



EMPREENDEDORISMO EM CIÊNCIAS

1º Ciclo de Estudos
FCUL

Aula 6
16 e 17 de março 2021



Summary

VALUE PROPOSITION

I2B: DEFINE YOUR VALUE PROPOSITION AND CUSTOMER SEGMENTS

DEFINE YOUR BUSINESS MODEL

HOW TO TEST AND VALIDATE HYPOTHESIS



VALUE PROPOSITION



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





FEEL LIKE YOUR CUSTOMER!

**LISTEN TO THEIR FEARS,
NEEDS & LIKES**

(not yours!)





It's a sentence 😊

VALUE PROPOSITION



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.

BE PRECISE

Your customers have specific needs; your value proposition should offer targeted solutions.

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.

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

onsibly: do not block
n pathways

wear a helmet

 Lime

Your ride anytime

\$1 to start

GET IT ON
Apple App Store

GET IT ON
Google Play

Lime.S





Spotify®

Music for everyone.

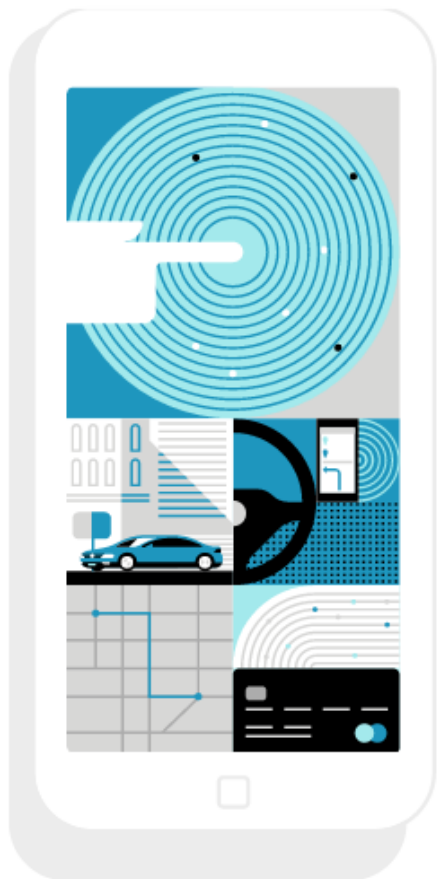
UBER

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.

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CUSTOMER SEGMENT

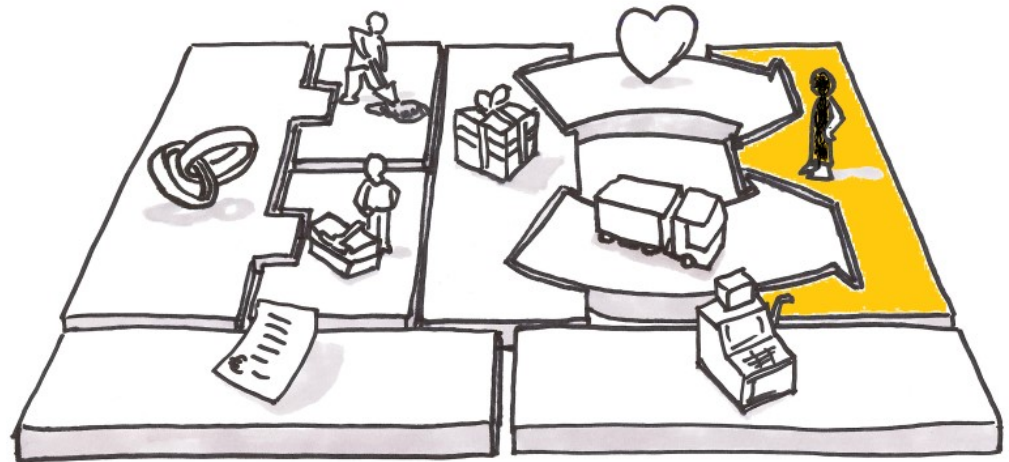
Who are our most important **clients?**

And our **users?**



Who **influences?**

Who **decides?**



What are their most important
characteristics?

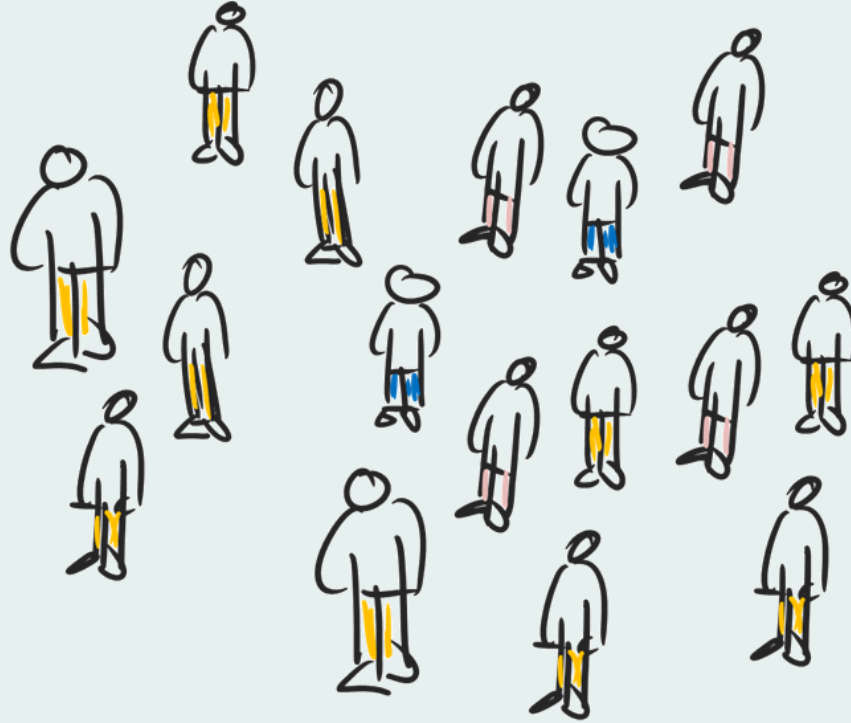
CUSTOMER SEGMENT



CUSTOMER SEGMENTATION

Age
Gender
Geographic location
Income
Spending patterns
Cultural background
Demographics
Marital status
Education
Language
Mobility

Analyze *customers*, not products



MARKET SEGMENTATION

- Demographic** Who?
- Geographic** Where?
- Psychographic** Why?
- Behavioural** How?



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 AND INTERDEPENDENCIES
Complementary activities
Activities of 10th and 11th order
Acquisition of complementary 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
Production Processes

Value Propositions

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

VALUE PROPOSITIONS
Performance
Customization
Convenience
Risk Reduction
Design
Integration
Cost Reduction
Self-Service
Accessibility
Customization
Flexibility

Customer Relationships

What type of relationship does each of our Customer Segments expect as 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-Service
Automated Services
Communities
Co-creation

Customer Segments

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

CUSTOMER SEGMENTS
Mass Market
Niche Market
Segment of Mass
Individual
Micro-Segment

HOW

WHAT

WHO

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 STRUCTURE ELEMENTS
Cost of Materials
Cost of Labor
Cost of Distribution
Cost of Production
Cost of Marketing
Cost of Customer Support
Cost of Administration
Cost of Research & Development
Cost of Risk

Revenue Streams

What are our customers willing to pay?
How are our customers paying?
When are our customers to pay?
How are we integrating them with customer routines?

REVENUE STREAMS
Transaction Fees
Subscription
Licensing
Advertising
Commission
Rental
Leasing
Royalty
License
Usage-based
Performance-based
Gift
Freemium
Usage-based
Performance-based
Gift
Freemium

VIABILITY

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!)

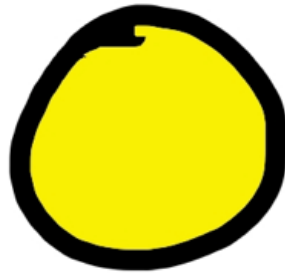


BUSINESS MODEL TYPES

DON'T REINVENT
THE WHEEL



JUST REDESIGN IT



BUSINESS MODEL TYPES

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

BROKERAGE



BUSINESS MODEL TYPES

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

CROUDSOURCING



WIKIPEDIA
The Free Encyclopedia



BUSINESS MODEL TYPES

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

FREEMIUM



BUSINESS MODEL TYPES

LEASING



HOW IT WORKS

LEASING

Make high-margin, high-cost products affordable by having the customer rent them rather than buy them.



BUSINESS MODEL TYPES

HOW IT WORKS

LOW-TOUCH

Offer low-price, low-service version of a traditionally high-end offering.

LOW-TOUCH



BUSINESS MODEL TYPES

NEGATIVE OPERATING CYCLE



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, featuring the word "amazon" in a bold, lowercase, black sans-serif font, with a thick orange arrow underneath that starts under the 'a' and points to the right, ending under the 'n'.

BUSINESS MODEL TYPES

PAY-AS- YOU-GO



HOW IT WORKS

PAY-AS-YOU-GO

Charge the customer for metered services based on actual usage metrics.



BUSINESS

MODEL TYPES

HOOK & BAIT



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”.

Gillette

NESPRESSO®

BUSINESS MODEL TYPES

REVERSE HOOK & BAIT



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

SUBSCRIPTION



HOW IT WORKS

SUBSCRIPTION

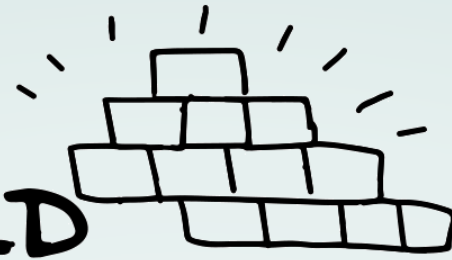
Charge the customer a subscription fee to gain access to a product or service.

OMGYES

NETFLIX



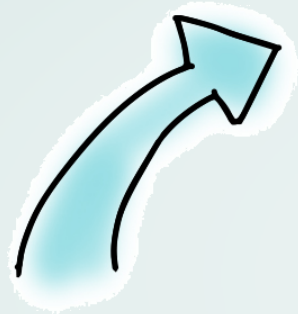
BUILD



MEASURE



LEARN



TESTS

What can I test?

Interest & relevance

Willingness & ability to pay

Preferences & priorities



TESTS

What can I test?

**Interest &
relevance**



Do potential customers show interest in your ideas?

Are your ideas relevant to them?

Are they interested enough to perform an action?

TESTS

What can I test?

Interest & relevance

Forms
Interviews
Ad tracking
Landing pages
Website

The image shows a composite of two screenshots. On the left is a survey tool interface with a purple header. It has tabs for 'QUESTIONS' and 'RESPONSES'. Under 'QUESTIONS', there's a 'Form description' field and an 'Untitled Question' section with two radio button options: 'Option 1' and 'Add option or ADD "OTHER"'. A sidebar on the right offers question types: Short answer, Paragraph, Multiple choice (selected), Checkboxes, Dropdown, Linear scale, and Multiple choice grid. At the bottom, there are 'Date' and 'Time' options. On the right is a Google search for 'landscaping'. The search results show 'About 198,000,000 results (0.30 seconds)'. The top result is 'Backyard Landscaping - Green Apple Landscaping - Awards' with the URL 'www.greenapple.ca'. Below it is a Wikipedia snippet for 'Landscaping'. Other results include 'Premier Landscaping & Design', 'Oriole Landscaping', and 'Landscaping Training'. A map for 'landscaping' in Toronto is also visible. A red arrow points from the 'Backyard Landscaping' result to the survey tool's 'Add option or ADD "OTHER"' option. Another red arrow points from the 'Landscaping Training' result to the survey tool's 'Date' option. The background of the right side of the image features a young girl's face with several vertical strips of wood or bamboo placed over her eyes.

TESTS

What can I test?

**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?



TESTS

What can I test?

**Willingness &
ability to pay**

“Fake” sales
Pre-sales
Crowdfunding
Minimum Viable Products



Product Pre Order

KICKSTARTER Discover Start
great projects your project

Pebble: E-Paper Watch for iPhone and Android
A Product Design project in Palo Alto, CA by Pebble Technology · send message

PROJECT HOME [UPDATE](#) [TO](#) [BACKERS](#) [MEDIA](#) [COMMENTS](#) [AIM](#)

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

THIS PROJECT WILL BE FUNDED ON FRI, MAY 18, 11:00PM EDT.

[BACK THIS PROJECT](#)
\$100,000 PLEDGE

PLEGGED \$1 OR MORE

INDIEGOGO
ICO & Blockchain Investments

TESTS

What can I test?

**Preferences
& priorities**

Which features of your value proposition do potential customers prefer?

What do they really value?

What do they prioritize?



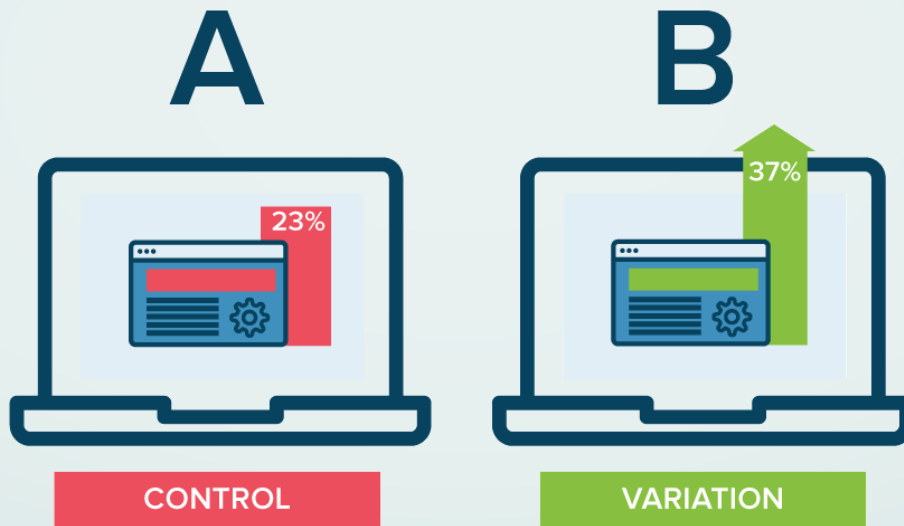
TESTS

What can I test?

Preferences
& priorities


A/B (split) testing

Innovation games[®]



TESTS


Test Card



Test Name	Deadline
Assigned to	Duration




STEP 1: HYPOTHESIS

We believe that [redacted]

Critical:   



STEP 2: TEST

To verify that, we will [redacted]

Test Cost:     Data Reliability:   

STEP 3: METRIC

And measure [redacted]


Time Required:   

STEP 4: CRITERIA

We are right if [redacted]

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Learning Card






Insight Name	Date of Learning
Person Responsible	

STEP 1: HYPOTHESIS

We believed that [redacted]

STEP 2: OBSERVATION

We observed [redacted]

Data Reliability:   

STEP 3: LEARNINGS AND INSIGHTS

From that we learned that [redacted]

Action Required:

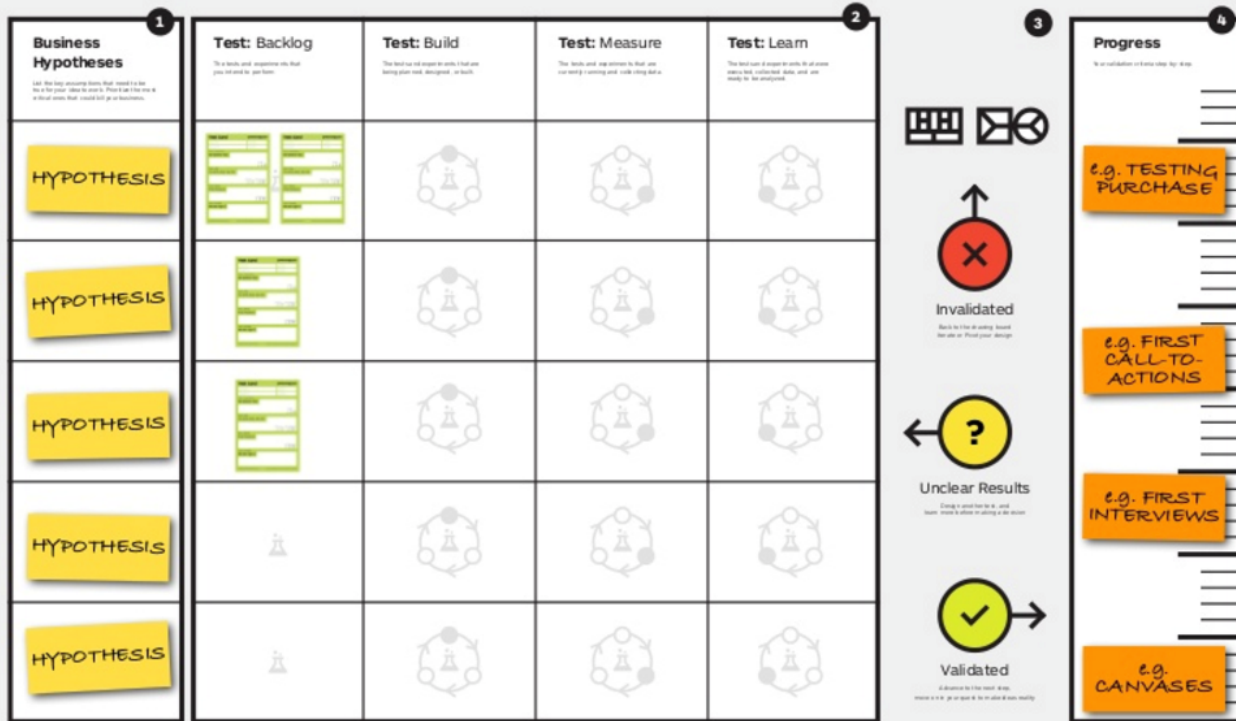
STEP 4: DECISIONS AND ACTIONS

Therefore, we will [redacted]

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TESTS

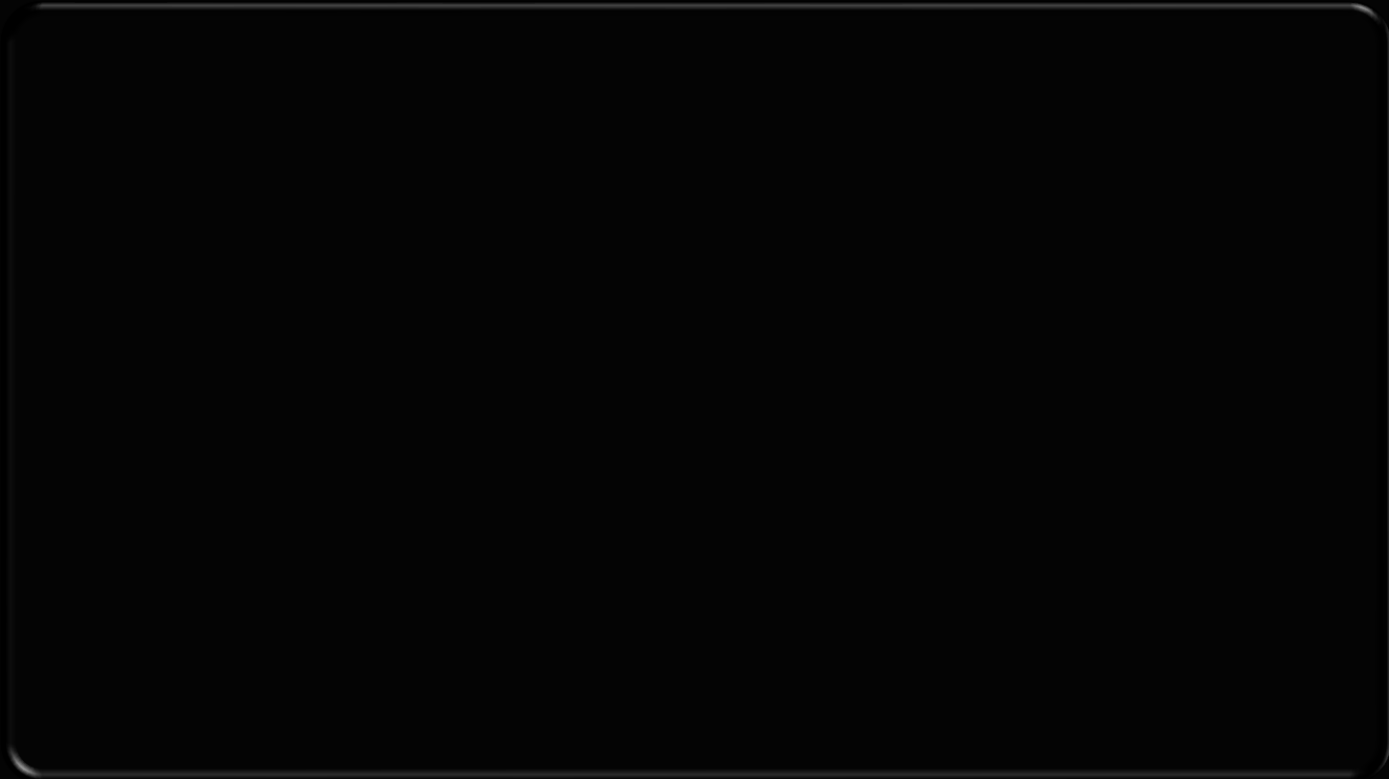
The Progress Board





TESTING MY HYPOTHESIS

ITERATE. ITERATE. ITERATE.



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).

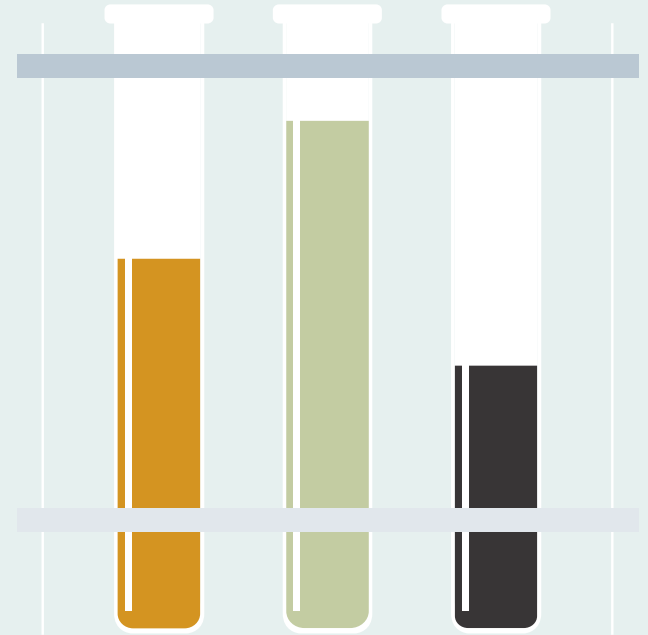
Define the tests you are going to do
Define validation thresholds

Use the green card for each hypothesis



HOMework

- Revise your BMC for Clients and Value Proposition
- Define your Business model and complete the BMC
- Complete your hypothesis and validation tests (10)
- Launch forms and start interviews
- At the end of semester, you need to have at least 3 hypothesis tested and validated or not!
- Start thinking of landing pages/social media pages



EXERCISE & TEST



Prepare a google form questionnaire

- Include this sentence in ALL your forms:

"This is part of a student assignment for an entrepreneurial course in the FCUL, and the ideas, questions and all information herein contained is only theoretical and imaginary, not part of a yet real solution and it is of student's entire responsibility. The purpose of this questionnaire is to listen to the market and potential customers needs on the bases of a fictional idea. We can assure you that every information here is maintained confidential and will solely be used with the purpose of getting statistically significant data."

- Demographic info: name, age, degree, nationality, gender...
- Ask specific questions and provide optional answers (don't do open questions)

Ex: When you go to a new job outside your country what are the first things you do?

- A) look for a place
- B) Know more about job
- C) learn the entry needs for that country...

