

IDEAHUB MÜNCHEN 2017

German Entrepreneurship Circle



Vielen Dank für die Unterstützung an:



From Science to Start-up – Challenges

**Science meets business:
Different – not to say: antagonistic**

- | Belief systems
- | Value systems
- | Incentive systems

-=> Clash of Interests

-=> Clash of Cultures

Ziele

I Ihr

- | entwickelt ein Grundverständnis dafür, wie Ihr aus einer Idee ein erfolgreiches Unternehmen machen können,
- | versteht den Prozess zur Entwicklung eines Geschäftsmodells,
- | gewinnt praktische Erfahrung bei der Entwicklung von Geschäftsmodellen,
- | schafft die erste Iteration eines Geschäftsmodells.

Def_ *Geschäftsmodell (business model)*

- | »Blaupause« eines Unternehmens
- | »Architektur der Wertschöpfung«
Integriert alle relevanten Aktivitäten der Geschäftstätigkeit eines Unternehmens und die inneren und äußeren Faktoren, die Einfluss auf den Wertschöpfungsprozess haben
- | Bildet die Liefer- und Leistungsbeziehungen zwischen dem Unternehmen, seinen Kunden, Zulieferern und weiteren Partnern ab
- | Ist die Grundlage für die Entwicklung eines Geschäftsplans (business plan)

Def_ *Business Model Canvas*

- | Werkzeug für strategisches Management
- | Zur Entwicklung von Geschäftsmodellen bzw.
- | Zur Analyse und Optimierung bestehender Geschäftsmodelle
- | Entwickelt von Alexander Osterwalder auf der Grundlage seiner Arbeit zur Business Model Ontology (2008)
- | Unser Arbeitsinstrument

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

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 PARTNERSHIP
Optimization of processes
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 RESOURCES
Production
Problem Solving
Relationship 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
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience of Use

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
Dedicated 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
Diversified
Multi-sided Platform

Key Resources



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

TYPES OF 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 PLAYS
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 specific products 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?

IS YOUR BUSINESS MODEL
Cost Driven (lowest cost structure, low price value proposition, mass scale automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

SCALE CHARACTERISTICS
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 revenue?

TYPE	FIXED PRICES	HYBRID PRICES
Asset sale	List Price	Integration (buying in)
Usage fee	Product feature dependent	Yield Management
Subscription fees	Customer segment dependent	Dual side Market
Licensing fees/royalty	Volume dependent	
Advertising fees		
Advertising		

INTERLUDIUM

WICHTIG!

- | Es geht jetzt maximal um eine **erste Iteration**.
- | Start-up: Harte Empirie im realen Leben außerhalb des Labors
- | Perfektionismus-Ansprüche führen **notwendig** zum Scheitern.
- | Zeit ist die knappste Ressource in einem Start-up.
»**Done is better than perfect!**«.
- | Gründer setzen sich selbst **unter Druck**, indem sie von sich erwarten, alles zu wissen und alles zu können.
- | Fragen **hilft!**

Entrepreneur-driven approach_ *Fallgruben*

- | Prophetismus: Verkündigen statt fragen, zuhören, beobachten und verstehen.
- | Kategorienfehler: Seine Idee als unmittelbare Erfolgsgrundlage sehen
- | Verschwiegenheit: Die eigene Idee geheim halten und mit niemandem darüber sprechen, bis eines Tages...
- | Narzissmus: Meine Idee ist großartig – das verkauft sich von selbst!

Customer-driven approach_ *Fitness*

- | Innovation = Invention * Kommerzialisierung
- | Innovation = Kreation / Selektion
- | Wer ist der Große **Selektor**?
- | Twist des Lean Start-up-Konzepts:
Der Kunde selektiert **von Anfang an!**

»Put three years of your precious life time and lots of your own as well as other people's money in the development of a product/service for which no one in the entire world is willing to pay a single friggin' dime... «

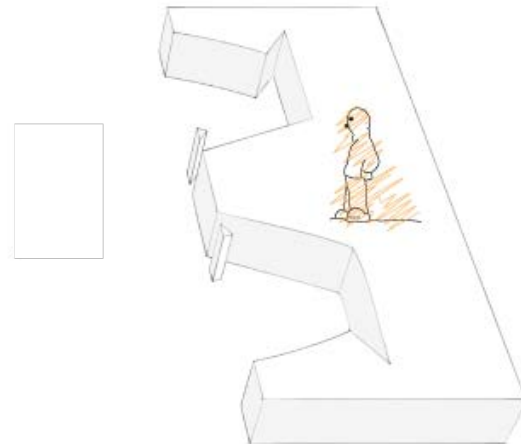
Def_ *Fitness* - Schritte

- | Problem / Solution Fitness
- | Product / Market Fitness
- | Challenge / Organization Fitness

Ready for Scale-up

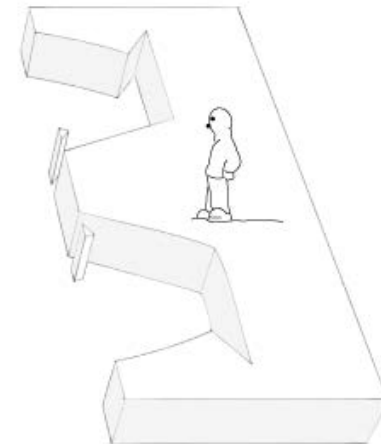
BUSINESS MODEL CANVAS

BMC #01: CS – Customer* Segments

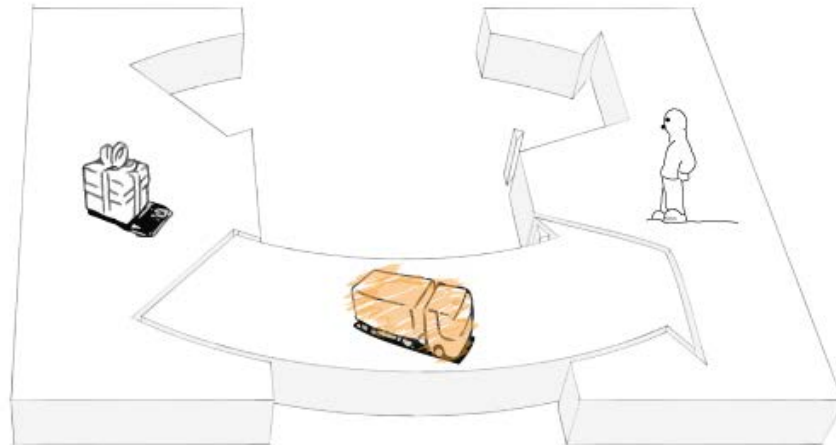


*) Def_ *Customer*: DMU – Decision Making Unit

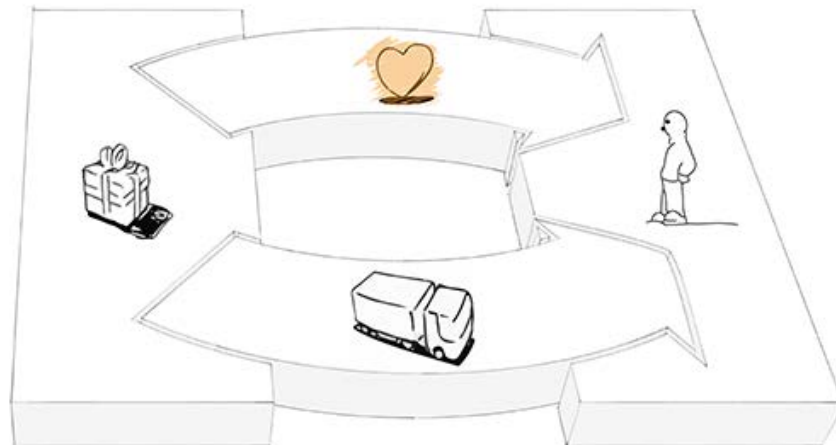
BMC #02: VP – Value Proposition



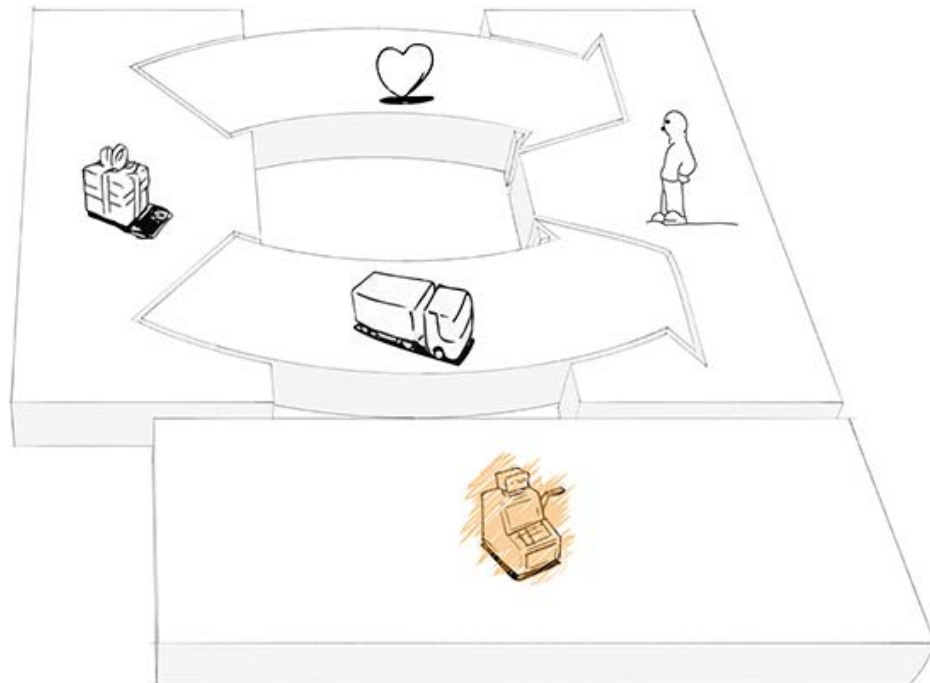
BMC #03: CH - Channels



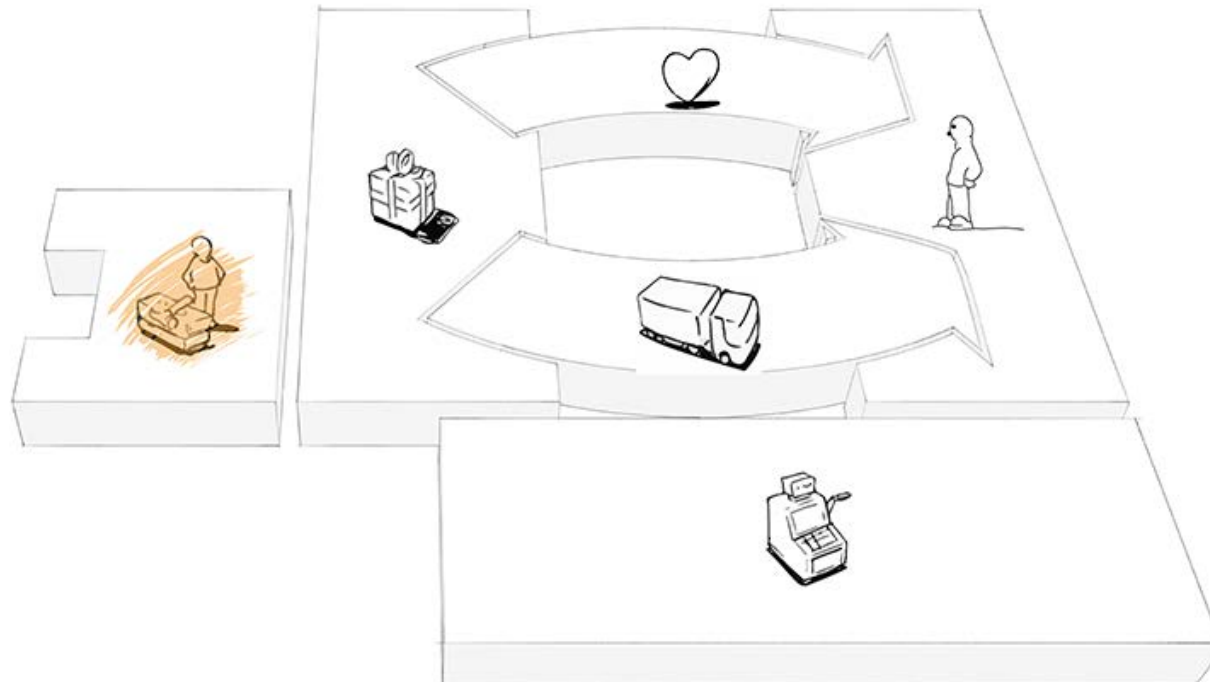
BMC #04: CR – Customer Relations



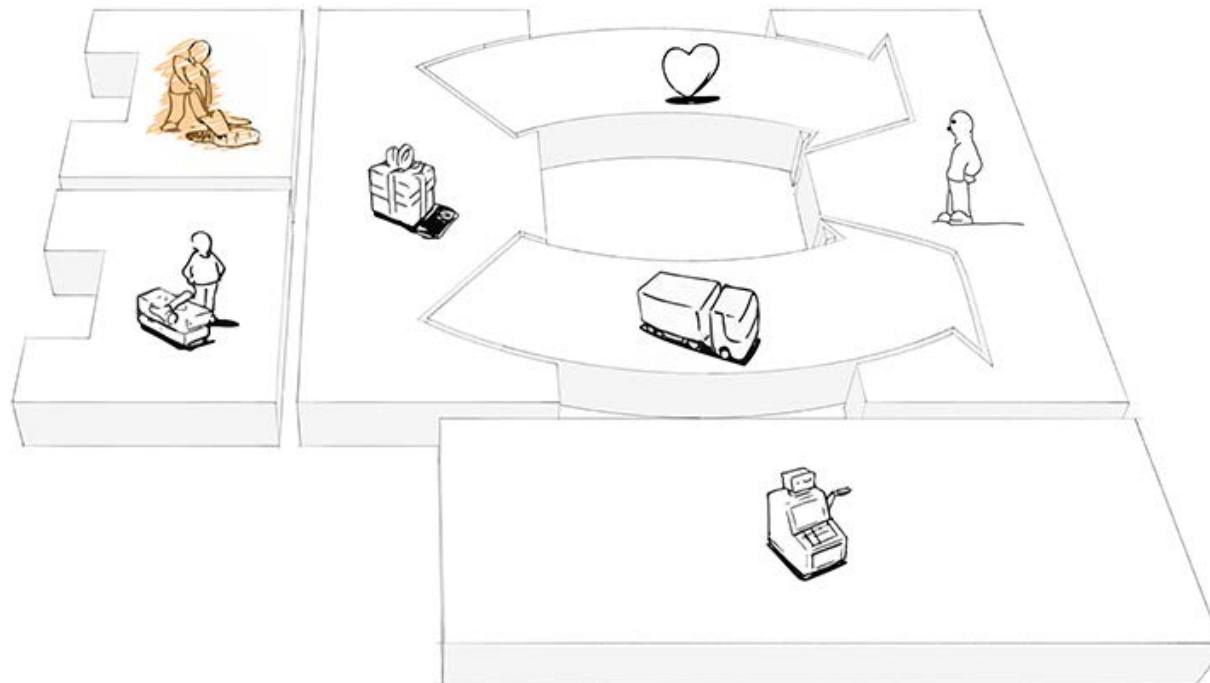
BMC #05: R\$ – Revenue Streams



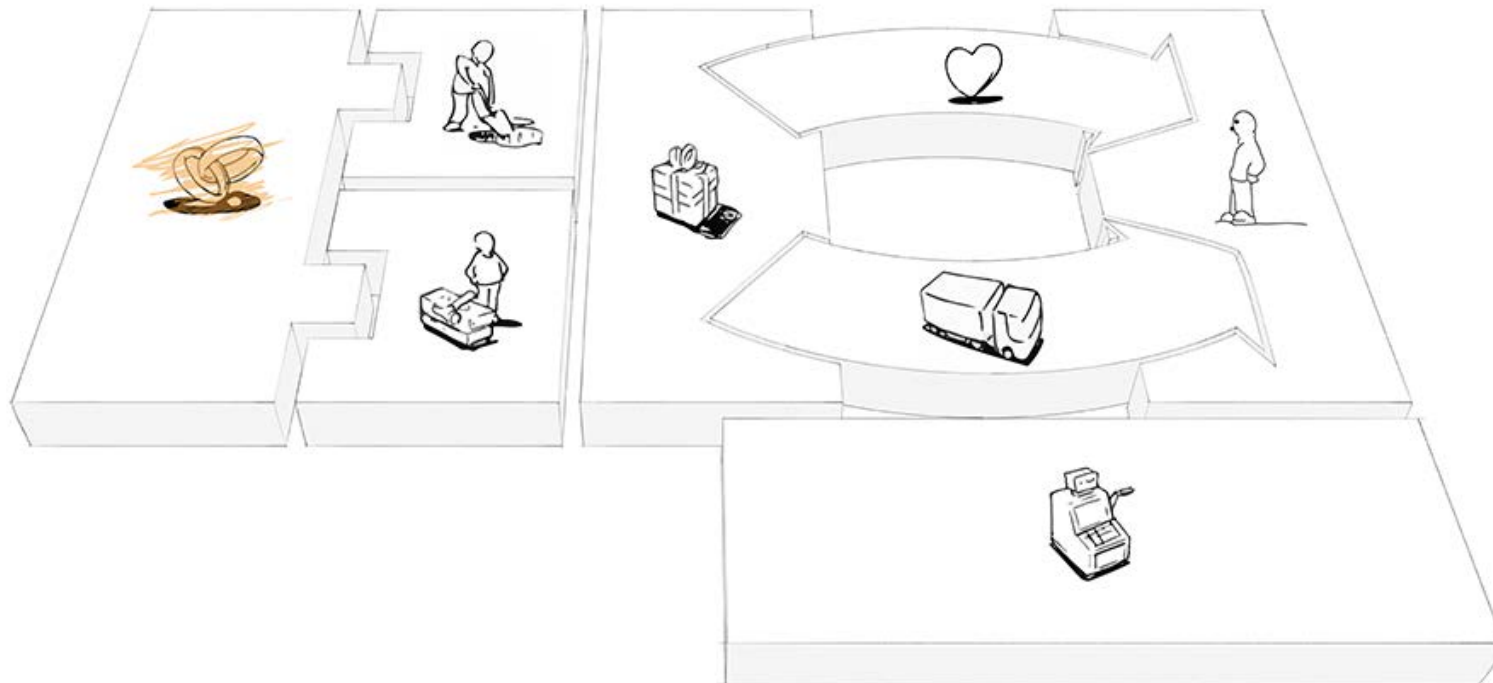
BMC #06: KR – Key Resources



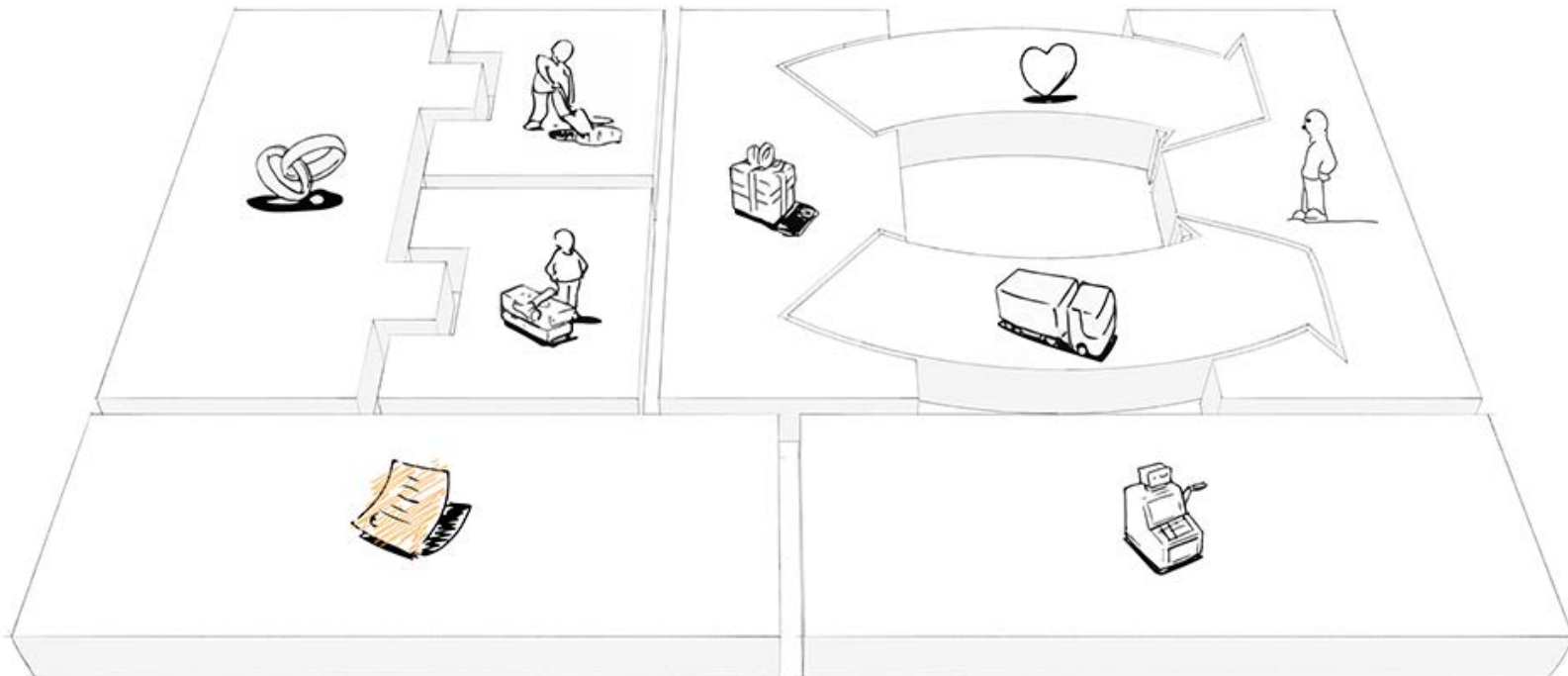
BMC #07: KA – Key Activities



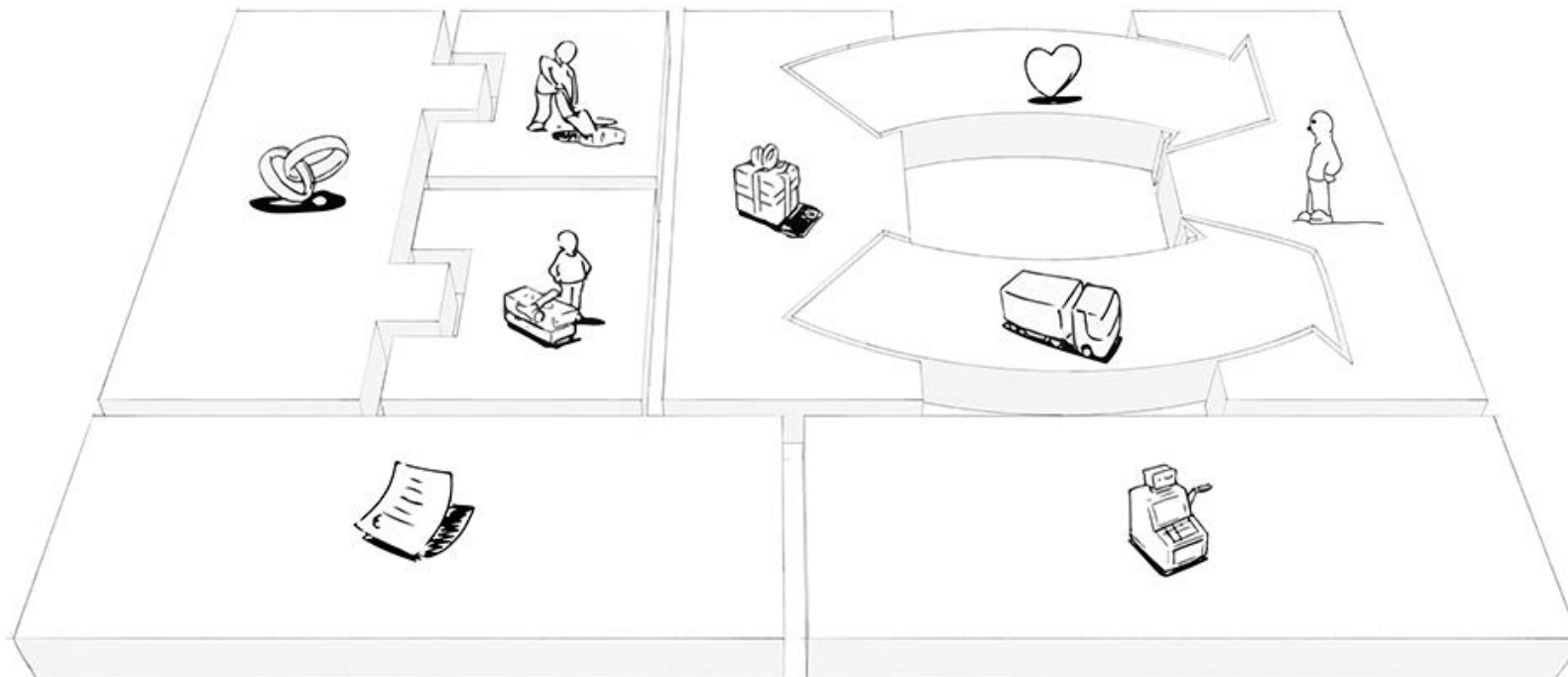
BMC #08: KP – Key Partners



BMC #09: C\$ – Cost Structure



Business Model Canvas komplett



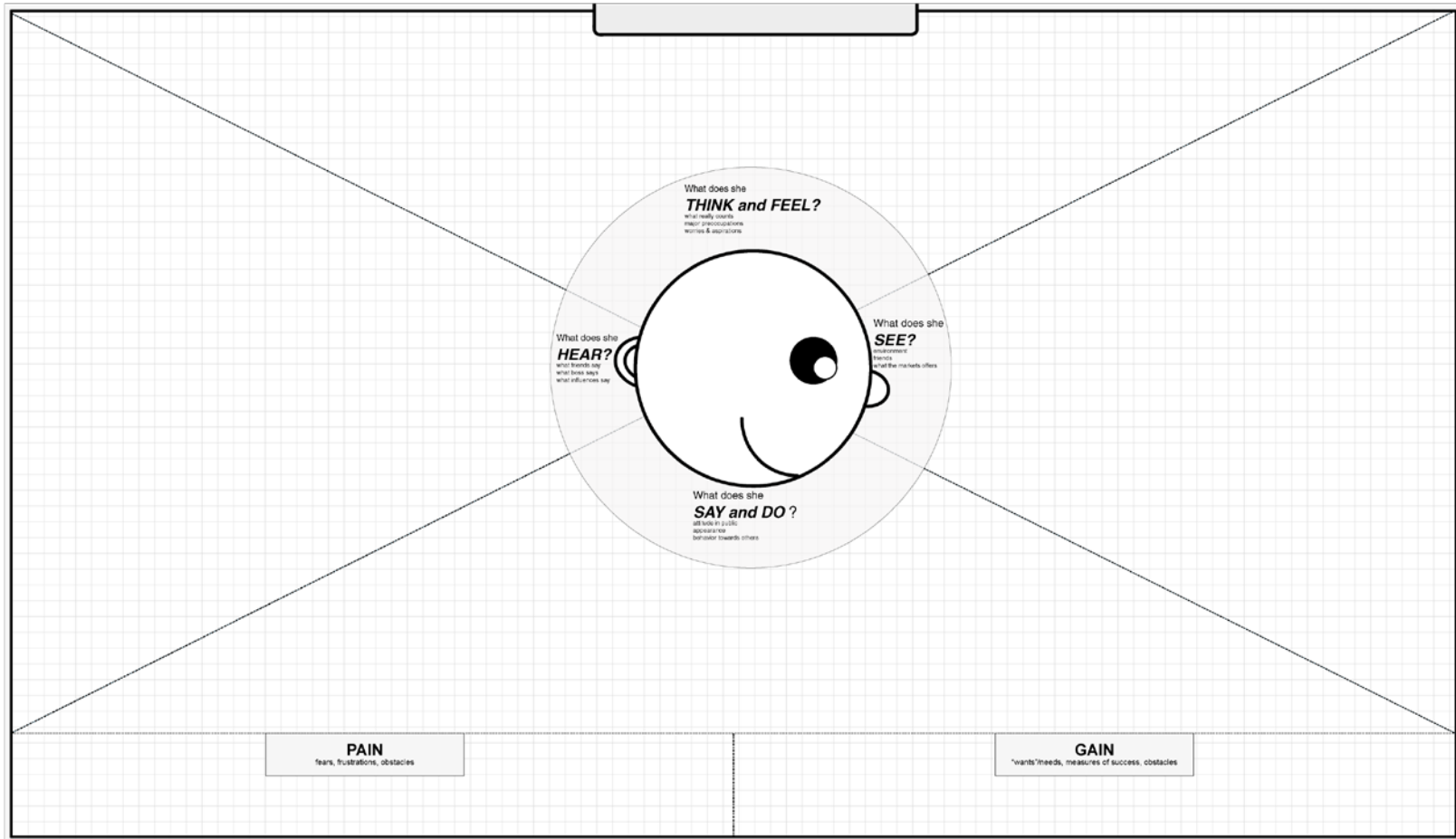
ZUSÄTZLICHE WERKZEUGE

Kernfragen

- | Was braucht mein Kunde dringend – auch wenn er es noch nicht explizit benennen kann?
- | Wer ist überhaupt mein Kunde?
 - Customer Need

- | Was kann ich ihm anbieten, dass er bereit ist
 - | dafür Geld auszugeben und
 - | seine bisherigen Gewohnheiten zu ändern?
- Value Proposition

Empathy Map



NÄCHSTER SCHRITT: EUER PITCH