



**Ciências
ULisboa**

EMPREENDEDEDORISMO EM CIÊNCIAS

2019/2020

Aulas por Videoconferencia

- REGISTO PRESENÇAS: Google sheet partilhada no chat
- BREAKOUT ROOMS: Incluir no vosso **Nome Zoom** o número do grupo (2B)

Grupo 1

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António Oliveira

Grupo 4

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André Silva
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Grupo 5

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Cabrinha
João Marques
Ricardo Macedo

Grupo 6

João Godinho
Filipe Sousa
André Firmino
Henrique Lopes

Grupo 7

Alex Torrinha
Marcelo Leitão
Rodrigo Simões

Grupo 8

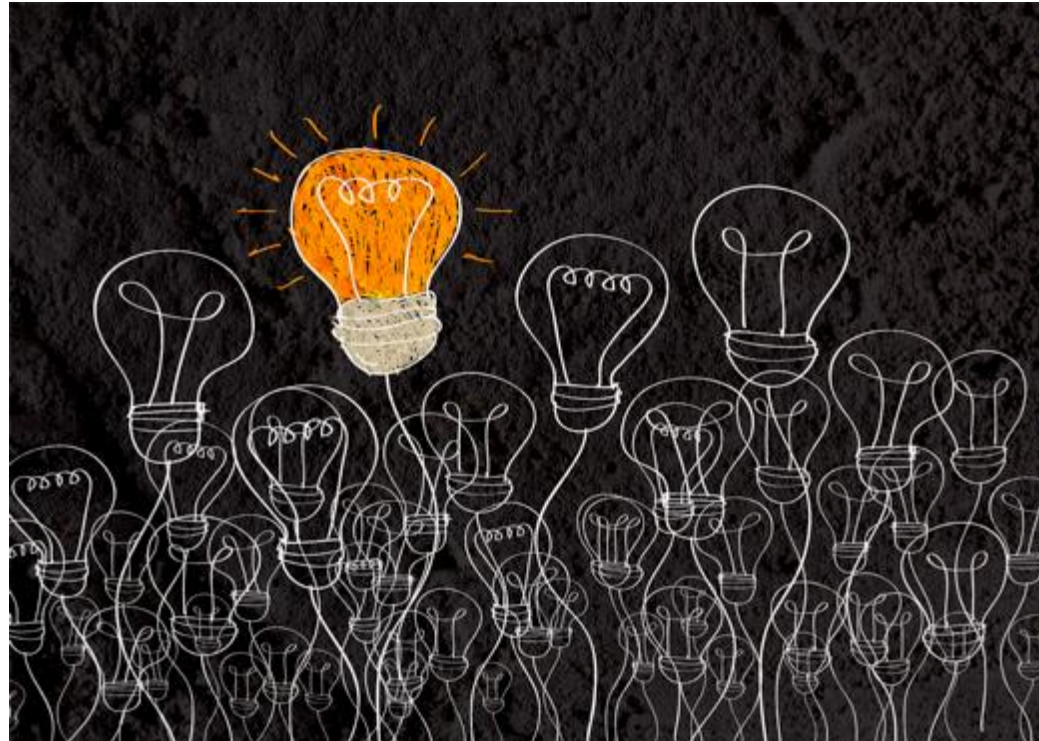
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Gonçalo Tristão
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2019/2020



1º CICLO DE ESTUDOS

**AULA 6
14 & 15 ABR 2020**

Helena Vieira/Marta Cerejo



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SUMMARY

- ① VALUE PROPOSITION
- ① I2B: DEFINE YOUR VALUE PROPOSITION AND CUSTOMER SEGMENTS
- ① DEFINE YOUR BUSINESS MODEL
- ① HOW TO TEST AND VALIDATE HYPOTHESIS

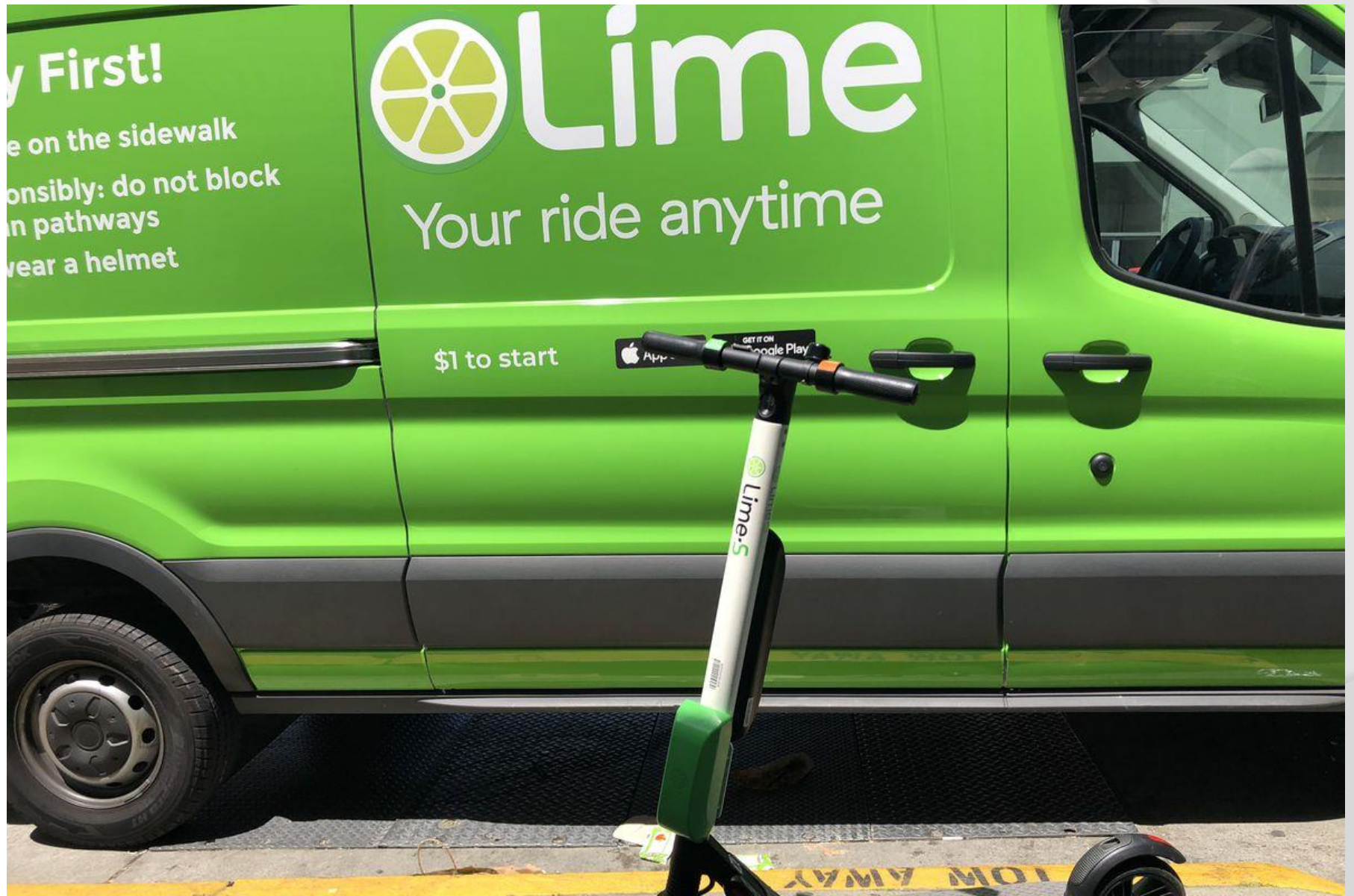
VALUE PROPOSITION

What explains the **benefits** I am generating for my **clients/users** of my **product/service**.

The created value might be material or intangible.

VALUE PROPOSITION – WRITE IT RULES

- ① **Keep it short and uncluttered.** If you can't sum it up in 10 words or less, chances are you won't be able to execute it either.
- ② **Be precise.** Your customers have specific needs; your value proposition should offer targeted solutions
- ③ **This is about your customer, not you.** Your value proposition should discuss only what matters to your customers and the value you can bring to them.
- ④ **Value comes in numerous forms.** Money, time, convenience and superior service are a few of the ways you can help deliver value to your customers.



y First!

e on the sidewalk
Possibly: do not block
in pathways
wear a helmet



Lime

Your ride anytime

\$1 to start

GET IT ON
Apple App Store
Google Play

Lime.S

NO PARKING

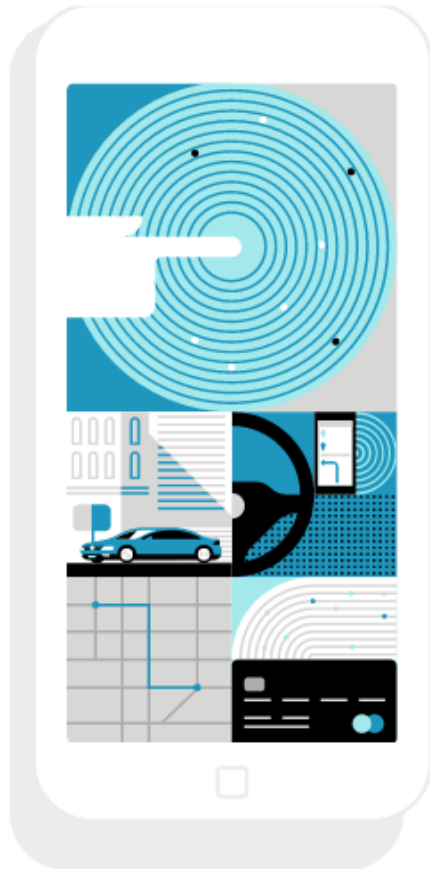
UBER

Ride Drive

FIND A CITY

HELP

SIGN IN



Tap the app, get a ride

Uber is the smartest way to get around. One tap and a car comes directly to you. Your driver knows exactly where to go. And payment is completely cashless.

[MORE REASONS TO RIDE >](#)



Features

Premium

Help



Log In

Download Spotify

Use Web Player

Soundtrack your life

Let Spotify bring you the right music for every mood and moment.
The perfect songs for your workout, your night in, or your journey to work.

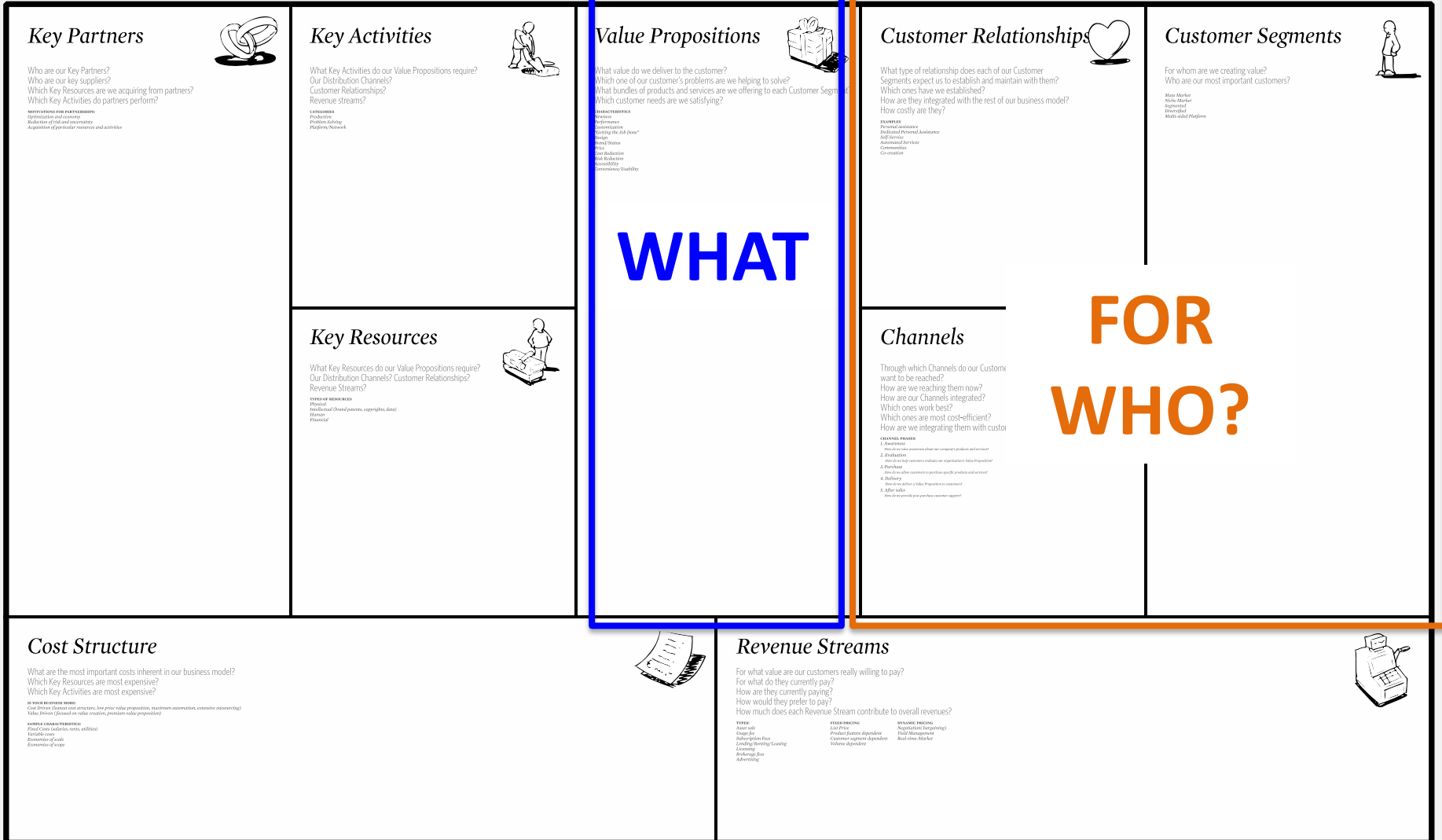


The Business Model Canvas

Designed for:

Designed by:

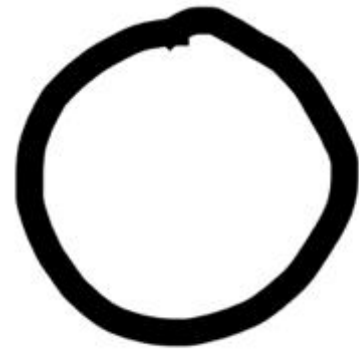
On: Day Month Year
Iteration: No.



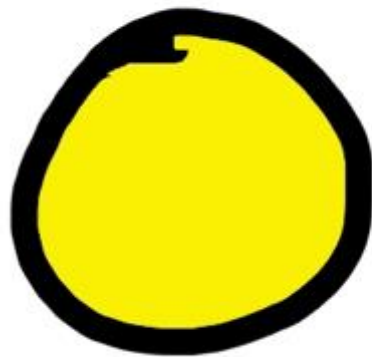
The Business Model Canvas helps you!

- By now you should know:
 - **FOR WHO** – Clients and segments
 - **WHAT** – VALUE PROPOSITION
- So, next you need to define your:
 - **BUSINESS MODEL** (How will you deliver your value and make a business out of it!)

DON'T REINVENT
THE WHEEL



JUST REDESIGN IT



BUSINESS MODEL TYPES

ANALOGY	HOW IT WORKS
BROKERAGE	Bring together and facilitate transactions between buyers and sellers, charging a fee for each successful transaction.

The eBay logo is displayed in its characteristic multi-colored font: 'e' is red, 'b' is blue, 'a' is yellow, and 'y' is green. A small 'tm' trademark symbol is located at the top right of the 'y'.The PayPal logo is shown in a bold, blue, italicized sans-serif font. A small 'tm' trademark symbol is positioned at the top right of the 'l'.The RE/MAX logo features a blue and red hot air balloon on the left with 'RE/MAX' written on it. To the right, the text 'RE/MAX' is written in a bold, red, sans-serif font with a blue diagonal slash through the 'M'. A registered trademark symbol (®) is located at the end of the text.

BUSINESS MODEL TYPES

ANALOGY	HOW IT WORKS
CROUDSOURCING	Outsource tasks to a broad group who contribute content for free in exchange for access to other users' content.



WIKIPEDIA
The Free Encyclopedia



BUSINESS MODEL TYPES

ANALOGY	HOW IT WORKS
FREEMIUM	Offer basic services for free but charge for upgraded or premium services.



BUSINESS MODEL TYPES

ANALOGY	HOW IT WORKS
LEASING	Make high-margin, high-cost products affordable by having the customer rent them rather than buy them.



BUSINESS MODEL TYPES

ANALOGY	HOW IT WORKS
LOW-TOUCH	Offer low-price, low-service version of a traditionally high-end offering.



BUSINESS MODEL TYPES

ANALOGY	HOW IT WORKS
NEGATIVE OPERATING CYCLE	Generate high profits by maintaining low inventory and having the customer pay up front for a product or service to be delivered in the future.

amazon

The Amazon logo consists of the word "amazon" in a bold, lowercase, sans-serif font. Below the text is a thick, orange curved arrow that starts under the letter 'a' and points to the right, ending under the letter 'n'.

BUSINESS MODEL TYPES

ANALOGY	HOW IT WORKS
PAY-AS-YOU-GO	Charge the customer for metered services based on actual usage metrics.



BUSINESS MODEL TYPES

ANALOGY	HOW IT WORKS
HOOK & BAIT (RAZORS/BLADES)	Offer the higher-margin “razors” for low or no cost to make profits by selling high-volume, low-margin “blades”.

The logo for Gillette, featuring the word "Gillette" in a bold, blue, italicized sans-serif font.The Nespresso logo, featuring a stylized brown 'N' followed by the word "ESPRESSO" in a bold, brown, sans-serif font, with a registered trademark symbol.

BUSINESS MODEL TYPES

ANALOGY	HOW IT WORKS
REVERSE HOOK & BAIT (RAZORS/BLADES)	Offer the low-margin “blades” for low or no cost to encourage sales of the higher-margin “razors”.



BUSINESS MODEL TYPES

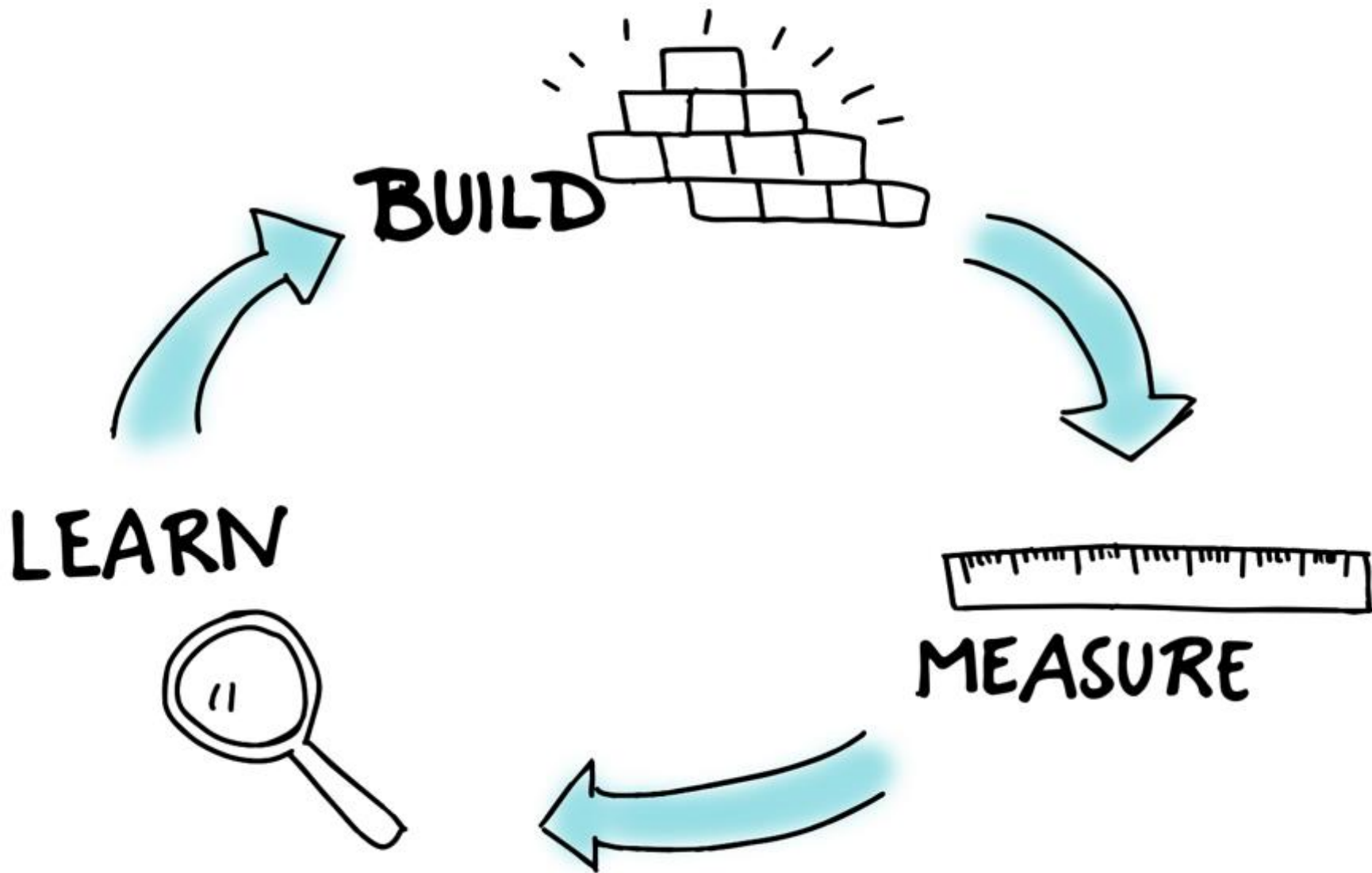
ANALOGY	HOW IT WORKS
SUBSCRIPTION	Charge the customer a subscription fee to gain access to a product or service.



You can check more business models types online. For example:
<https://bstrategyhub.com/50-types-of-business-models-the-best-examples-of-companies-using-it/>

BUT ALL OF THIS IS THEORY!

- You need to make sure this CAN be REAL...
- **For this you need to GO OUT and TEST!**



WHAT CAN I TEST?

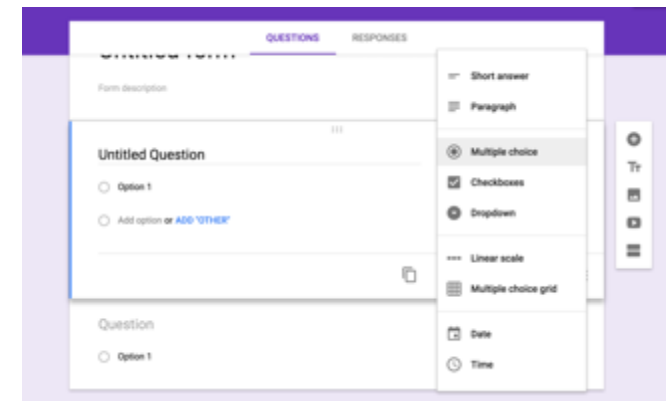
1. Interest & relevance
2. Willingness & ability to pay
3. Preferences & priorities



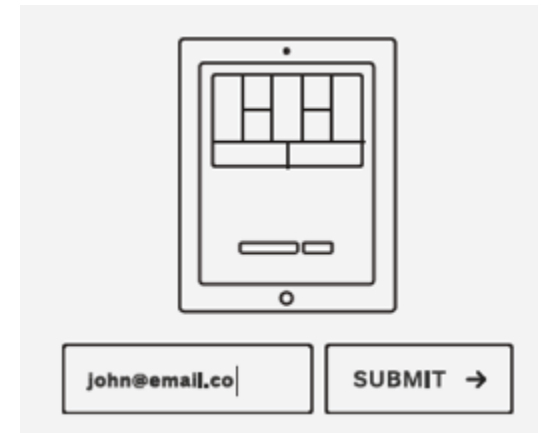
INTEREST & RELEVANCE

- Do potential customers show interest in your ideas
- Are your ideas relevant to them?
- Are they interested enough to perform an action?

- Polls
- Ad Tracking
- Landing Pages



A screenshot of a poll creation interface. The top bar has 'QUESTIONS' and 'RESPONSES' tabs. Below the 'QUESTIONS' tab, there is a 'Form description' field. The main area is titled 'Untitled Question' and contains two radio button options: 'Option 1' and 'Add option or ADD OTHER'. To the right, a vertical menu lists various question types: Short answer, Paragraph, Multiple choice (highlighted), Checkboxes, Dropdown, Linear scale, Multiple choice grid, Date, and Time. On the far right, there are icons for undo, redo, and a list of question types.



WILLINGNESS & ABILITY TO PAY

- Are potential customers interested enough in the features of your value proposition to buy?
- Will they put their money where there mouth is?

- “Fake” Sales
- Pre-Sales
- Minimum Viable Products



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Pebble: E-Paper Watch for iPhone and Android

A Product Design project in Palo Alto, CA by Pebble Technology [send message](#)

PROJECT HOME [updates](#) [backers](#) [media](#) [comments](#)

66,356 BACKERS
\$10,166,359 PLEDGED OF \$100,000 GOAL
8 DAYS TO GO

THIS PROJECT WILL BE FUNDED ON FEB 18, 11:00PM EDT

[BACK THIS PROJECT](#)
BY MINIMUM PLEDGE

PLEDGE \$1 OR MORE

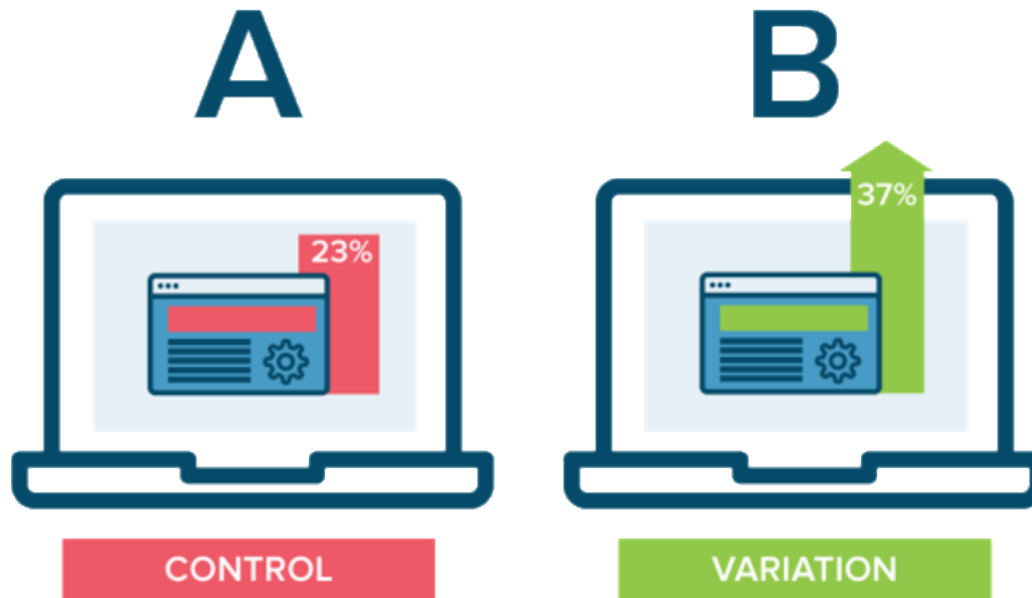
Like 413,840 people like this. Be the first of your friends.

Twitter GitHub MySudoKawards

PREFERENCES & PRIORITIES


- Which features of your value proposition do potential customers prefer?
- What do they really value?
- What do they prioritize?

- Split Testing
- Innovation Games[®]



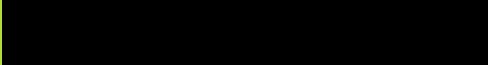
TESTING MY HYPOTHESIS

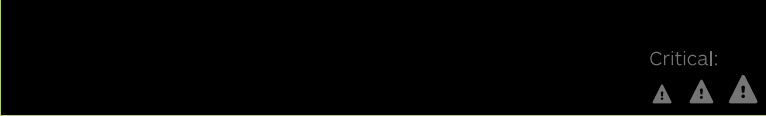

Test Card



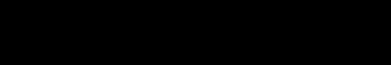
<i>Test Name</i>	<i>Deadline</i>
<i>Assigned to</i>	<i>Duration</i>




STEP 1: HYPOTHESIS

We believe that 

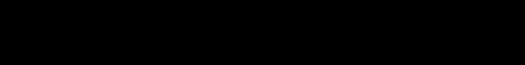
 Critical: 



STEP 2: TEST

To verify that, we will 

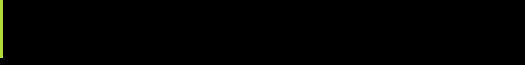
 Test Cost:  Data Reliability: 


STEP 3: METRIC

And measure 

 Time Required: 

STEP 4: CRITERIA

We are right if 



Copyright Strategyzer AG The makers of Business Model Generation and Strategyzer

TESTING MY HYPOTHESIS

We believe that...

Examples:

-

We believe that customers are willing to change providers for a 10% discount.

We believe that our team can serve 90 customers per hour.

We believe that we can form a partnership with...

We believe that customers will pay an \$20 per month for unlimited access to our platform.

We believe that participants can reliably lose 2kg per month by following our program.

We believe that customers want to get more...

We believe that there's customer interest in joining a group that...

If hypotheses are wrong – your business model has to change!

Source: <https://isaacjefries.com/blog/2019/3/26/how-to-fill-in-a-strategyzer-test-card>

TESTING MY HYPOTHESIS

To verify that, we will....

Examples:

-

We will run a Facebook Ad campaign that targets...

We will run a trial where we produce...

We will gather letters of intent from our Key Partners...

We will send out an early bird offer...

We will run a pilot with 10 participants...

We will trial several messages and see which ones get the most interest...

We will talk to 20 prospective customers to gauge their interest in...

TESTING MY HYPOTHESIS

And Measure....

Examples:

-

We will measure the number of clicks each ad receives OR pre-orders we receive.

We will measure the amount of widgets we can produce in a day under realistic conditions.

We will measure the number of letters of intent we get back.

We will measure the number of sign-ups or enquiries from our campaign.

We will measure the number of people who complete the program AND/OR how much progress they each make.

We will measure the different rates of clicks/purchases from each type of ad.

We will measure how many people ask us if they can join the group.

TESTING MY HYPOTHESIS

We are right if...

Examples:

We are right if 8 out of every 100 clicks turns into a sale.

We are right if we can produce at least 95 widgets during the trial day.

We are right if our partners agree to these terms (within X% tolerance).

We are right if 35 people register for the next workshop.

We are right if we meet our crowdfunding target of \$40,000.

TESTING MY HYPOTHESIS

Test Card Strategyzer

Test Name	Subscription Pricing	Deadline
Assigned to	Lin	Duration

STEP 1: HYPOTHESIS

We believe that Customers will pay \$20 per month for our subscription

Critical:
▲ ▲ ▲

STEP 2: TEST

To verify that, we will Offer free trials for 14 days, then ask for a purchase

Test Cost: = Data Reliability: ▲ ▲ ▲

STEP 3: METRIC

And measure The percentage of customers who sign up for an ongoing subscription

Time Required:
🕒 🕒 🕒

STEP 4: CRITERIA

We are right if At least 30% of free trial users stay on as customers (for more than 3 months)

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Test Card Strategyzer

Test Name	Order Capacity	Deadline
Assigned to	Kylie	Duration

STEP 1: HYPOTHESIS

We believe that Our team can serve 90 customers per hour

Critical:
▲ ▲ ▲

STEP 2: TEST

To verify that, we will Run a test where we produce widgets for half a day

Test Cost: = Data Reliability: ▲ ▲ ▲

STEP 3: METRIC

And measure The number of widgets we can produce/orders we can fulfil in an hour

Time Required:
🕒 🕒 🕒

STEP 4: CRITERIA

We are right if At least 95 orders are completed per hour without mistakes

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Test Card Strategyzer

Test Name	Switching Incentives	Deadline
Assigned to	Jules	Duration

STEP 1: HYPOTHESIS

We believe that Customers are willing to change service providers for a 10% discount

Critical:
▲ ▲ ▲

STEP 2: TEST

To verify that, we will Approach 100 prospective customers, offering a range of discounts

Test Cost: = Data Reliability: ▲ ▲ ▲

STEP 3: METRIC

And measure The number of customers who agree to change providers (at different levels of discount)

Time Required:
🕒 🕒 🕒

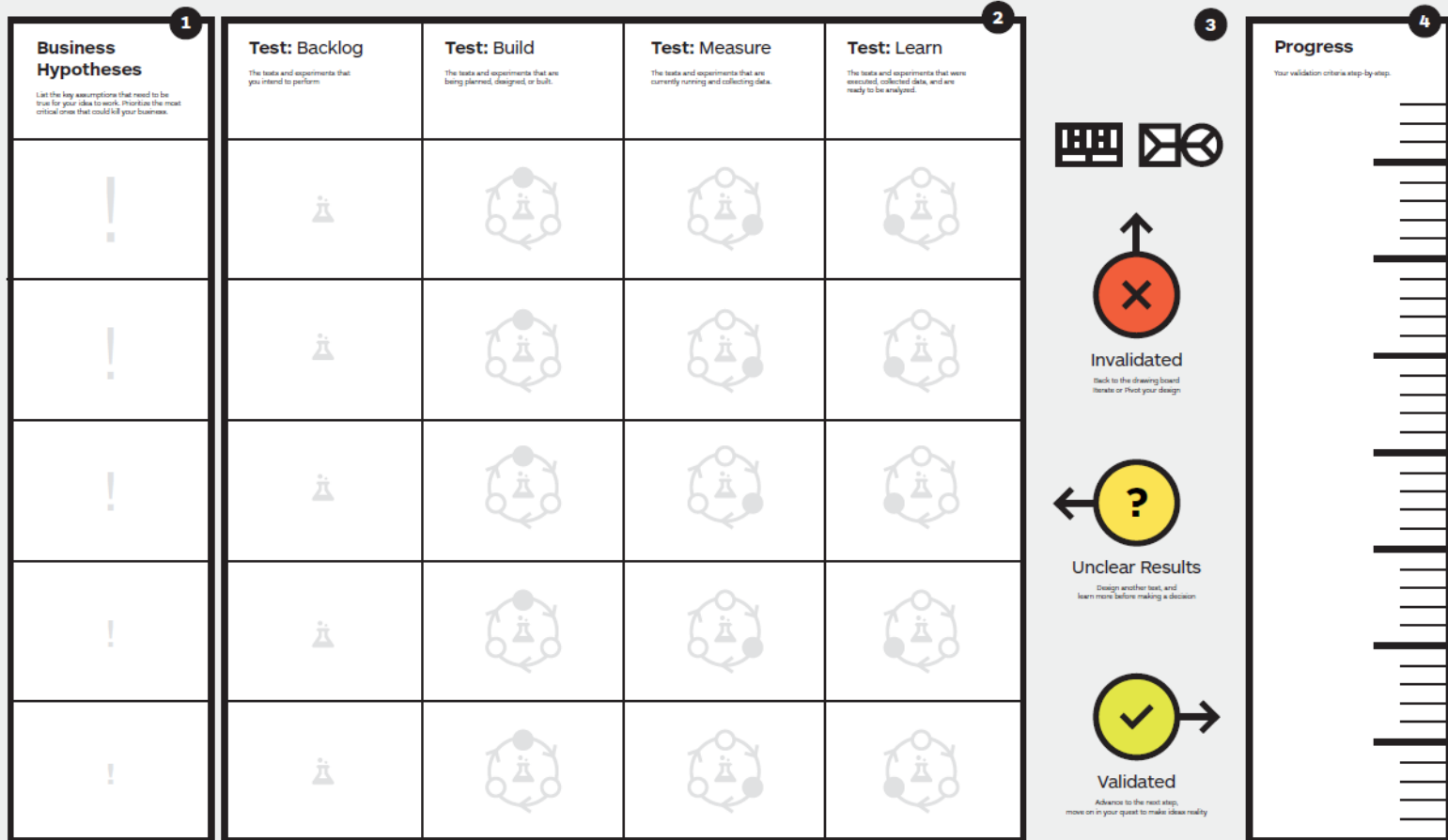
STEP 4: CRITERIA

We are right if At least 50% of customers (who are happy to switch at all) would do so for a 10% discount.

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TESTING MY HYPOTHESIS – Plan & Organize

The Progress Board



EXERCISE (15+15 min)

- ⦿ Define at least 10 hypothesis for your Project
- ⦿ Select 3 to validate (include one for problem, one for value and one for customer segments)
- ⦿ Define the tests you are going to do
- ⦿ Define validation thresholds
- ⦿ Use the green card for each hypothesis
- ⦿ Go out and TEST! **Keep Safe – use social media**

ITERATE. ITERATE. ITERATE



HOMEWORK

- ⦿ Re-define your I2B project – propose a innovative solution for a specific problem created by the Pandemia
- ⦿ Revise your BMC and Value Proposition
- ⦿ Define your Business model and complete the BMC
- ⦿ Complete your hypothesis and validation tests – as much as you can
- ⦿ Launch forms and start interviews
- ⦿ Start thinking of landing pages/social media pages