



TTC - MESTRADO EM MICROBIOLOGIA APLICADA
IE - MESTRADO EM MATEMÁTICA APLICADA ECONOMIA & GESTÃO
ITT – ENGENHARIA BIOMÉDICA E BIOFÍSICA
IE - OPCIONAL PARA 2º CICLO

FCUL – 2018/2019

AULA 8
29 ABRIL 2019

Sumário

- ⦿ O Mito do empreendedor. Visão e Missão.
- ⦿ BM Canvas:
 - Capacidades e competências.
 - Actividades e Recursos chave
 - Parcerias
 - Plano de acção: objectivos – pressupostos – milestones.
- ⦿ Modelo de negócio. A cadeia de valor e a segmentação.

*"Bringing the Dream Back
to American Business"*



The E Myth

**Why Most
Businesses
Don't Work and
What To Do
About It**

Michael E. Gerber

Gerber

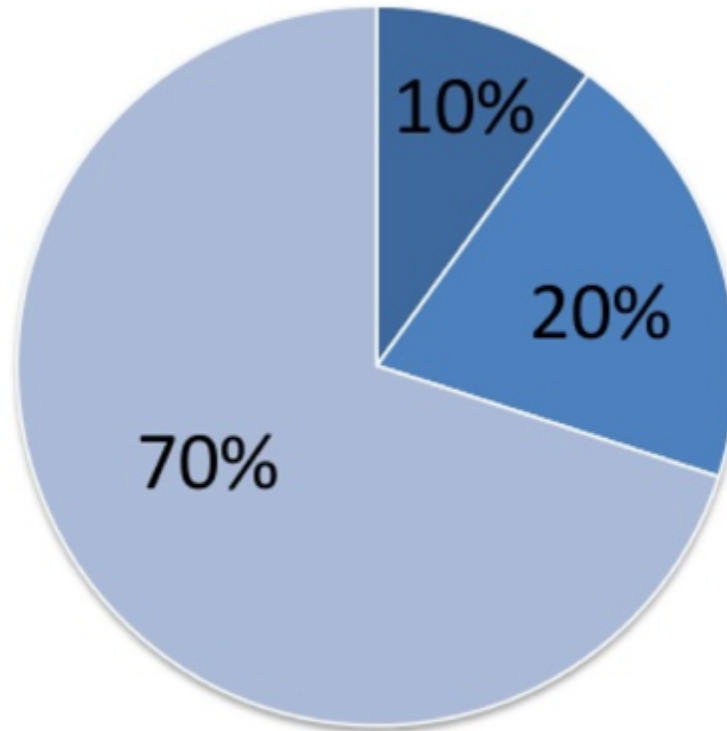
The E Myth



What is E-Myth?

- ENTREPRENEURIAL MYTH
- “Small businesses are started by entrepreneurs risking capital to make profit.”
- Belief in this leads to small business failure
- Fatal Assumption
 - “If you understand the technical work of a business, you understand a business that does that technical work.”

ENTREPRENEUR MYTH



■ Empreendedor

■ Gestor

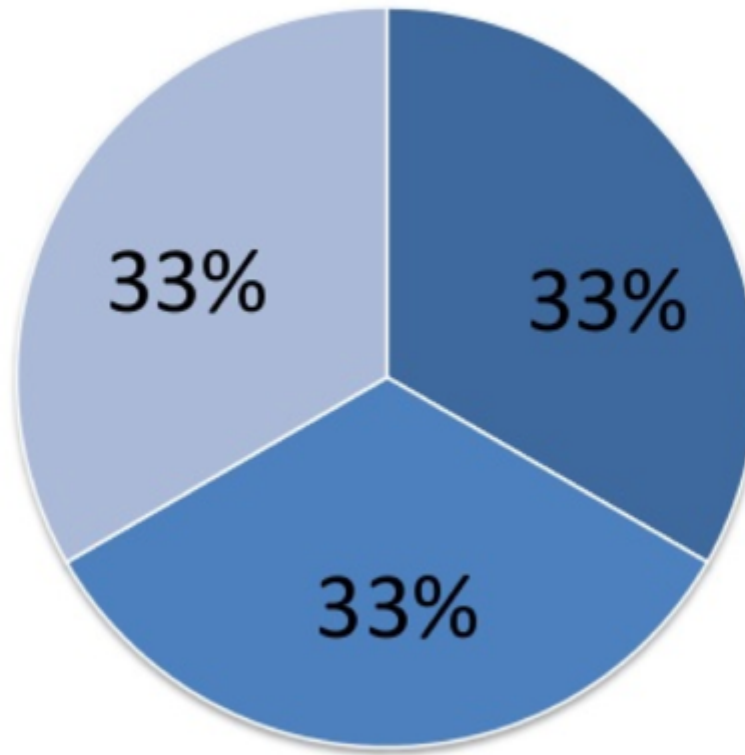
■ Técnico

Goal for the 3 Personalities: BALANCE

- ✓ Results in an incredibly competent individual
- ✓ Can be found in the Franchise Prototype



ENTREPRENEUR MYTH



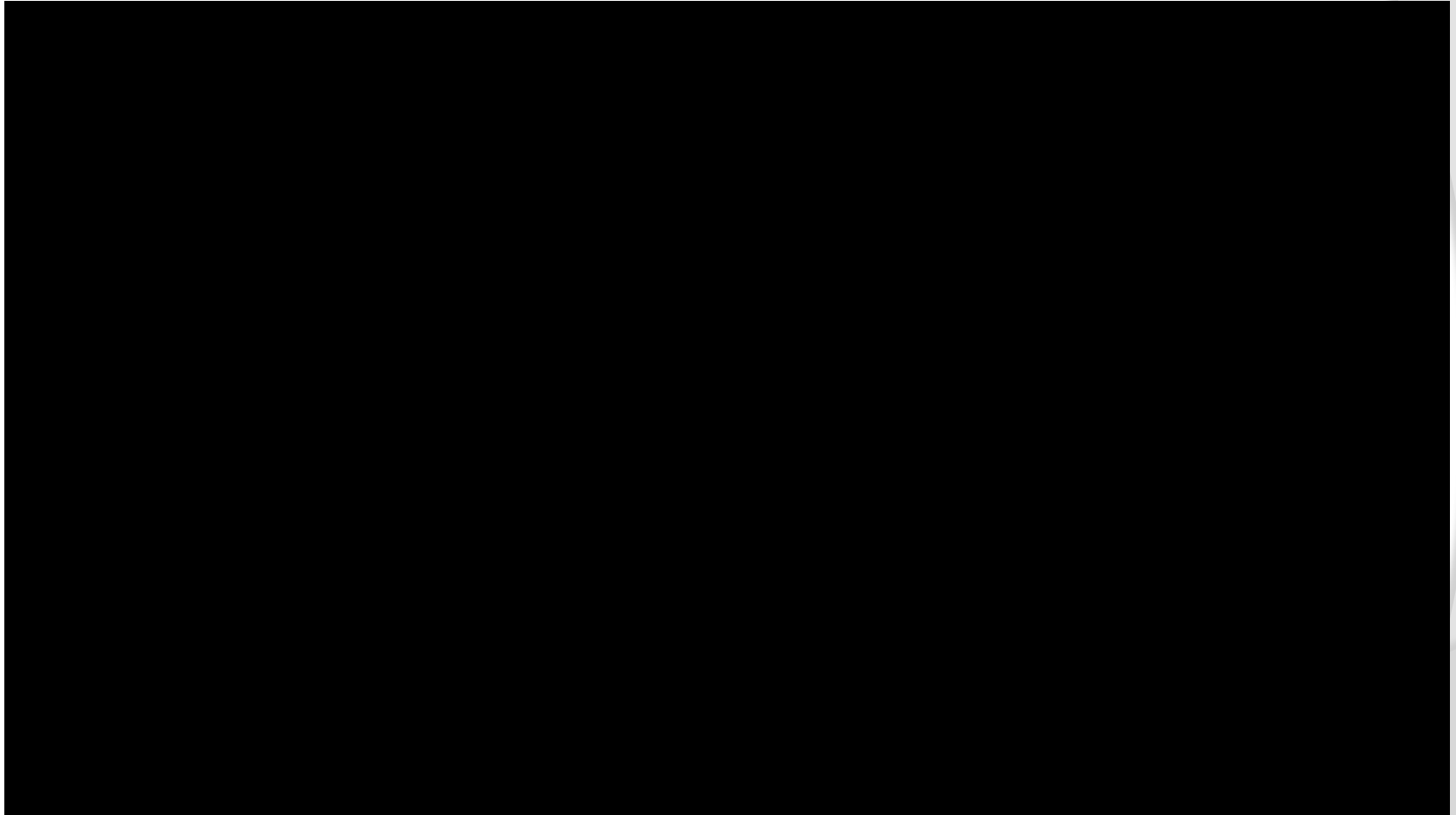
■ Empreendedor

■ Gestor

■ Técnico

Work ON it not IN it

1st AIM – VISION & MISSION



VISION & MISSION

- ① **Vision:** Defines the way an organization or enterprise will look in the future.
Vision is a long-term view, sometimes describing how the organization would like the world to be in which it operates.
- ① For example, a charity working with the poor might have a vision statement which reads "A World without Poverty."

VISION & MISSION

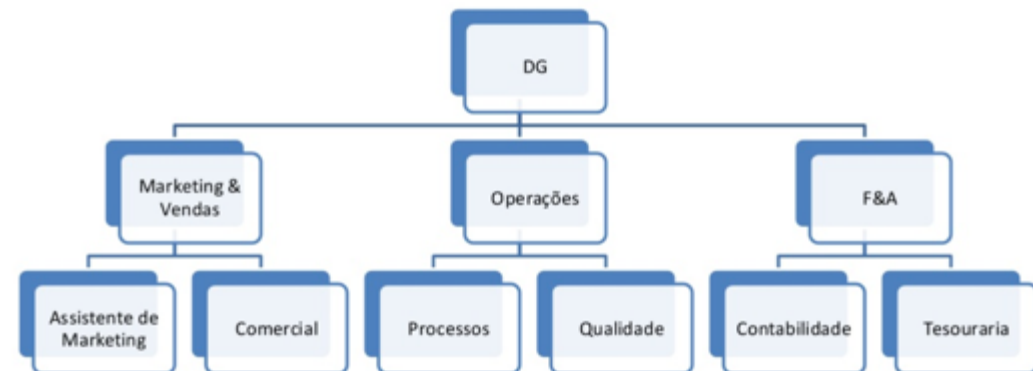
- ⦿ **Mission:** Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its Vision.
- ⦿ It is sometimes used to set out a "picture" of the organization in the future. A mission statement provides details of what is done and answers the question: "What do we do?"
- ⦿ For example, the charity might provide "job training for the homeless and unemployed."

Other Systems

- ◉ Goals & strategy
- ◉ Team & organization flowcharts
- ◉ Information flow systems
- ◉ Marketing systems

.....

Organigrama



NO PROCESSES



WITH PROCESSES

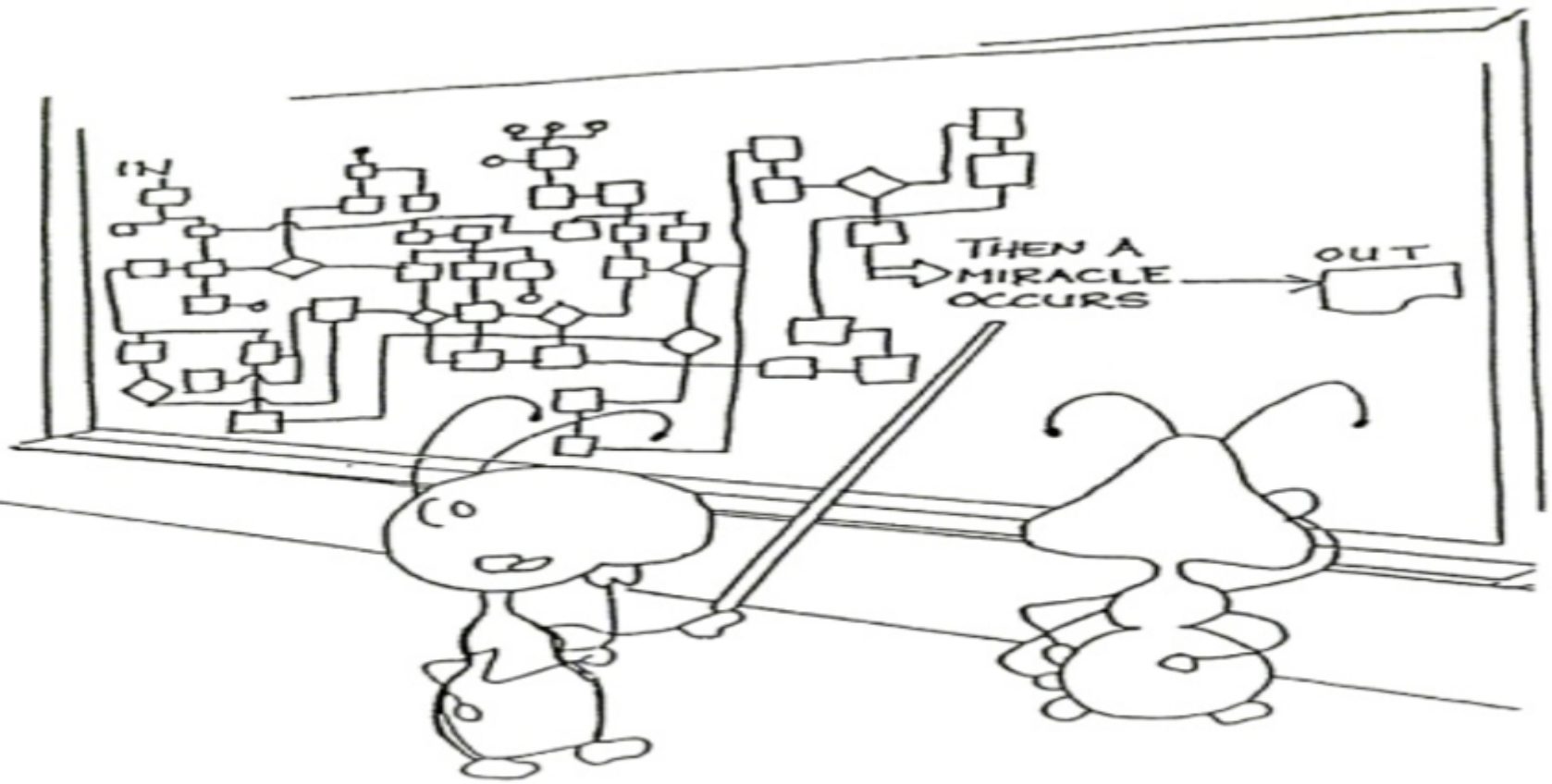


Beethoven Symphony No. 5: comparison of themes

First theme (C minor)

Second theme (Eb major):
1st phrase (antecedent)

2nd phrase (consequent)



" Good work but I think we need just a little more detail right here "

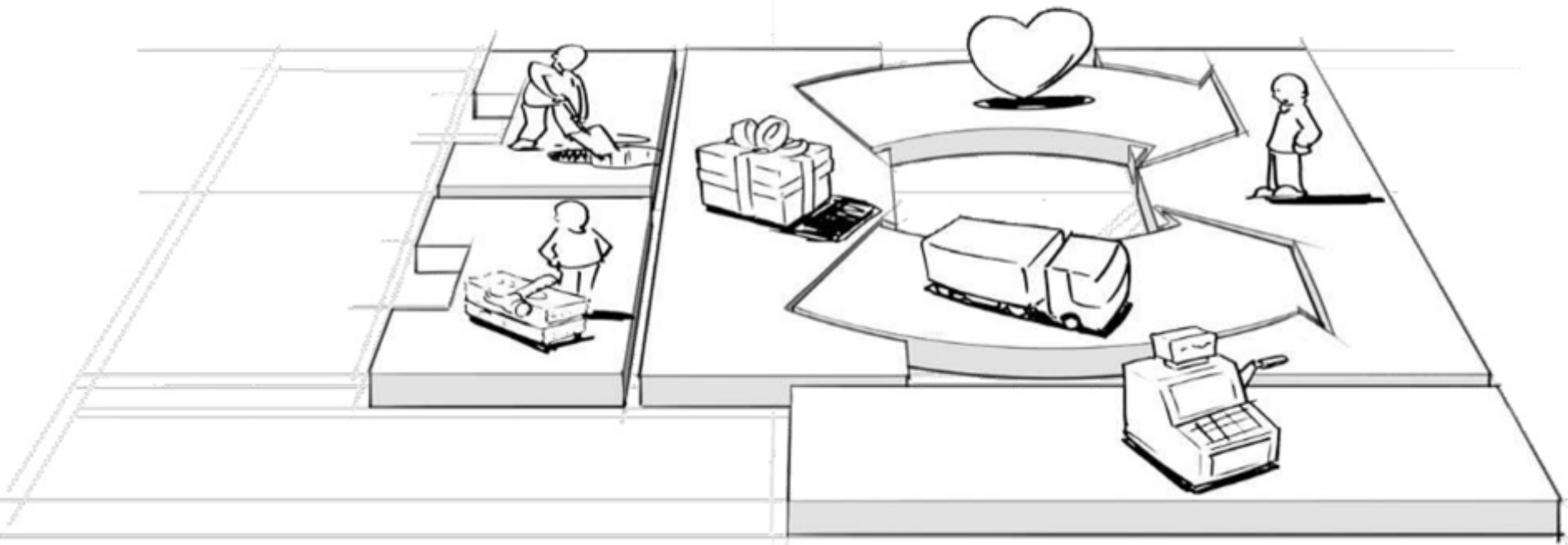
HOW DO I BUILD SYSTEMS?

SKILLS & CORE COMPETENCIES

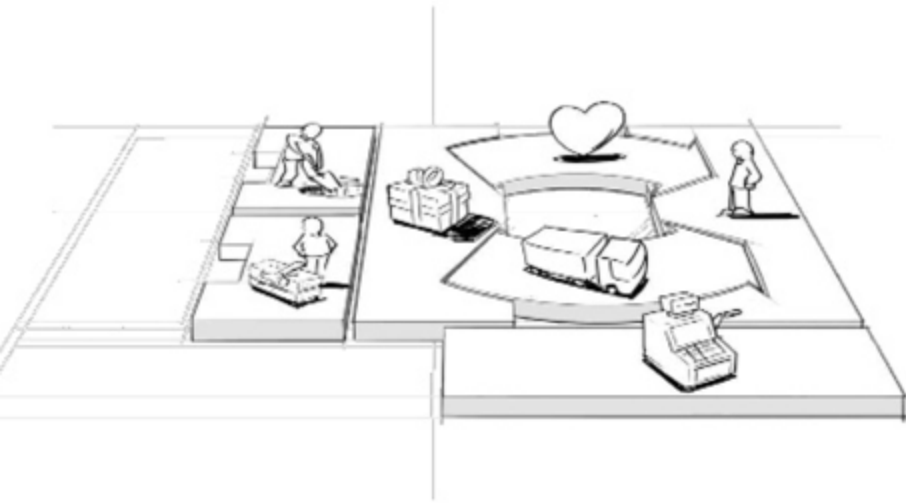
- ⦿ What you have that no one has?
- ⦿ What can you do that is critical to success?

- ⦿ What do you need?
- ⦿ What is it that you don't need?
- ⦿ Who can be key? Why?

KEY ACTIVITIES

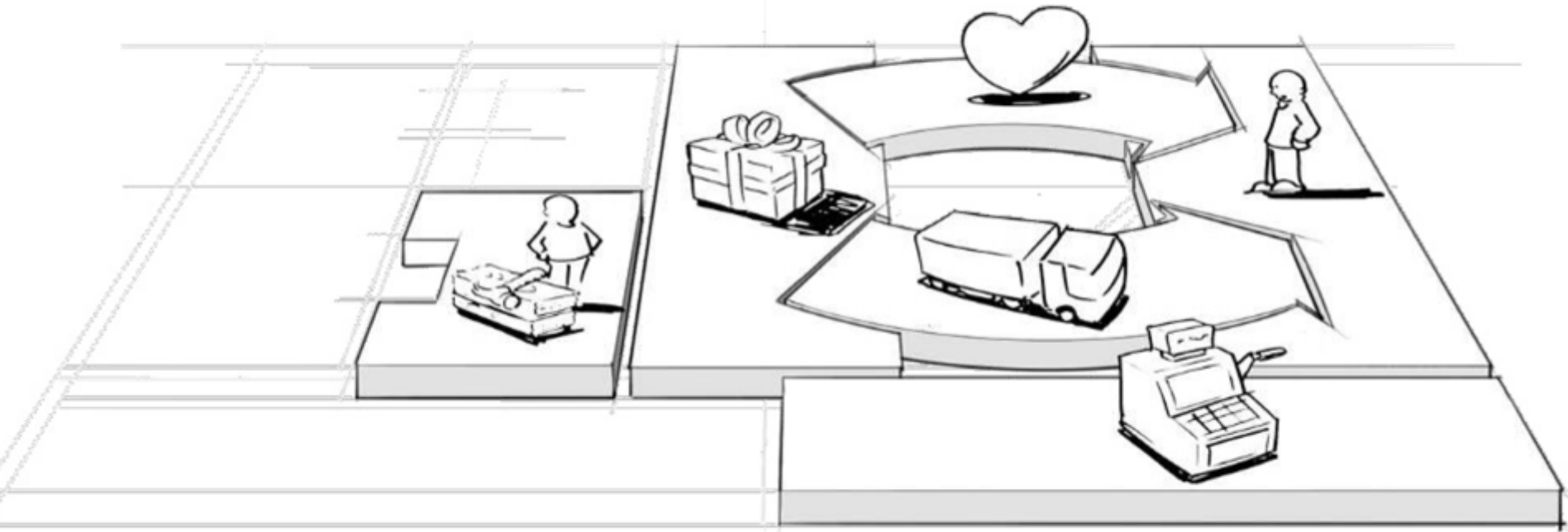


KEY ACTIVITIES

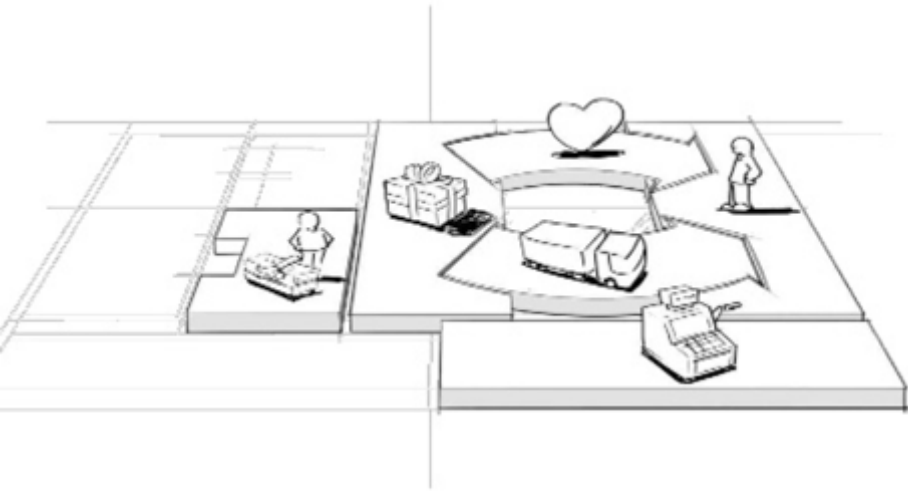


- What are the critical activities demanded by the model?
- How can they be optimized?
- Which ones can be automated?
- Which ones can be outsourced?

KEY RESOURCES

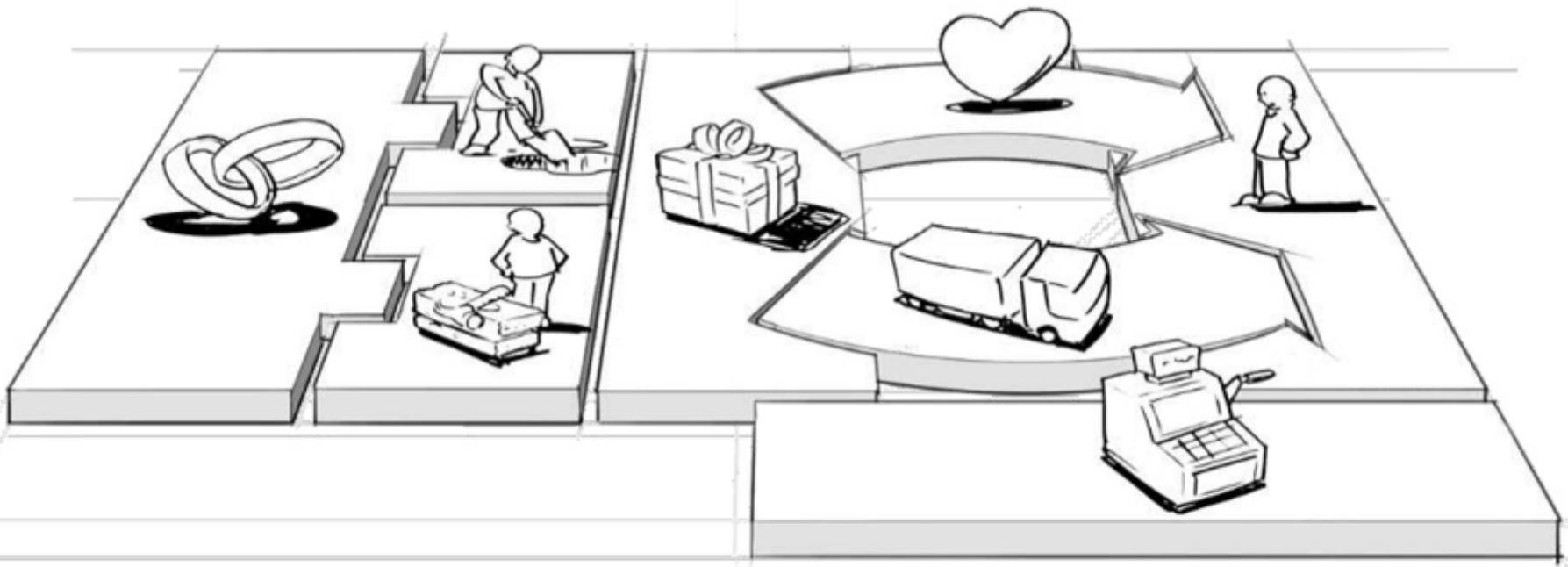


KEY RESOURCES



- What are the critical resources?
- What are their characteristics?
- How can I get them?
- How can I maintain them?

KEY PARTNERS



TYPES OF PARTNERSHIPS

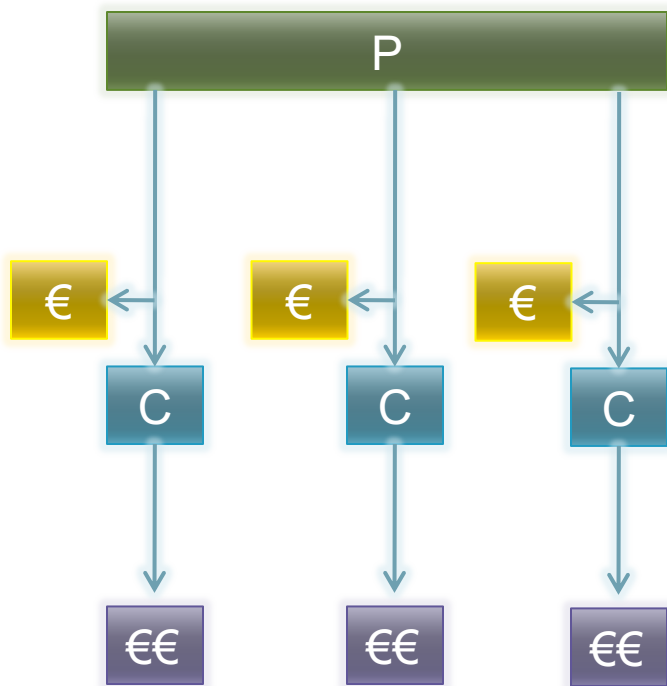
- Strategic Alliances between complementary companies
- Cooperation between competing companies
- Joint-Ventures to develop new businesses opportunities
- Supplier/buyer relationships for strategic supplies

MOTIVATIONS OF PARTNERSHIPS

- Scale Economies
- Risk & uncertainty reduction
- Activities or resources acquisition
- Internationalization costs reduction

BUSINESS MODELS

BUSINESS MODEL (1)



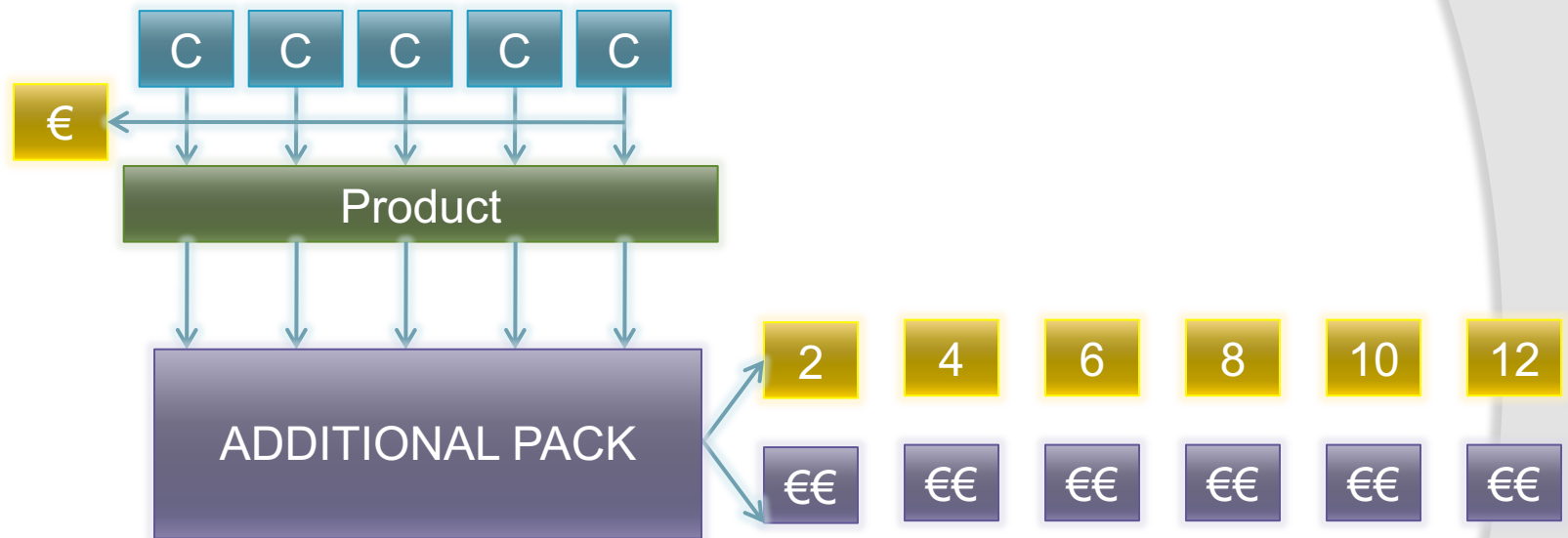
**Underachievement
method**

BUSINESS MODEL (2)



**Market funnel
method**

BUSINESS MODEL (3)

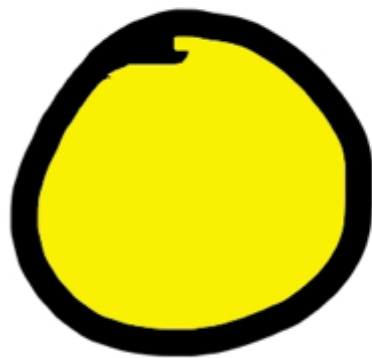


**Continuity Income
method**

DON'T REINVENT
THE WHEEL



JUST REDESIGN IT



OTHER BUSINESS MODELS

- Transaction
- Usage
- Rental
- Licensing
- Subscription
- Pre-paid
- Freemium
- Pay-per-use
- Intermediation
- Publicity

TRANSACTION



1.230.000 €

USAGE



RENTAL



Single Bedroom in the...
Rua Maria, nº59, 4º



Alcantara Tejo
Rua Primeiro de Maio



Single Bedroom in the...
Rua Maria, nº 59, 4º



proprietario
rua diego cão , 1419, 2



Apartamento para alu...
Rua cidade de benguela 257



Near Nova Unis - Inter...
Rua Ramalho Ortigão



Arrenda-se quarto
Rua de Gustavo de Matos Sequeira



T2 em Telheiras (Paço...
Paço do Lumiar



Uniplaces



airbnb

LICENSING

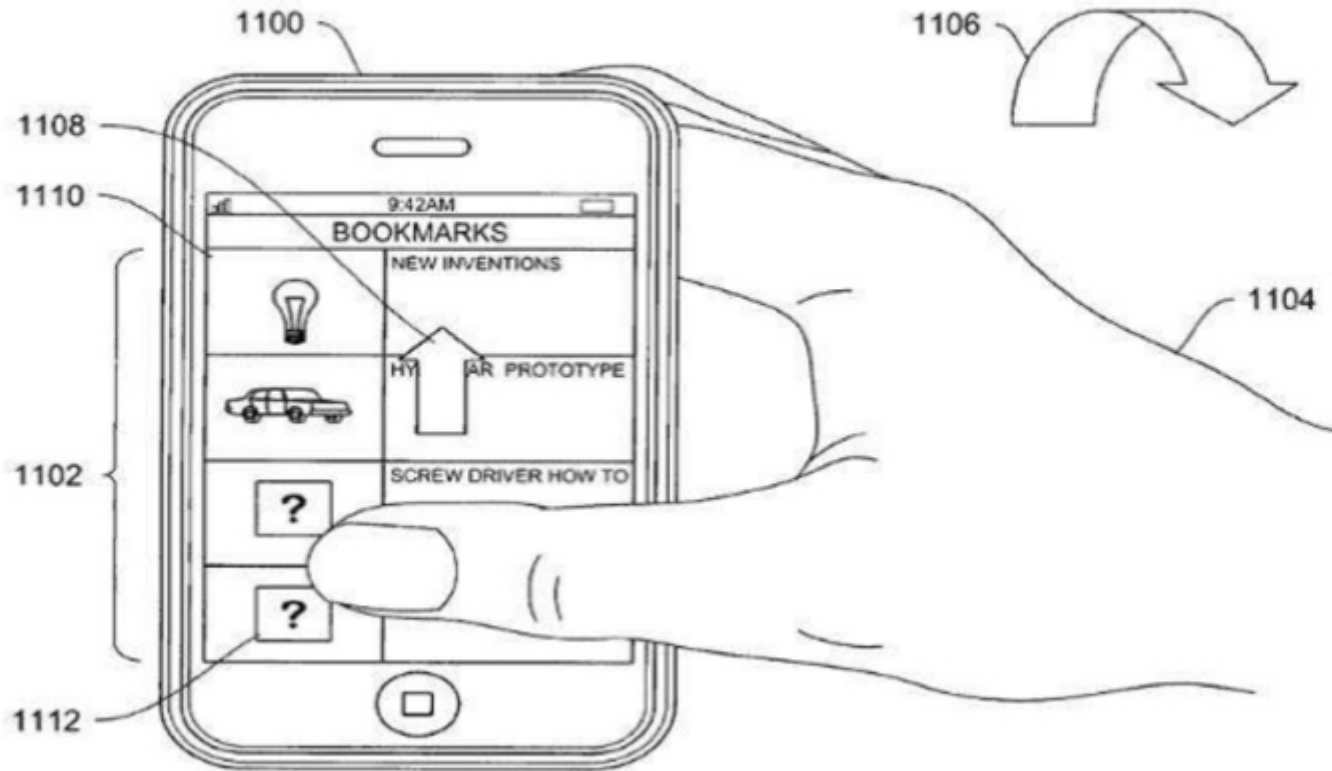


FIG. 11

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, with a small 'tm' trademark symbol to the right.The PayPal logo is shown in a bold, blue, italicized sans-serif font, with a small 'tm' trademark symbol to the right.The RE/MAX logo features a blue hot air balloon with a red top section and the text 'RE/MAX' in blue on the balloon, positioned to the left of the main 'RE/MAX' text. The main text is in a bold, red, sans-serif font with a blue diagonal slash through the 'E', and a registered trademark symbol (®) to the right.

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 curved orange arrow that starts under the letter 'a' and ends under the letter 'z', pointing to the right.

FARFETCH

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 the word "NESPRESSO" in a dark brown, bold, sans-serif font, with a stylized 'N' symbol to its left.

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.

The Netflix logo is displayed in a bold, red, sans-serif font. The letters are slightly slanted to the right. The logo is set against a solid black rectangular background.

PREPARATION OF THE PRESENTATION

Define the objective
and audience of the
message



DESIGN

PREPARATION OF THE
PRESENTATION

Structured and organized
presentation & attention to design



**PREPARATION OF
THE PRESENTATION**

Testing and rehearsing
are crucial tasks

PREPARATION OF
THE
PRESENTATION

First few
minutes
have to be
engaging!!





No
**engagement
or interaction**

DESIGNED BY STINSON

PREPARATION OF
THE PRESENTATION

Think of ways to engage
and interact with your
audience

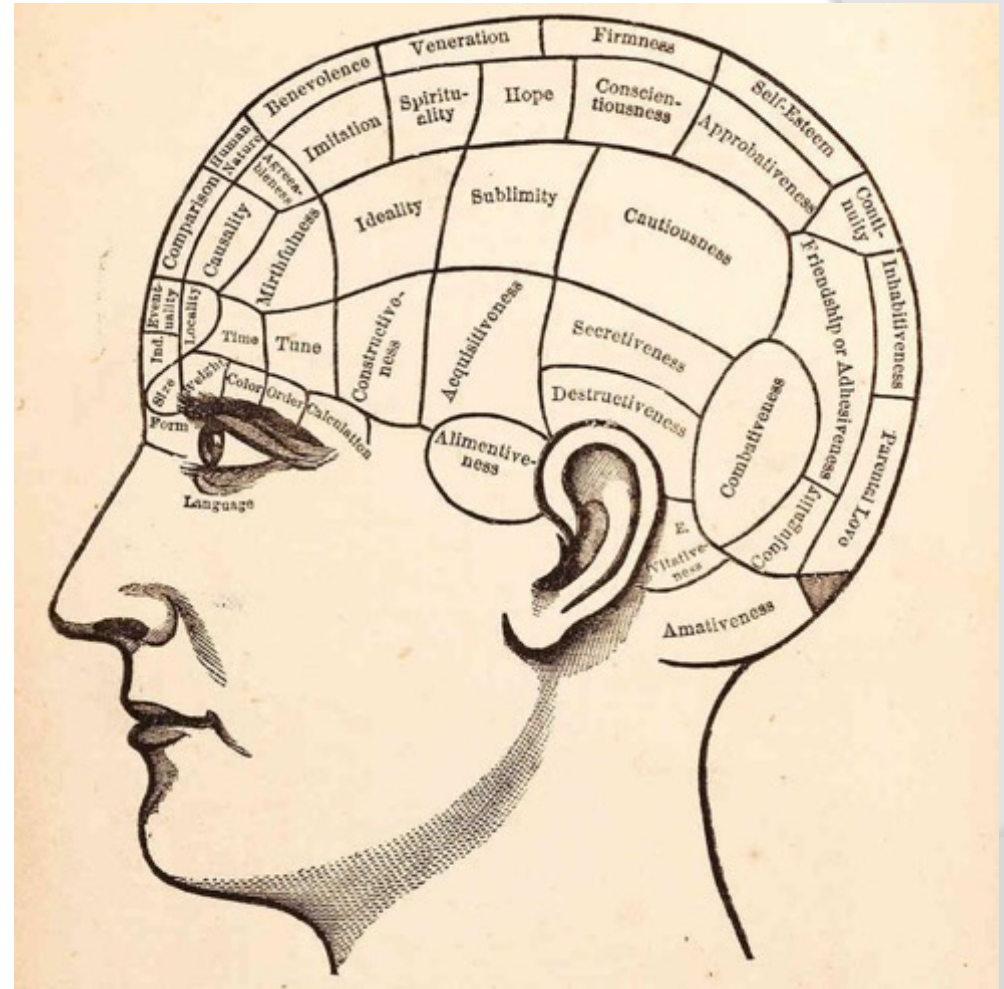


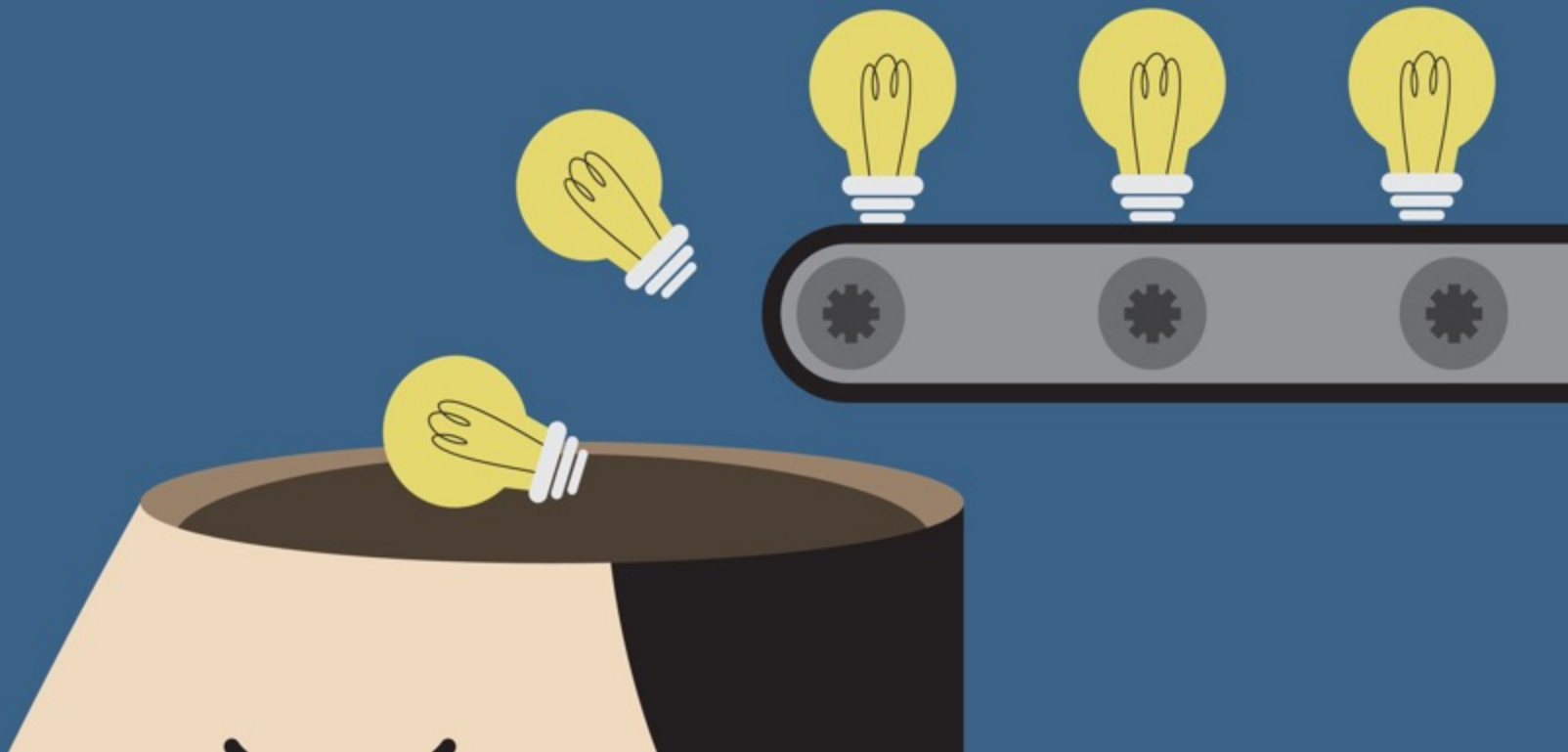
PREPARATION OF THE PRESENTATION

Avoid slides with too
much data/text/charts

PREPARATION OF THE PRESENTATION

Start with simple
ideas and then
add levels of
complexity





PREPARATION OF THE PRESENTATION

Use visual anchors,
analogies and metaphors



Transition & animation **overload**

DESIGNED BY STINSON

PREPARATION OF
THE PRESENTATION

Stop with transition &
animation madness



PREPARATION OF THE PRESENTATION

Don't use the presentation
as a script but as a
complement

PREPARATION OF THE PRESENTATIO

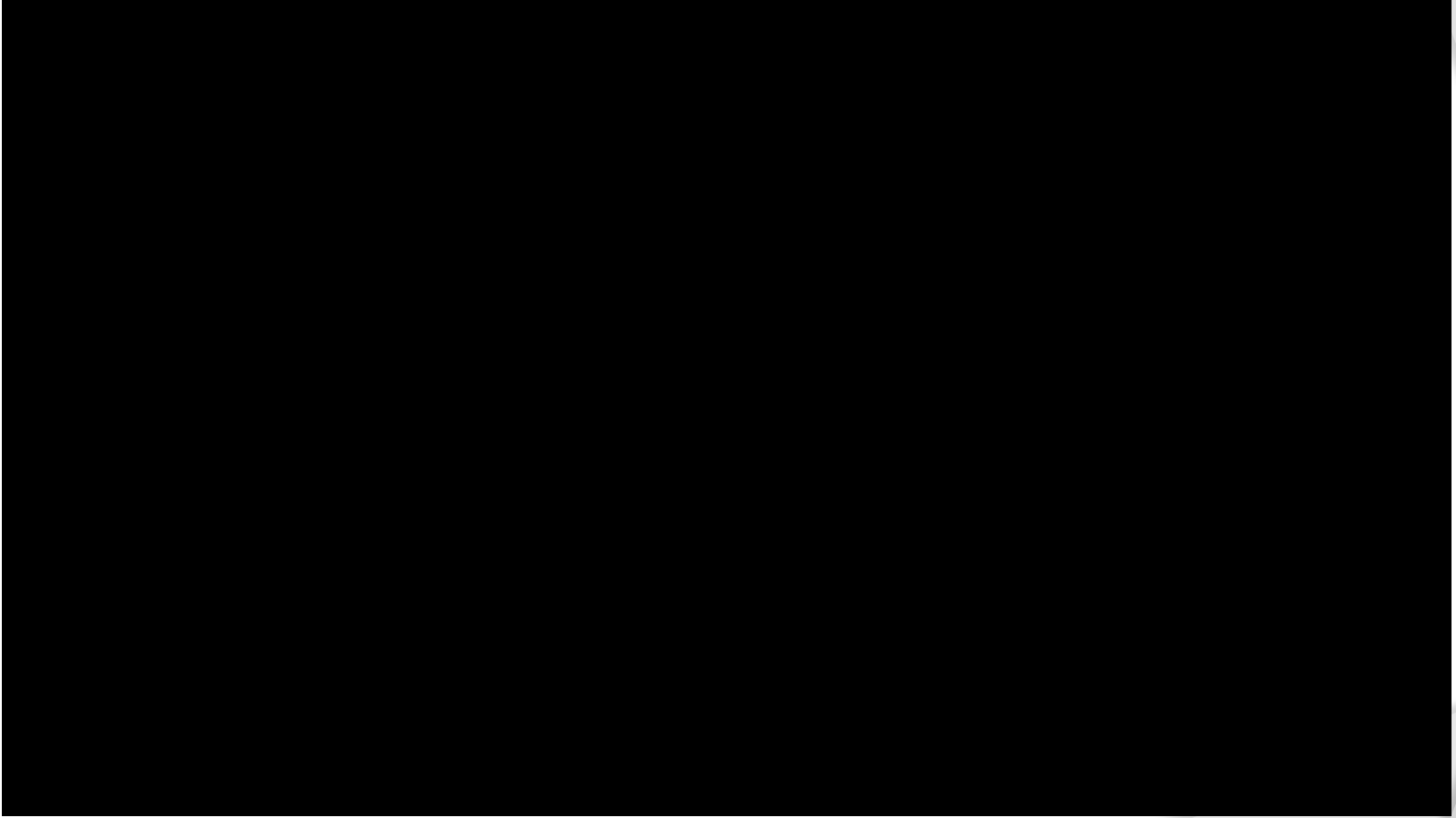
Avoid lack of
humor, passion
and enthusiasm!
SMILE!! 😊



HOW TO DO IT

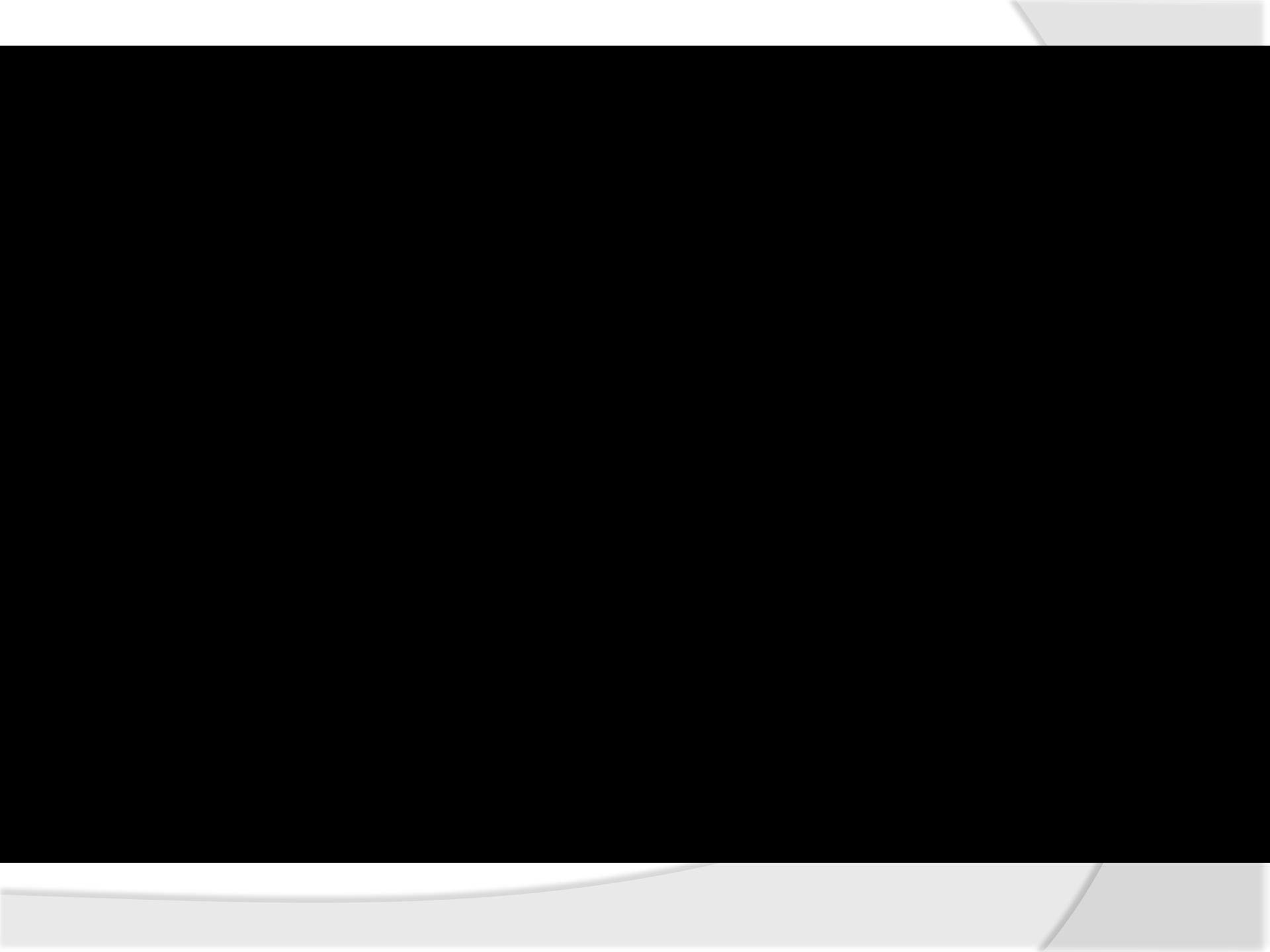


STORYTELLING





ELEVATOR PITCH



7 STEPS
FINAL
PITCH

1

INTRODUCTION

My name

The name of the
project/company

WHAT YOU DO IN 5 SEC

7 STEPS FINAL PITCH

2

PROBLEM/OPPORTUNITY

Which problem are we solving/

Which opportunity are we creating

Who has this problem

To whom are we creating this opportunity

Quantify (market dimension)

7 STEPS
FINAL
PITCH

3

SOLUTION

Value proposition

**Why is it unique
(RELEVANCE!!)**

How did we get here

Partners and key
resources

“Go to market” plan

7 STEPS
FINAL
PITCH

4

COMPETITION

**Other ways of solving
this problem**

Direct and indirect
competitors

Comparison of features

7 STEPS
FINAL
PITCH

5
FINANCIALS

Business Model
Costs and sales
predictions

7 STEPS
FINAL
PITCH

6

TEAM

Who are they

What roles do they have
on the project

Why are they a part of the
Project (SKILLS)

7 STEPS FINAL PITCH

7

WRAP UP

Our solution to a certain problem/opportunity

Why are you the right team to do it

MAKE IT CLEAR WHAT YOU WANT FROM THE AUDIENCE!

Your contacts

Q&A

SO COOL & SO NICE



HOMework

- ① Define your key activities
- ① Define your key resources
- ① Define your key partners
- ① Define your business concept and business Model
- ① Start Thinking of your PITCH!