
👤 CERlecon, PP10 STEP RI, Jana Blažević Marčelja & jbmarcelja@uniri.hr

BUSINESS PLAN ELEMENTS

Pricing

FUNDING NEEDS / SOURCES

Crowdfunding





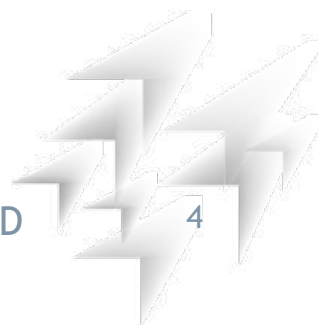
Business plan elements

TABLE OF CONTENTS

- I. Executive summary
- II. General Company Description
- III. Products and services
- IV. Marketing Plan
- V. Operational Plan
- VI. Management and Organization
- VII. Startup expenses
- VIII. Financial plan



<https://www.score.org/>





ON AIR

I. EXECUTIVE SUMMARY

Write this section last.

Two pages or fewer.

What will your product/services be? Who will your customers be?

How much money do you need and how are you going to use it (for making the company profitable)?



II. GENERAL COMPANY DESCRIPTION

Legal form of ownership

What will you do?

Mission statement, company goals and objectives

To whom will you market your products?

Describe your industry

Describe your most important company strengths and competences



III. PRODUCTS AND/OR SERVICES

Describe your products or services
(technical specifications, drawings, photos,...)

Stress unique features

Describe the pricing structure of your product or
service



PRICING



Get clear about making money

Try to avoid the pitfall of underpricing and over pricing.

Understand your other business priorities
(maximizing market share, price higher to reflect quality,...)

Know your customer

Know your costs

Know your competition



COGS - Cost of goods sold

Expenses directly related to producing or buying your product or service

They go up and down along with the volume of production or sales



For each category of product/service
analyze the elements of COGS:

Labor

Materials

Packing

Shipping

Sales commissions

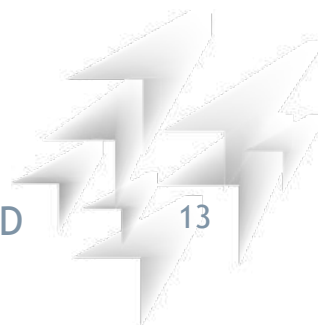
...



OVERHEADS

Expenses not directly related to making or buying your products/services

They don't go up and down along with the volume of production or sales



OVERHEADS are

Rent

Utilities

Payrolls (taxes)

Accounting and legal

Telephone

Taxes...



	A
18	
19	Cost of goods sold
20	Category 1
21	Category 2
22	Category 3
23	Category 4
27	Total COGS
28	
29	Gross Profit
30	
31	Expenses
32	Salary expenses
33	Payroll expenses
34	Outside services
35	Supplies (office and operating)
36	Repairs and maintenance
37	Advertising
38	Car, delivery and travel
39	Accounting and legal
40	Rent & Related Costs
51	Total Expenses

Make a spreadsheet of all the costs that you have to cover every month and list the amount for each.

The total will give you a good idea of the revenues that you have to generate to cover your costs.

X = all the costs

Y = what you think you need to make on it



IV. MARKETING PLAN

Market research

Economics

Product

Customers

Competition

Strategy

Sales forecast

Market research

Primary

Secondary



ECONOMICS - facts about your industry

What is the total size of your market?

What % share of your market will you have?

Current demand in target market

Trends in target market

What barriers to entry do you face and how will you overcome them?



PRODUCT

Features and benefits

CUSTOMERS

Targeted customers



COMPETITION

What products and companies will compete with you?

List your major competitors.

Will you have important indirect competitors?



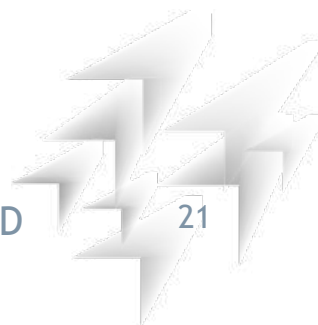
MARKETING STRATEGY

Promotion

Promotional budget

Pricing

Distribution channels



SALES FORECAST

12-month Sales Forecast

	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Annual Totals
Cat 1 units sold													0
Sale price @ unit													
Cat 1 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 2 units sold													0
Sale price @ unit													
Cat 2 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 3 units sold													0
Sale price @ unit													
Cat 3 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 4 units sold													0
Sale price @ unit													
Cat 4 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 5 units sold													0
Sale price @ unit													
Cat 5 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 6 units sold													0
Sale price @ unit													
Cat 6 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
Cat 7 units sold													0
Sale price @ unit													
Cat 7 TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
Monthly totals:	0	0	0	0	0	0	0	0	0	0	0	0	0



V. OPERATIONAL PLAN

Production

How and where are your products or services produced?

Location

Describe the type of location you'll have (physical requirements, access,...)



Legal environment

Describe the permits, special regulations,...

Personnel

Number of employees, quality of existing staff, who does which tasks,...

Inventory

Suppliers

Identify key suppliers



VI. MANAGEMENT AND ORGANIZATION

Describe who will manage the business on a day to day basis

Create an organizational chart if you have more than 10 employees

List all the advisory support that you have



VII. STARTUP EXPENSES



VIII. FINANCIAL PLAN

12-month profit and loss projection (at least)

Cash-flow projection

Opening day balance sheet and projected
balance sheet

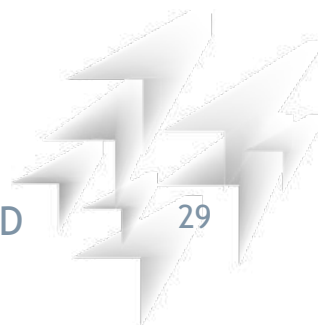


[illegible]

CASH IN

VS.

CASH OUT



	Month-1	Month-2	Month-3	Month-4	Month-5	Month-6	Month-7	Month-8	Month-9	Month-10	Month-11	Month-12	Total
													Year-1
TOTAL CASH IN	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH DISBURS	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Cash Balance	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTE:

Take a look at your deepest negative number across all the months during period that you are projecting, or the period for which you would like to be funded.

The deepest negative number is the amount you should be seeking from financial partners.

<u>Current Assets</u>	
Cash in Bank	0
Inventory	0
Prepaid Expenses	0
Other	0
Total Current Assets	<u>0</u>

<u>Fixed Assets</u>	
Machinery & Equipment	0
Furniture & Fixtures	0
Leasehold Improvements	0
Real Estate / Buildings	0
Other	0
Total Fixed Assets	<u>0</u>

<u>Other Assets</u>	
Specify	0
Specify	0
Total Other Assets	<u>0</u>
Total Assets	<u>0</u>

Liabilities & Net Worth

<u>Current Liabilities</u>	
Accounts Payable	0
Taxes Payable	0
Notes Payable (due within 12 months)	0
Current Portion Long-term Debt	0
Other current liabilities (specify)	0
Total Current Liabilities	<u>0</u>

<u>Long-term Liabilities</u>	
Bank Loans Payable (greater than 12 months)	0
Less: Short-term Portion	0
Notes Payable to Stockholders	0
Other long-term debt (specify)	0
Total Long-term Liabilities	<u>0</u>

Total Liabilities	<u>0</u>
--------------------------	----------

Owners' Equity (Net Worth)	<u>0</u>
-----------------------------------	----------

Total Liabilities & Net Worth	<u>0</u>
--	----------

OPENING DAY BALANCE SHEET

A balance sheet shows the financial position of your company at a single moment in time; in this case, it will be as of opening day.

	Beginning	Projected
	as of mm/dd/yyyy	as of mm/dd/yyyy
Assets		
<u>Current Assets</u>		
Cash in bank	0	0
Accounts receivable	0	0
Inventory	0	0
Prepaid expenses	0	0
Other current assets	0	0
Total Current Assets	0	0
<u>Fixed Assets</u>		
Machinery & equipment	0	0
Furniture & fixtures	0	0
Leasehold improvements	0	0
Land & buildings	0	0
Other fixed assets	0	0
(LESS accumulated	0	0
Total Fixed Assets (net of	0	0
<u>Other Assets</u>		
Intangibles	0	0
Deposits	0	0
Goodwill	0	0
Other	0	0
Total Other Assets	0	0
TOTAL Assets	0	0
Liabilities and Equity		
<u>Current Liabilities</u>		
Accounts payable	0	0
Interest payable	0	0
Taxes payable	0	0
Notes, short-term (due within	0	0
Current part, long-term debt	0	0
Other current liabilities	0	0
Total Current Liabilities	0	0
<u>Long-term Debt</u>		
Bank loans payable	0	0
Notes payable to stockholders	0	0
LESS: Short-term portion	0	0
Other long term debt	0	0
Total Long-term Debt	0	0
Total Liabilities	0	0
<u>Owners' Equity</u>		
Invested capital	0	0
Retained earnings - beginning	0	0
Retained earnings - current	0	0
Total Owners' Equity	0	0
Total Liabilities & Equity	0	0

PROJECTED BALANCE SHEET

Projected balance sheet helps understanding what additional resources will be needed by the company, where they will be needed, and how they will be financed.

REFINING THE PLAN

FOR BANKERS: amount of loan, how the funds will be used, requested payment terms,...

FOR INVESTORS: funds needed short-term and in two to five years, estimated return on investment,...

FOR MANUFACTURING: planned production levels, production/capacity limits,...

FOR SERVICE BUSINESSES: how will you measure labor productivity, strategy for keeping client base,...

HIGH TECHNOLOGY COMPANIES: what is the status of R&D, how does the company protect IP,...

RETAIL BUSINESS: inventory level, customer service policies,...





FUNDING NEEDS / SOURCES



**1. Equity
Investment**

2. Grants

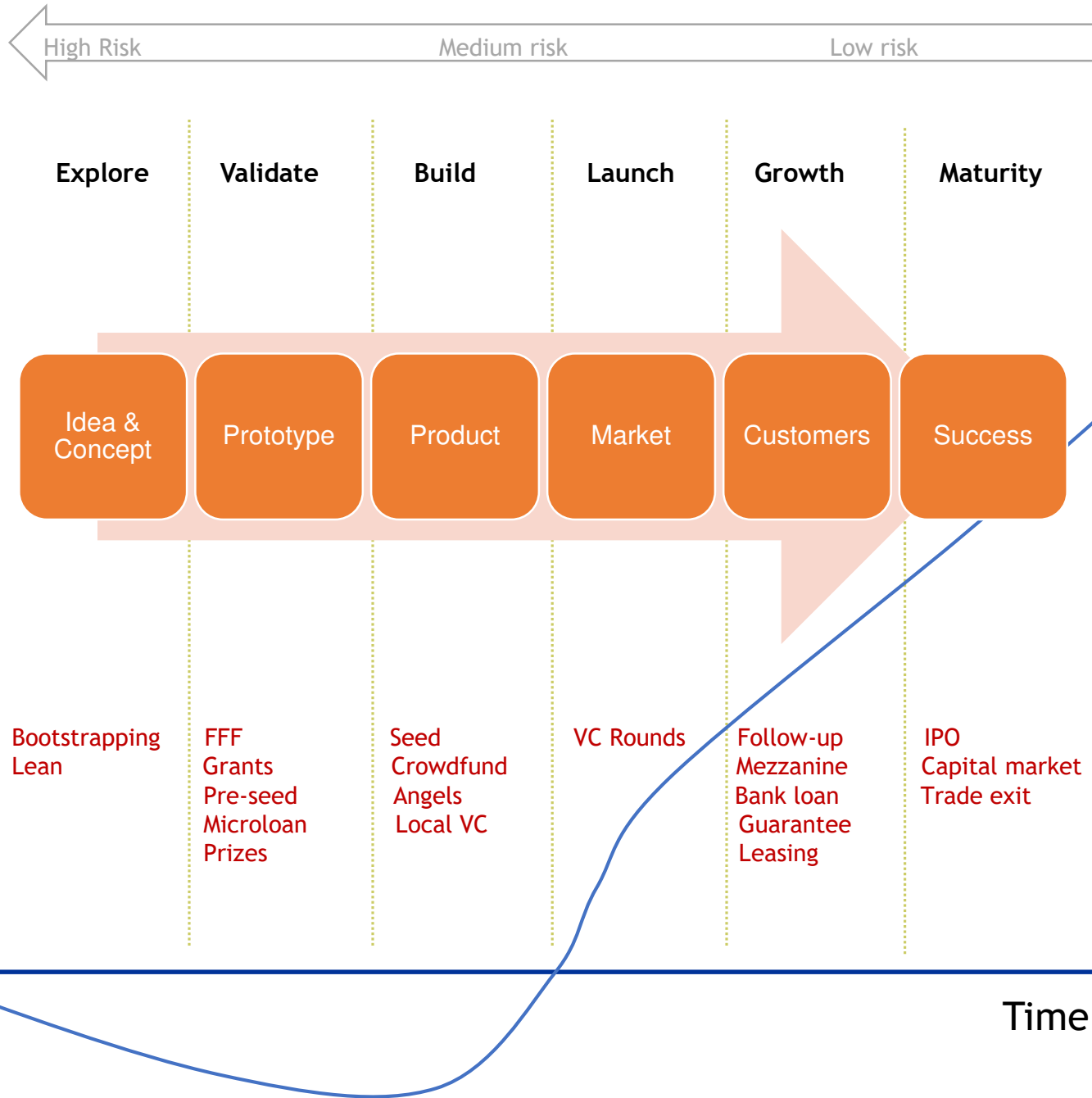
3. Finance

4. Prizes

5. Crowdfunding

**6. Indirect
funding**

Profit



Time

1. Equity investment

e.g. Seed Investors, Angel Investors, VCs

WHY	WHY NOT
A wide range of money (10K - 100M)	Founder dilution impact
They want you to succeed	They may pose veto or have a say in management
They want to make money	Looking for scalability & Return on investment
Personal relationship (angel investor)	Personal relationship (angel investor)
Not bureaucratic process	May take a long time (VC)
You can apply in virtually any country for any subject	Different legal framework
Networking, mentors	

2. Grants

e.g. EU Programmes

WHY	WHY NOT
No dilution impact	Complicated reporting
Predefined criteria for evaluation	Long & (sometimes) bureaucratic process
Not looking about return on investment	Top-down approach - Specific challenges
No personal relationship	Milestones and deliverables
Very efficient and attractive schemes	Higher competition level
No interference with strategy and management	No networking
Predefined topics implementing policies	Cannot be awarded in retrospect
Easy to access	Complementary financing (< 100%)

3. Finance

e.g. Loans, micro-loans, leasing

WHY	WHY NOT
They can help with cashflow	Interest rate 5-9-15%
Take advantage of better interest rates	Long & (sometimes) bureaucratic process
Depends on your financial status (track record)	Not easy
Depends on the banking sector	Financial crisis
Designed for growth	Not designed for innovation
Leasing or guarantee facilities	Not for start-ups
Proven business model with steady, paying customers	Not for risk investment

4. Prizes

WHY	WHY NOT
Networking	So many prizes, so little time
Coaching	
Visibility	

5. Crowdfunding

Crowdfunding pulls together a community to fund a project, business or cause, usually via the Internet.



Pre-order,
donation, equity

People (or businesses or charities) pitch an idea, set a fundraising goal and set a deadline for raising funds.

They are rewarded if the project comes to fruition, but don't end up owning any part of the business or project.

WHY	WHY NOT
Fast and efficient	Percentage of your sales
Idea/concept stage	You have to reach a minimum target (pre-order)
Depends on your financial status	Founder dilution impact (equity)
Depends on the banking sector	Competitive
There is a vast amount of supporters	Not in all countries/platforms
You just need a great video	You also need promotion
Social causes (donation)	

HOW TO START A CAMPAIGN? - TIPS

- #1 Choose the right crowdfunding site
- #2 Know your target audience(s)
- #3 Plan ahead
- #4 Passionately pitch your project.
- #5 Have a plan for spending their money
- #6: Leverage your social networks

Source:

<http://www.socialmediaexaminer.com/11-tips-for-crowdfunding-how-to-raise-money-from-strangers/>



HOW TO START A CAMPAIGN? - TIPS

#7 Break up bigger projects

#8: Create compelling rewards

#9: Treat your crowdfunding like a campaign

#10: Tell a great story... and ask for the sale

#11: Promise—and give—credit where credit is due

Source:

<http://www.socialmediaexaminer.com/11-tips-for-crowdfunding-how-to-raise-money-from-strangers/>



Coollest Cooler



62,642 backers

26,570% funded

\$13,285,226 pledged

Funded Aug 30 2014



JULY
2014

JULY
2015



SHIPPING BEGINS!

https://www.kickstarter.com/projects/ryangrepper/coollest-cooler-21st-century-cooler-thats-actually?ref=nav_search

6. Indirect funding

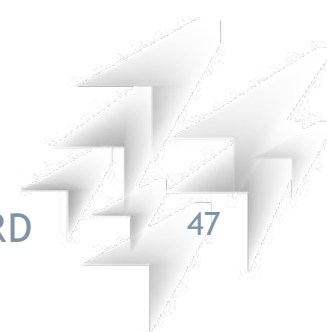
Incubators, Co-working spaces

WHY	WHY NOT
Mentoring & Coaching	No direct money
Office space	You are not alone
Added value services	
Education programmes	
Ideal for maturity of an idea/concept	Not for a long period
May be connected to limited funding for start-up costs	May require equity
Networking/Training	


THANK YOU!


PP10 Step Ri Rijeka

Jana Blažević Marčelja
jbmarcelja@uniri.hr

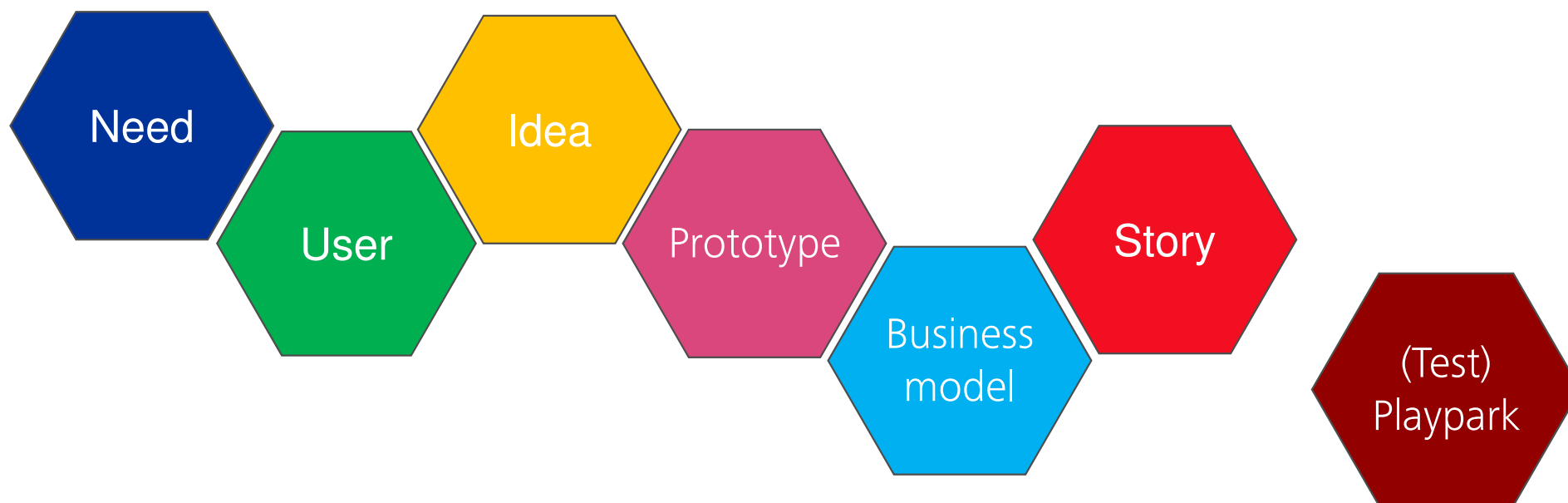


TAKING
COOPERATION
FORWARD

 Joint initial training Krakow 9.6.2017

 **Idea Lab, Storytelling**

 CERlecon, PP06 Stuttgart Media University, Dr. Hartmut Rösch, roesch@hdm-stuttgart.de



HdM 2017



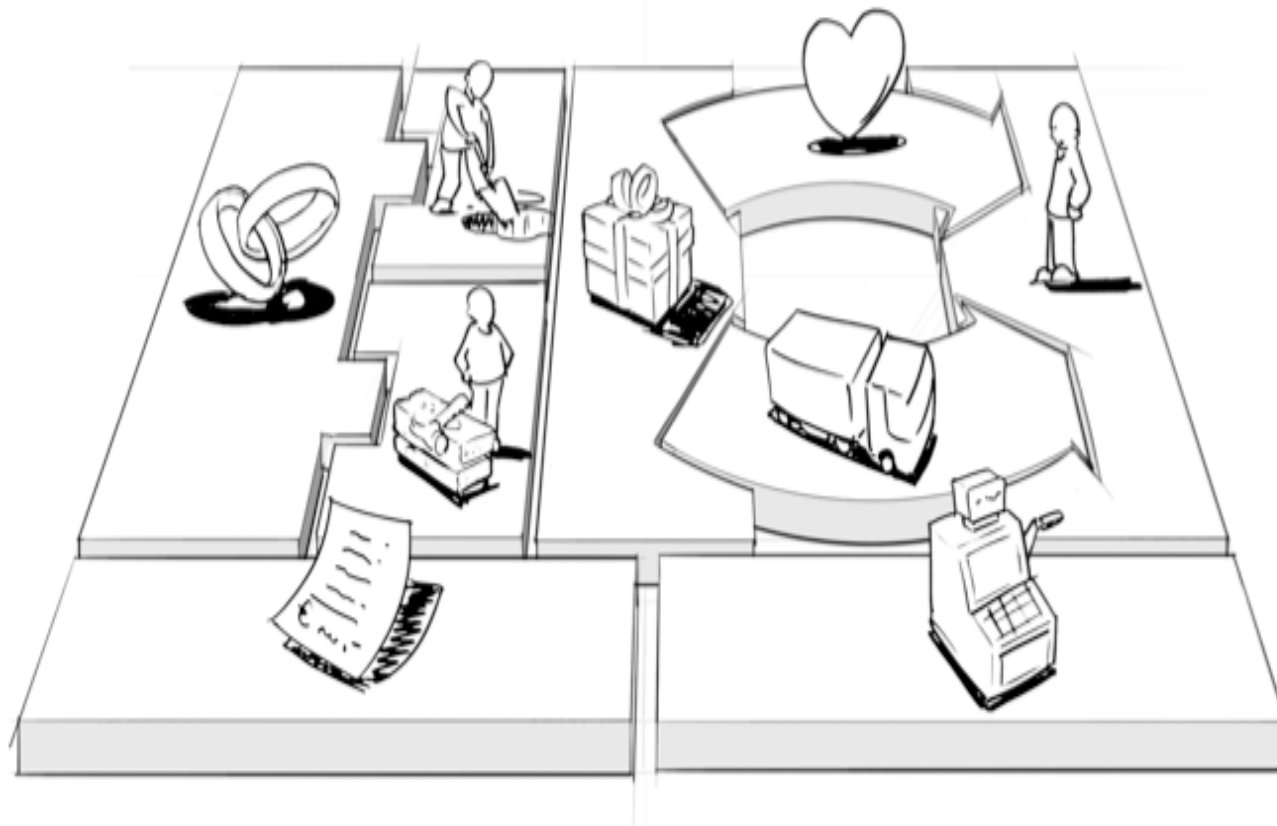
Business model

10.15 – 12.15

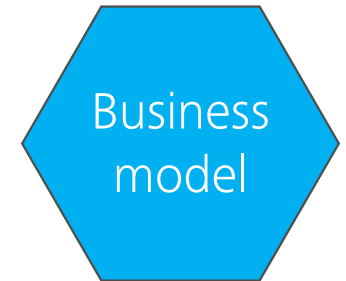


How are you going to operate your business?

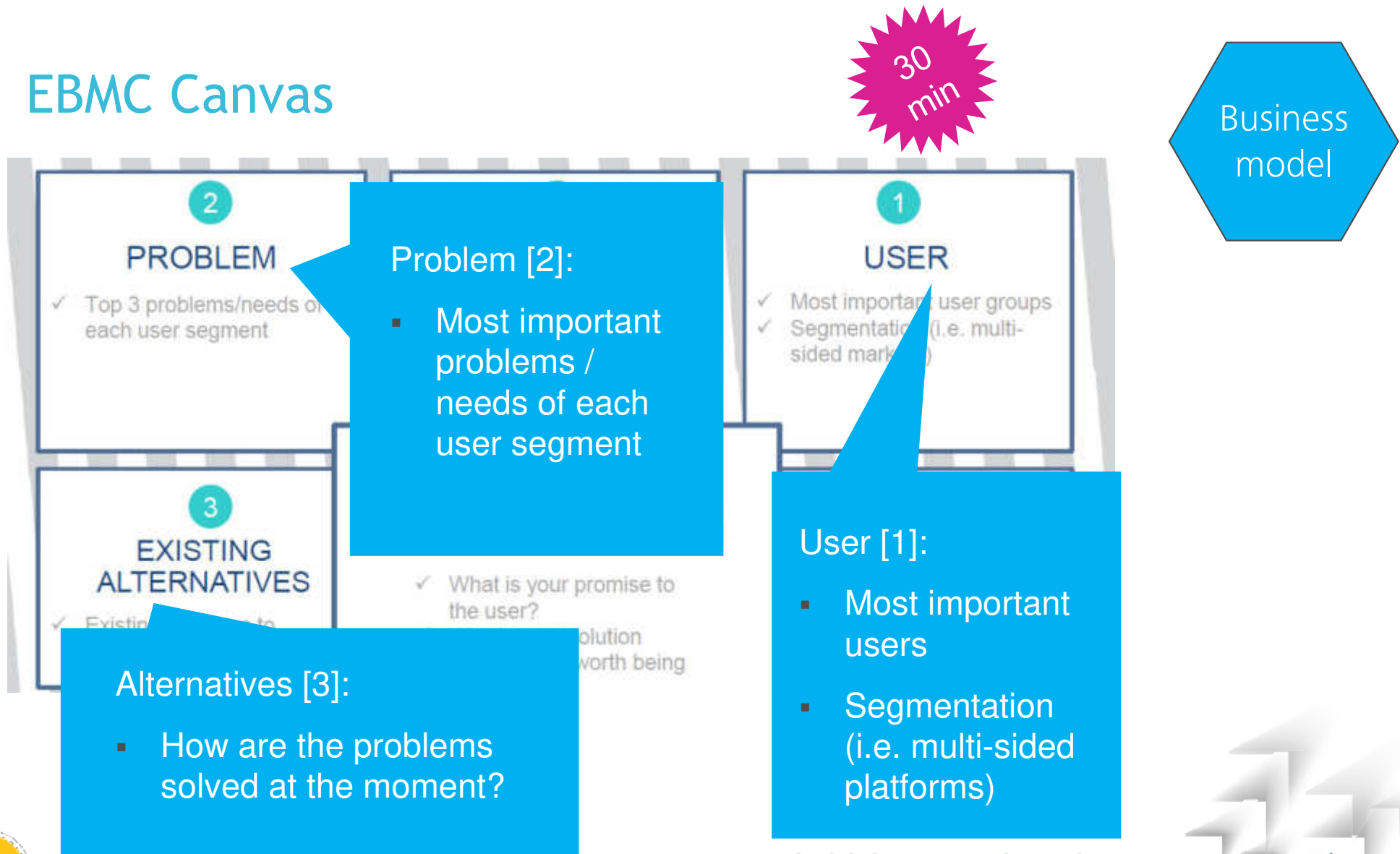
Business
model

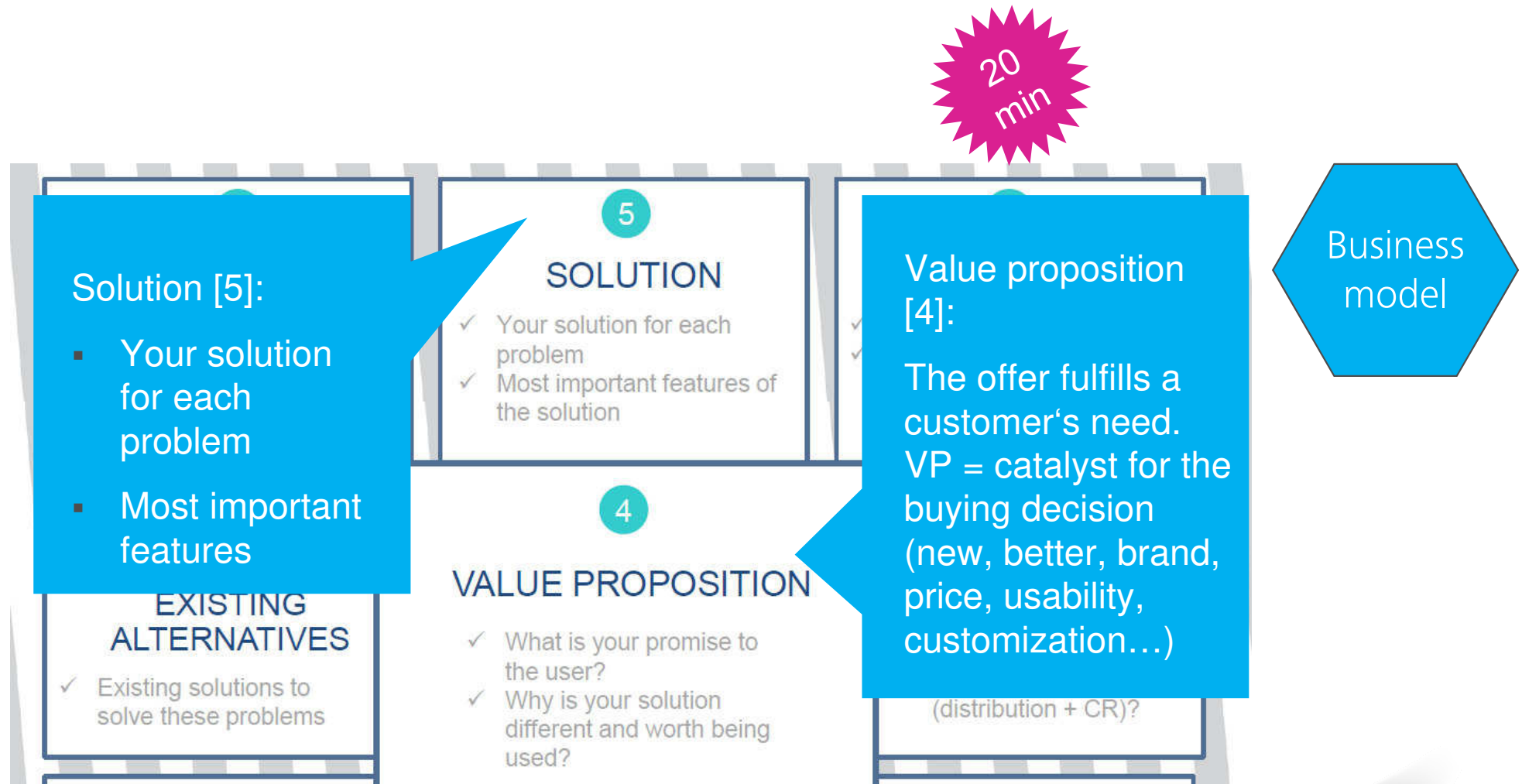


EBMC (LEAN) CANVAS



EBMC Canvas





10
min

Business
model

Channels [6]:

- How do you contact your customer?
- How reaches your product / service the costumer?

direct	Store, webshop ...
indirect	Retail, partner sides



EBMC CANVAS

30 min

Business model

Costs [8]:

- Most important sources of costs
- Behavior of costs (scaling)

Revenues [7]:

- Who is going to pay for your solution?
- Which pricing model fits?
 - Product sales (transactional, leasing, rent, Pay-per-Use)
 - Services (per use / per hour, contract)
 - IP (license, rent, freemium, Cost-per-click)

8

COST STRUCTURE

- ✓ Most important sources of costs
- ✓ Behavior of costs (scaling)

7

REVENUE STREAMS

- ✓ Who is going to pay for your solution?
- ✓ Which pricing model fits?

TAKING COOPERATION FORWARD

Lunch break
12.15 – 13.00



Storytelling (Introduction)

13.00 – 13.30



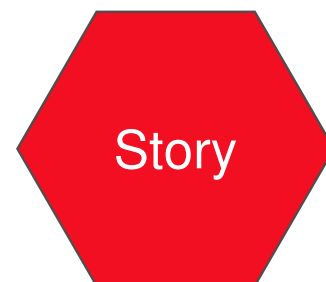
STORYTELLING

Our greedy little brains are hungry for a good story.

So if you want to make the sale, forget the data and make a personal connection.

Story



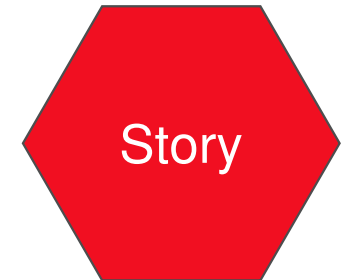


Source: <http://blog.visme.co/storytelling-content-marketing/>
TAKING COOPERATION FORWARD



10 PRINCIPLES OF STORYTELLING

1. Find your „Why“.
2. It's not all about you.
3. Know your customer.
4. Go all the way.
5. Be an expert.
6. Be social at the core.
7. Be authentic.
8. Keep it short and simple.
9. Tell and show.
10. Expect results.



Prepare your story
13.30 – 15.30



STORYTELLING CANVAS

1 WORLD TODAY

What problem(s) are you going to solve?
What are you fighting for/against?
In which places does your story take place?

*Every meaningful story has a stage,
a conflict, a hero/ine!*

2 WHAT DO YOU OFFER?

Product?
Service?
Idea?
Event?
...?

*Be precise. No abstract concepts!
Talk about your value propositions!*

3 FOR WHOM?

Your target group(s)
Your audience
Why?

*Use a single character!
Explain his/her needs!*

6 MISSION STATEMENT

*What is your appeal to the world?
Put it into few words!*

5 WHO ARE YOU?

Why are you all aboard?
What are your values?
Who else belongs to your team?

*Magical facts: e.g.
something that is special to you, not easy to copy!*

4 COMPETING WITH?

What are they doing great?
What do you have in common?
What makes them suck?

Be honest, name them all!

Final pitches
15.45 – 17.00



- Alphabetical order
- Pitch = 4 minutes
- Questions of the judges = 4 minutes
- Short break
- Feedback
- Results and certificates



Judges

- Startup experts, lecturers, business angels...

Criteria

- Desirability
- Feasibility
- (Viability)
- Team
- Presentation



- i.e. SMART
<http://www.iesmart.eu/>
- d.school Bootcamp Bootleg
<http://dschool.stanford.edu/use-our-methods/>
- 2012 IDEO LLC.
<http://designthinkingforeducators.com/>
- Generator team
<https://startupcenter-stuttgart.de/>

