

MBA6262 Entrepreneurship

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VOTRE LIEN AVEC CE QUI COMPTE — CONNECTS YOU TO WHAT MATTERS



@sdaze

- Pt Prof. Entrepreneurship - 14 years; and, Entrepreneur in Residence, uOttawa Telfer School of Management.
- Founder: Agawa Entrepreneurship Development Corporation: & www.coachmystartup.com.
- Managing Director Entrepreneurship and Innovation: Ottawa Centre for Research and Innovation - 14 years.
- Graduate: 1) uRegina – Business Degree; 2) St FX Adult Education Program; 3) Babson College Entrepreneur Educators Program; and 4) LeanLaunch Pad Educators Program, Stanford.
- Previous:
 - Director: Ottawa Chamber of Commerce
 - Chair: Manning Innovation Awards
 - Queen Elizabeth II Diamond Jubilee Medal Recipient
 - Ottawa Innovation Centre Advisory Panel

- Not specific to *technology*, the course provides students with an opportunity to learn and experience first-hand, the early part of the new venture creation process. Students will work to conceive, validate and create a viable business model for a new venture within the 3 week time frame.

The Course is Not About:

- Technology businesses only.
- Business plans.
- Theoretical research.
- Me telling you what is right and you passing the course by telling me what I told you.

The course will:

- Emulate a start up experience: a bit chaotic, fast paced, urgent, learning by doing, changing rapidly, etc.

You will have to:

- Act fast: i.e. finalize business idea by EOD. (The idea is not as important as you think.)
- Talk to customers and key stakeholders.
- Iterate and re-iterate, building a viable business model.
- Embrace being wrong.
- Incorporate feedback freely and report on it.

Session 1 - Content/groups/ideas

Session 2 – Presentations/Lab

Session 3 – Lab/Next Steps

Session 4 - Final Presentations

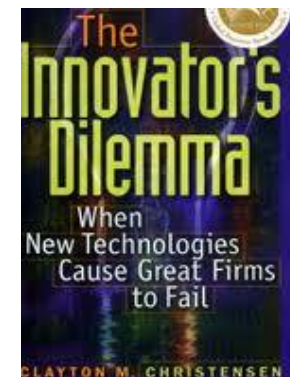
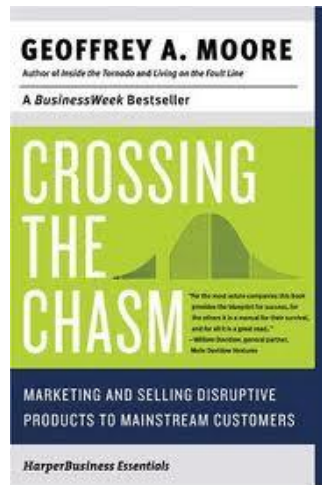
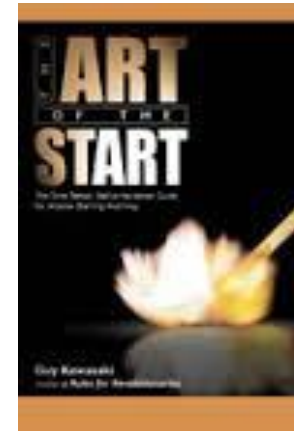
1. Individual Blogs

- Summary of learnings/lessons + application to your project

2. Presentation X2

3. Report (Summary and final)

- Business model
- Description of efforts, learnings and iterations of business model
- Next steps



..or others.

Introductions

1. Name
2. Expertise
3. Have a business idea?



Summary of business idea

- Industry
- Assumptions: pain in the market; solution, etc.

Entrepreneurship

- Inclusive of:
 - Intrapreneurship
 - Social Entrepreneurship

“A start-up is a temporary organization in search of a scalable, repeatable, profitable business model. Winners recognize their startup is a series of untested hypotheses.”

The Startup Owner's Manual – Blank, Dorf

Can Entrepreneurship be Taught?

- “Entrepreneurial Thought and Action”
- (Babson College – Ranked #1 Entrepreneurship School in USA)
- *“Entrepreneurship is neither a science nor an art, it’s a practice.”*
(Peter Drucker)

Common Entrepreneur Pitfalls

1. Writing a business plan as a way to start a business.
2. Emphasis on building your solution instead of customers' needs and feedback (or assuming you know what the customer wants.)
3. Being driven by a “need to be right”, not learning, pivoting, iterating.
4. Defining yourself by what you do, not the problem you solve.

NDA's?

- Unless you all agree otherwise:
 - - You own anything you developed prior to the class.
 - - Assume everything you do during the class is public and owned by all group members.
 - - Anyone can move the class generated idea forward without permission of the other team members based on the information generated together for this class.

Idea Generation for Entrepreneurs

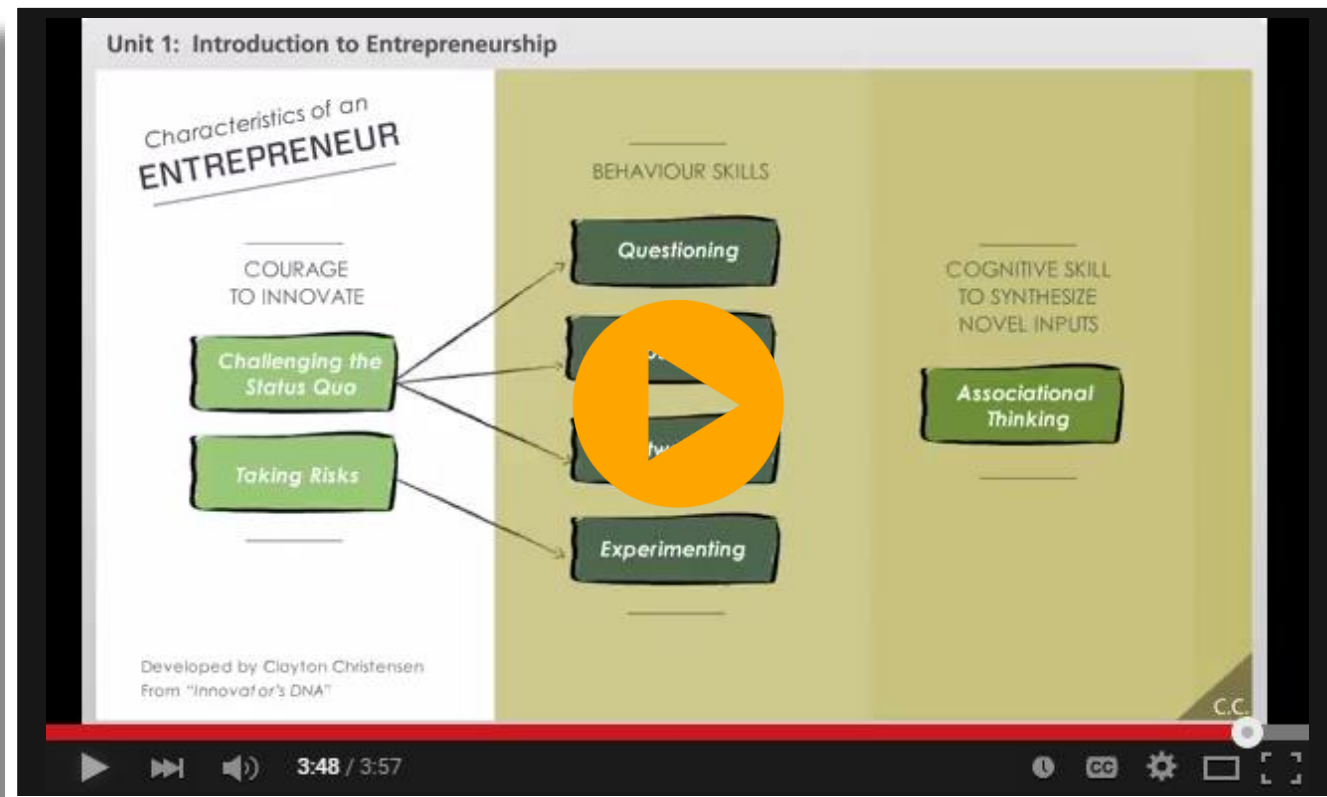
Fundamental Premise

“ *Entrepreneurship is neither a science nor an art.
It's a practice.* ”

- Peter Drucker

Generating business ideas is nothing more than practice
surrounded by some core principles.

Innovator's DNA:

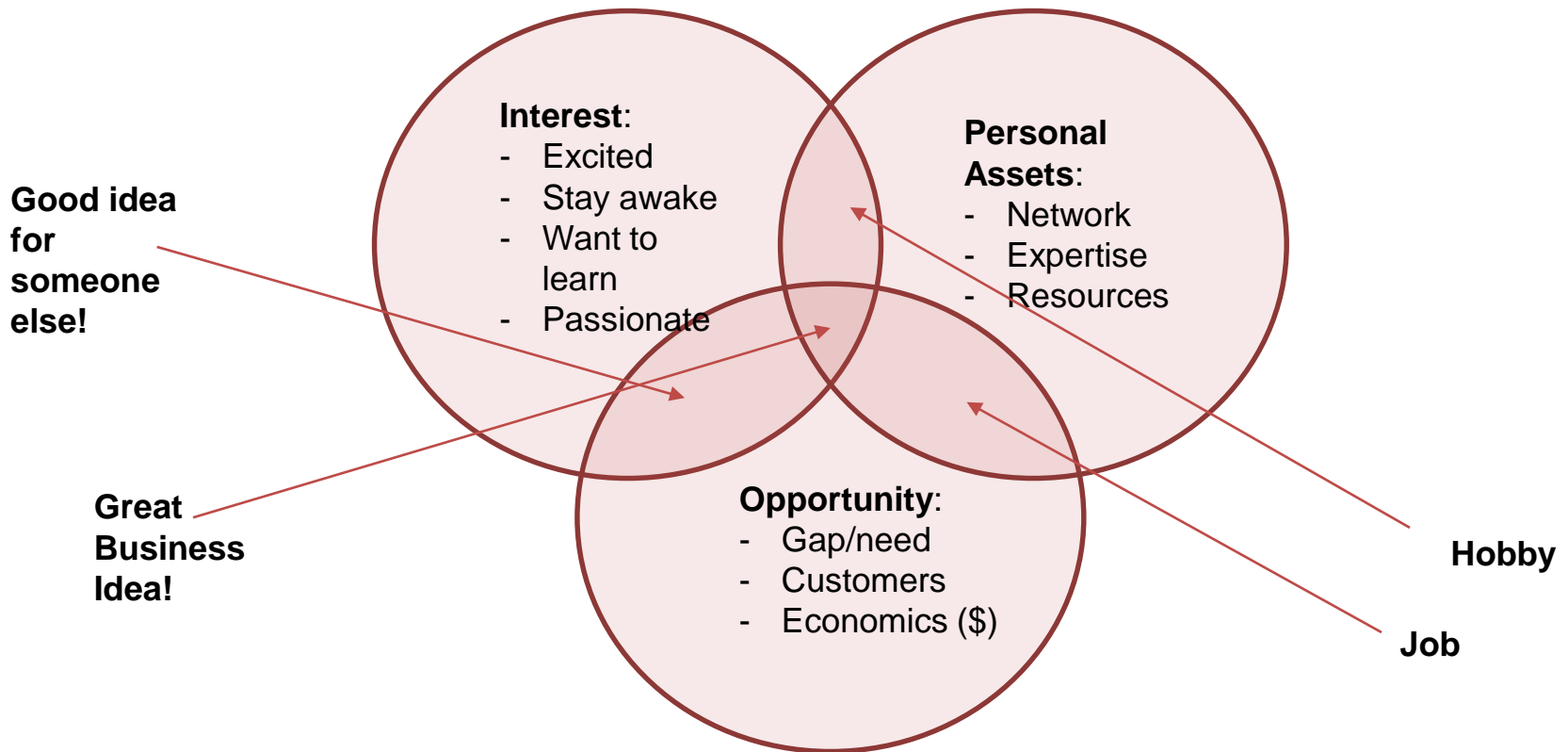


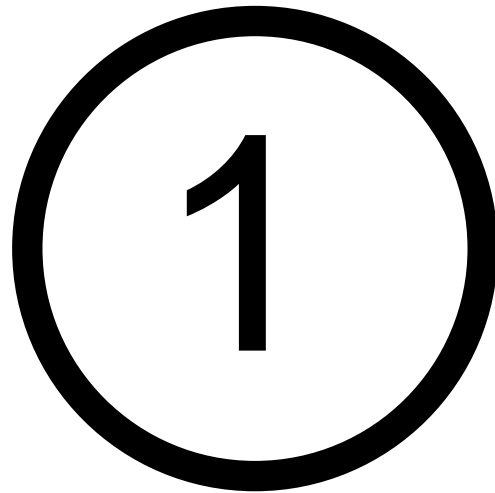
Ideas:

- Often not shared enough out of fear.
- Don't determine success – executing on an idea does.
- Evolve and change, rarely staying the same over time.
- Are infrequently stolen; but could be stolen at any time.

Entrepreneurial Idea Seeking

Job/Hobby/Great Business Idea





Idea Generation Principles

A

Good Business Ideas Generate Enough Revenue.

They have a **value proposition** for a **critical mass** of **addressable** customers.

Value
Proposition



1. There is enough pain for someone to pay for a solution; and,
2. Relative to competition.

Critical Mass



Big enough market to matter.

Addressable



I can reach them with my revenues greater than expenses.

B

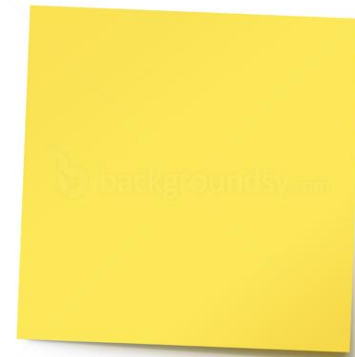
Ideas evolve over time or start as mistakes

Evolve over time
(eg. Facebook, Blackberry)

facebook

BlackBerry

Start as mistakes
(eg. 3M Sticky Notes.)





IKEA - Ingvar Kamprad founded IKEA in 1943 at his Uncle Ernst's kitchen table. IKEA was basically an acronym of his name Ingvar **K**amprad and **E**lmtaryd, his family farm and the village **A**gunnaryd. At first the business was typically mail-order and included only small household goods such as picture frames, wallets, nylon stockings, pens and wallets.



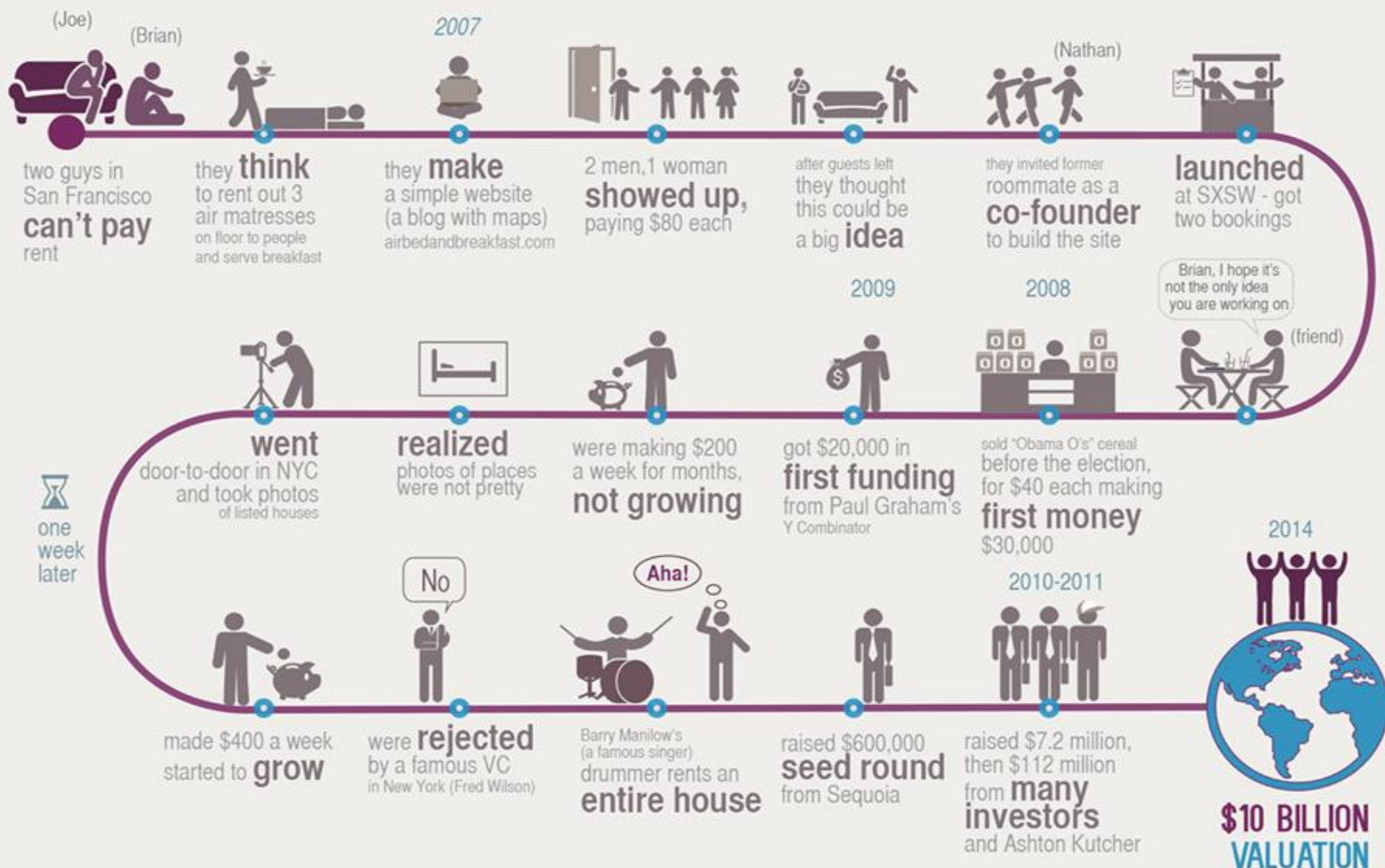
Nintendo®

Nintendo: The Nintendo Corporation's domination of the gaming industry didn't start with their first video game console. They have actually established themselves 70 years before the first video game came to life, in the 19th century when they brought back the popularity of **card games** to Japan. A new card game, Hanafuda was invented, by Fusajiro Yamauchi (Nintendo founder) which used images instead of numbers, making it difficult for gambling.

HOW AIRBNB STARTED

BY ANNA VITAL

Or How 3 Guys Went From Renting Air Mattresses To A 10 Billion Dollar Company



NETFLIX

Netflix: The genesis of Netflix came in 1997 when I got this late fee, about \$40, for Apollo 13. I remember the fee because I was embarrassed about it. That was back in the VHS days, and it got me thinking that there's a big market out there.

So I started to investigate the idea of how to create a movie-rental business by mail. I didn't know about DVDs, and then a friend of mine told me they were coming. I ran out to Tower Records in Santa Cruz, Calif., and mailed CDs to myself, just a disc in an envelope. It was a long 24 hours until the mail arrived back at my house, and I ripped them open and they were all in great shape. That was the big excitement point.

C

Ideas can come from anywhere, most often we see good business ideas starting with one (or more) of the following:

Personal Pain

I have a problem that needs solving.



shopify



120,000
customers



80
countries



\$2B
valuation

C

Ideas can come from anywhere, most often we see good business ideas starting with one (or more) of the following:

Market Gap

A critical mass of customers are looking for a solution.



C

Ideas can come from anywhere, most often we see good business ideas starting with one (or more) of the following:

Interest

I love this so much, I can see myself working on it 24/7.

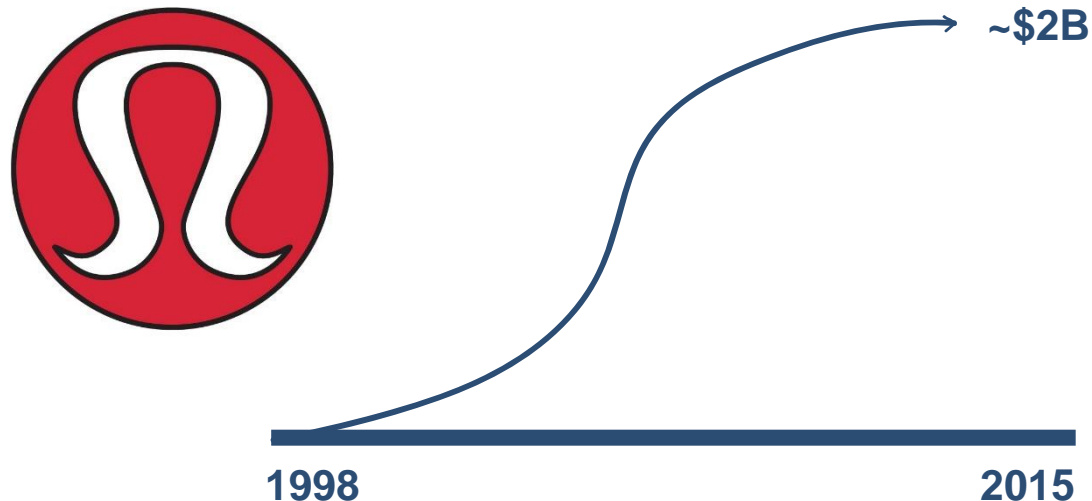


C

Ideas can come from anywhere, most often we see good business ideas starting with one (or more) of the following:

Insight

I understand the industry and see where it is going.



D

Ideas are truly innovative when you invent brand new solutions and industries rather than make an existing one a bit better.

Guy Kawasaki on [Innovation](#) (4:14 – 6:47):



The best business ideas satisfy most (or all) conditions

- If your current idea doesn't, look to evolve it sufficiently such that it does.

Good Business Ideas

Necessary conditions:

- a. Can make money (or not lose it): has value (value proposition) to a critical mass of addressable customers.

And

- b. Evolve over time.
- c. Usually start with one or a combination of:
 - Personal pain (I have a problem that needs solving.)
 - Market gap/need (Others will pay for a solution.)
 - Interest (I can see myself doing this 24/7.)
 - Insight (I understand the industry and the trends.)
- d. Jump the innovation curve.

Exercise

1

Generate as many potential business ideas as you can. They don't have to be good.



Idea Generation Principles

The best business ideas satisfy most (or all) conditions

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- Interest (I can see myself doing this 24/7.)
- Insight (I understand the industry and the trends.)

- d. Jump the innovation curve.

- e. Factor in unique considerations for military families.

Exercise

1

Generate as many potential business ideas as you can. They don't have to be good.

2

Look to combine ideas, eliminate and make existing ideas as good as possible.

3

Pick the best business idea.

4

Prepare to discuss why this is the best idea.



Idea Generation Principles

The best business ideas satisfy most (or all) conditions

- If your current idea doesn't, look to evolve it sufficiently such that it does.

Good Business Ideas

Necessary conditions:

- a. Can make money (or not lose it): has value (value proposition) to a critical mass of addressable customers.

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- d. Jump the innovation curve.
- e. Factor in unique considerations for military families.



Other Considerations

Expanded Thinking: Business Opportunities



What are the businesses associated with coffee?

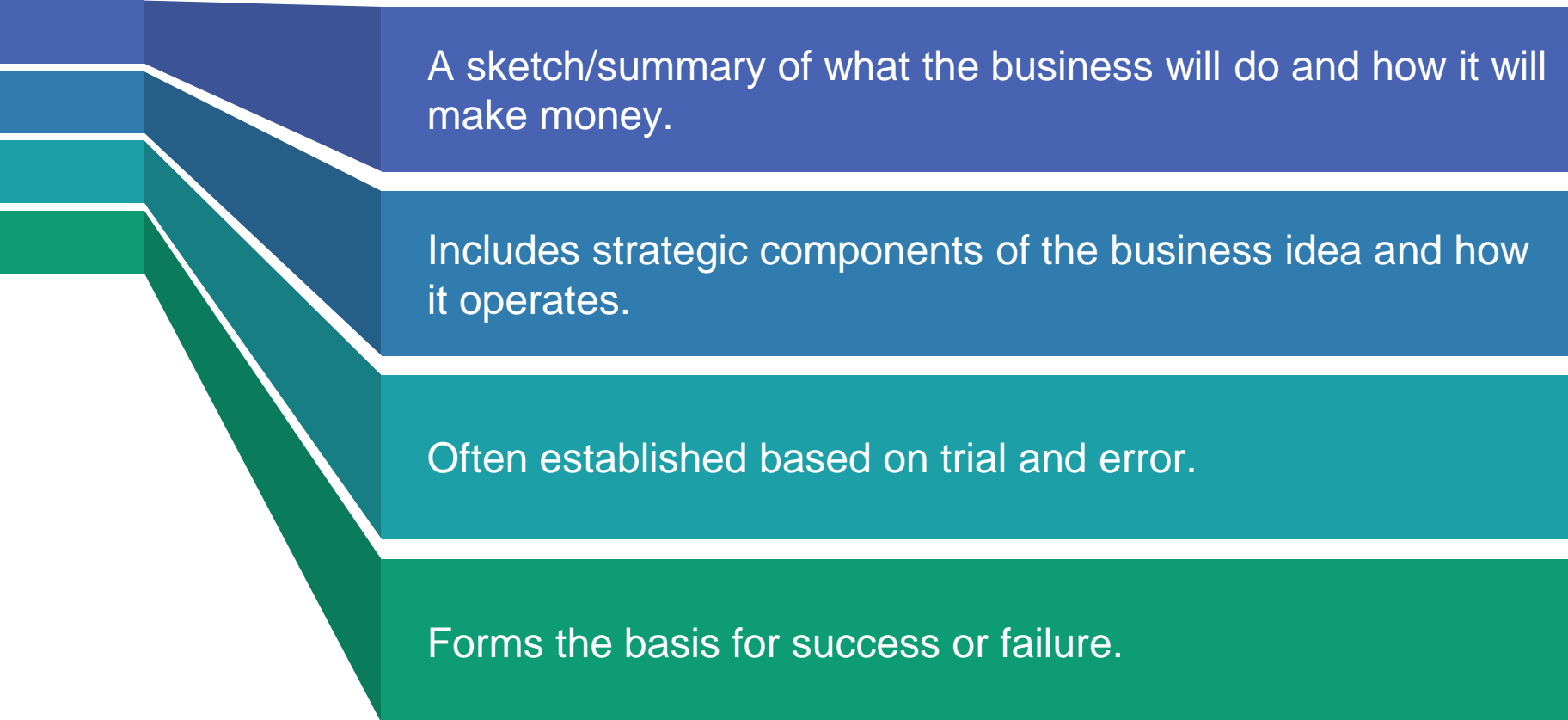
User-centered Design





Concluding Thoughts?

Business Models



A sketch/summary of what the business will do and how it will make money.

Includes strategic components of the business idea and how it operates.

Often established based on trial and error.

Forms the basis for success or failure.

Uber, the world's largest taxi company, owns no vehicles.

Facebook, the world's most popular media owner, creates no content.

Alibaba, the most valuable retailer, has no inventory.

And Airbnb, the world's largest accommodation provider, owns no real estate.

Something interesting is happening.



Tom Goodwin,
Sr. Vice President of strategy
and innovation at Havas Media

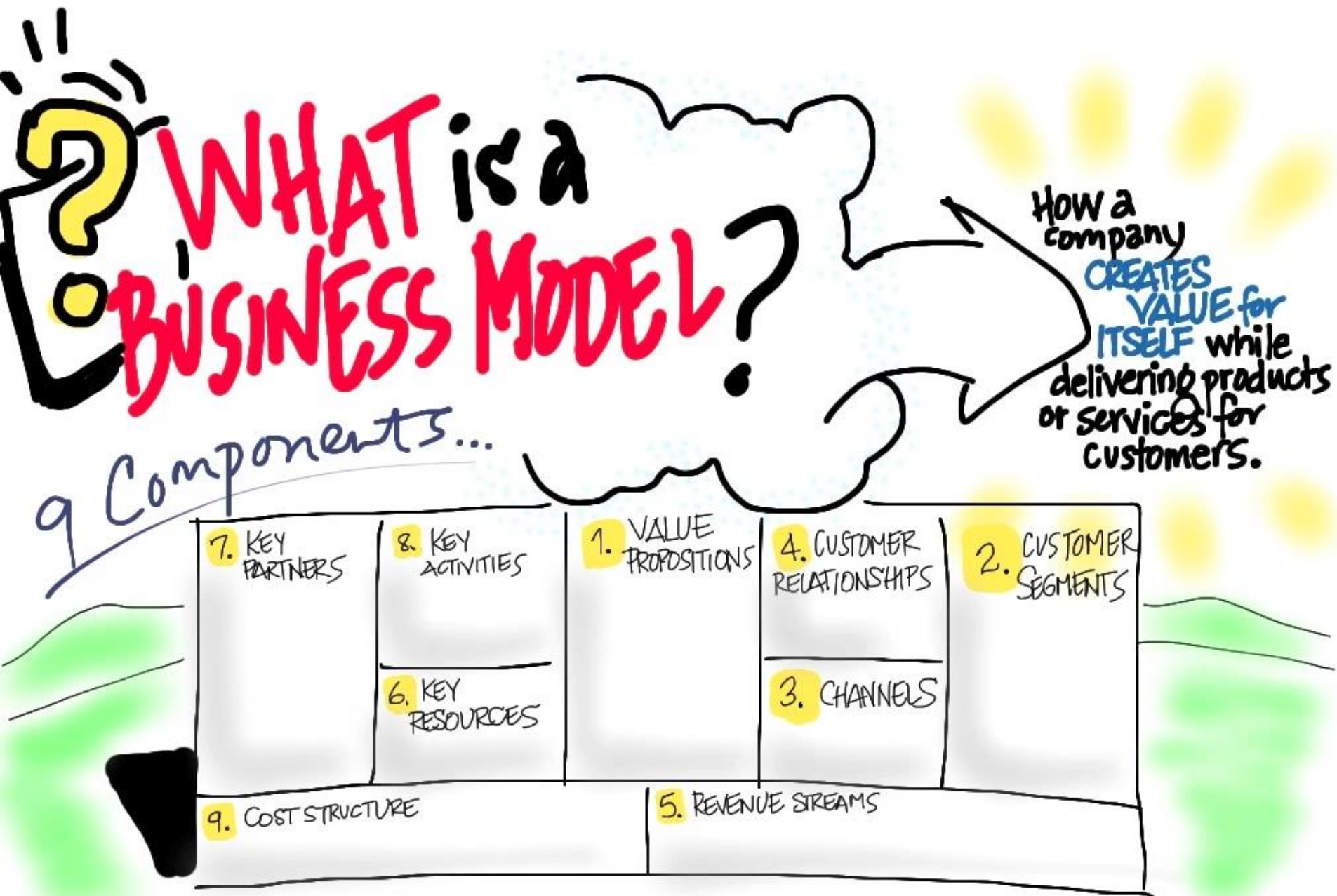
Business Plans

- ✓ Assume full knowledge of the market, solution and customers.
- ✓ Don't require a lot of external interaction.
- ✓ Are a useful implementation tool, focusing much on operationalizing strategies.
- ✓ Usually written too soon; often not written at all.

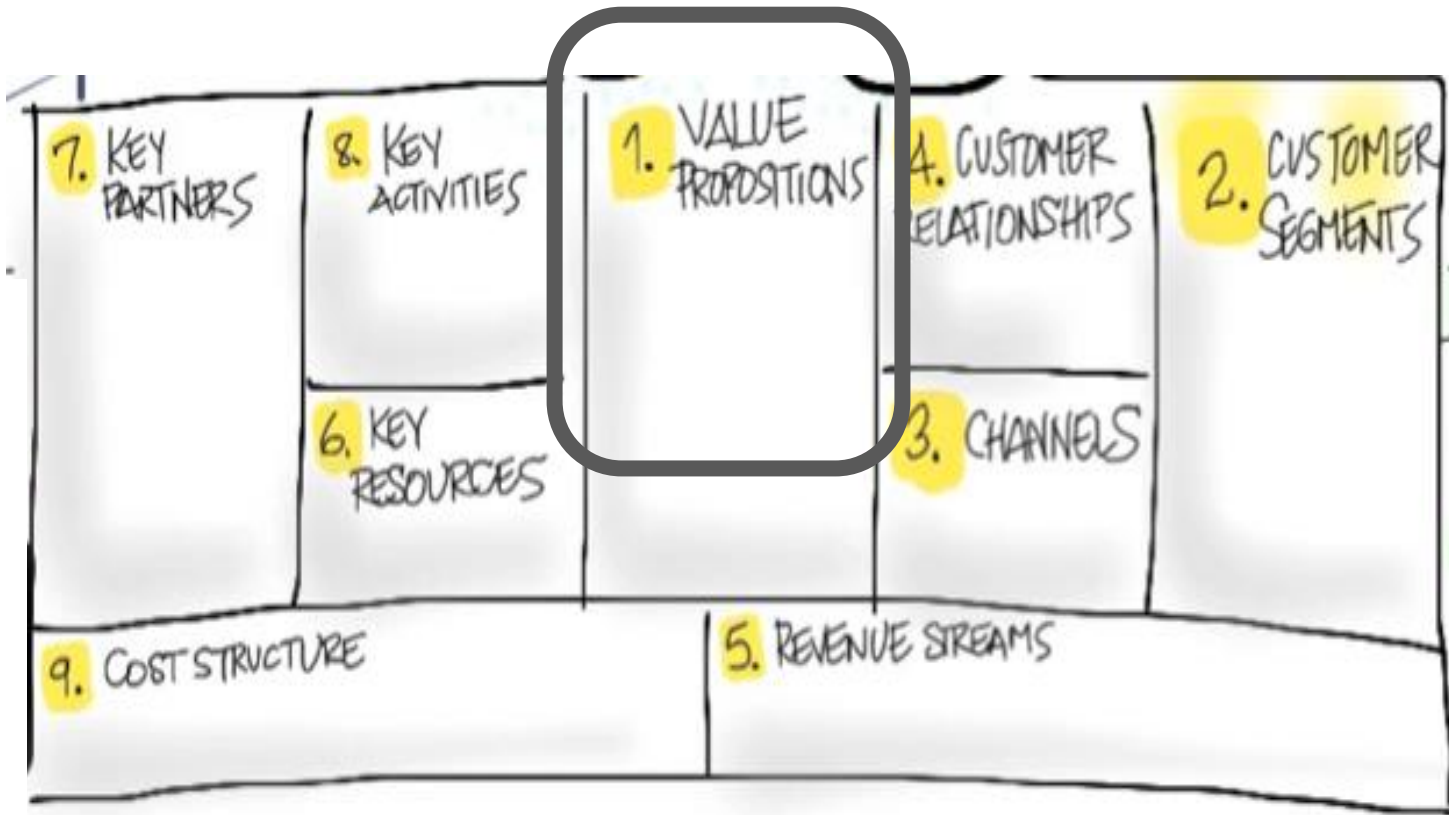
Business Models

- ✓ Assumes evolution: discovery and iteration.
- ✓ Forces “getting out of the building” to talk with clients.
- ✓ Forms foundation for success or failure.

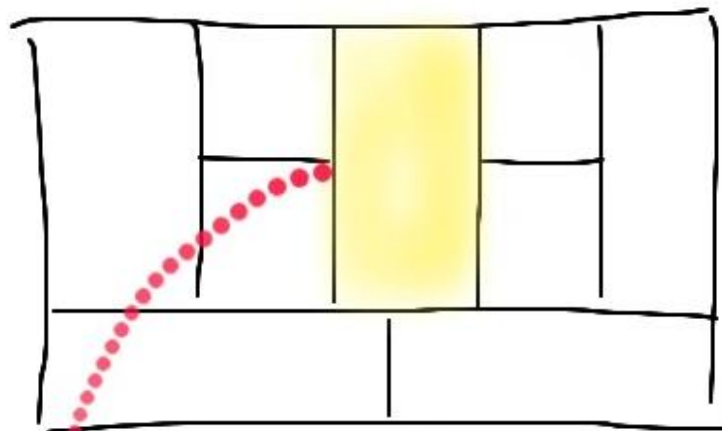




The following slides thanks to Steve Blank and the Lean LaunchPad Educators Program



What Are You Building and For Who?



It's about SOLVING a **NEED** or **PROBLEM**!

HEAR YOU...

It's about **SATISFYING** a customer need.



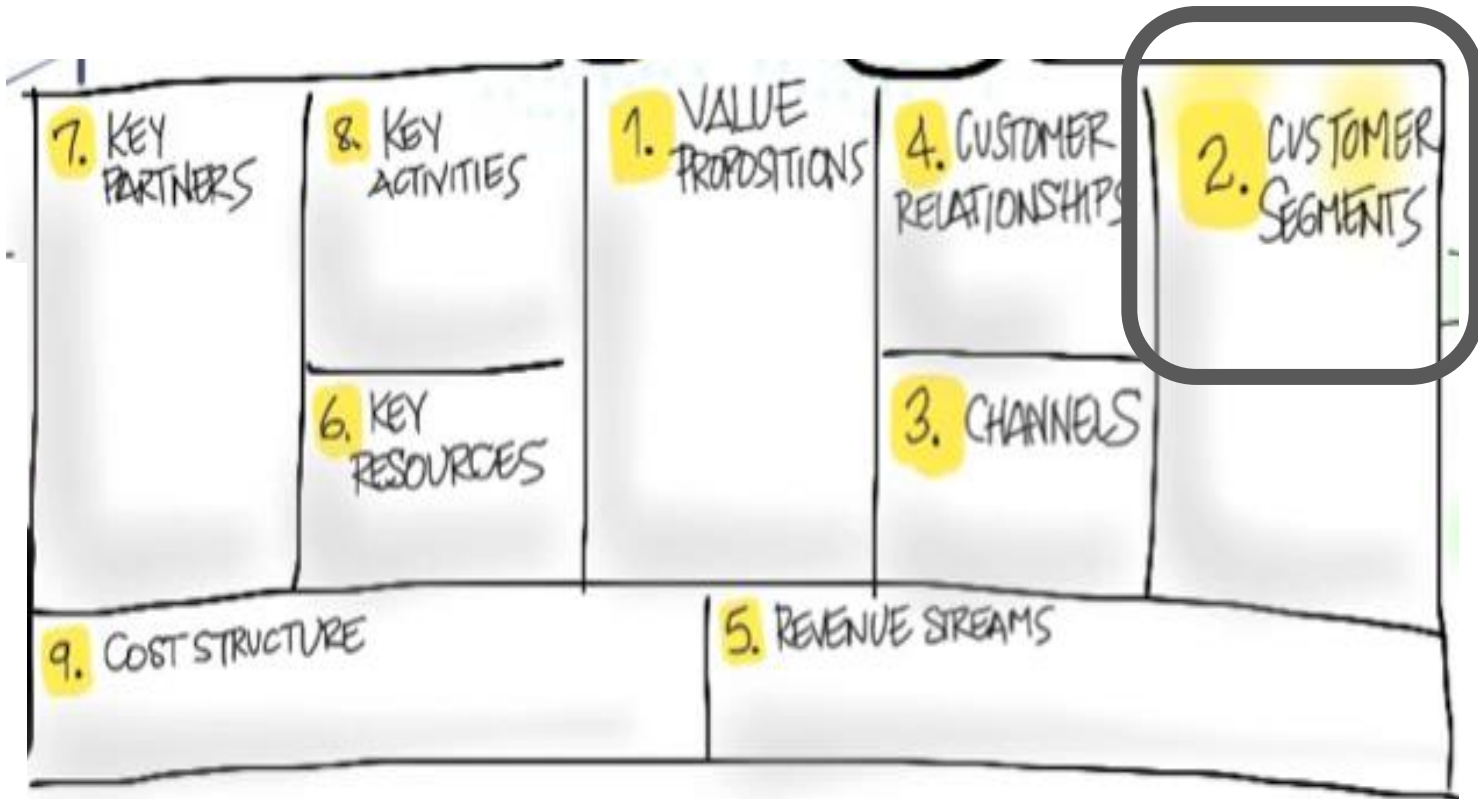
1. VALUE PROPOSITIONS



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



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



Who Are They?
Why Would They Buy?

| | | | | |
|--|--|--|--|--|
| | | | | |
| | | | | |
| | | | | |

Customer
ARCHETYPE..

WHO are they?
WHY would they buy?

2. CUSTOMER SEGMENTS

- GEOGRAPHIC
- SOCIAL
- DEMOGRAPHIC

OH?

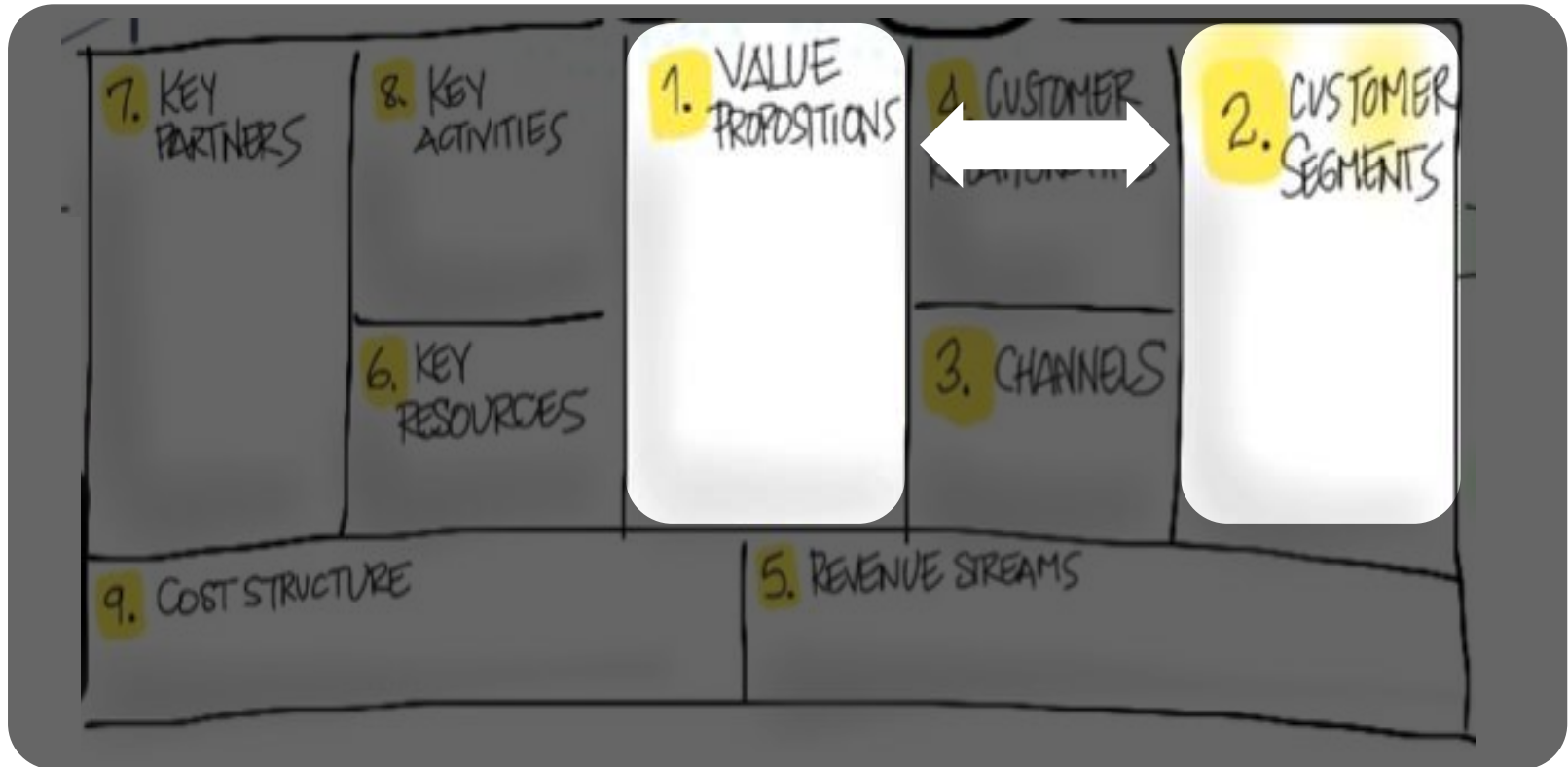
- ← 24 years old
- ← Male
- ← City dweller
- ← Avid social media user
- ← Single income



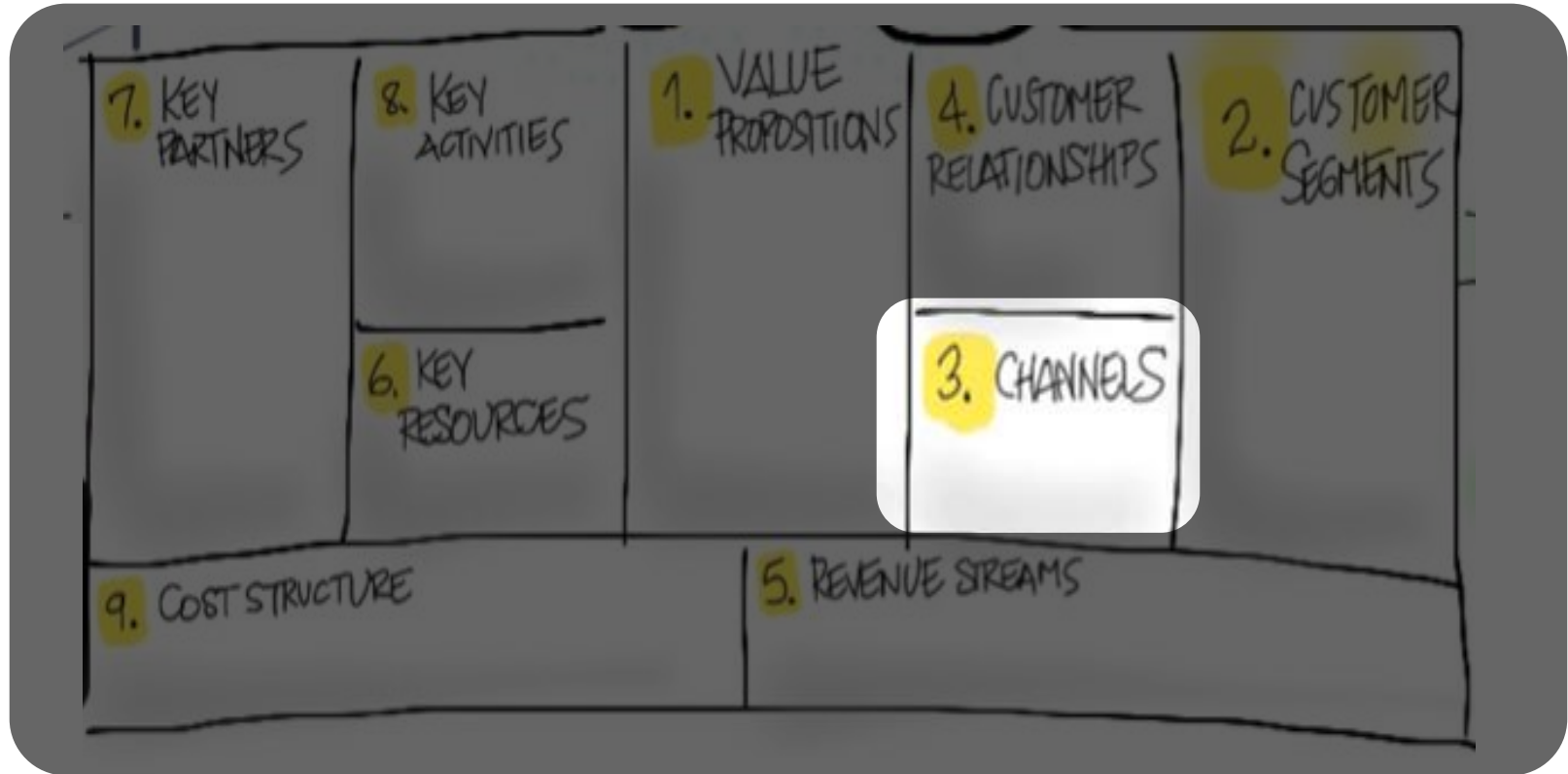
Your customers
do not exist to **BUY**.
You exist for them.



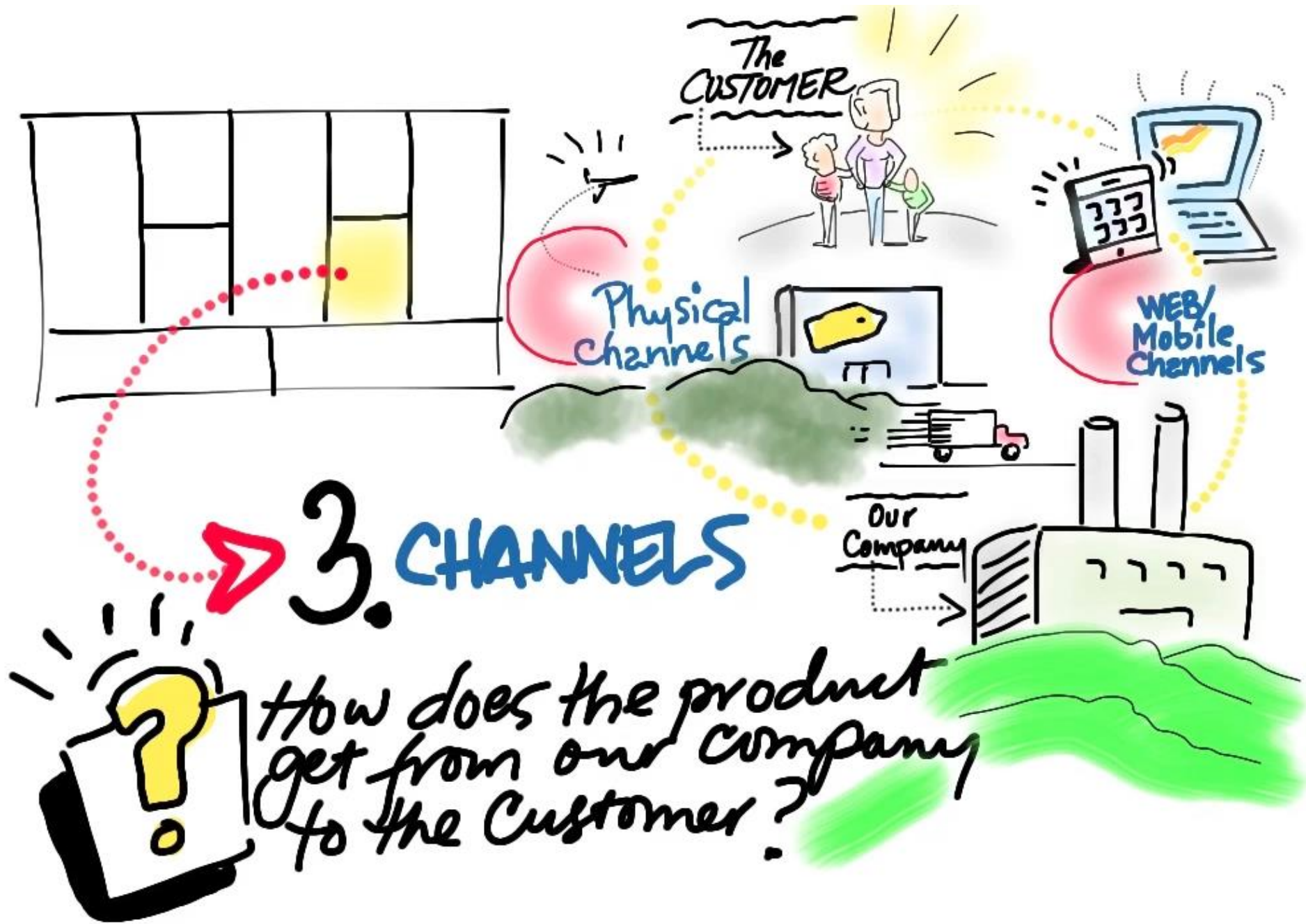
- ✓ Might have multiple segments of users
- ✓ Might have users and payers
- ✓ Might have 5 or 6 different customers
 - Medical devices have doctors, hospitals, patient, insurance company, FDA, etc.
- ✓ For every customer segment you need:
 - Value proposition
 - Revenue model
 - And may have unique channels, customer relationships, etc.

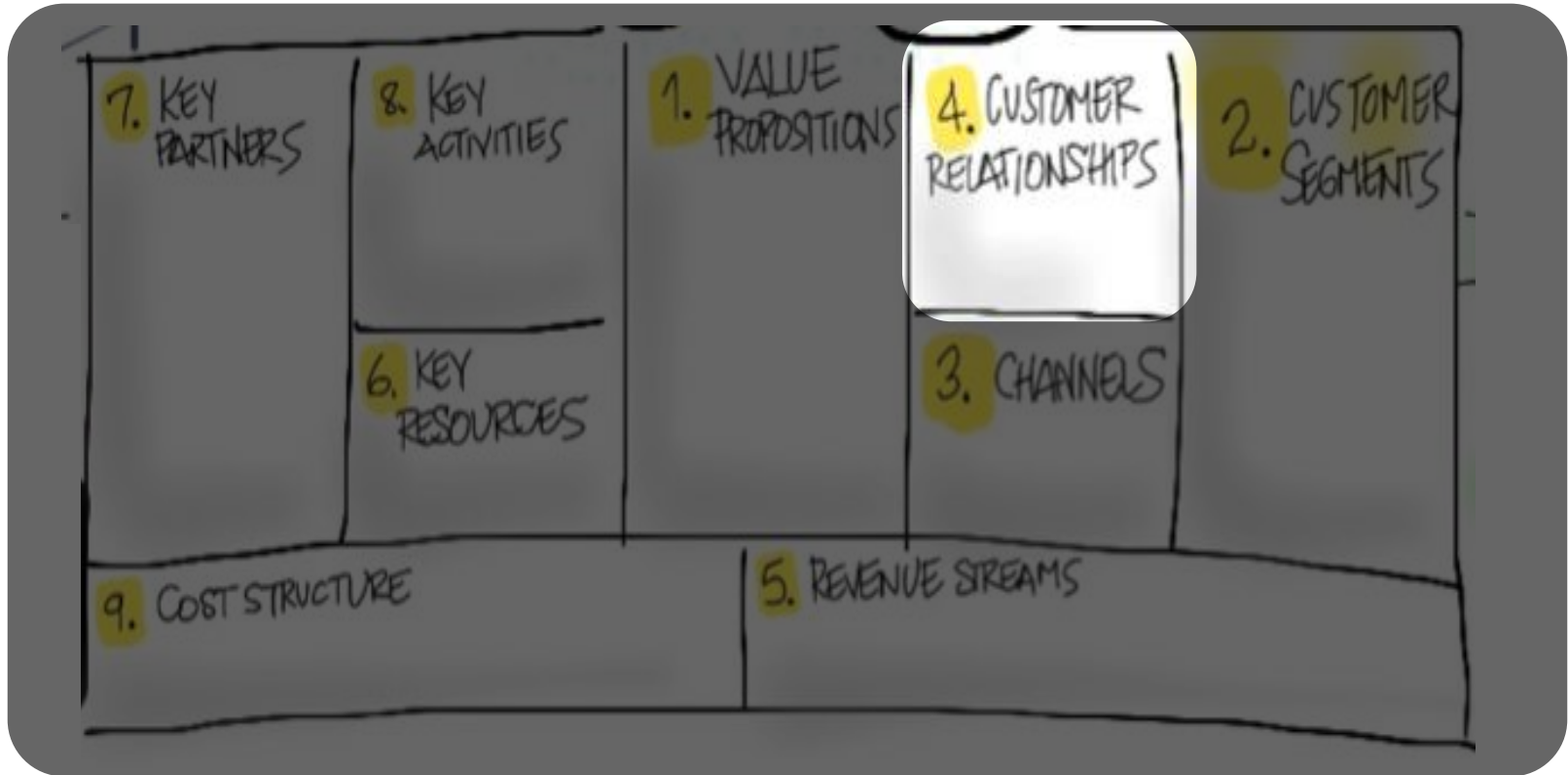


Does the Value Proposition MVP Match the Customer Segment Archetype?



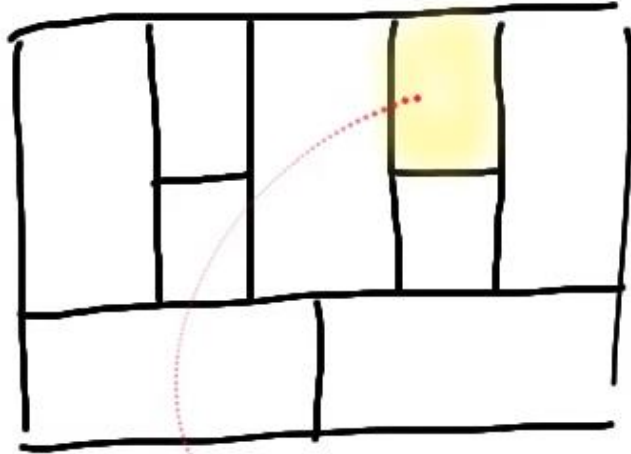
**How Does Your Product
Get to Customers?**





How Do You Get, Keep and Grow Customers?

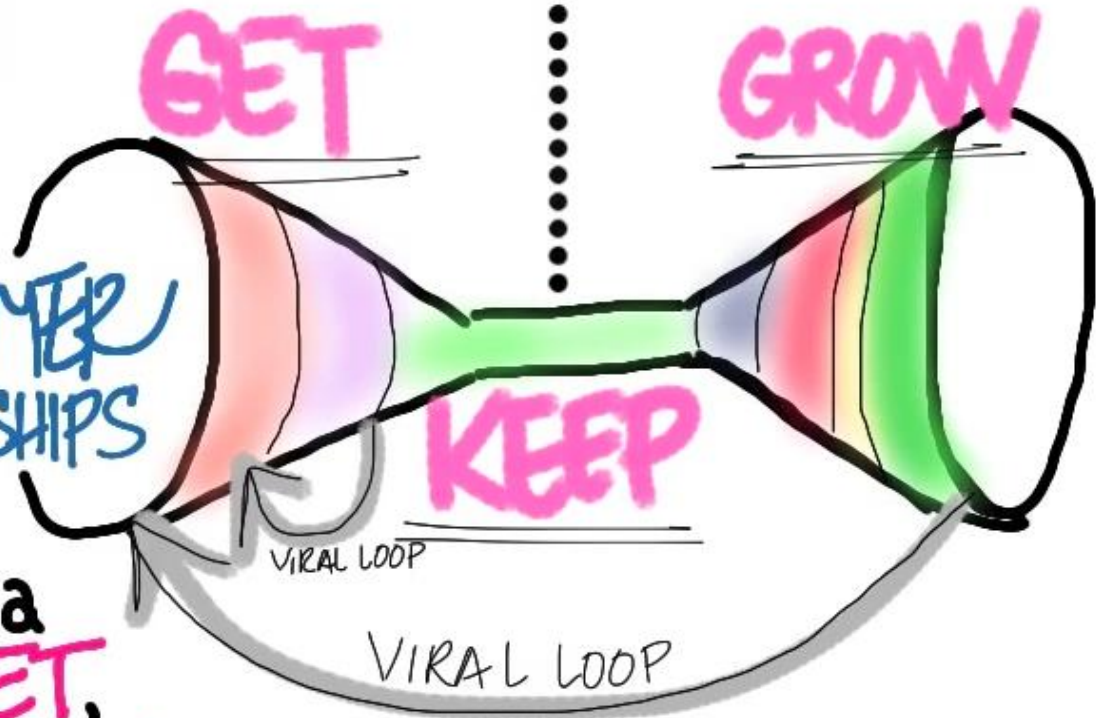
Just like in Channels,
these are DIFFERENT for
WEB/MOBILE versus
PHYSICAL...

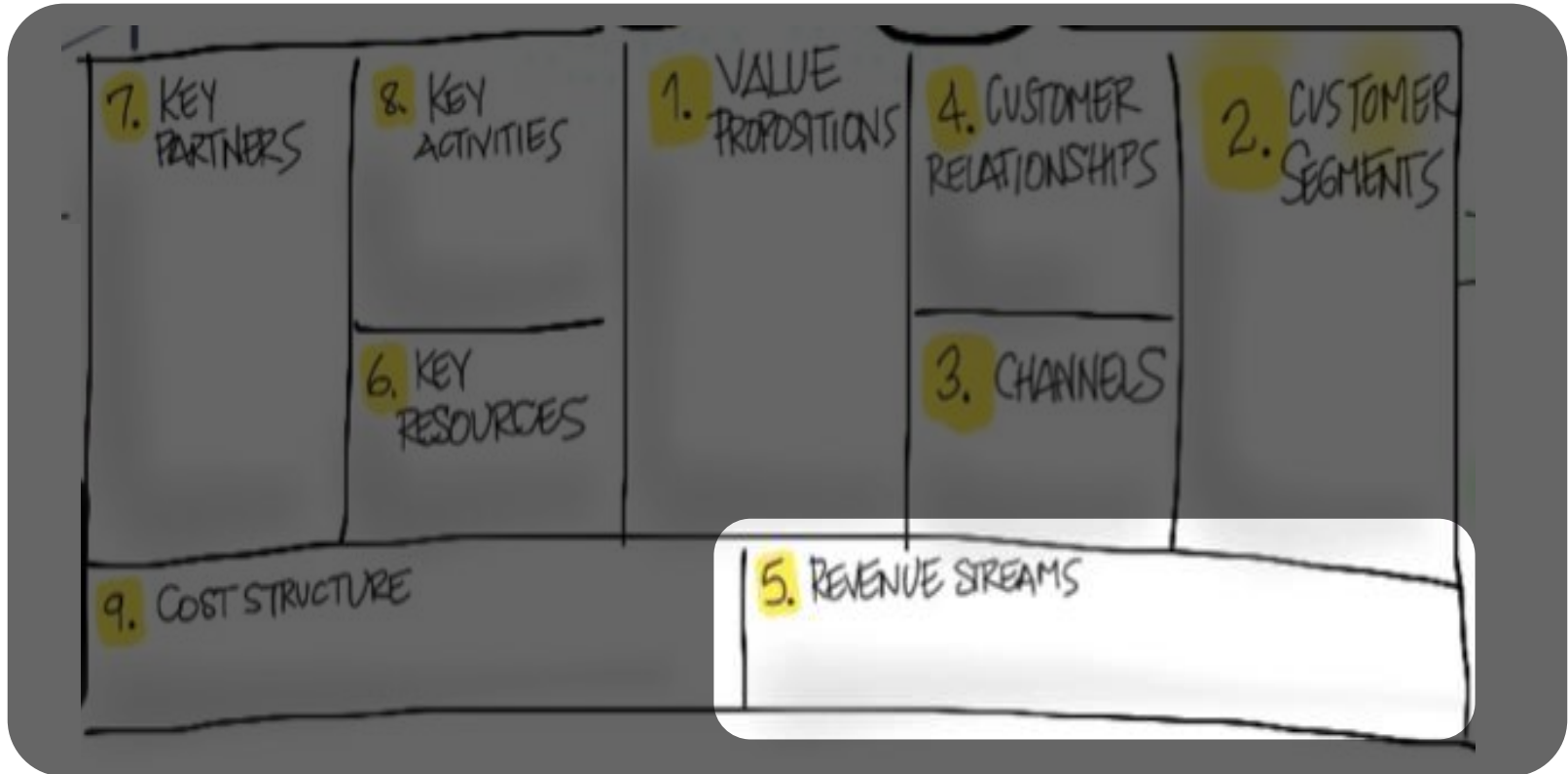


4 CUSTOMER
RELATIONSHIPS



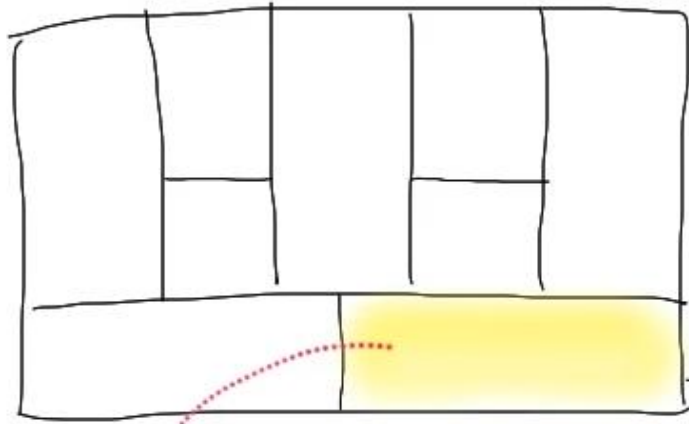
How does a
company GET,
KEEP & GROW
CUSTOMERS?





How Do You Make Money?

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



➔ 5. REVENUE MODEL

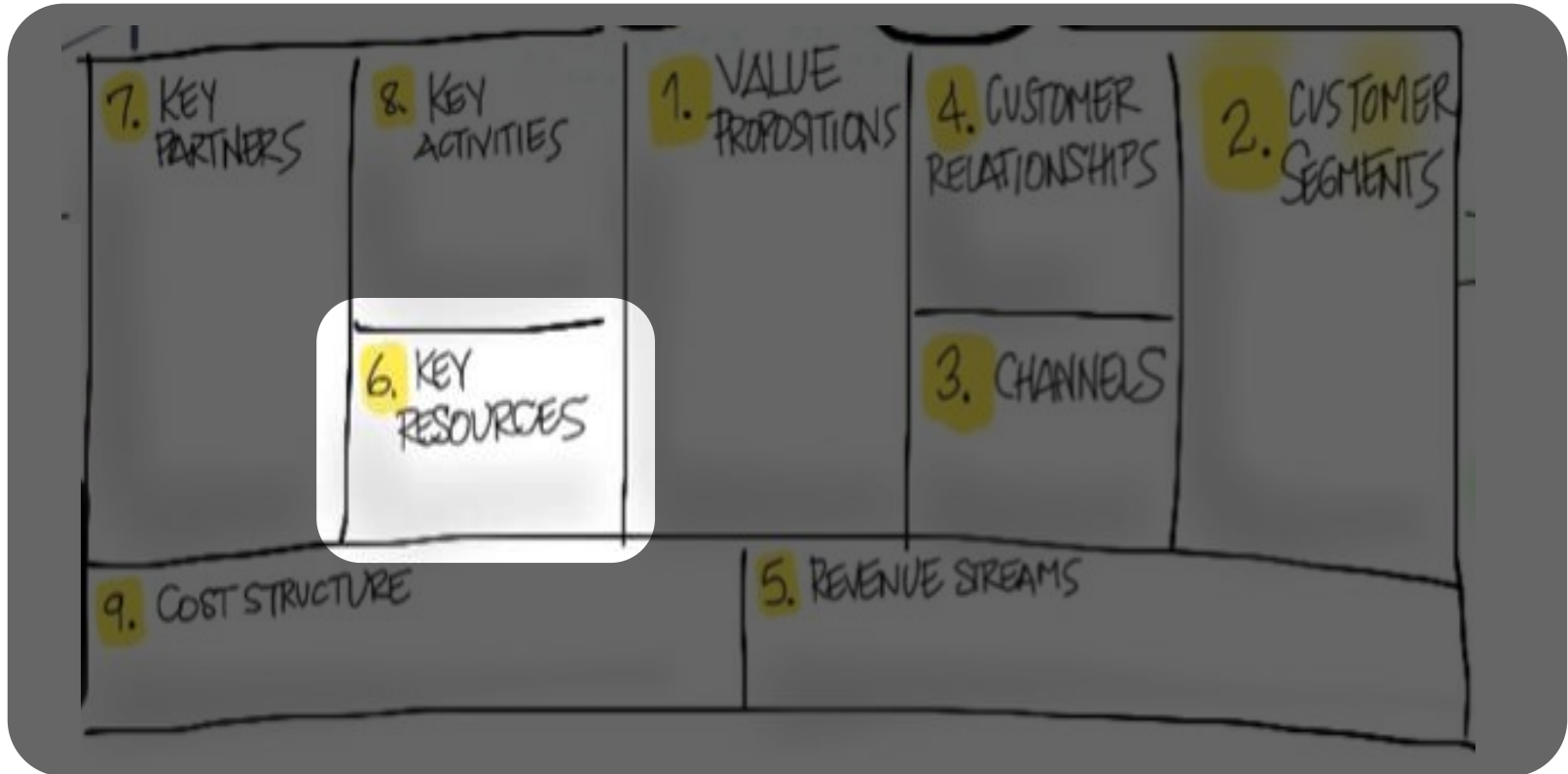
• **REVENUE MODELS** (i.e. direct sales) are the **STRATEGY**.

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

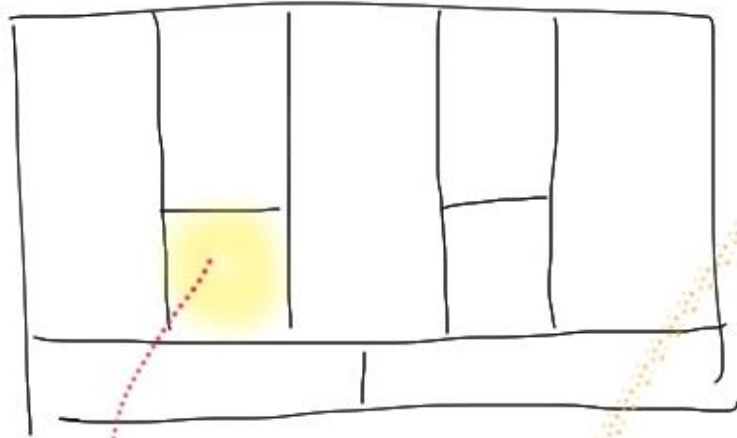


How does the company **MAKE MONEY** from each customer segment?





What Are Your Most Important Assets?

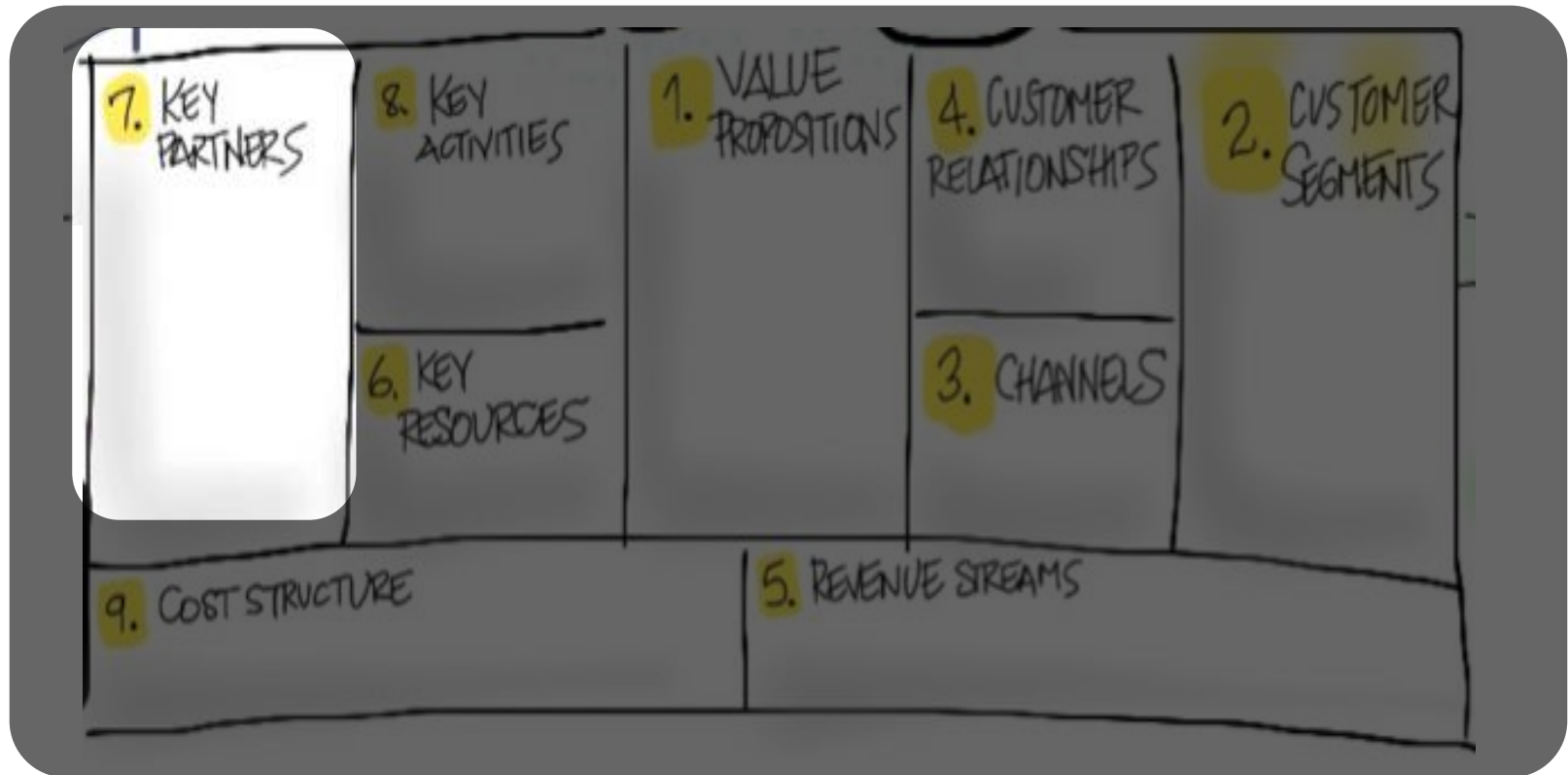


6. KEY RESOURCES



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

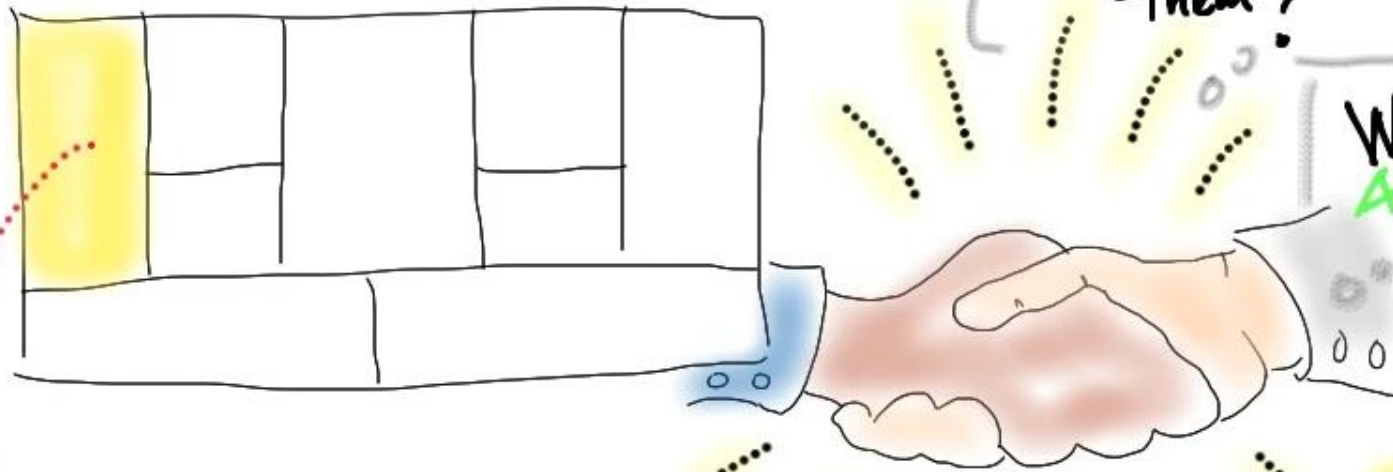




Who Are Your Partners and Suppliers?

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

What **KEY ACTIVITIES**
do they perform?



KEY PARTNERSHIPS

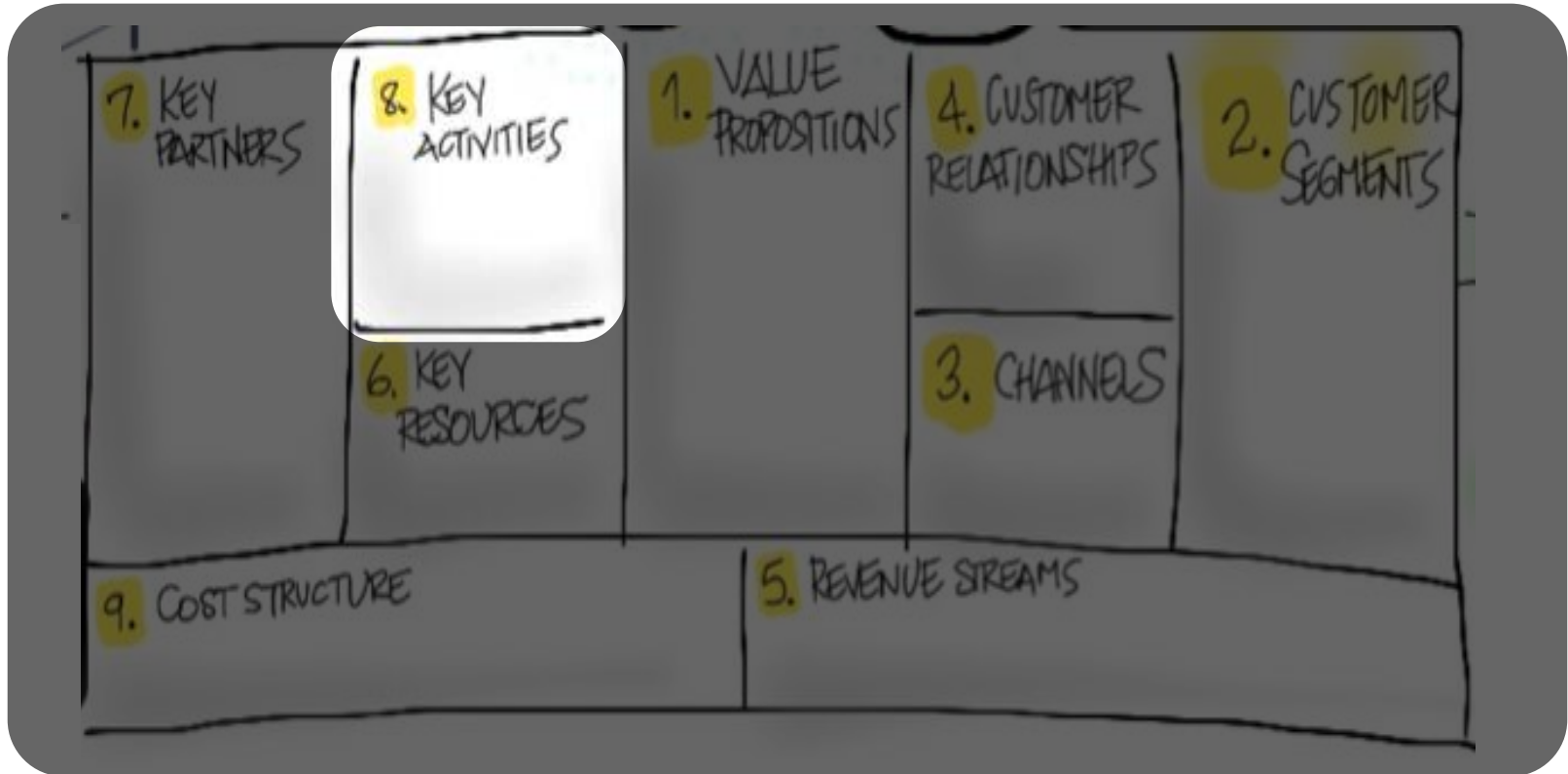
Who are the **KEY PARTNERS** and **SUPPLIERS** needed to make the business model **WORK**?

• **STRATEGIC ALLIANCES**
between NON-COMPETITORS

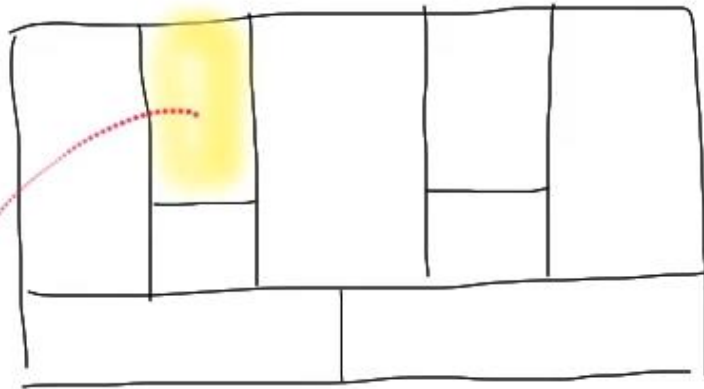


• **JOINT VENTURES**





What's Most Important for the Business?



8. KEY ACTIVITIES

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

● **PRODUCTION**



● **PROBLEM SOLVING**

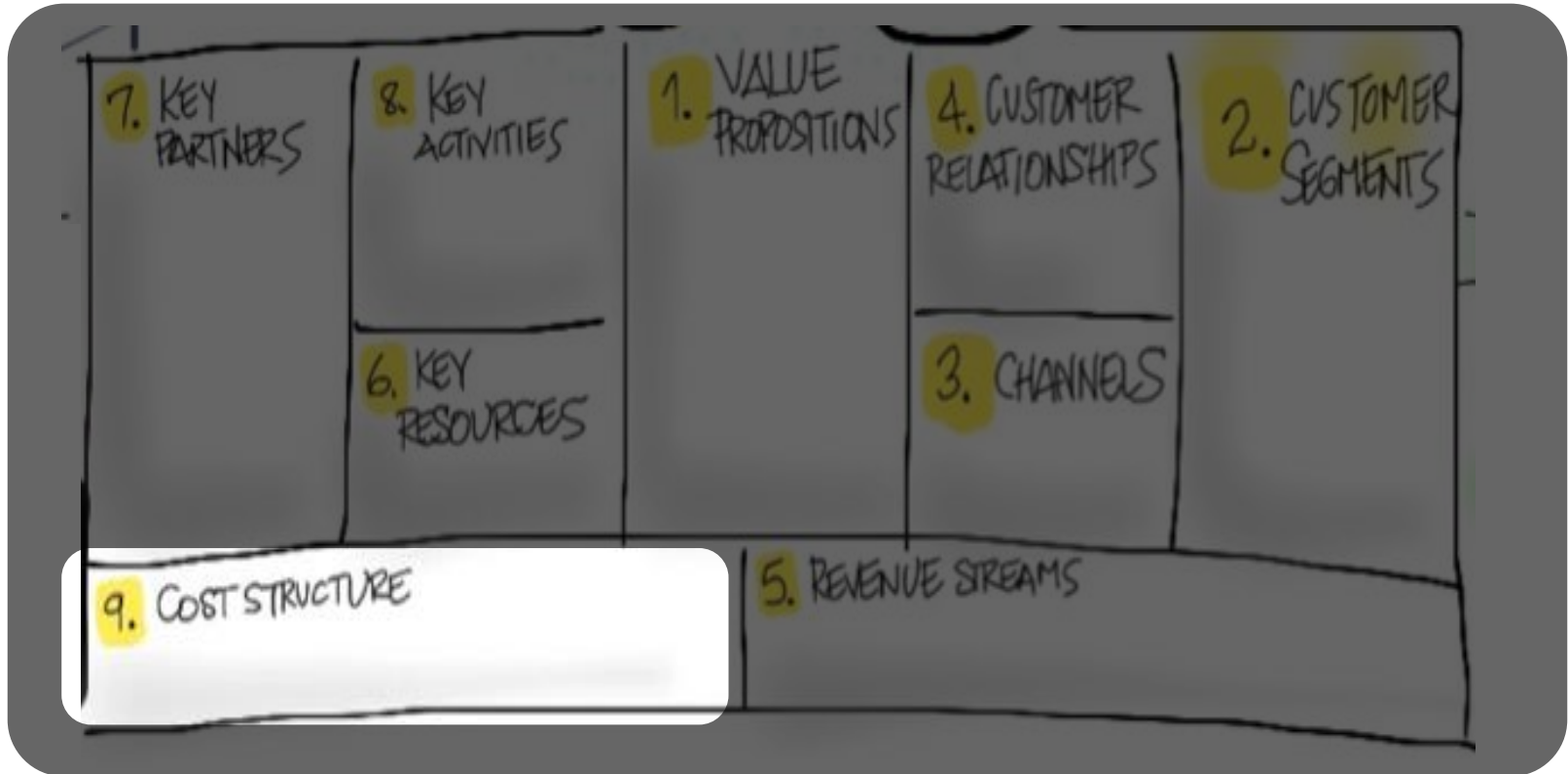
● CONSULTING
● ENGINEERING

WE CAN SOLVE THIS!



● **SUPPLY CHAIN MANAGEMENT**





What Are the Costs and Expenses?

A hand-drawn diagram of a 2D grid with 5 columns and 2 rows. The bottom row is highlighted in yellow. A red dotted line starts at the bottom-left corner and moves diagonally upwards and to the right, passing through the first cell of the top row.

WHAT ARE
the MOST
IMPORTANT
COSTS?

WHAT ARE THE MOST EXPENSIVE RESOURCES?

9. Cost structure

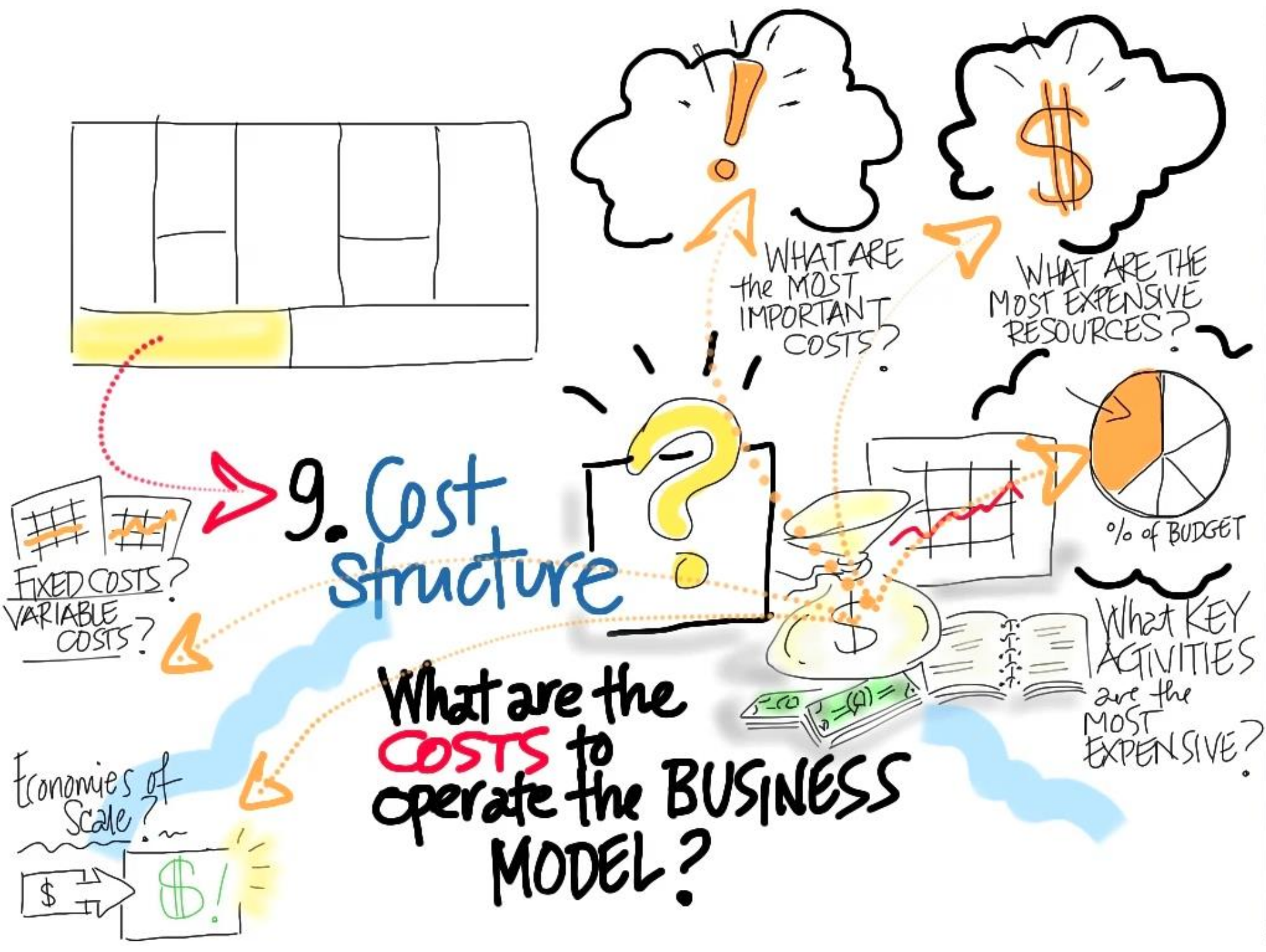
FIXED COSTS?
VARIABLE COSTS?

% of BUDGET

What KEY ACTIVITIES are the MOST EXPENSIVE?

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

Economies of Scale?



BUT...










They Are All Guesses

The Business Model Canvas

Designed for:

Designed by:

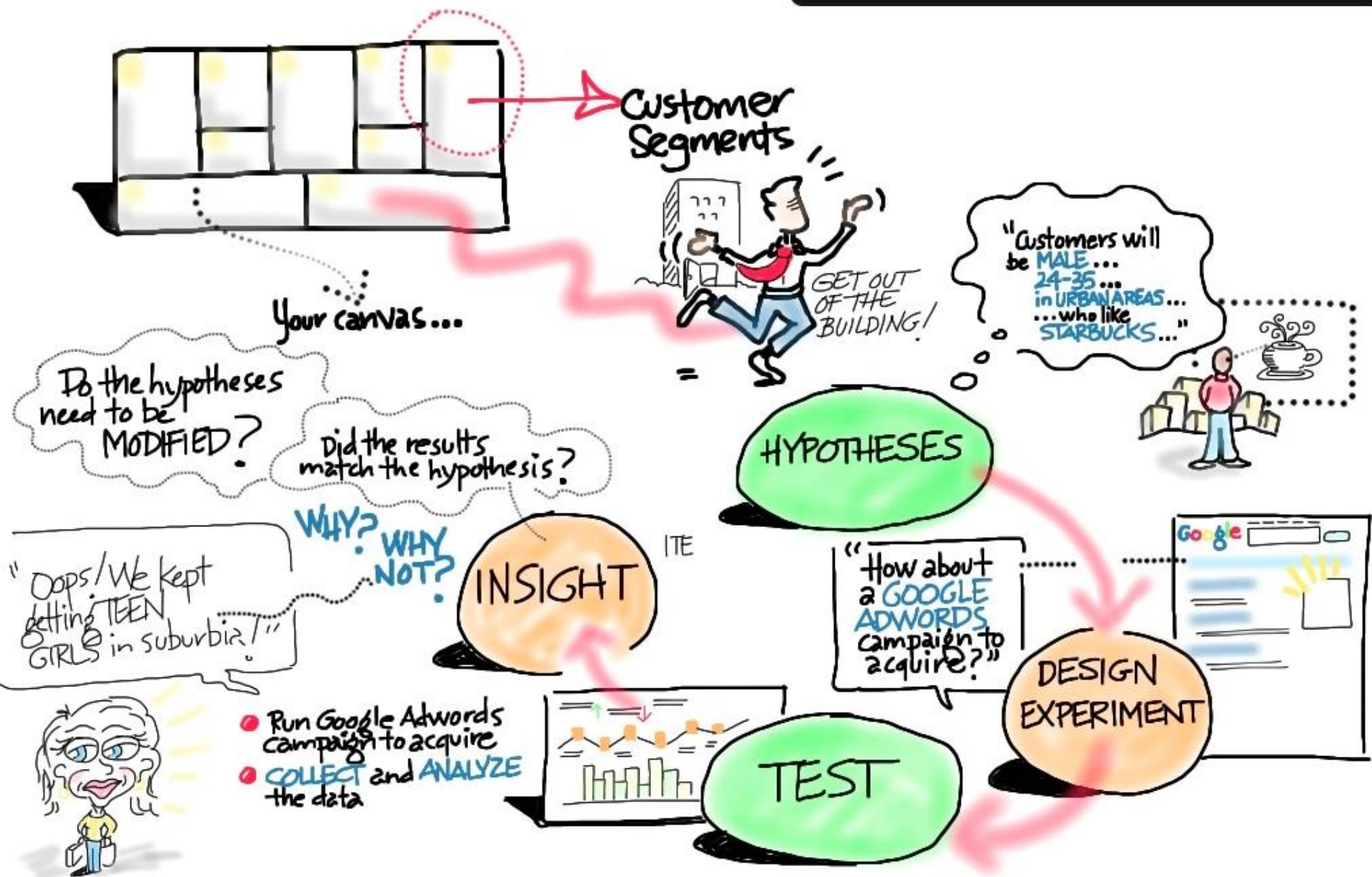
On: Day Month Year
Iteration: No.

| | | | | |
|--|--|---|---|---|
| <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 partners perform?</p> <p>IMPORTANCE OF KEY PARTNERSHIPS: Specialization and economies Reduction of risk and uncertainty Acquisition of particular resources and activities</p> <p>Guess</p> | <p>Key Activities</p>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>KEY ACTIVITIES: Production Problem Solving Platform Network</p> <p>Guess</p> | <p>Value Propositions</p>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>VALUE PROPOSITIONS: Newness Performance Customization "Convenience" (no pain) Design (aesthetics) Price Cost Reduction Risk Reduction Accessibility Convenience, Usability</p> <p>Guess</p> | <p>Customer Relationships</p>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>Guess</p> | <p>Customer Segments</p>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Customer Segments: Mass Market Niche Market Segmented Diversified Multi-sided Platform</p> <p>Guess</p> |
| <p>Key Resources</p>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>KEY RESOURCES: Physical Intellectual (brand, patents, copyrights, design) Human Financial</p> <p>Guess</p> | | <p>Channels</p>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PRICES: A. Wholesale B. Retail C. Direct D. Indirect E. Other</p> <p>Guess</p> | | <p>Cost Structure</p>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>COST STRUCTURE: Cost Drivers (Driven on value creation, premium value proposition) Value Drivers (Driven on value creation, premium value proposition)</p> <p>Cost Structure Categories: Fixed Costs (salaries, rent, utilities) Variable Costs Economies of scale Economies of scope</p> <p>Guess</p> |
| | | <p>Revenue Streams</p>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>Revenue Streams: Asset sale Usage fee Subscription fee Licensing/Wholesale Advertising</p> <p>Revenue Streams: Asset sale Usage fee Subscription fee Licensing/Wholesale Advertising</p> <p>Guess</p> | | |



We have to Validate (test) our Assumptions

Test the Problem, then the solution.



On: Day Month Year

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OPEN

**The
Bicycle
Repair Shop**



The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year
Iteration: No.

Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

KEY ACTIVITIES FOR PARTNERSHIPS:
Negotiation and agreement
Allocation of risk and responsibility
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

KEY ACTIVITIES:
Production
Procurement
Platform building
Platform Network

Value Propositions



What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

VALUE PROPOSITIONS:
Newness
Performance
Customization
"Convenience, the Job Done"
Design
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience, Usability

Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

CUSTOMER RELATIONSHIPS:
Personal Assistance
Self-Serve
Automated Services
Communities
Co-creation

Customer Segments



For whom are we creating value?
Who are our most important customers?

MARKET SEGMENTS:
Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

KEY RESOURCES:
Physical
Intellectual (brand, patents, copyrights, data)
Human
Financial

Channels



Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNEL PRIMER:
1. Awareness
2. Evaluation
3. Purchase
4. Delivery
5. After sales
6. Support

Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

KEY COST STRUCTURES:
Cost of Sales (direct cost of production, low-price value proposition, maximum automation, extensive outsourcing)
Value of Sales (indirect cost of production, premium value proposition)

KEY COST STRUCTURES:
Fixed Costs (salaries, rent, utilities)
Variable costs
Economies of scale
Economies of scope

Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

REVENUE STREAMS:
Asset sale
Usage fee
Subscription fee
Licensing/royalty fee
Advertising

REVENUE STREAMS:
License fee
Product/Service dependent
Customer segment dependent
Volume dependent

REVENUE STREAMS:
Subscription (separately)
Usage fee
Real-time market



On: Day Month Year

Iteration:

| | | | | |
|---|---|---|--|--|
| <h3>Key Partners</h3> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>Illustration and icon: Illustration of a handshake Illustration of a person and a computer monitor</p> | <h3>Key Activities</h3> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>Illustration and icon: Illustration of a person working at a desk Illustration of a person and a computer monitor</p> | <h3>Value Propositions</h3> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>Illustration and icon: Illustration of a person holding a box Illustration of a person and a computer monitor</p> | <h3>Customer Relationships</h3> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>Illustration and icon: Illustration of a heart Illustration of a person and a computer monitor</p> | <h3>Customer Segments</h3> <p>For whom are we creating value? Who are our most important customers?</p> <p>Illustration and icon: Illustration of a person Illustration of a person and a computer monitor</p> |
| <h3>Key Resources</h3> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Illustration and icon: Illustration of a person working at a desk Illustration of a person and a computer monitor</p> | <h3>Channels</h3> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>Illustration and icon: Illustration of a truck Illustration of a person and a computer monitor</p> | <h3>Cost Structure</h3> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>Illustration and icon: Illustration of a person working at a desk Illustration of a person and a computer monitor</p> | <h3>Revenue Streams</h3> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>Illustration and icon: Illustration of a person working at a desk Illustration of a person and a computer monitor</p> | |

facebook

The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year

Iteration: No.

Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

KEY PARTNERS CAN PROVIDE:
Logistics and storage
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

KEY ACTIVITIES
Production
Problem Solving
Platform Network

Value Propositions



What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

KEY RESOURCES
Network
Performance
Customization
"Sticky" (or "add-on")
Brand Name
Price
Cost Reduction
Risk Reduction
Accessibility
Complementary Capabilities

Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

KEY RESOURCES
Personal Assistant
Personalized Assistance
Personalized Service
Personalized Support
Personalized Communication

Customer Segments



For whom are we creating value?
Who are our most important customers?

KEY RESOURCES
Mass Market
Niche Market
Segmented
Personalized
Multi-sided Platform

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

KEY RESOURCES
Physical
Intellectual (Patents, trademarks, copyrights, data)
Human
Financial

Channels



Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNELS
1. Direct sales
2. Indirect sales
3. Distribution
4. Retail
5. Online
6. After sales

Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

KEY RESOURCES
Key Resources (Physical and Intellectual, for price value proposition, marketing automation, extensive customer support)
Value Stream (Customer and Supplier, for price value proposition, marketing automation, extensive customer support)

KEY ACTIVITIES
Production
Problem Solving
Platform Network



Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

KEY RESOURCES
Key Resources (Physical and Intellectual, for price value proposition, marketing automation, extensive customer support)
Value Stream (Customer and Supplier, for price value proposition, marketing automation, extensive customer support)

KEY ACTIVITIES
Production
Problem Solving
Platform Network

KEY RESOURCES
Key Resources (Physical and Intellectual, for price value proposition, marketing automation, extensive customer support)
Value Stream (Customer and Supplier, for price value proposition, marketing automation, extensive customer support)



In groups:

- ✓ Consider your assigned business idea.
- ✓ Sketch out the key components of their business model.
- ✓ Determine which component is most important or unique.
- ✓ Be prepared to present:

Which component(s) of the Business Model Canvas is **most important or unique** for this business, and why?

1

NFL (Green Bay Packers)



2

Luxe Box (Loose Button)



3

Nespresso



4

Upwork



5

Hilti Fleet Management



The Business Model Canvas

Designed for:

Designed by:

On:

Day

Month

Year

Iteration:

1st

Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

IMPORTING AND PARTNERSHIP:
Specialization and expertise
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CUSTOMERS:
Production
Problem Solving
Platform Network

Value Propositions



What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

CHARACTERISTICS:
Innovation
Performance
Customization
"Selling the Air Here"
Design
Brand Name
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES:
Personal Assistance
Personal Personal Assistance
Self Service
Automated Services
Communities
Co-creation

Customer Segments



For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Divorced
Multi-sided Platform

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

KEYS TO RESOURCES:
Physical
Intellectual (brand names, copyrights, data)
Human
Financial

Channels



Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNEL DESIGN:
1. Awareness
How do we raise awareness about our company's products and services?
2. Evaluation
How do we help customers evaluate our organization's Value Proposition?
3. Purchase
How do we allow customers to purchase goods and services?
4. Delivery
How do we deliver a Value Proposition to customers?
5. After sales
How do we provide post-purchase customer support?

Cost Structure



What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

AS VALUE PROPOSITIONS:
Cost Structure (fixed and variable), low price value proposition, maximum automation, extensive outsourcing
Value Stream (fixed and variable, previous value proposition)

KEYS TO COSTS:
Fixed Costs (salaries, rent, utilities)
Variable costs
Economies of scale
Economies of scope

Revenue Streams



For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

EXAMPLES:
Asset sale
Usage fee
Subscription fee
Licensing
Brokerage fees
Advertising

OTHER PRICING:
Asset Price
Product feature dependent
Volume dependent

REVENUE PRICING:
Subscription (beginning)
Fixed Management
Real-time Market

1

NFL (Green Bay Packers)



Revenue Sharing

2

Luxe Box (Loose Button)



Subscription

3

Nespresso



Razor and Blade

4

Upwork



Platform/Crowd sourcing

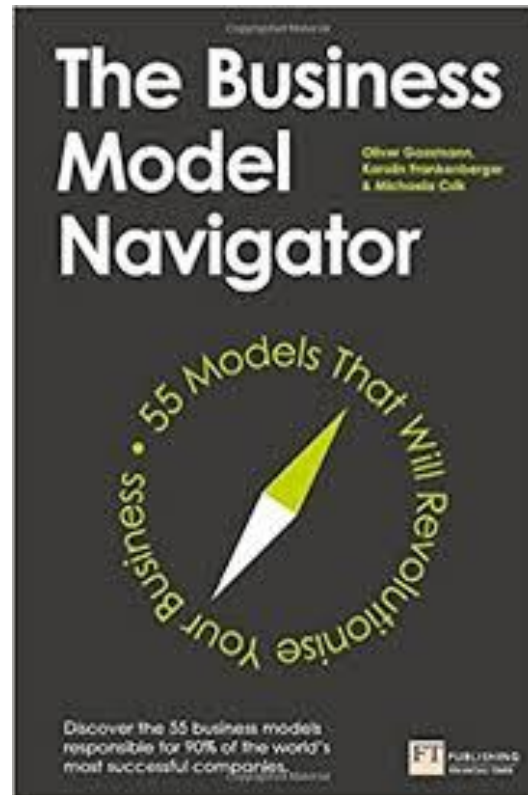
5

Hilti Fleet Management



Rent Instead of Buy

The Study of Business Models



- 80% of business can be categorized into 55 models



steve blank 

@sgblank · 13h

The Odds of Getting the
Business Model Right is
Inversely Proportional to
How Smart the Founder
Thinks They Are



86



102

[View Tweet](#)



Concluding Thoughts?

Validating Your Idea



1. Generate idea
2. Assess market size and competition
3. Conceive business model hypotheses
4. Build validation tests and key metrics
5. Run validation tests and measure
6. Learn
7. Reiterate model and hypotheses
8. Repeat until new iterations not required

Cust. Discovery

Idea Validation

-
1. Establish resource requirements
 2. Determine financial viability
 3. Start venture or go back to step 1

Business Planning

*Not distinct or linear.

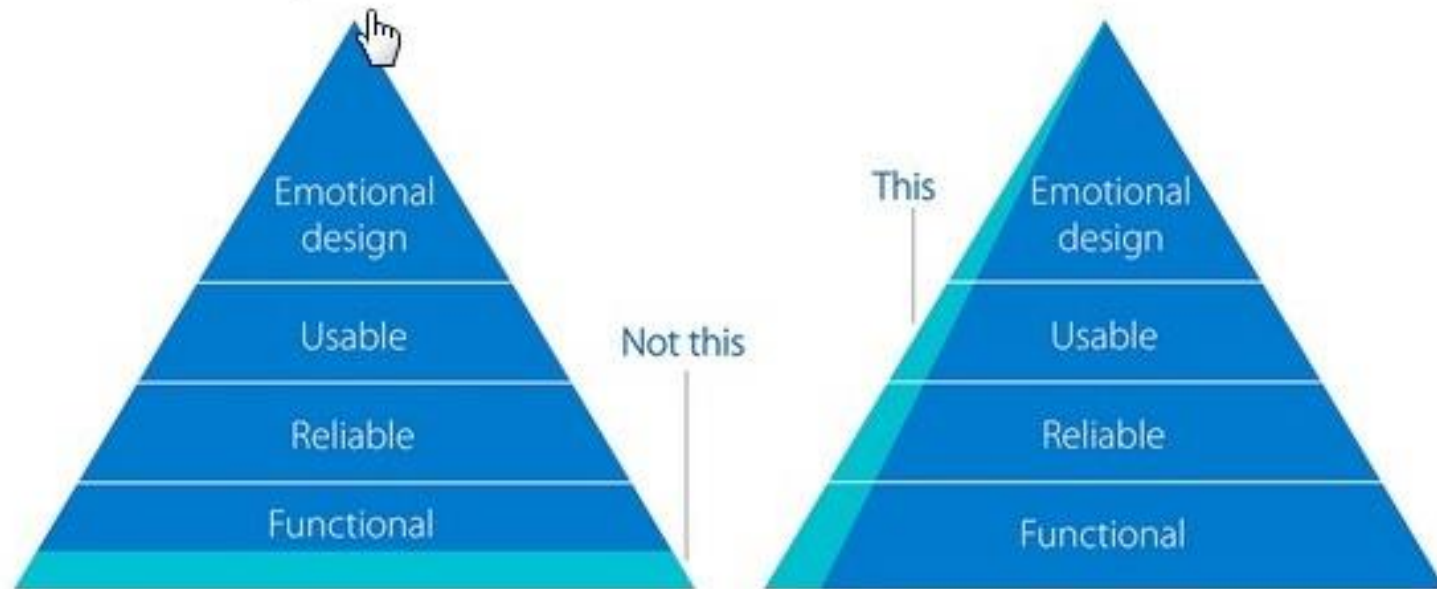
- Customer conversations (f2f) – lots of them
- Industry expert conversations
- Surveys – in person and/or online
- Test ads looking for currency*: Facebook, LinkedIn, Google Adwords
- Test webpage looking for currency
- Letters to clients to gauge follow up
- Minimum viable product

* Currency = cash, orders, email addresses, sign ups, click throughs, downloads etc.

A minimum viable product has just those core features that allow the product to be deployed, and no more. The product is typically deployed to a subset of possible customers, such as early adopters that are thought to be more forgiving, more likely to give feedback, and able to grasp a product vision from an early prototype or marketing information.

- Twitter MVP = status update
- Google = just search
- Zappos = web site + manual purchase
- Virgin Airlines = one plane, one route

Minimum Viable Product

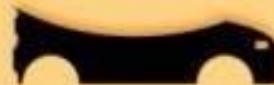


 @jopas

September 2014 | With compliments to Aaron Walter

HOW TO BUILD A MINIMUM VIABLE PRODUCT

NOT LIKE THIS



1

2

3

4

LIKE THIS



1

2

3

4

5

Pre Validation

1. What do you think the problem/gap is?
 1. What pain exists in the market or for the customer?
2. Who do think are your typical (first) clients?
 1. What is the size of the market?
 2. What is the profile (demographics etc) of you most likely customer?
3. What is your v1 solution? Is it reasonable?
4. Who do you need to talk to? How can you access them?
5. What are the most critical business model hypotheses you are trying to validate? What questions can you ask?
6. What are the tests? What metrics/thresholds are you looking for?

1. Is there a problem or gap in the marketplace?
2. Who are the customers and do they recognize they have a problem?
3. How is the customer currently dealing with this task/problem? (What solution/process are they using?)
4. What do they like about their current solution/process?
5. What do they wish they could do that currently isn't possible or practical?
6. Are customers willing to pay money for a different solution? (Duct tap test; desire, willingness, ability)
7. Would they buy a different/new solution? How? How much?
8. Are there competitors? What do they do well/poorly?
9. Is there some other solution/process they've tried in the past that was better or worse?
10. Who is involved with the buying process? How long does it take? Is there a budget?

- Know your goals and plan your questions before leaving the building!
- Do one-on-one interviews.
- Validate the problem first, not the solution.
- Listen, don't pitch.
- Be prepared for answers you don't like.
- Write your notes from the meeting immediately.
- Focus on discovery. Don't worry about features!
- Never ask a yes and no question, always ask open ended ones.
- Have behavior-focused interviews.
- Ask to be able to follow up and for intros to others.

(In addition to customer conversations.)

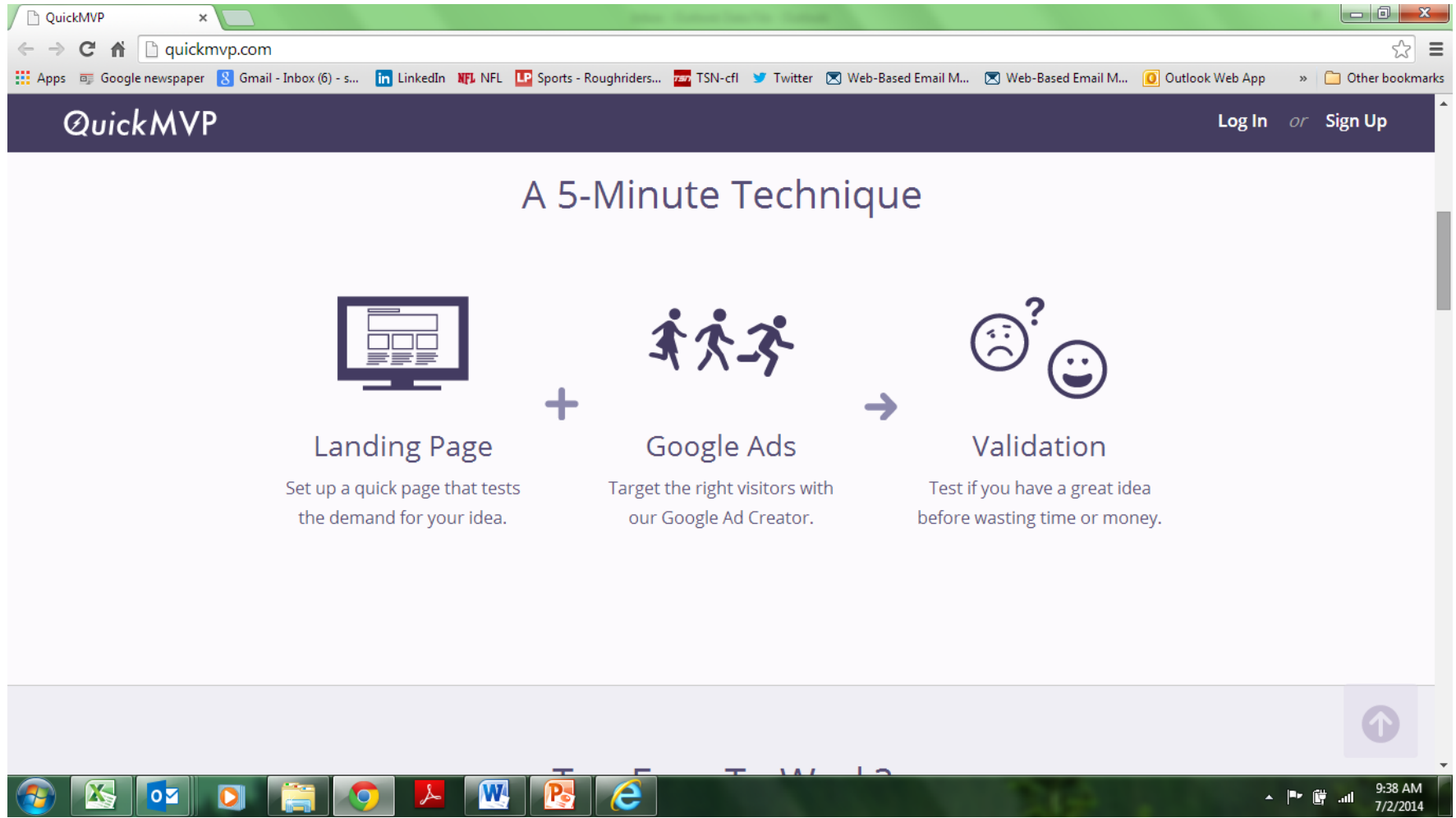


1. [Google Trends](#)
2. Pinterest
3. Google Adwords
4. Unbounce.com
5. QuickMVP
6. Godaddy/Wix/Weebly
7. LinkedIn/Twitter/Facebook/etc.
8. eLance/Fiveer/oDesk
9. Survey Monkey

Seeking to determine customer interest:

- Sign ups
- Pre-orders






QuickMVP

Log In or Sign Up


A 5-Minute Technique



Landing Page

Set up a quick page that tests the demand for your idea.


+



Google Ads

Target the right visitors with our Google Ad Creator.

→



Validation

Test if you have a great idea before wasting time or money.

9:38 AM 7/2/2014



COLOR OPTIONS:



Use This

Henton College

Education

Henton College is a lead gen page that can be used for brochure/document download. It could be used for requesting a callback, or setting up a campus visit.



COLOR OPTIONS:

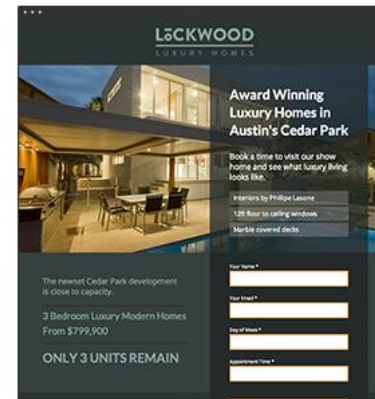


Use This

York

Legal

York is a lead gen template for a law office. It can be used for requesting a callback/appointment for services. It could also be used for document download.



COLOR OPTIONS:



Use This

Lockwood

Real Estate


Lockwood is a real estate lead gen template. It has been designed with a modern aesthetic and is great for promoting a home or new development.



Browser tabs: Edit [C] - 'CS Project', Preview [C] - 'CS Project', (20) Welcome! | LinkedIn, Stanford's Entrepreneursh, www.buy2fund.com

Address bar: https://app.unbounce.com/929382/pages/3ba25f68-2fa9-11e4-bc3d-123140ff5abe/preview?variant_id=27774942

Navigation: CS Project, Variant C, Edit, Preview, Support



Customer Service Analysis that Digs Deeper than Just the Customer.

Actionable Data for Customer Service Surveys

Most customer survey solutions provide only a snapshot in time of what the customer experienced and no root cause or explanation of why. MangData solutions provide a complete look, focusing on the why and how.

Name *

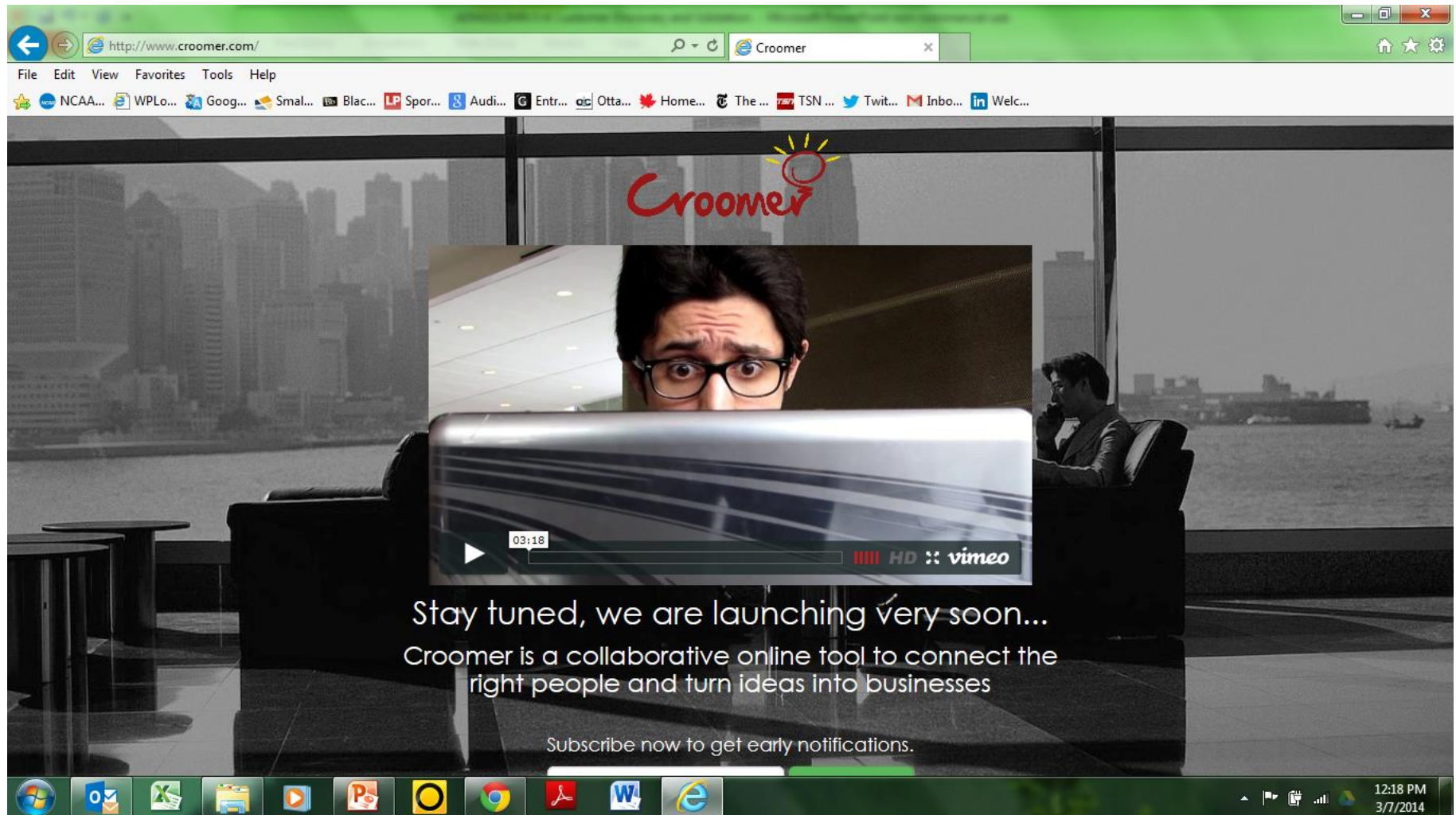
Email *

City *

[LEARN MORE](#)

Taskbar: Windows, Excel, Outlook, VLC, File Explorer, Chrome, Adobe Reader, Word, PowerPoint, Edge

System tray: 3:13 PM, 9/3/2014



A screenshot of a web browser displaying the Facebook profile page for 'Peekpic'. The browser's address bar shows 'https://www.facebook.com/peekpic'. The Facebook header is visible with the logo and navigation links. The profile section shows the 'Peekpic' name, a profile picture of a green square with large white eyes, and '62 likes'. Below the profile picture, it says 'Internet/Software' and 'Peekpic is a simple and new way of sharing photos, videos, and messages while having privacy in mind! - Coming Soon'. There are tabs for 'About', 'Photos', and 'Likes'. A post from 'Peekpic' is visible, dated 'February 8', with the text 'Peekpic app is coming soon! No more privacy issues. Visit our website http://peekpic.weebly.com/'. The right sidebar shows 'Activity Recent' with the entry 'Peekpic joined Facebook.' The Windows taskbar is visible at the bottom with various application icons.

- <http://www.indiegogo.com/Pub>
- <http://www.indiegogo.com/projects/help-bring-victoire-to-toronto>
- <https://www.kickstarter.com/projects/1470156778/wipebook>

Browser address bar: <http://www.kickstarter.com/projects/1470156778/wipebook?ref=city>

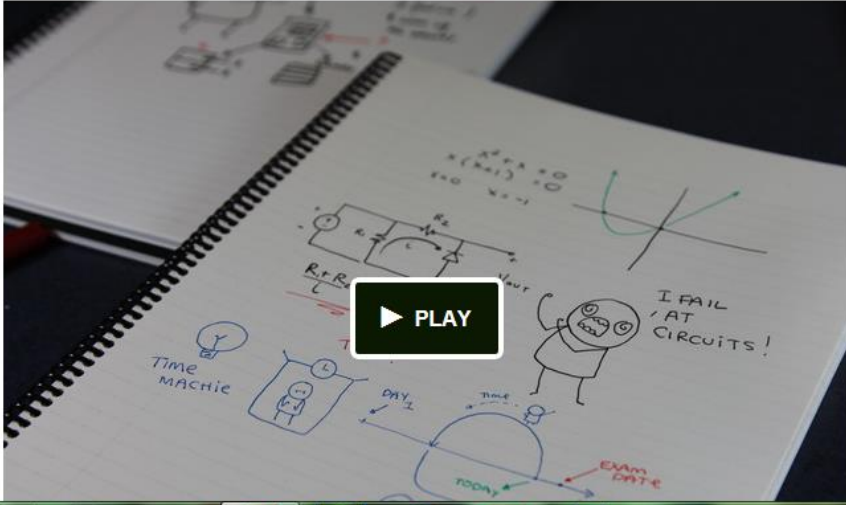
KICKSTARTER What is Kickstarter? Discover great projects Start a project Search projects Help Me

Wipebook

by Frank Bouchard · You're a backer

Home Updates 11 Backers 2,186 Comments 215

Ottawa, Canada Product Design



2,186 backers

\$105,217 CAD

pledged of \$4,000 goal

17 days to go

[Manage Your Pledge](#)

This project will be funded on Monday Dec 23 8:52am EST

Case Study

From: Jamie Barresi
Sent: Tuesday, June 24, 2014 5:51 PM
To: Daze, Stephen
Cc: Luc Gelineau; Colin Timm
Subject: GUEST COACH REQUEST

Professor Daze

Coach Barresi here from The University of Ottawa Gee-Gees football program.

I am writing to ask if you would be interested in being a guest coach for us for one of our home games this fall.

Ian Stewart, who is a member of our team, suggested that you would be interested in helping to coach the Gee-Gees for a game.

Your coaching role would involve your attendance at our Friday meeting (3:00 PM) followed by our walk through practice (4 – 5 PM).

At the meeting you would be introduced to the team and you may address the team if you wish.

The following day would be the game.

You can come early and be part of the warm-up.

You may want to give a short pre-game speech if you wish.

We would welcome you to come out with the team and be on the sideline for the game equipped with game plan and coaching hat.

I have enclosed our home schedule below.

If you think you are interested please choose a game and let me know.

We would be delighted to have you.

I'd like to help







www.unbounce.com

\$54 (1 month free trial)

The screenshot displays the Unbounce website builder interface. The browser's address bar shows the URL <https://app.unbounce.com/929382/variants/33795873/edit>. The page being edited is titled "FIRSTAND10.biz" and is labeled "Variant B". The main content area features a landing page design with the headline "Tired of Clipboarding with Pen and Paper?" and a sub-headline "A Tablet ClipBoard App that gives you a Technology Edge." Below this is a form with the heading "Get the edge!" and the text "Sign up to know when we're live and tell us if you'd like a chance at a trial version." The form includes input fields for "Name" and "Email". The interface also includes a left sidebar with various design elements, a top navigation bar with "Edit", "Preview", and "Support" buttons, and a right sidebar with "Properties", "Page Properties", and "Conversion Goals" tabs. The bottom of the screen shows a Windows taskbar with various application icons and the system clock indicating 9:22 PM on 12/11/2014.

Startup Weekend Pa x Startup Weekend Ot x 01 Coach Outreach x SWOOP x Startup Weekend x Fiverr: The marketpl x Edit [B] - 'FIRSTAND x Stephen x

https://app.unbounce.com/929382/variants/33795873/edit

Apps Google newspaper LinkedIn NFL Sports - Roughriders... TSN-cfl Twitter Imported From IE (1) Outlook.com - sdaz... Stephen Daze - Outl... Other bookmarks

FIRSTAND10.biz Variant B

Edit Preview Support

Save Preview Undo Redo Move Up Move Down Bring Forward Send Backward Duplicate Delete Close Builder

Main Page Form Confirmation Dialog Show: ☒ Page guides ☒ Section guides ☒ Out-of-bound warnings

Tired of Clipboarding with Pen and Paper?

A Tablet ClipBoard App that gives you a Technology Edge.

Get the edge!

Sign up to know when we're live and tell us if you'd like a chance at a trial version.

Name

Email

Page Content JS Javascripts CSS Stylesheets Desktop Mobile

Properties Page Properties Conversion Goals

Page

Geometry

Size W: 940

Breakpoint

Top Margin 0

Title & Meta Data

Title

Keywords

Description

Hide my page from search engines

Note: make sure this is set the same for all variants

9:22 PM 12/11/2014

Startup Weekend Pa x

Startup Weekend Ot x

01 Coach Outreach | x

SWOOP x

Startup Weekend x

Fiverr: The marketpl x

FIRSTAND10.biz x

Stephen

Google newspaper

LinkedIn

NFL NFL

LP Sports - Roughriders...

TSN-cfl

Twitter

Imported From IE (1)

Outlook.com - sdaz...

Stephen Daze - Outl...

Other b...

Default Client

Search Pages...

Support

Stephen D

Create New Page

PAGES

Pages

4

Organize pages with groups!

the link below to create a new

oup. You can then add individual

ges to a group using the page's gear

enu.

New Group

DOMAINS

2

SERS

1

SETTINGS

FIRSTAND10.biz

Change URL

http://www.firstand10.biz/

12 VISITORS

0 CONVERSIONS

0.00% CONVERSION RATE

Created 10 days ago, updated 4 days ago. Last Published 4 days ago.

No notes or details have been made about this page yet. [Edit Notes](#)

A/B Test Centre

Reset Stats

Preview Variants

Add Variant

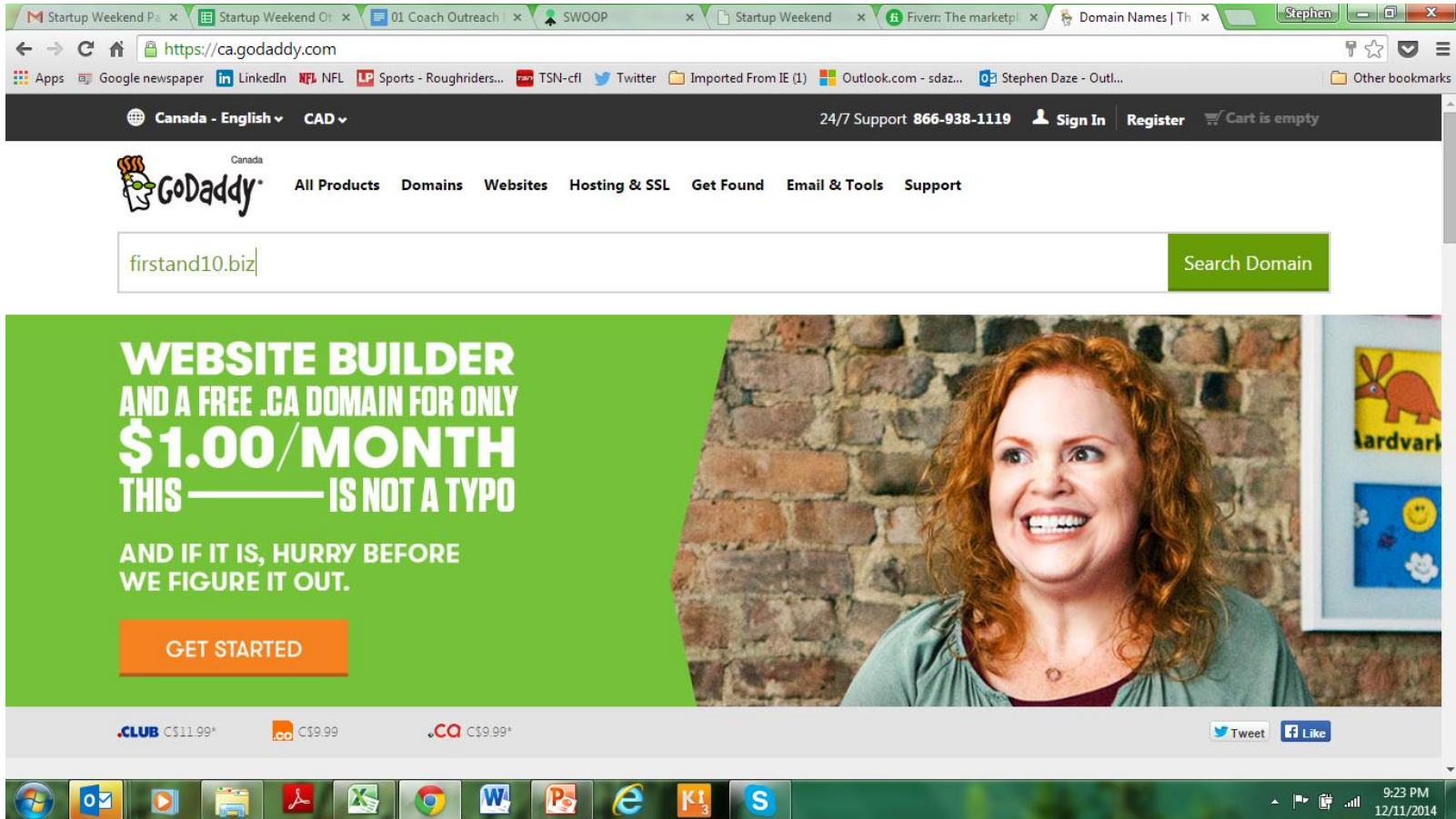
| Current Champion | | Weight | Visitors | Views | Conversions | Conversion Rate | | |
|--------------------------|--|--------|--------------------------------|-------|-------------|-------------------|------------|--|
| A | First Variant Updated 4 days ago | 50% | 6 | 6 | 0 | 0.00% | | |
| Challenger Page Variants | | | | | | | Confidence | |
| B | First Variant copy 1 Updated 6 days ago | 50% | 6 | 6 | 0 | 0.00% no delta | 0% | |
| C | First Variant copy 2 Updated 6 days ago | 0% | GIVE THIS VARIANT SOME TRAFFIC | | | | | |
| Overall: | | 100% | 12 | 12 | 0 | 0.00% | | |

unbounce.com/929382/pages/42c15f0c-799f-11e4-9092-22000b2f085e

9:2

12/1

\$16



The screenshot shows the Godaddy website interface. At the top, there's a navigation bar with links for 'All Products', 'Domains', 'Websites', 'Hosting & SSL', 'Get Found', 'Email & Tools', and 'Support'. Below this is a search bar where 'firstand10.biz' is entered. A green button labeled 'Search Domain' is to the right of the search bar. Below the search bar is a large promotional banner. The banner has a green background on the left with white text that reads: 'WEBSITE BUILDER AND A FREE .CA DOMAIN FOR ONLY \$1.00/MONTH THIS IS NOT A TYPO AND IF IT IS, HURRY BEFORE WE FIGURE IT OUT.' Below this text is an orange button labeled 'GET STARTED'. On the right side of the banner is a photo of a smiling woman with red hair. At the bottom of the banner, there are three pricing options: '.CLUB C\$11.99*', '.CO C\$9.99', and '.CA C\$9.99*'. To the right of these options are social media links for 'Tweet' and 'Like'. The bottom of the screenshot shows a Windows taskbar with various application icons and a system clock indicating 9:23 PM on 12/11/2014.

www.fiverr.com



\$15.75

Startup Weekend Pa x Startup Weekend Ot x 01 Coach Outreach x SWOOP x Startup Weekend x Fiverr: The marketpl x Fiverr / agawacorp / x Stephen

https://www.fiverr.com/users/agawacorp/orders/type/active

Apps Google newspaper LinkedIn NFL NFL LP Sports - Roughriders... TSN-cfl Twitter Imported From IE (1) Outlook.com - sdaz... Stephen Daze - Outl... Other bookmarks

fiverr Community Search orders, users or messages Agawacorp

Graphics & Design Online Marketing Writing & Translation Video & Animation Music & Audio Programming & Tech Advertising Business More

Orders

0 MISSING DETAILS 0 AWAITING MY REVIEW 1 ACTIVE 0 DELIVERED 0 COMPLETED 0 CANCELLED

FILTER BY ACTIVE (1)

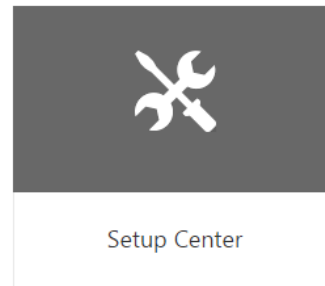
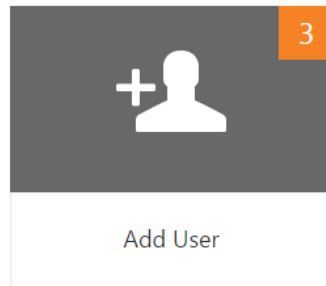
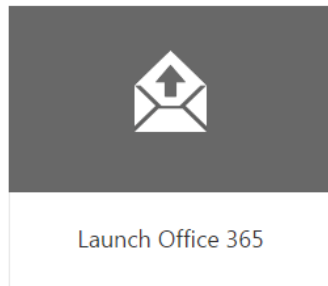
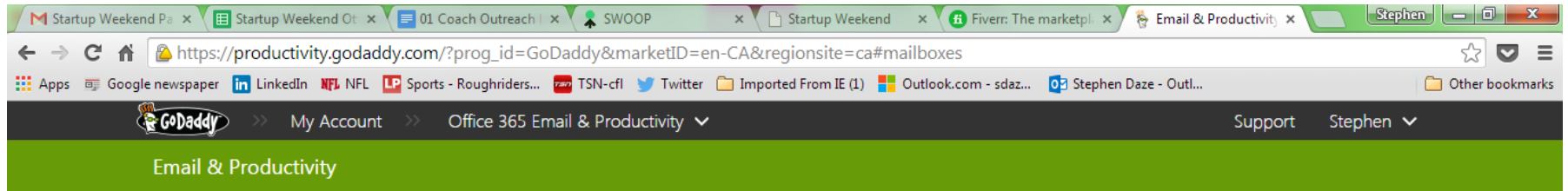
| ORDER DETAILS | ORDER DATE | DUE ON | TOTAL | STATUS |
|----------------------------------|------------|------------|---------|--------------------|
| create an awesome and profess... | Dec 11, 14 | Dec 19, 14 | \$15.75 | IN PROGRESS |

Orders Analytics FINANCIALS DamnQuickPay™ Payments ACTIONS Request A Gig 0 Invite Friends

Earn a free Gig for you and your friends! **GET STARTED**

Windows taskbar: Internet Explorer, Outlook, VLC, File Explorer, Adobe Reader, Excel, Chrome, Word, PowerPoint, Edge, K13, Skype. System tray: 9:19 PM 12/11/2014

\$5/month



Users

Stephen Daze info@firstand10.biz



Get sales support Hide
We have a product expert to help you.
Hi! -
Let's get your questions answered.
Chat Now

Copyright © 1999-2014 GoDaddy, LLC. All rights reserved. [Support](#)



All Domains » FIRSTAND10.BIZ

FIRSTAND10.BIZ

Status: **Active** | Created: 02/12/2014 | Expires: 01/12/2015 | Folder: None | Profile: None

[Renew](#) [Upgrade](#) [Buy & Sell](#) [Account Change](#) [Delete](#)

Settings DNS Zone File Contacts

Domain Settings

| | |
|---------------|--|
| Auto-Renew ⓘ | Standard: On Extended: Off Manage |
| Lock ⓘ | On Manage |
| Nameservers ⓘ | NS05.DOMAINCONTROL.COM NS06.DOMAINCONTROL.COM Updated 01/12/2014 Manage |
| Forwarding ⓘ | Domain: Off Manage Subdomain: 0 subdomains forwarded Manage |
| Premium DNS ⓘ | Not owned Upgrade |

Account Snapshot

HOSTING

[Learn more](#)

EMAIL

Office 365 active [Manage](#)

WEBSITE BUILDER

[Learn more](#)

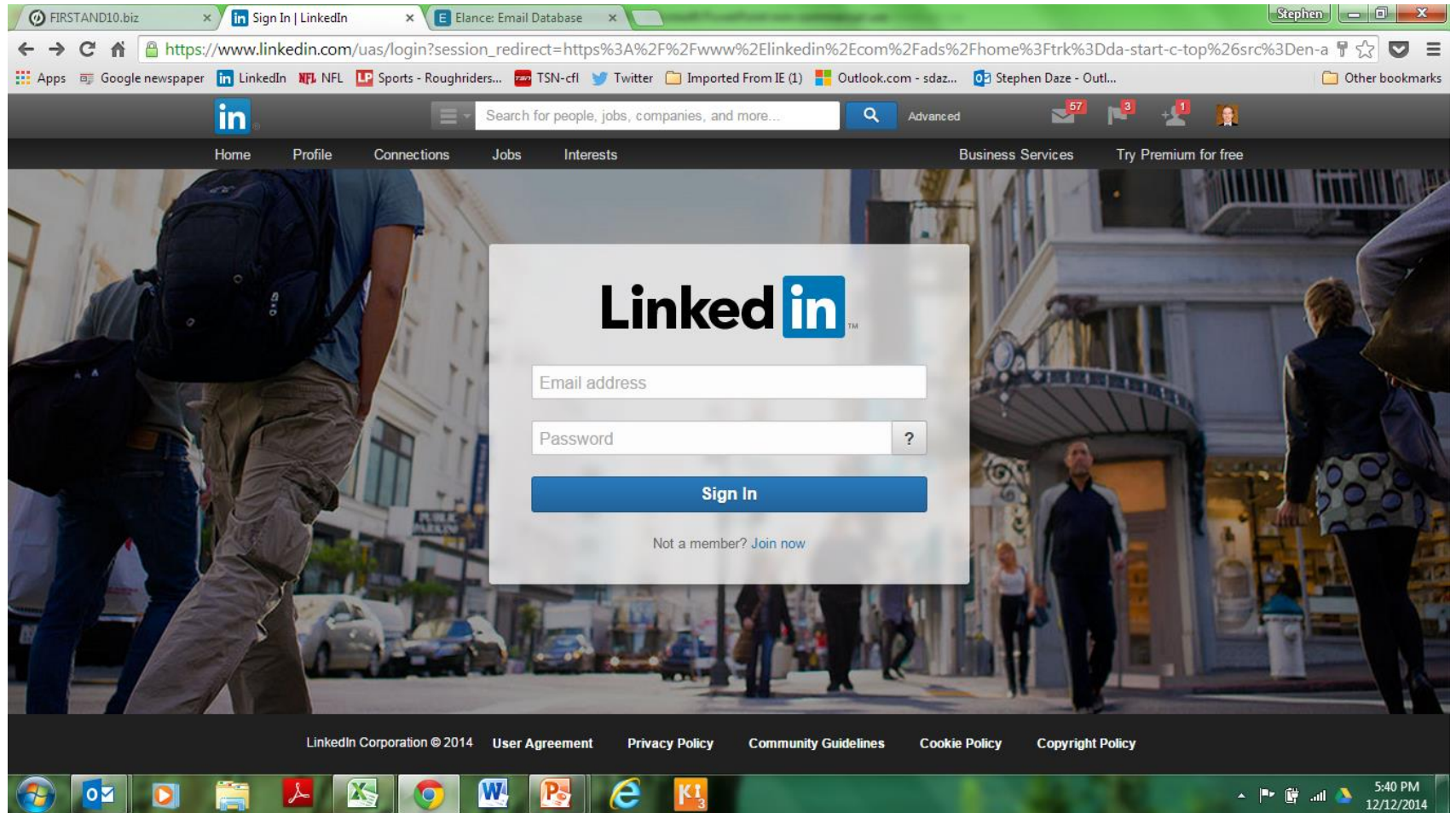
Domain Enhancements

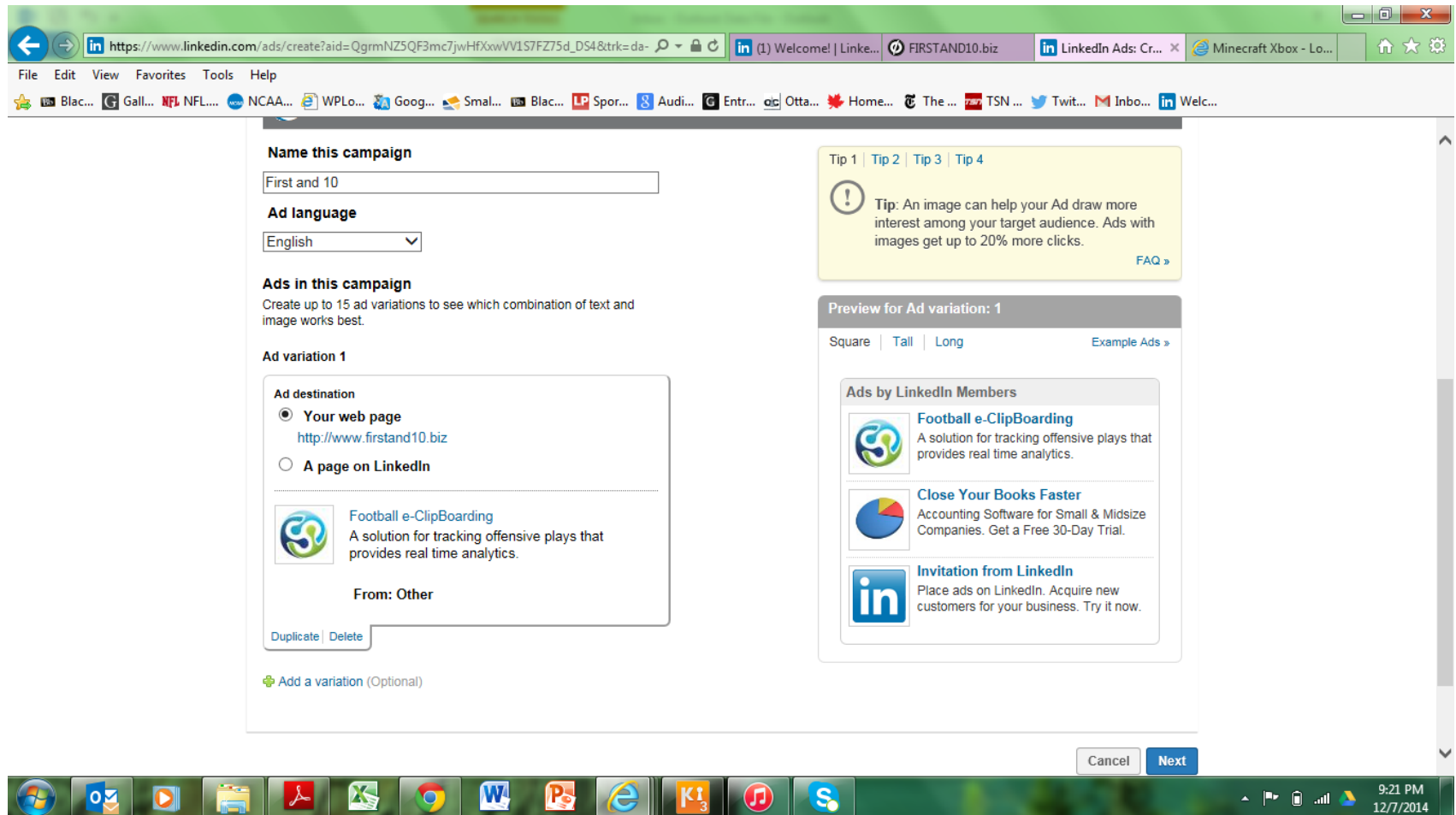
Monetize. Protect. Promote.

| | | |
|-------------------------------|-----------------------------------|---|
| ✓ PRIVACY | Not owned Add | ⓘ |
| ✓ DOMAIN OWNERSHIP PROTECTION | Not owned Add | ⓘ |
| ✓ CERTIFIED DOMAIN | Not owned Add | ⓘ |
| ✓ CASHPARKING® | Not owned Add | ⓘ |
| ✓ GODADDY AUCTIONS® | Not listed List | ⓘ |
| ✓ SSL CERTIFICATE | Not owned Add | ⓘ |
| ✓ BUSINESS REGISTRATION | Not owned Add | ⓘ |
| ✓ DOMAIN APPRAISAL | Not appraised Add | ⓘ |

Extras

| | |
|----------------------|---|
| CUSTOM DOMAIN BUNDLE | ⓘ |
|----------------------|---|



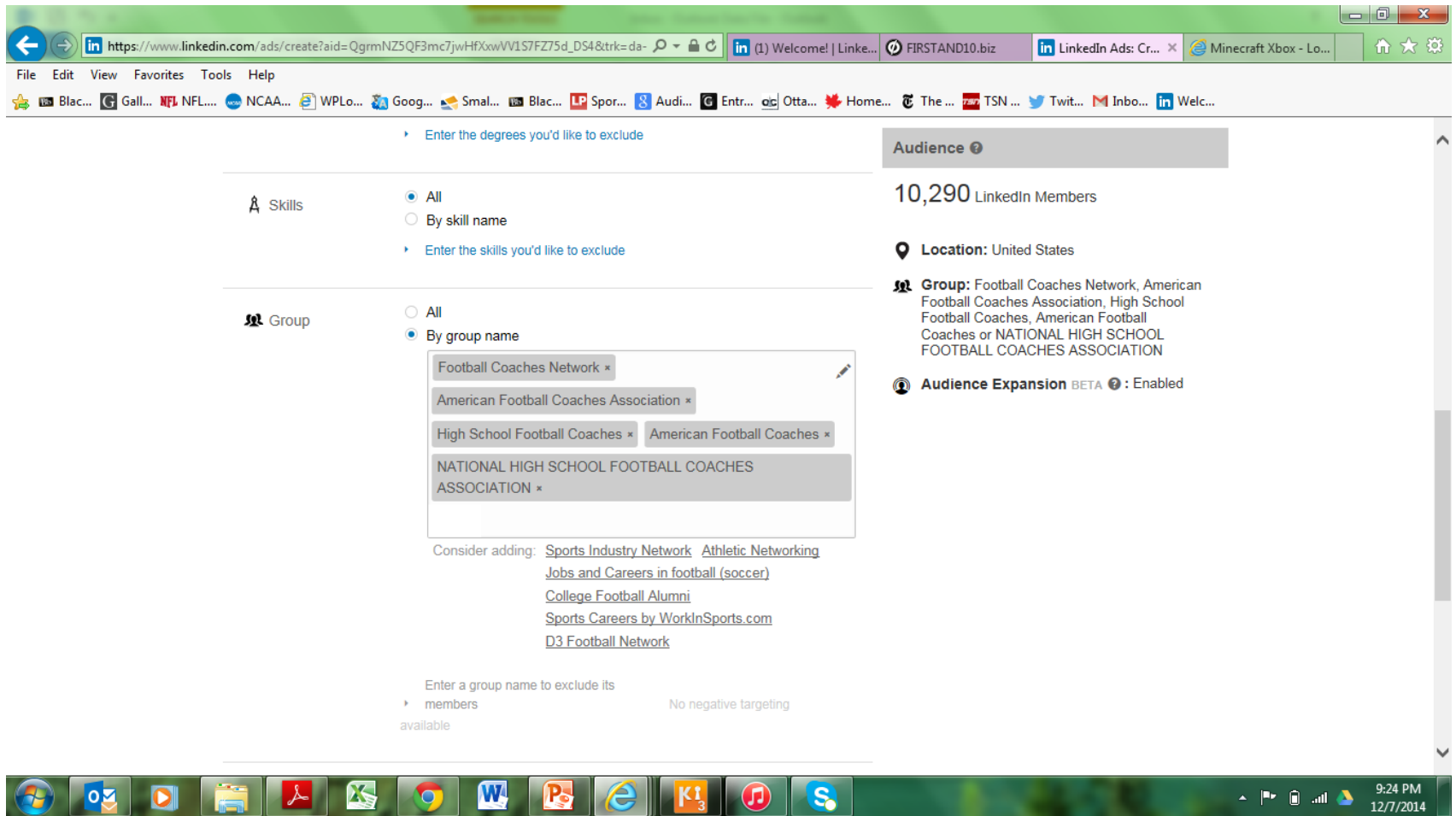


The screenshot shows the LinkedIn Ads creation page in a web browser. The browser's address bar displays the URL: https://www.linkedin.com/ads/create?aid=QgrmNZ5QF3mc7jwHFxwV1S7FZ75d_DS4&trk=da-. The browser's tabs include "Welcome | Linke...", "FIRSTAND10.biz", "LinkedIn Ads: Cr...", and "Minecraft Xbox - Lo...". The browser's menu bar shows "File", "Edit", "View", "Favorites", "Tools", and "Help". The browser's toolbar shows various icons for bookmarks, search, and social media.

The LinkedIn Ads creation interface is divided into several sections:

- Name this campaign:** A text input field containing "First and 10".
- Ad language:** A dropdown menu set to "English".
- Ads in this campaign:** A section with the text "Create up to 15 ad variations to see which combination of text and image works best."
- Ad variation 1:** A section containing:
 - Ad destination:** Two radio buttons. The first, "Your web page", is selected and has the URL <http://www.firstand10.biz> next to it. The second, "A page on LinkedIn", is unselected.
 - Ad preview:** A preview of the ad showing a logo for "Football e-ClipBoarding" and the text "A solution for tracking offensive plays that provides real time analytics." Below the preview, it says "From: Other".
 - Buttons:** "Duplicate" and "Delete" buttons.
 - Link:** A link to "Add a variation (Optional)".
- Tip box:** A yellow box with a warning icon and the text: "Tip: An image can help your Ad draw more interest among your target audience. Ads with images get up to 20% more clicks." A link "FAQ" is at the bottom right.
- Preview for Ad variation: 1:** A section with tabs for "Square", "Tall", and "Long". A link "Example Ads" is at the bottom right. Below the tabs, there are three ads:
 - Football e-ClipBoarding:** A solution for tracking offensive plays that provides real time analytics.
 - Close Your Books Faster:** Accounting Software for Small & Midsize Companies. Get a Free 30-Day Trial.
 - Invitation from LinkedIn:** Place ads on LinkedIn. Acquire new customers for your business. Try it now.

At the bottom of the page, there are "Cancel" and "Next" buttons. The Windows taskbar at the very bottom shows various application icons and the system clock displaying "9:21 PM 12/7/2014".



Enter the degrees you'd like to exclude

Skills

☒ All
☐ By skill name

Enter the skills you'd like to exclude

Group

☐ All
☒ By group name

Football Coaches Network *
 American Football Coaches Association *
 High School Football Coaches * American Football Coaches *
 NATIONAL HIGH SCHOOL FOOTBALL COACHES ASSOCIATION *

Consider adding: [Sports Industry Network](#) [Athletic Networking](#)
[Jobs and Careers in football \(soccer\)](#)
[College Football Alumni](#)
[Sports Careers by WorkInSports.com](#)
[D3 Football Network](#)

Enter a group name to exclude its members

No negative targeting available

Audience

10,290 LinkedIn Members

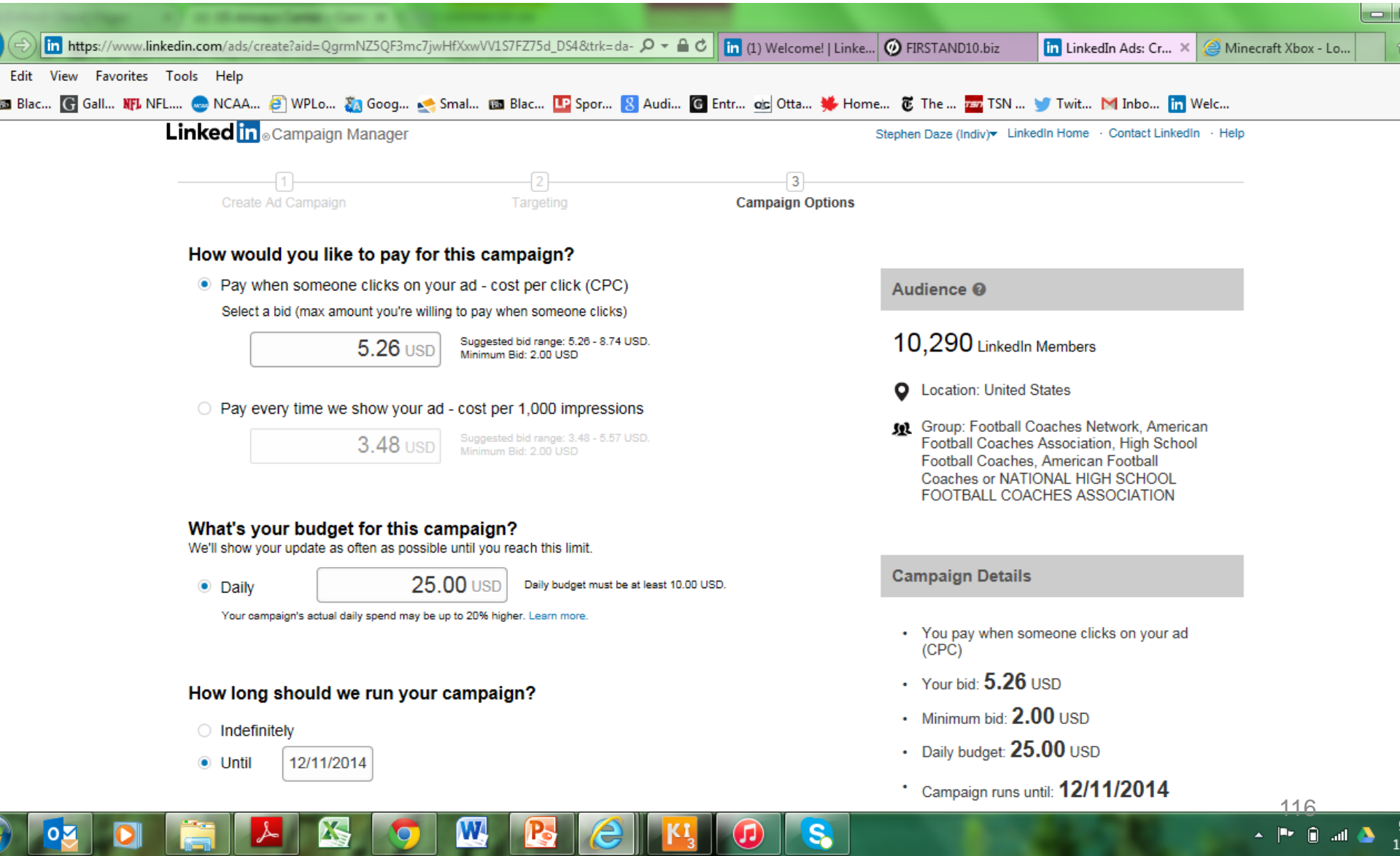
Location: United States

Group: Football Coaches Network, American Football Coaches Association, High School Football Coaches, American Football Coaches or NATIONAL HIGH SCHOOL FOOTBALL COACHES ASSOCIATION

Audience Expansion BETA **Enabled**

Google Adwords

max. \$25/day



The screenshot shows the LinkedIn Campaign Manager interface. At the top, there's a navigation bar with 'Create Ad Campaign', 'Targeting', and 'Campaign Options'. The main section is titled 'How would you like to pay for this campaign?'. It offers two options: 'Pay when someone clicks on your ad - cost per click (CPC)' and 'Pay every time we show your ad - cost per 1,000 impressions'. The CPC option is selected, showing a bid of 5.26 USD. The budget section is titled 'What's your budget for this campaign?' and shows a daily budget of 25.00 USD. The campaign duration is set to 'Until 12/11/2014'. On the right side, the 'Audience' section shows 10,290 LinkedIn Members, located in the United States, with a group named 'Football Coaches Network, American Football Coaches Association, High School Football Coaches, American Football Coaches or NATIONAL HIGH SCHOOL FOOTBALL COACHES ASSOCIATION'. The 'Campaign Details' section lists the payment method (CPC), bid (5.26 USD), minimum bid (2.00 USD), daily budget (25.00 USD), and campaign end date (12/11/2014).

LinkedIn Campaign Manager

Stephen Daze (Indiv) · LinkedIn Home · Contact LinkedIn · Help

1 Create Ad Campaign 2 Targeting 3 Campaign Options

How would you like to pay for this campaign?

☒ Pay when someone clicks on your ad - cost per click (CPC)

Select a bid (max amount you're willing to pay when someone clicks)

5.26 USD Suggested bid range: 5.26 - 8.74 USD. Minimum Bid: 2.00 USD

☐ Pay every time we show your ad - cost per 1,000 impressions

3.48 USD Suggested bid range: 3.48 - 5.57 USD. Minimum Bid: 2.00 USD

What's your budget for this campaign?

We'll show your update as often as possible until you reach this limit.

☒ Daily 25.00 USD Daily budget must be at least 10.00 USD.

Your campaign's actual daily spend may be up to 20% higher. [Learn more.](#)

How long should we run your campaign?

☐ Indefinitely

☒ Until 12/11/2014

Audience

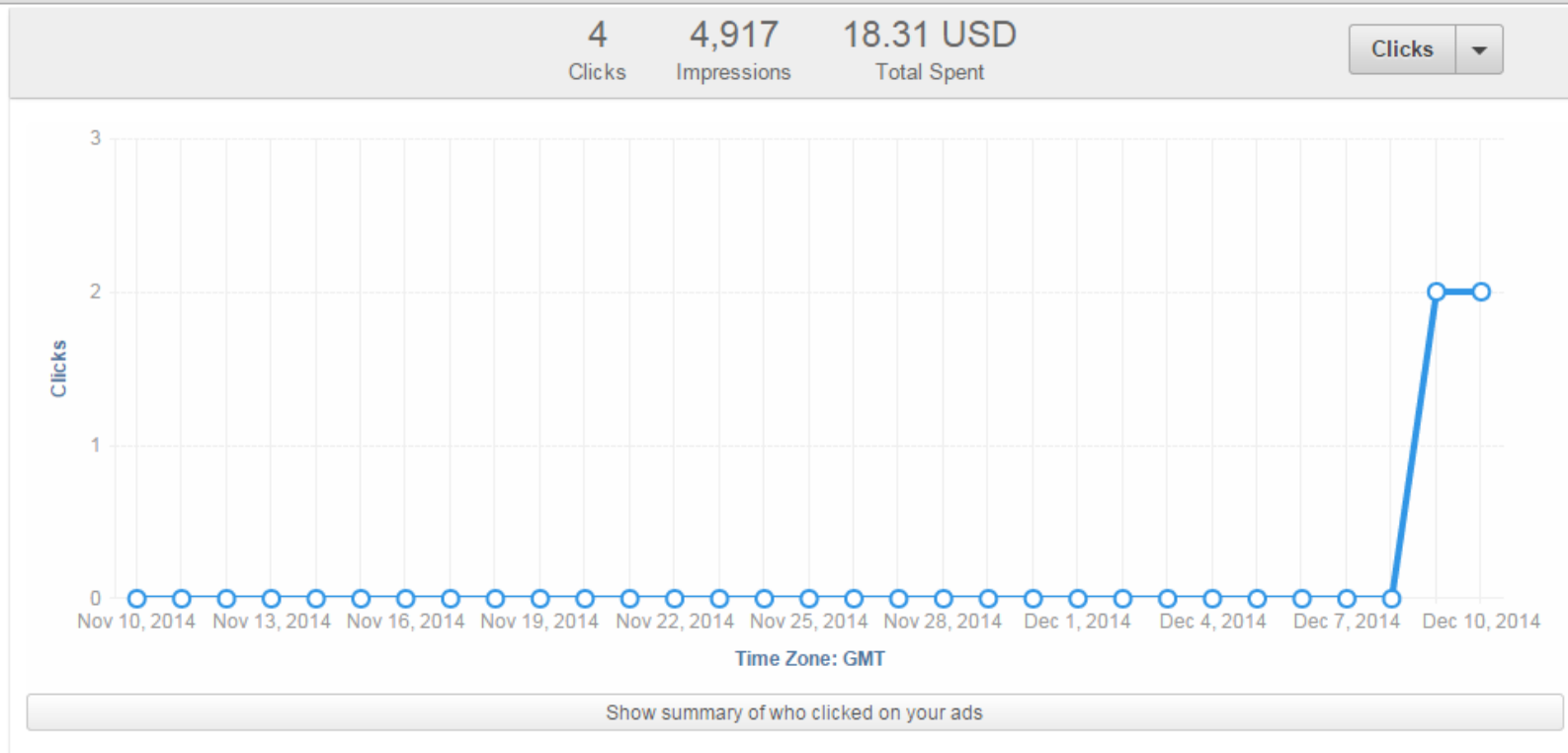
10,290 LinkedIn Members

Location: United States

Group: Football Coaches Network, American Football Coaches Association, High School Football Coaches, American Football Coaches or NATIONAL HIGH SCHOOL FOOTBALL COACHES ASSOCIATION

Campaign Details

- You pay when someone clicks on your ad (CPC)
- Your bid: 5.26 USD
- Minimum bid: 2.00 USD
- Daily budget: 25.00 USD
- Campaign runs until: 12/11/2014



Your Campaigns

| | | | | | | | | 7 | 1 | 6 | 0 |
|-------------------------|--------|--------|--------|-------------|---------|----------|-------------|-----------|----|-----|--------|
| | | | | | | | | Campaigns | On | Off | Hidden |
| Campaign | Status | Budget | Clicks | Impressions | CTR | Avg. CPC | Total Spent | | | | |
| Total for All Campaigns | | | 4 | 4,917 | 0.081 % | 4.58 USD | 18.31 USD | | | | |



http://www.afca.com/article/article.php?id=1142

Football Championship Su...

File Edit View Favorites Tools Help

Blac... Gall... NFL NFL... NCAA... WPLo... Goog... Smal... Blac... LP Spor... Audi... Entr... Ott... Home... The ... TSN ... Twit... Inbo... Wel...

AFCA

AMERICAN FOOTBALL COACHES ASSOCIATION

HOME FOUNDATION MEMBERSHIP PROGRAMS EDUCATION POLLS AWARDS RESOURCES CONTACT

Football Championship Subdivision Conferences

Football Championship Subdivision Conferences

Click on the school name for a link to its football website

Big Sky Conference

- California Davis Aggies
- Cal Poly SLO Mustangs
- Eastern Washington Eagles
- Idaho State Bengals
- Montana Grizzlies
- Montana State Bobcats
- North Dakota Fighting Sioux
- Northern Arizona Lumberjacks
- Northern Colorado Bears
- Portland State Vikings
- Sacramento State Hornets
- Southern Utah Thunderbirds
- Weber State Wildcats

Big South Conference

- Charleston Southern Buccaneers
- Coastal Carolina Chanticleers
- Gardner-Webb Bulldogs
- Liberty Flames
- Presbyterian Blue Hose
- Stony Brook Seawolves
- Virginia Military Institute Keydets

Colonial Athletic Association

- Delaware Blue Hens
- Georgia State Panthers
- James Madison Dukes
- Maine Black Bears
- New Hampshire Wildcats
- Old Dominion Monarchs
- Rhode Island Rams
- Richmond Spiders
- Towson Tigers
- Villanova Wildcats
- William & Mary Tribe

MEMBER AREA

Username

Password Login

I forgot my username or password!

BECOME A MEMBER

CORPORATE PARTNERS

Wilson

Amway

THE COACHES TROPHY

THE NATIONAL CHAMPION

Presented by

©1986 AFCA®

9:31 PM 12/11/2014

www.elance.com

\$54.79

Startup Weekend Pa x Startup Weekend Ot x 01 Coach Outreach x SWOOP x Startup Weekend x Email Database x Email & Productivity x Stephen

← → ↺ ⌂ Elance-oDesk Inc. [US] <https://www.elance.com/job/66011582/proposals> ☆ ⌵ ☰

Apps Google newspaper LinkedIn NFL NFL LP Sports - Roughriders... TSN-cfl Twitter Imported From IE (1) Outlook.com - sdaz... Stephen Daze - Outl... Other bookmarks

Elance Agawa | Inbox (5) | Help

MY ELANCE HIRE FIND WORK MANAGE RESOURCES Jobs Go Post Your Job

< Back Elance (ET) 9:29 pm

Email Database

Admin Support > Data Entry

Job Actions Edit Job & Settings Share

5 total proposals from 2 regions.

Time Left: 14d, 23h Budget: Not Sure

I'm looking to have an excel database built of names, position, email and mail addresses for each school listed in the subcategories at...

More Detail

Edit Job Details Invite Freelancers

Main Proposals (5) Other Proposals Invited

Filter By: All Proposals Sort By: Submit Date (Latest) View: Expanded

Jagoba Salve India | Rate: \$3/hr | Admin Support 4 | 3 jobs | \$109 Earnings | 5.0 | Portfolio

Rate Proposal

119

Browser tabs: Email Database | Message: x

Address bar: Elance-oDesk Inc. [US] https://www.elance.com/php/collab/main/collab.php?conf_mode=simple_prefund_confirm&bidid=66012225&paymentId=33067921

Bookmarks: Apps, Google newspaper, LinkedIn, NFL, Sports - Roughriders..., TSN-cfl, Twitter, Imported From IE (1), Outlook.com - sdaz..., Stephen Daze - Outl..., Other bookmarks

Elance

Agawa | Inbox (5) | Help

MY ELANCE | HIRE | FIND WORK | MANAGE | RESOURCES | Freelancers | Go | Post Your Job

Email Database | Messages | Elance (ET) 9:51 pm

Workroom

Messages

Files

Terms & Milestones

Proposals

Alerts

Team Members

More

Applications

View All

Confirmation.

- Your escrow account has been funded with \$54.79 (CAD 64.70). [View Receipt](#) | [Print Receipt](#)

Add Attachment

Post Message | Invite People

People

Pooja S.
aashrawebso
last login 46 minutes ago

Stephen ...
Agawa
last login 4 minutes ago

Recent Files

None

View All | Upload New File

Workroom Email Address [?]

E66012225-WR@workroom.elanc

Sender | Message | Attachments | Date/Time | Filter Messages

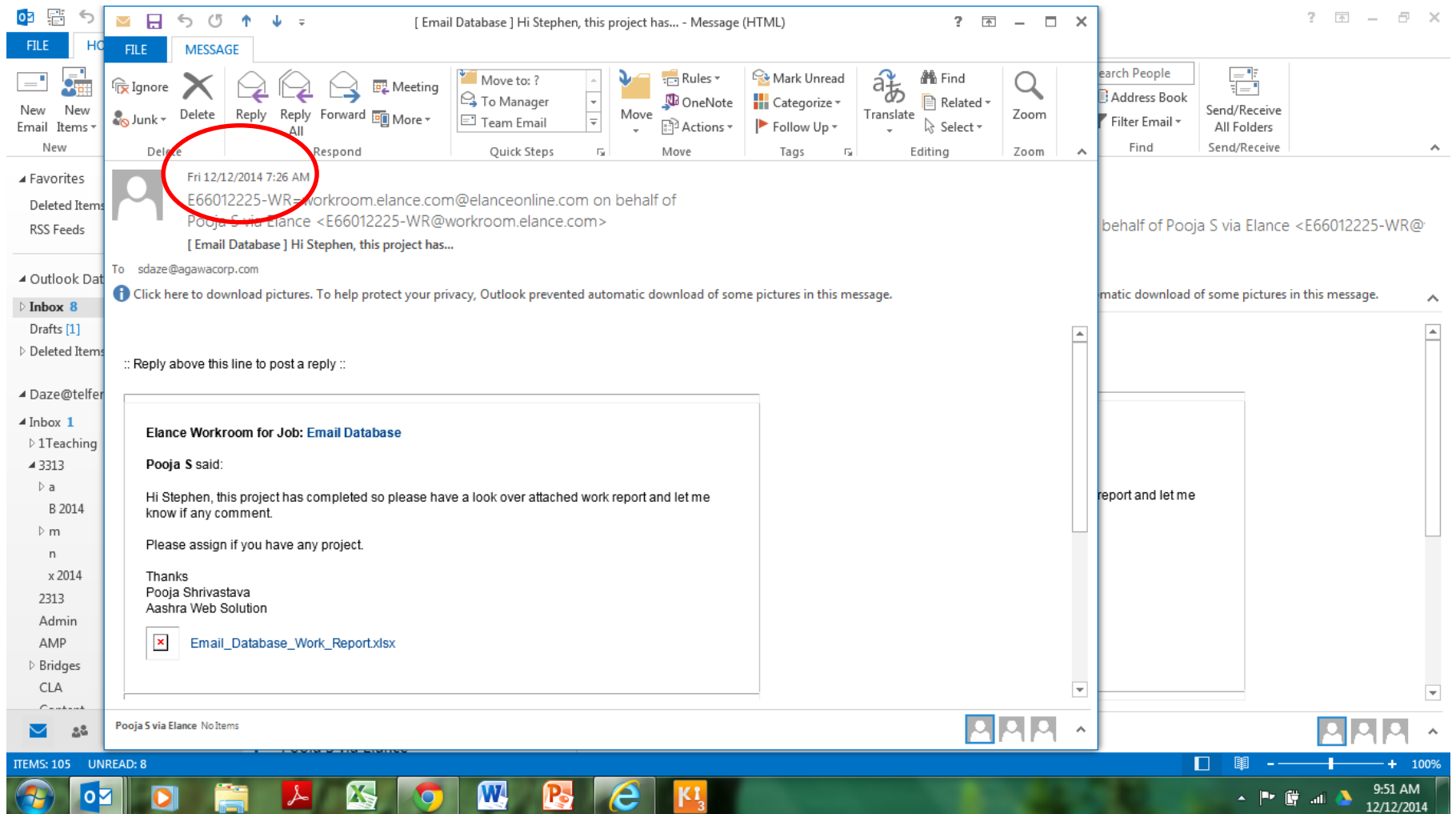
Welcome to the workroom! [?]

- Communicate in real-time or leave messages
- Have meetings (no need to take notes)
- Share files securely
- Review work

To get started, leave your first message in the box above

All times are in EST (UTC-05:00)

Windows Taskbar: 9:51 PM 12/11/2014



[Email Database] Hi Stephen, this project has... - Message (HTML)

FILE MESSAGE

Ignore Delete Reply Reply All Forward More Meeting Move to: ? To Manager Team Email Rules OneNote Actions Move Mark Unread Categorize Follow Up Translate Find Related Select Zoom

Fri 12/12/2014 7:26 AM

E66012225-WR@workroom.elance.com@elanceonline.com on behalf of Pooja S via Elance <E66012225-WR@workroom.elance.com>

[Email Database] Hi Stephen, this project has...

To: sdaze@agawacorp.com

Click here to download pictures. To help protect your privacy, Outlook prevented automatic download of some pictures in this message.

:: Reply above this line to post a reply ::


Elance Workroom for Job: Email Database

Pooja S said:

Hi Stephen, this project has completed so please have a look over attached work report and let me know if any comment.

Please assign if you have any project.

Thanks
Pooja Shrivastava
Aashra Web Solution

 Email_Database_Work_Report.xlsx

Pooja S via Elance No Items

ITEMS: 105 UNREAD: 8

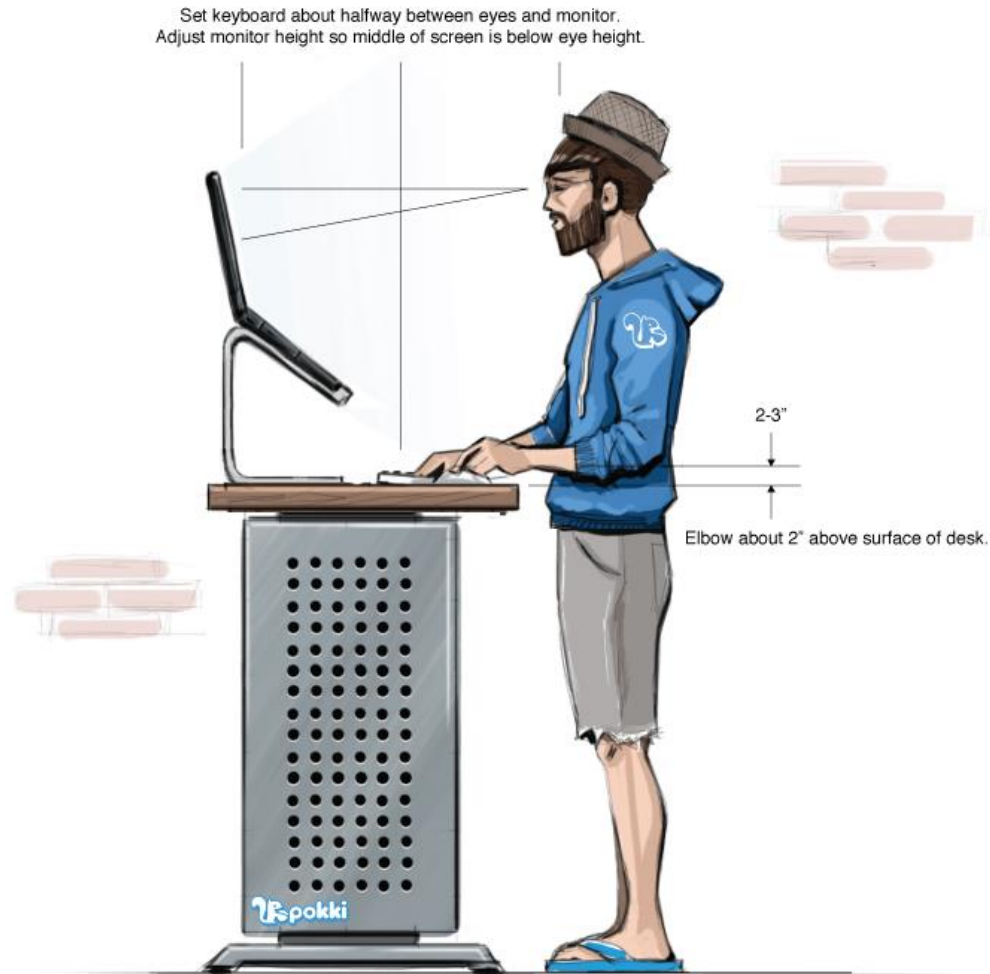
9:51 AM 12/12/2014

- Build out of a demo version
- Launch of actual website (more validation; sign ups; early sales?)
- Pre sales
- Finalize development

- www.businessmodelgeneration.com/canvas and related <https://canvanizer.com/> to organize your validation.
- www.unbounce.com, www.quickmvp.com and www.launchrock.com – build landing pages to gauge clicks and interest/ collect email addresses/ combine with [Google Adwords](#) and other advertising mediums/ test variants of your message.
- <http://buzzsumo.com/> - look for key influencers in your industry.
- www.indiegogo.com and www.kickstarter.com – build awareness, raise funds and pre-sell your product online.
- <https://gomockingbird.com/>, <http://proto.io/> or others - create a mockup of your app or website in minutes.
- <http://startupstash.com/mockups-wireframing/>- Mockup and Wireframes
- <http://startupstash.com/mvp/> - A curated directory of resources & tools to help you build your Startup
- <https://www.zoho.com/crm/?src=zoho> - Customer Relationship Management to track your validation contacts and early leads

Other validation tools and resources:

- Customer Discovery Tips and Templates - <http://leanstartup.pbworks.com/w/page/54918676/Customer%20Interview%20Templates%20and%20Resources>
- Validation tools - <http://leanstartup.pbworks.com/w/page/62585258/Validation%20Tools>
- Another similar list - http://www.squirrly.co/startup-tools-list-the-amazing-free-services-that-will-improve-your-work#.VNETZp3F_5G







REPORT/PRESENTATION 1

What problem in what industry?

How big is the market? Other uses?

What was your v1 BMC?

What validation tests did you run? (real numbers)

What did you learn?

How did this influence your thinking (i.e. v2 BMC)

What are your next steps?



PITCH TEMPLATE

The background of the slide is composed of large, solid-colored geometric shapes. A large blue triangle occupies the right half of the frame, pointing towards the top right. On the left side, there is an orange triangle pointing towards the bottom left and a smaller teal triangle pointing towards the bottom right. These triangles overlap each other and the white background.

VALIDATION EFFORTS TO DATE:

Number of Customer Interviews (f2f) - XX

Number of Surveys Completed - XX

Number of Industry Experts Consulted - XX

Other Tests/Validation Methods -

BUSINESS PREMISE

1. Industry description

- Size
- Significance
- Other possible markets/opportunities

BUSINESS PREMISE CON'T.

2. Problem hypothesis or gap anticipated.
3. Possible solution.
4. How do you think you'll make money (revenue model).

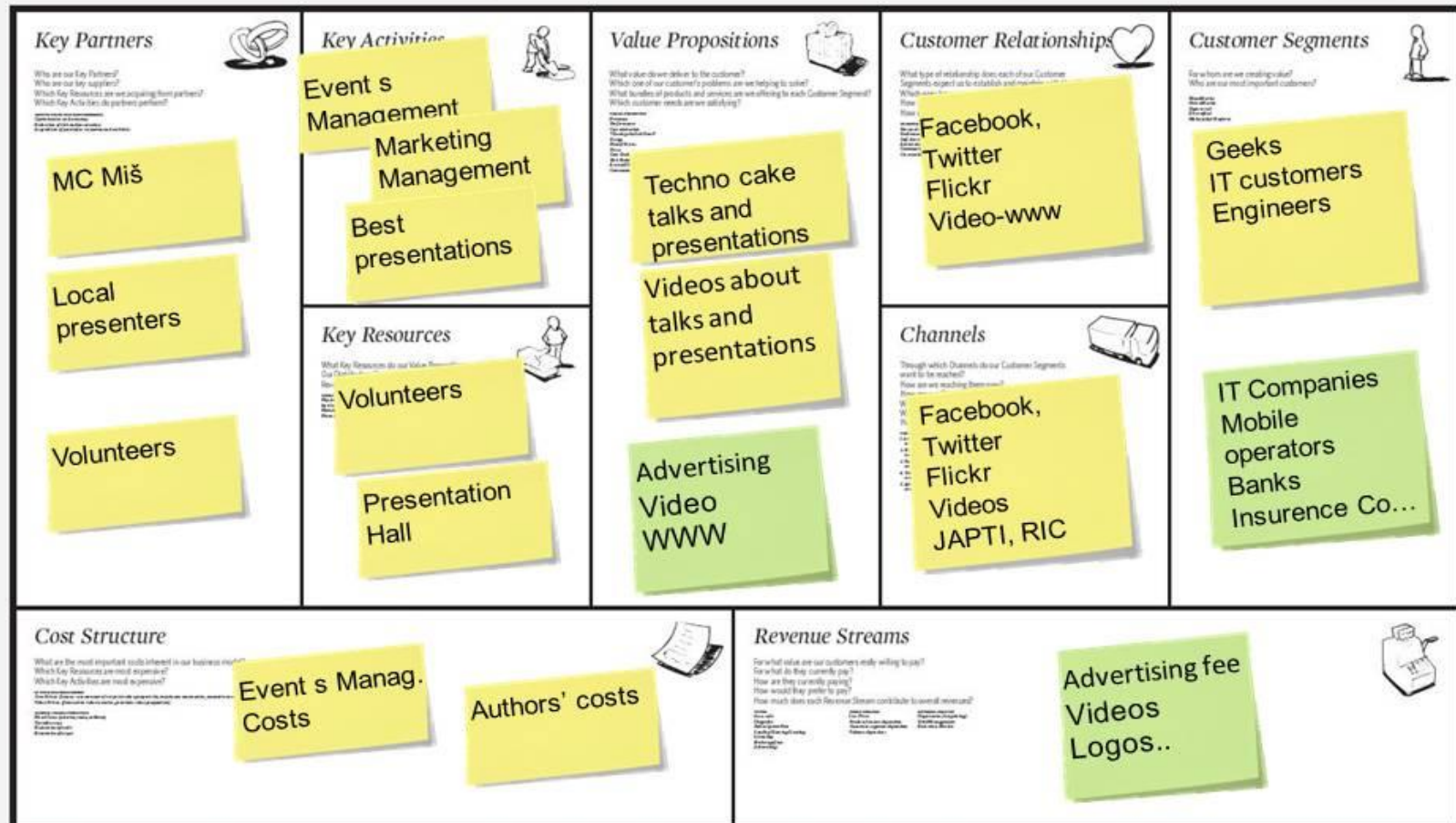
BUSINESS MODEL CANVAS V.1

The Business Model Canvas

Designed for: Techno Cake

Designed by: Danilo Tič

On: 1.2.2011
Iteration: 01



SUMMARY OF VALIDATION TESTS

What did you actually do?

Strategies, techniques, numbers and results

KEY LEARNINGS

About this Industry/business/client group etc.

About our business model and key elements

About the likelihood of moving forward

About what the next steps for this idea would be.

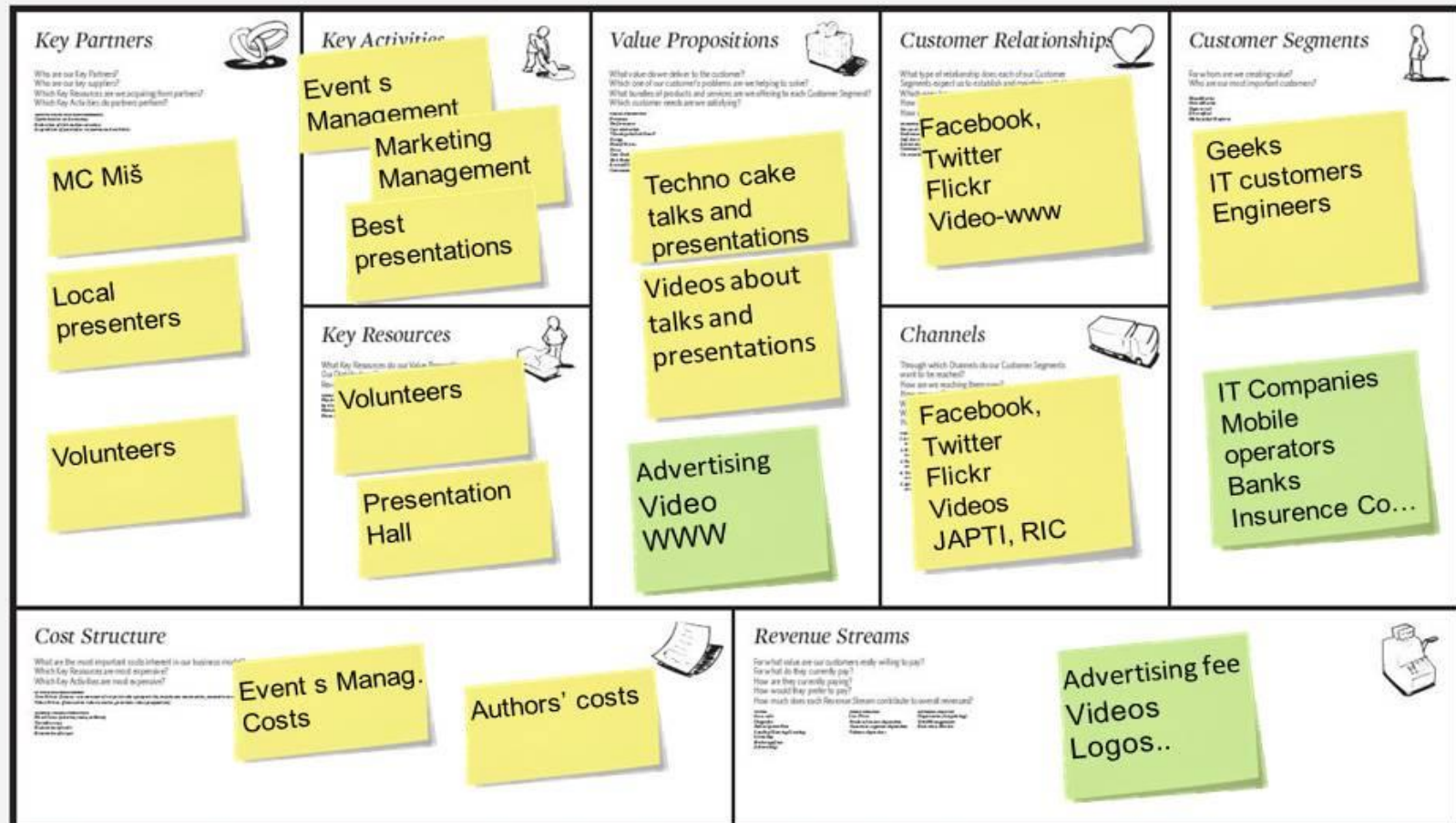
BUSINESS MODEL CANVAS V.2..ETC

The Business Model Canvas

Designed for: Techno Cake

Designed by: Danilo Tič

On: 1.2.2011
Iteration: 01



NEXT STEPS

What and how are we continuing with the validation process? (What is the plan of action?)

Action plans:

ACTION PLANS: NOT GOOD

| CAMPAIGN TYPE |
|----------------------------------|
| Public Relations |
| Public Events / Conferences |
| University/ Colleges Open Houses |
| Ambassodor / Testimonials |
| Content Marketing |
| Landing Page |
| Personal Social Media |
| Twitter |
| Facebook |
| Instagram |
| Online |
| Web Advertisements (Google Ads) |

ACTION PLANS: BETTER

| CAMPAIGN TYPE | PROJECT GOALS |
|---|--|
| Public Relations | |
| Public Events / Conferences | Attend at least two education events per year, specifically University fairs |
| University/ Colleges Open Houses | Set up booth at uOttawa, Carleton and Algonquin's University Campus Tour for potential incoming students |
| Ambassador / Testimonials | Hire at least 2 student ambassadors from each partnering school to promote our services and provide success testimonials (after first round of students have used our platform) |
| Content Marketing | |
| Landing Page | Continuously add content to our landing page (eg. Progress of business) to keep our future users informed until we have a working website prototype |
| Personal Social Media | |
| Twitter | Prepare and schedule at least 2 tweets a day throughout the year |
| Facebook | Keep a constant schedule of posting at least 3 posts per week |
| Instagram | Upload at least one post every 2 days on a constant basis |
| Online | |
| Web Advertisements (Google Ads) | Max budget spending of \$10 per day on Google Ads (Approx 40 clicks per day) to increase traffic to our landing page and then eventually our website |
| Facebook Ads / Instagram Ads | Cost is around \$0.50 per click. Therefore aim to post one Facebook Ad and Instagram Ad per day and set the max spend at \$15 per day. That should result to a total of 60 clicks per day. |
| Email Newsletter | Send out email advertisements to incoming students planning on living in residence first year (eg. In admission email under next steps section) |
| Web / Market Research | |
| Site Development, Management and Analysis | Run monthly analytics to configure stats and progress of our platform and users |
| App Development | Once app is in development and prototype stage start running analytics |

ACTION PLANS: BEST!

| | | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|---|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|------------------|------------|------------------|------------------|
| CAMPAIGN TYPE | PROJECT GOALS | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 |
| Public Relations | | | | | | | | | | | | | |
| Public Events / Conferences | Attend at least two education events per year, specifically University fairs | | | 2 Sales | 2 Sales | | | | | | | | |
| University/ Colleges Open Houses | Set up booth at uOttawa, Carelton and Algonquin's University Campus Tours for potential incoming students | | | | 2 Sales | | | | | 2 Sales | | | |
| Ambassador / Testimonials | Hire at least 2 student ambassadors from each partnering school to promote our services and provide success testimonials (after first round of students have used our platform) | | | | | | | | | | | | |
| Content Marketing | | | | | | | | | | | | | |
| Landing Page | Continuously add content to our landing page (eg. Progress of business) to keep our future users informed until we have a working website prototype | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | | | | | | |
| Personal Social Media | | | | | | | | | | | | | |
| Twitter | Prepare and schedule at least 2 tweets a day throughout the year | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee |
| Facebook | Keep a constant schedule of posting at least 3 posts per week | | | | | | | | | | | | |
| Instagram | Upload at least one post every 2 days on a constant basis | | | | | | | | | | | | |
| Online | | | | | | | | | | | | | |
| Web Advertisements (Google Ads) | Max budget spending of \$10 per day on Google Ads (Approx 40 clicks per day) to increase traffic to our landing page and then eventually our website | \$310 | \$310 | \$300 | | | | | \$280 | \$310 | \$300 | | |
| Facebook Ads / Instagram Ads | Cost is around \$0.50 per click. Therefore aim to post one Facebook Ad and 1 Instagram Ad per day and set the max spendign at \$15 per day. That should result to a total of 60 clicks per day. | \$930 | \$930 | \$900 | | | | \$930 | \$840 | \$930 | \$900 | | |
| Email Newsletter | Send out email advertisements to incoming students planning on living in residence first year (eg. In admission email under next steps section) | | | | | | | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee | 1 employee |
| Web / Market Research | | | | | | | | | | | | | |
| Site Development, Management and Analysis | Run monthly analytics to configure stats and progress of our platform and users | Free (Google Analytics) | Free (Google Analytics) | Free (Google Analytics) | Free (Google Analytics) | Free (Google Analytics) | Free (Google Analytics) | Free (Google Analytics) | Free (Google Analytics) | \$400 | \$600 | \$600 | \$600 |
| App Development | Once app is in development and prototype stage start running analyitics | | | | | | | | | | \$400 | \$400 | \$400 |
| Market Research | | | | | | | | | | | | | |
| Surveys | Create new surveys intended for first time users of our platform to get feedback on ways to improve | | | | | | | | | 1 Employee | 1 employee | 1 employee | 1 employee |
| Impact Studies | Schedule face to face interviews with users to understand their likes and dislikes with our platform | | | | | | | | | | | | |
| Sales Campaigns | | | | | | | | | | | | | |
| Campaign A | Start selling our platform to Universities/ Colleges in the Ottawa region | 1 Sales employee | 1 Sales employee | 1 Sales employee | 1 Sales Employee | 1 Sales Employee | 1 Sales Employee | 1 Sales Employee | | | | | |
| Campaign B | Partner with Student Federation Groups starting with uOttawa's SFUO | | | | | | | | 1 Sales Employee | 1 Sales Employee | | | |
| Campaign C | Start exploring new partnership opportunities outside the Ottawa region | | | | | | | | | | | 1 Sales Employee | 1 Sales Employee |

EXAMPLE



Model and Validation for PeekPic

Last two weeks validation (Adults Segment)

Number of Customer Interviews - **64**

Number of Surveys Completed - **39**

Number of Industry Experts Consulted - **1**

Other Tests/Validation Methods:

Peekpic Website - www.peekpic.weebly.com

Facebook Page - www.facebook.com/peekpic

Last two weeks interviews/surveys: **103**

Total interviews/survey for the term: 282

Peekpic App Peekpic App Industry description and Size



Instant Messaging Industry (IM)



<http://finance.yahoo.com/news/radicati-group-releases-instant-messaging-110000818.html>



uOttawa

Peekpic App Industry description and Size



<http://finance.yahoo.com/news/radicali-group-releases-instant-messaging-110000818.html>

Peekpic App



Industry description and size:

- Instant Messaging Industry (IM)
- Main players : Whatsapp, Viber, Snapchat etc.
- Current Market Value: **\$3.4 billion by 2013**
- Forecasted : **\$4.4 billion by 2017¹**
- Our targeted market share over next 3 years (0.25%) = ~ **\$8 millions**

Peekpic App



Problem hypothesis or gap anticipated:

- a) Lack of privacy and security based communication application
- b) Not perfect user experience
- c) Convenience with peace of mind

Possible Solution:

- a) Develop a mobile communication App that doesn't store user data
- b) Enhance user experience by having a better Software design

The Business Model Canvas V1

Designed for:

MBA6262

Designed by:

PeekPic

Key Partners

-Online
Application
Stores

Key Activities

-Development of
Application

-Spread awareness

Key Resources

-Developers and
Programmers

-Software (SDK)

-Hardware

Value Propositions

-Privacy

-Best in class user
experience

-Awareness of
secure
communication

Customer Relationships

-Online customer
service

-Feedback and app
store reviews

Channels

-Online application
store

Customer Segments

-Youth (age
group: 16-24)

Cost Structure

-Data storage
hardware

-Development

Revenue Streams

-Yearly subscription



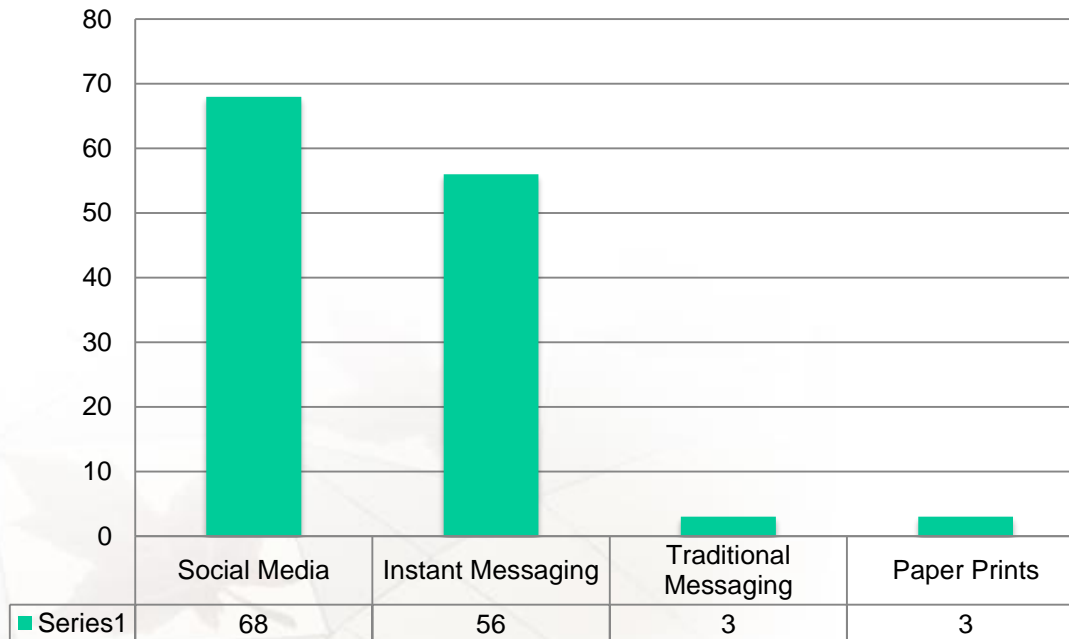
Summary of Validation Tests

- Information gathered (for adult segment)
 1. Current applications used for sharing pictures and messages with friends
 2. Reasons for choosing current applications
 3. Opinion about the fact that personal data is being saved forever
 4. Willingness to switch to a secure platform
 5. Reasons for using our competitor's platform



What we Learned

Current methods of sharing personal data (age: 25+)



Social Media,
Facebook, Twitter, Tumblr,
Reddit, Weibo, Renren etc.

IM
Whatsapp, Viber, QQ, Wechat
, iMessage

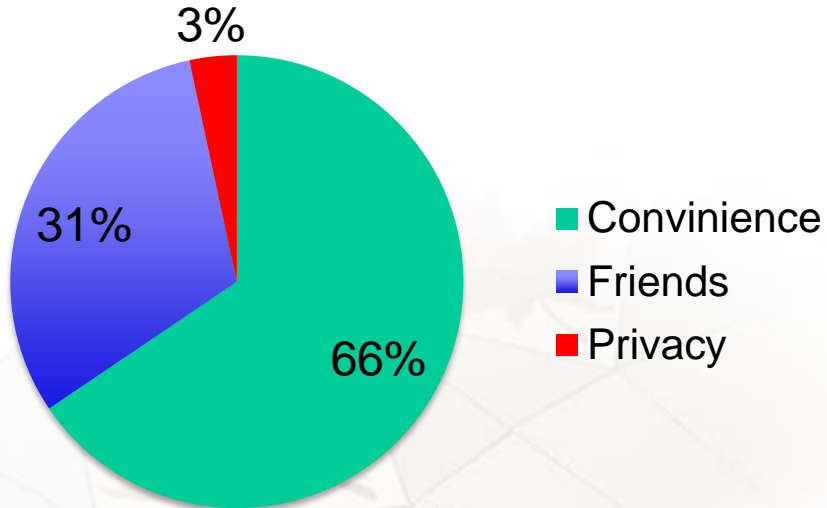
Traditional Ways
SMS, MMS, Email

Total number of customer Interviews/Surveys (Adults) - **103**

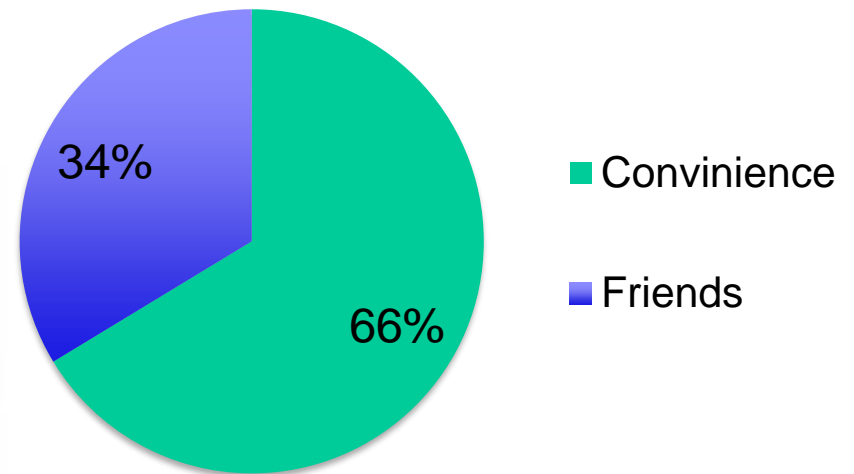
What we Learned



Reasons for using current
platforms
(age: 25+)



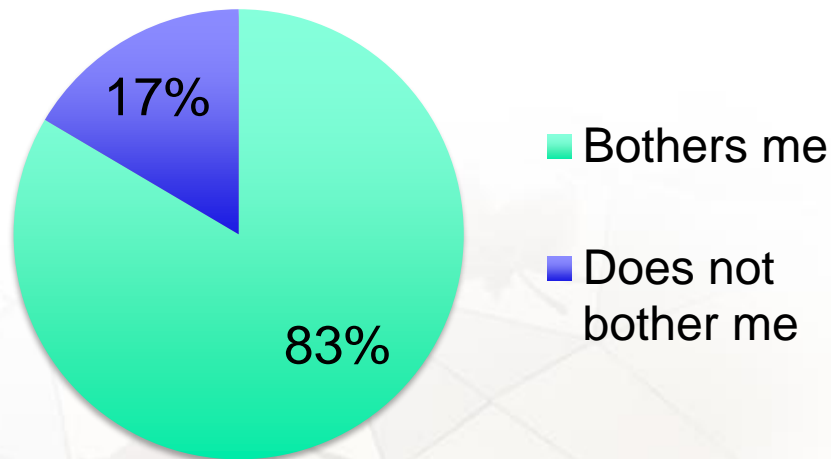
Reasons for using current
platforms (age:16-24)



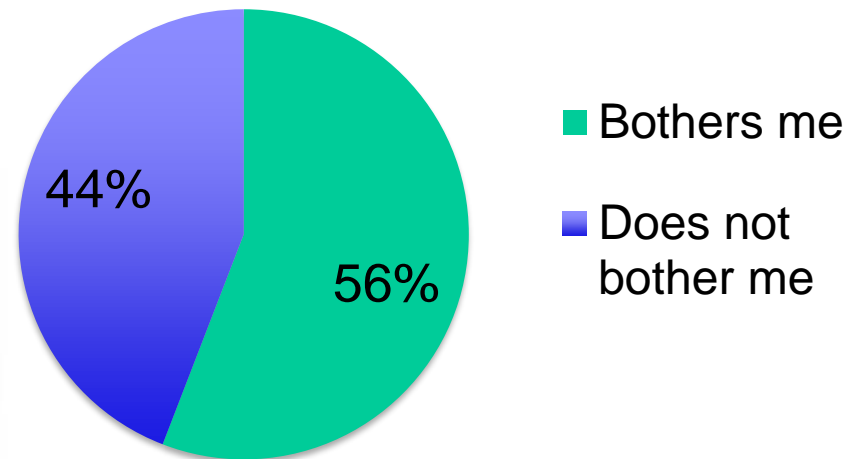
What we Learned (Opinion about data being saved forever)



**Invasion of privacy
(age: 25+)**



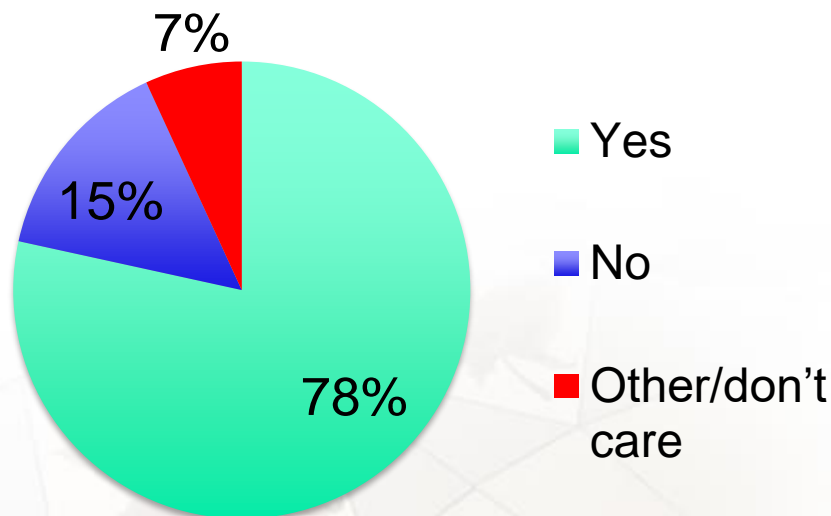
**Invasion of privacy
(age: 16-24)**



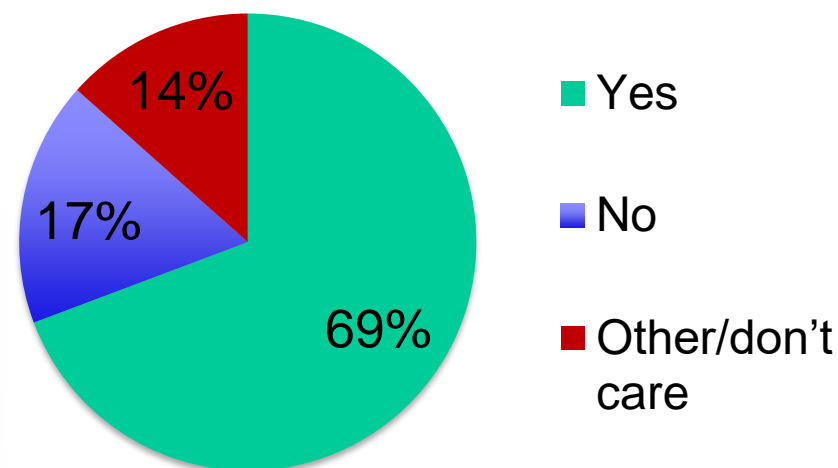


What we Learned

Willingness to switch to a secure platform (age: 25+)



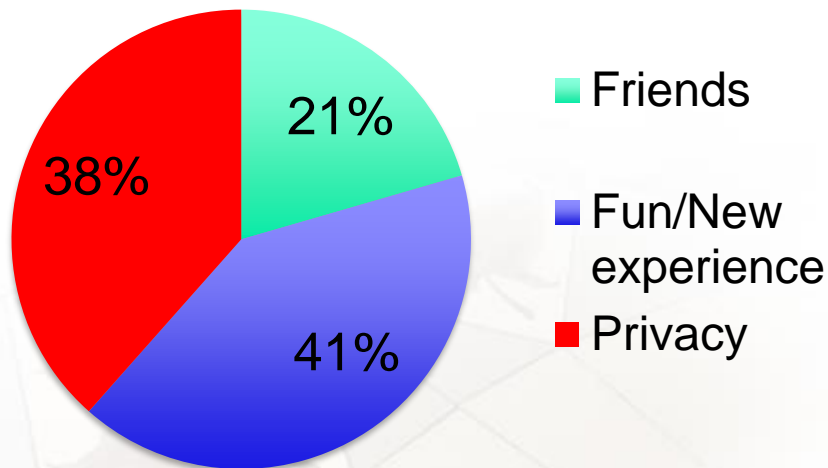
Willingness to switch to a secure platform (age: 16-24)



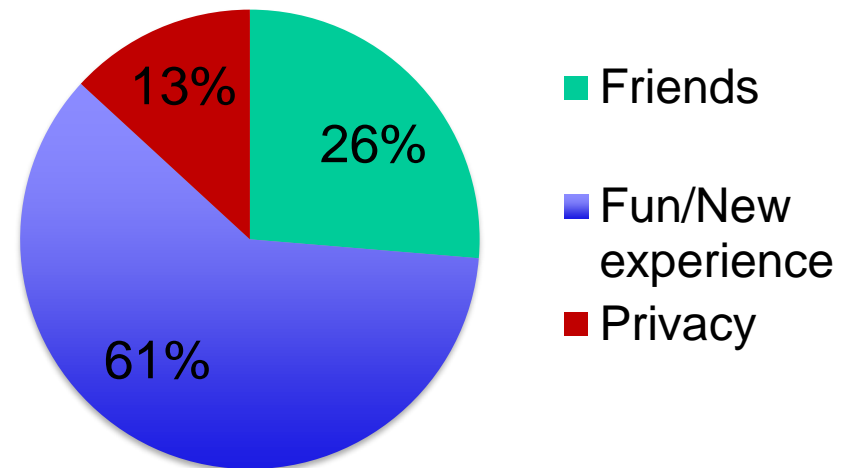


What we Learned

**Reasons for using Snapchat:
main competitor (age: 25+)**



**Reasons for using Snapchat:
main competitor (age: 16-24)**



The Business Model Canvas V2

Designed for:

MBA6262

Designed by:

PeekPic

| | | | | |
|--|---|--|---|---------------------------|
| Key Partners | Key Activities | Value Propositions | Customer Relationships | Customer Segments |
| | Key Resources | | Channels | |
| -Online Application Stores | -Development of Application -Spread awareness | -Privacy -Best in class user experience -Awareness of secure communication | -Online customer service -Feedback and app store reviews -Trust | -Youth (age group: 16-24) |
| | -Developers and Programmers -Software (SDK) -Hardware | -Convenience -Fun | -Online application store | -Adults (age group: 25+) |
| Cost Structure | | Revenue Streams | | |
| -Data storage hardware -Development | | -Yearly subscription -Free | | |



Peekpic is a simple and new way of sharing photos, videos, and messages while having privacy in mind!

Coming Soon...

Register your email address and be the first to know when we go live!

Email address

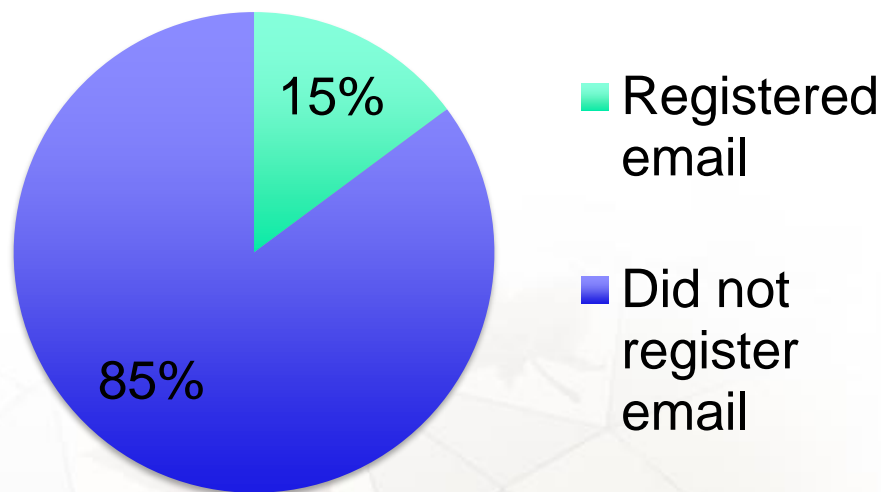
Submit









Peekpic website stats ~6 days


Peekpic website

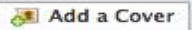


uOttawa

Peekpic Facebook Page



facebook    Search for people, places and things 

 **Peekpic**
58 likes






Internet/Software
Peekpic is a simple and new way of sharing photos, videos, and messages while having privacy in mind.

About



  **58**

Photos Likes


Highlights ▾

 Status  Photo / Video  Offer, Event +

What have you been up to?


 Peekpic shared a link.
February 5 

Sign up to be the first to know when we are alive!
<http://peekpic.weebly.com/>



 **Peekpic**
peekpic.weebly.com


Peekpic is a simple and new way of sharing photos, videos, and messages while having privacy in mind!

Like · Comment · Share

 **Activity**
Recent

Peekpic joined Facebook.

 **Peekpic**
February 4 

 **Peekpic**

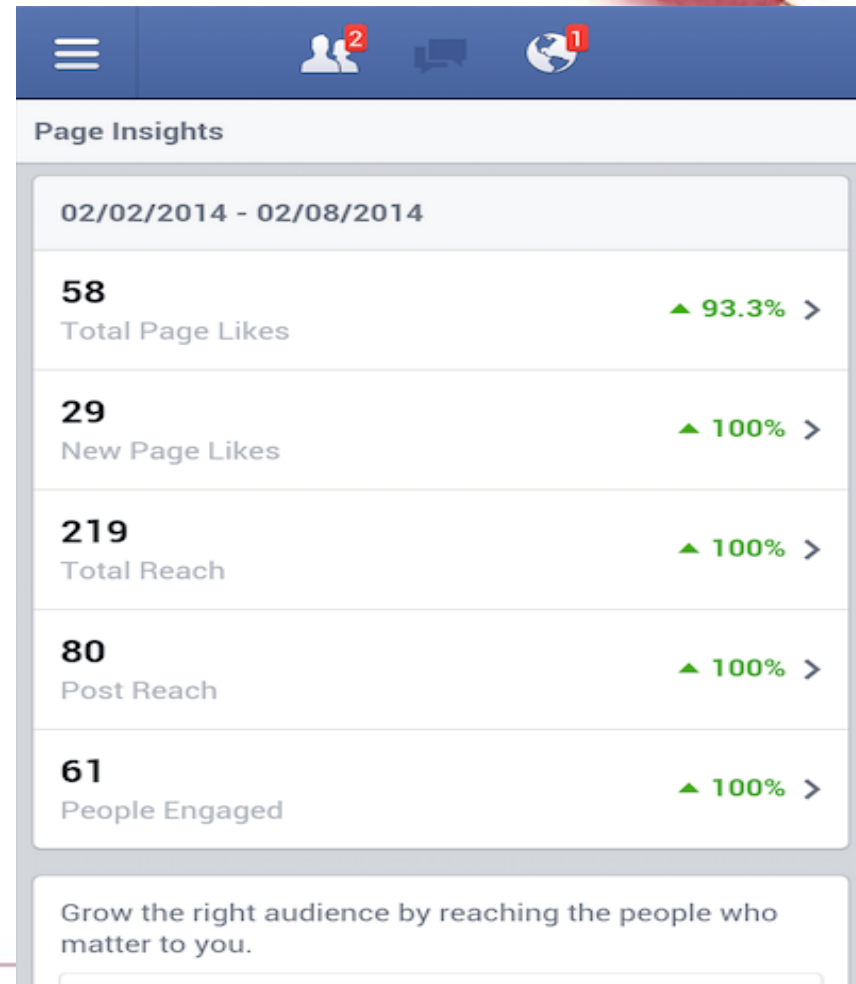
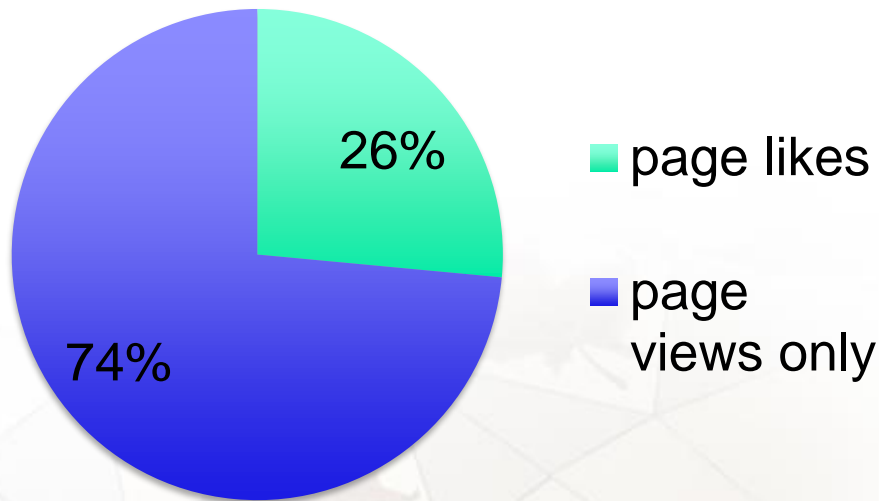
Peekpic is a simple and new way of sharing photos, videos, and messages while having privacy in mind.
Internet/Software: 58 like this

Like · Comment · Share



Peekpic Facebook stats ~ 9 days

Peekpic Facebook page



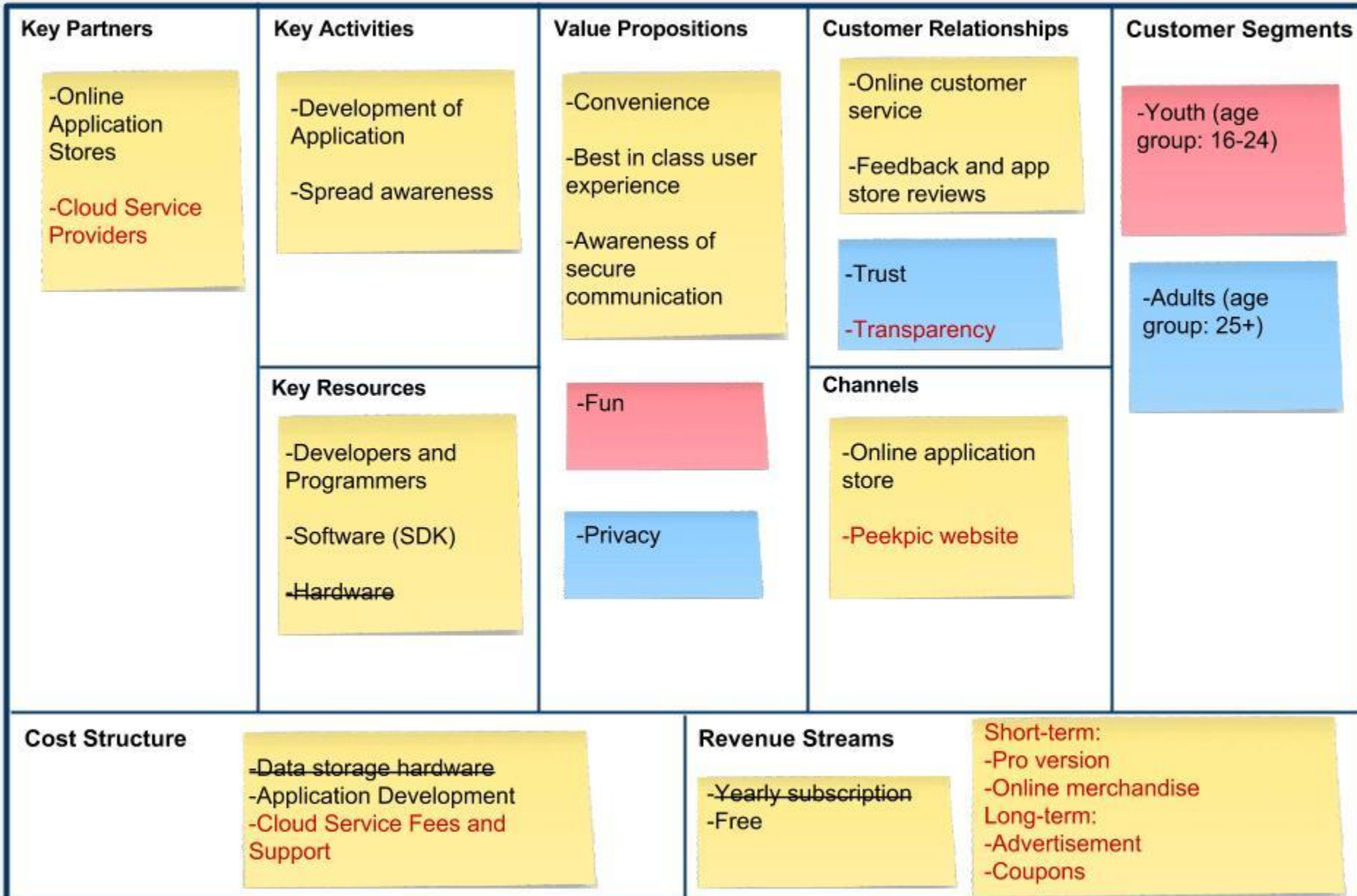
The Business Model Canvas V3

Designed for:

MBA6262

Designed by:

PeekPic





Next Steps in Validation

1. Continue validating business model canvas version3
2. Analyze the potential competitors and their customers
3. Launch Minimum Viable Product (MVP)
4. Decide on the cloud service provider
5. Select a mentor to guide for validation

Next Steps in Starting (long term focus)



1. Develop Go-To-Market strategy
2. Develop the complete Peekpic Business Plan
3. Expand the revenue model
4. Develop the application software

GROUP WORK

- Finalize idea
- List all hypotheses and underlying assumptions
- Design a Version1 Business Model
- Develop test methodologies for each hypotheses and assumption
- Determine what pass/fail looks like
- Establish plan of action for tests

***** Pick ideas for which you can access potential customers and validate the market.**





Concluding Thoughts?