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UNIVERSITAT
POLITÀCNICA
DE VALÈNCIA

DIRECCIÓN DELEGADA DE EMPRENDIMIENTO Y EMPLEO

ENTREPRENEURIAL
CULTURE

MENTORING

TRAINING



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SINCE 1992

Entrepreneurship Promotion Award
European Enterprise Awards 2009

SPACES

TEAM
BUILDING

teaⁿⁱerUP
find your team

ACCESS TO FUNDING

STARTUPS & SPINOFFS



2





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UPV Entrepreneurship Roadmap



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01

TRAINING



SCHOOLS

Training Sessions and Bootcamps:
Think, Day, Week and Campus



3





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UPV Entrepreneurship Roadmap



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02 SPACES



STARTUPV

Startup Private Offices
Coworking spaces
11 Open Spaces (1 per School)
Alcoy
Gandía



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UPV Entrepreneurship Roadmap



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03

BOOSTING



ACCELERATION

STARTUPV network of mentors

IDEAS-UPV Technicians

Advisors

Access to Funding





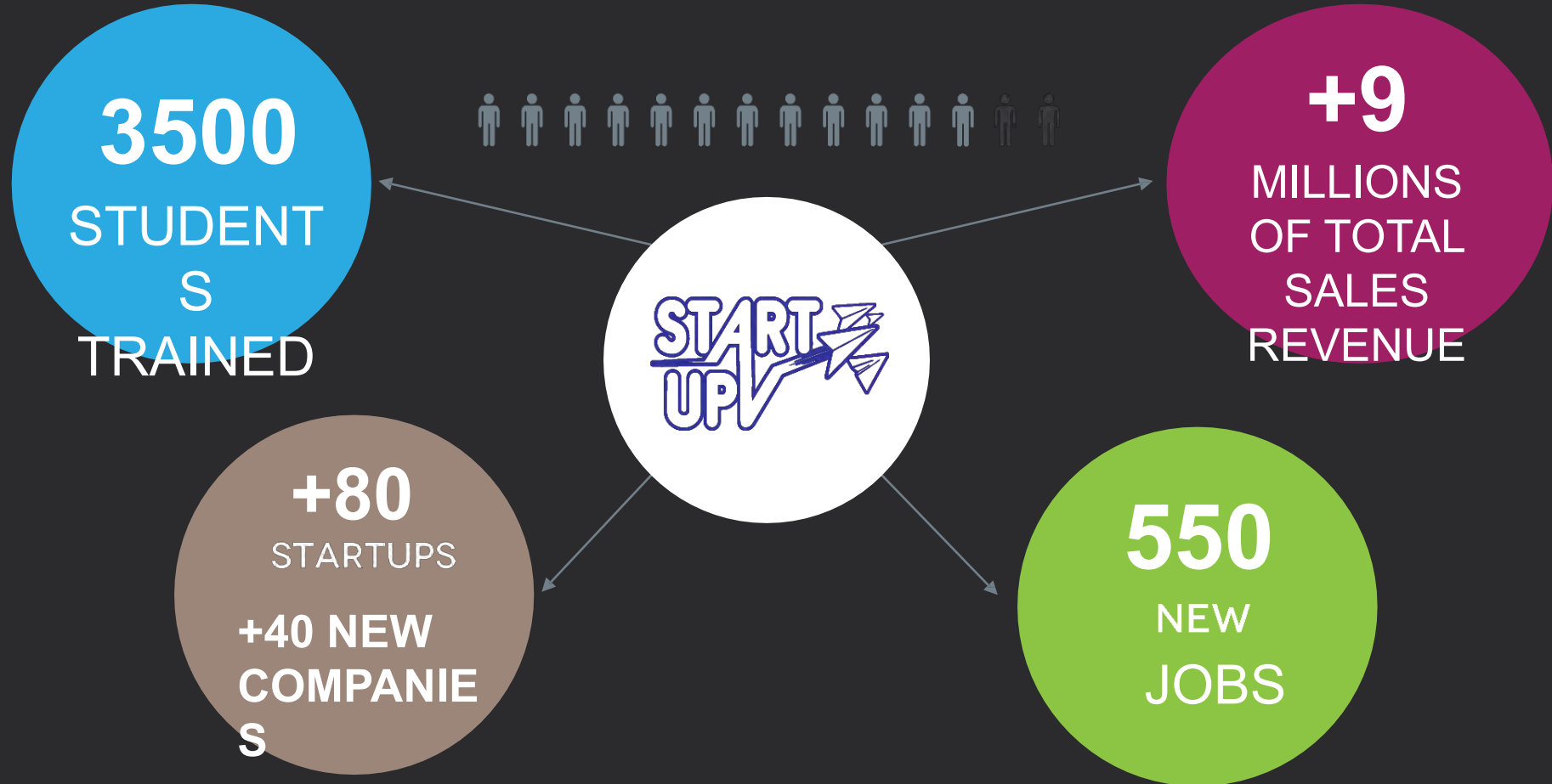
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STARTUPV in numbers



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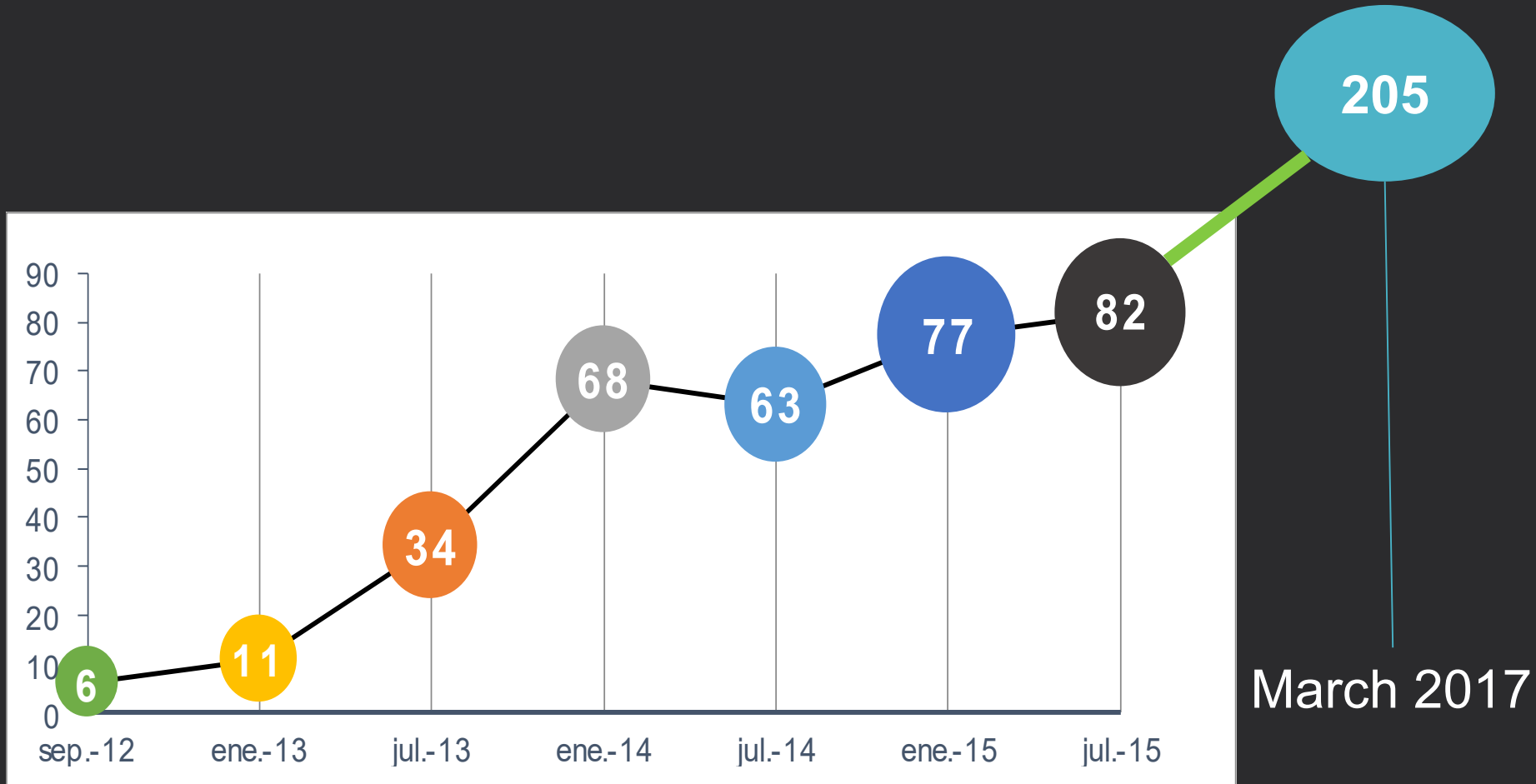
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STARTUPV in numbers



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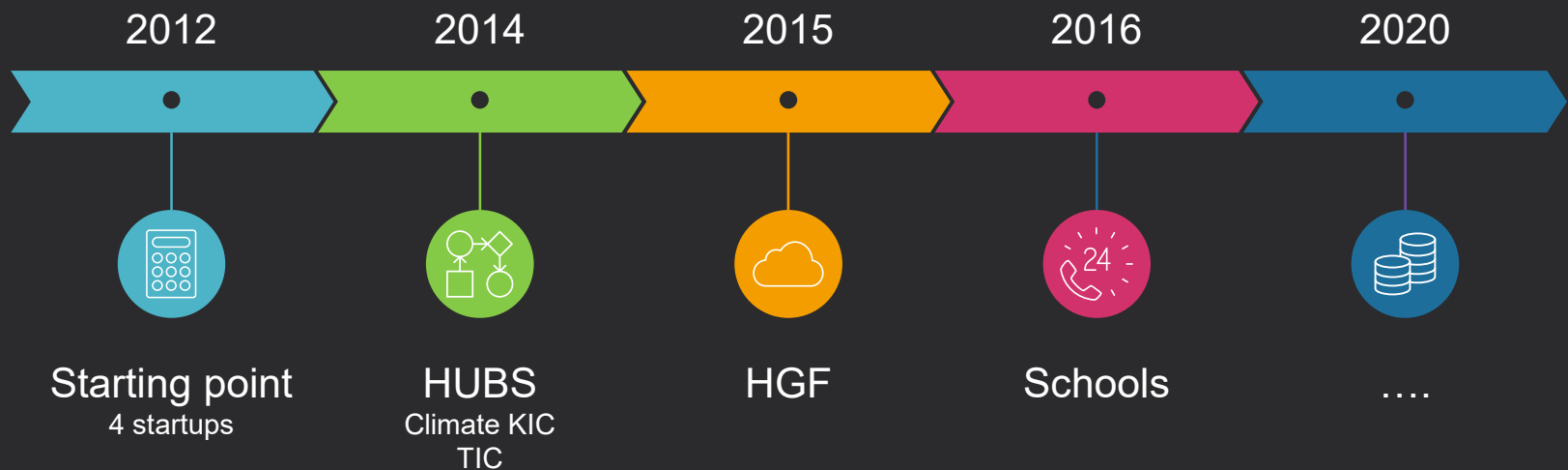
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Our history



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DIRECCIÓN DELEGADA DE EMPRENDIMIENTO Y EMPLEO

14.658.877€

TOTAL INCOMES

5.228.116€

INVESTMENT

205
COMPANIES





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Products from STARTUPV



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Nub-e
Sistema móvil y autónomo de Defensa Contra Incendios Forestales

Pyro



Pyro

Closca



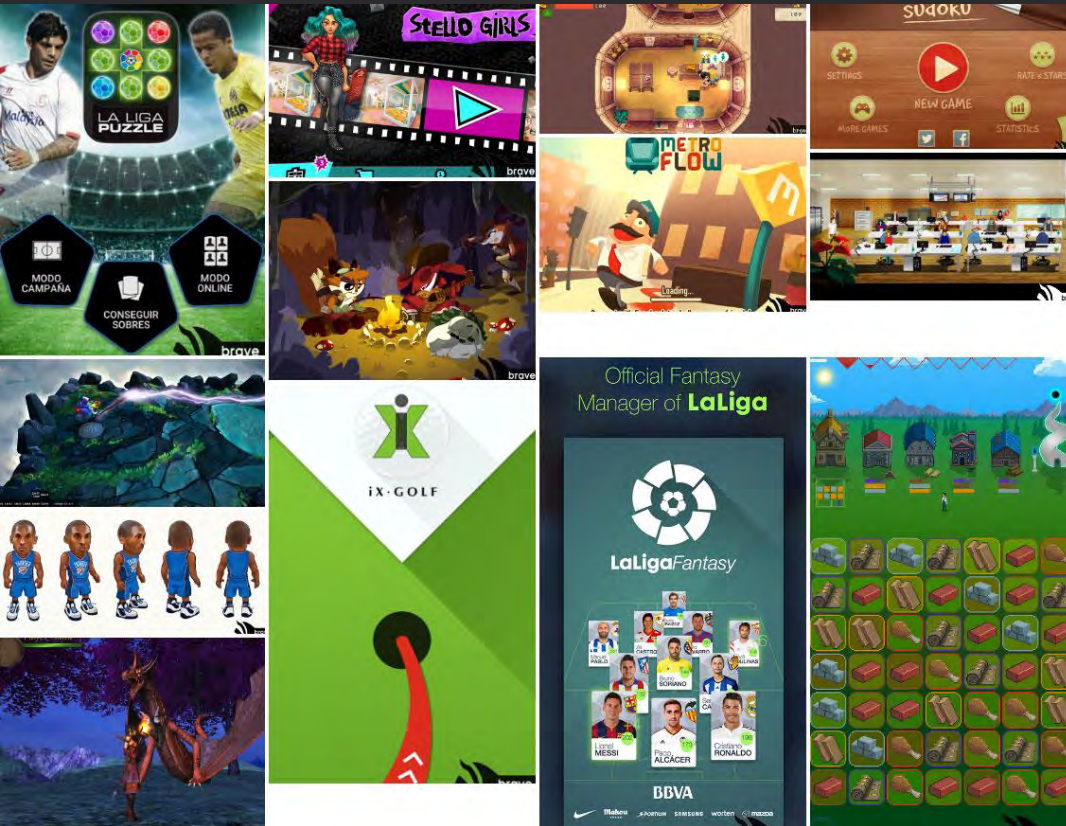
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Products from STARTUPV



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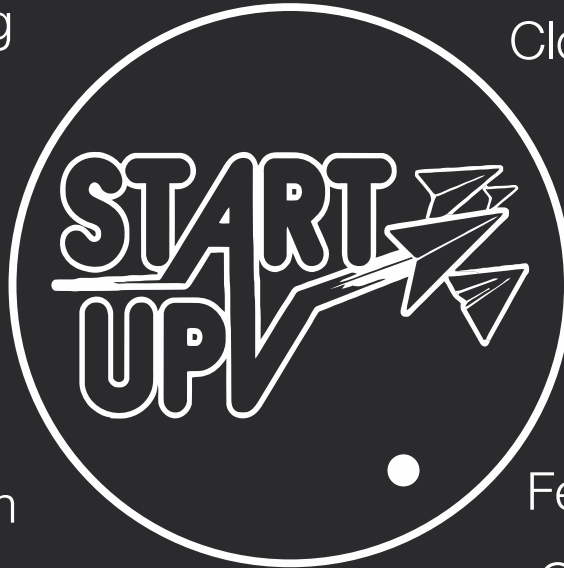


Wild Frame Media



Smile Hunter

Audita Legacy BKS Mundoarti Shippeer Seo&Sem
Vitcord Geomodel Bicilink Tyris Software Wonderbits
Berroomers Peer To Park Nilgo Findme Kibi Toys
Witrac Sciling Pterodactive
Tendfy Carpe Via Pyro
No Spoon Tech Lab Consultoría 3.0
My Energy Map GAQ Wiquot
Wonka Center Training Experience
Tuvalum Fent Estudi Relendo
Miotech Hidrónico Biond Cruxflux Bemore 3D
Geteco Language & Sun Smile Hunter Textil Energy
Printable Withink Web Design Wild Frame Media Yeeply



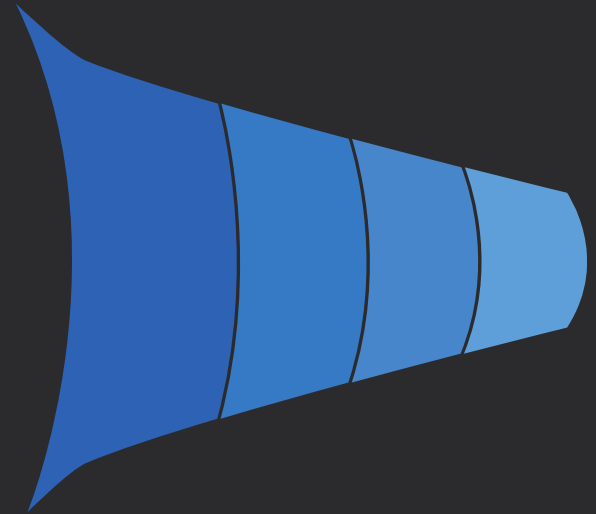
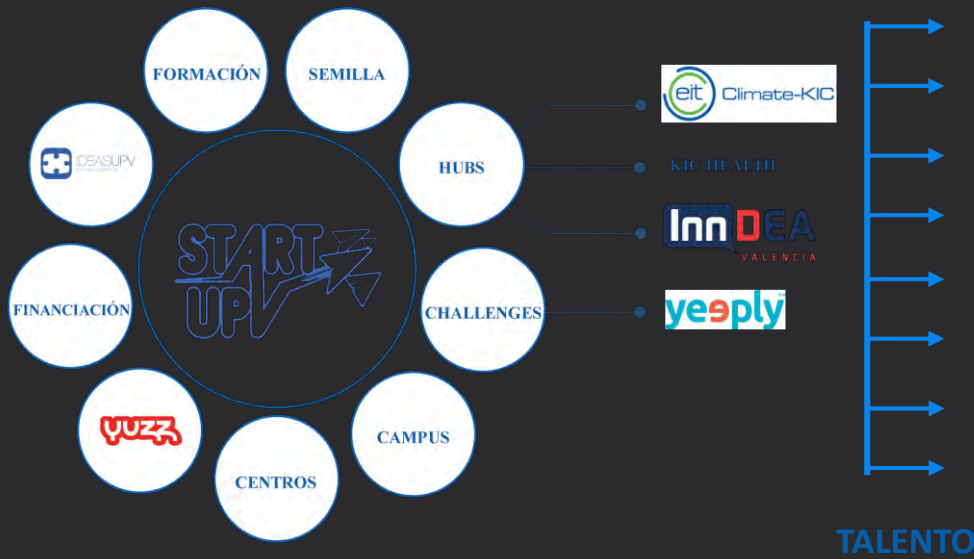


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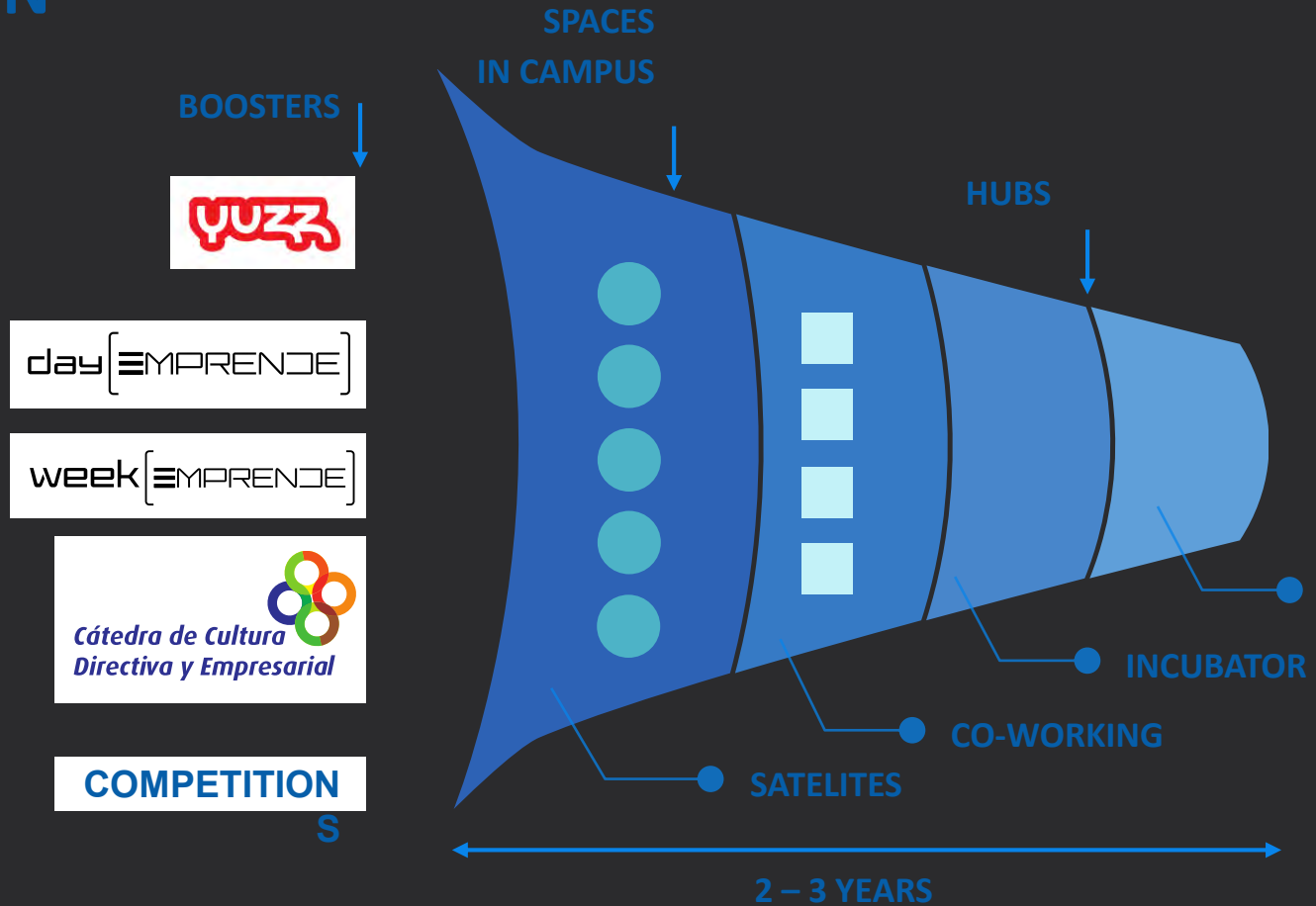
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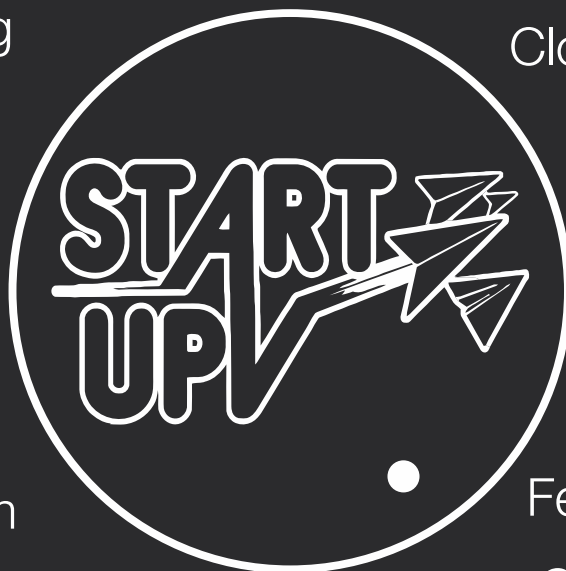
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EXECUTION



Audita Legacy BKS Mundoarti Shippeer Seo&Sem
 Vitcord Geomodel Bicilink Tyris Software Wonderbits
 Beroomers Peer To Park Nilgo Findme Kibi Toys
 Sciling Pterodactive
 Witrac Tendfy Closca Pyro
 No Spoon Tech Lab Carpe Via Consultoría 3.0
 My Energy Map GAQ Wiquot
 Wonka Center Training Experience
 Tuvalum Fent Estudi Relendo
 Miotech Hidrónico Biond Cruxflux Bemore 3D
 Geteco Language & Sun Smile Hunter Textil Energy
 Printable Withink Web Design Wild Frame Media Yeeply



25 ANYS
1992-2017



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INNOCENS ENTREPRENEURSHIP COURSE

IDEAS-UPV - Universitat Politècnica de València (UPV)



March 27th 2017, Monday	
9-10	Introduction
10-11	Team Building
11:30-13:30	Founder's Dream + Deals
15:30-16:30	Mentoring
16:30-17:30	Lean Startup
March 28th 2017, Tuesday	
9-11	Design Thinking
11:30-13:30	Business Model Generation
15:30-17:30	Workshop: Canvas
March 29th 2017, Wednesday	
9-10	Spin-off
10-12:30	Market Segmentation & Customer Development
12:30-13:30	Finance & Fundraising
15:30-17:30	Case study: Spin-off

March 30th 2017, Thursday	
9-10	Report: Spin-off
10-11	IDEAS: 25th anniversary
11:30-13:30	Points of You
15:30-17:30	Marketing online
March 31st 2017, Friday	
9-10	Competitions
10-11	Value Proposition
11:30-13:30	MVP & Prototype
15:30-17:30	Cultural visit
April 3rd 2017, Monday	
9-10	Incubator
10:15-12:15	Talking to potential customers
12:30-13:30	Role play
15:30-17:30	STARTUPV

April 4th 2017, Tuesday	
9-11	Report: STARTUPV
11:30-13:30	Brand
15:30-17:30	Internationalization
April 5th, Wednesday	
9-10	Training
10-11	Foro E2
11:30-13:30	Elevator Pitch
15:30-17:30	Valencia Ecosystem
April 6th, Thursday	
9-13:30	Innocens Group Meeting
11:30-13:30	Job oportunities in Europe (Voluntary)
15:30-17:30	Business Plan
19h	Special Dinner
April 7th, Friday	
9-11	Business Plan
11:30-17:30	Pitch Competition

**Israel
Griol
Barres**

**israel.griol
@gmail.com**

@igriol



Team **BUILDING**



INNOCENS ENTREPRENEURSHIP COURSE
March 27th 2017

TEAM BUILDING

YOU ARE THE PERFECT TEAM...



... BUT IF YOU DON'T DESCRIBE IT PROPERLY ...

... YOU'RE GOING TO SEEM 4 TIMES THE SAME PERSON.



What qualities/profiles do we need in a perfect team?

- 1. Write at least 4-5 qualities/profiles in a piece of paper.**
- 2. We'll do a clasification with the results.**
- 3. Read Forbes article.**
- 4. Identify your profile.**
- 5. Build your teams.**

What qualities/profiles do we need in a perfect team?

What qualities/profiles do we need in a perfect team?

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- 3. Read Forbes article.**
- 4. Identify your profile.**
- 5. Build your teams.**

Three profiles for a Dream Team:

“To run an efficient team, you only need three people: a Hipster, a Hacker, and a Hustler.”

The Forbes logo, consisting of the word "Forbes" in a white, serif font, set against a dark gray rectangular background.

HIPSTER



HIPSTERS

It takes a lot of effort to look like you don't care.

HIPSTER

Usually working their way into the mix as the **designer** or creative genius, they'll make sure the final product is cooler than anything else out there. But, not only that, they'll ensure the shade of blue used to accent the font really brings out the subtle homage to an artist from the '70's you've probably never heard of.

CUSTOMIZATION

DESIGN

USER EXPERIENCE

BRAND

MARKETING

HACKER



KIT MCGIVER

HACKER

The one most likely to sit quietly through a board meeting until uttering the three sentences that **answers the all important question of “how?”** the new idea or initiative can be brought into reality. Resembling MacGyver with their ability to wield various lines of code or programming languages, you'll get dizzy trying to keep up with their keystrokes.

NEWNESS

TECHNOLOGY

PERFORMANCE

HUSTLER

**SUIT
UP!**



Because tonight is going to be legendary!!!!

HUSTLER

They have the tendency to be the most misunderstood member of this trio. The Hipster is likely to accuse the Hustler of having sold out to the man because of their constant question of **“It’s cool, but is it something our partners and clients want?”** The Hacker is likely to do their best to avoid one on one conversations with the Hustler as a result of jock vs. geek episode back in high school.

PRICE

COST REDUCTION

Three profiles for a Dream Team:

When the **Hipster** brings the **creative design** and cool factor, the **Hacker** brings their utility belt of **technology solutions**, and the **Hustler** finds the right way to package it all up and take it to the masses in the form of **sales** and partnerships, it is a combination that is tough to beat.

The only question is, does your team have all three?

What qualities/profiles do we need in a perfect team?

- 1. Write at least 4-5 qualities/profiles in a piece of paper.**
- 2. We'll do a clasification with the results.**
- 3. Read Forbes article.**
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- 5. Build your teams.**



"NO!

Try not!

DO or DO NOT,
There is no try."

Israel
Griol
Barres

igriol
@fgym.upv.es

@igriol



DEALS



INNOCENS ENTREPRENEURSHIP COURSE
March 27th 2017

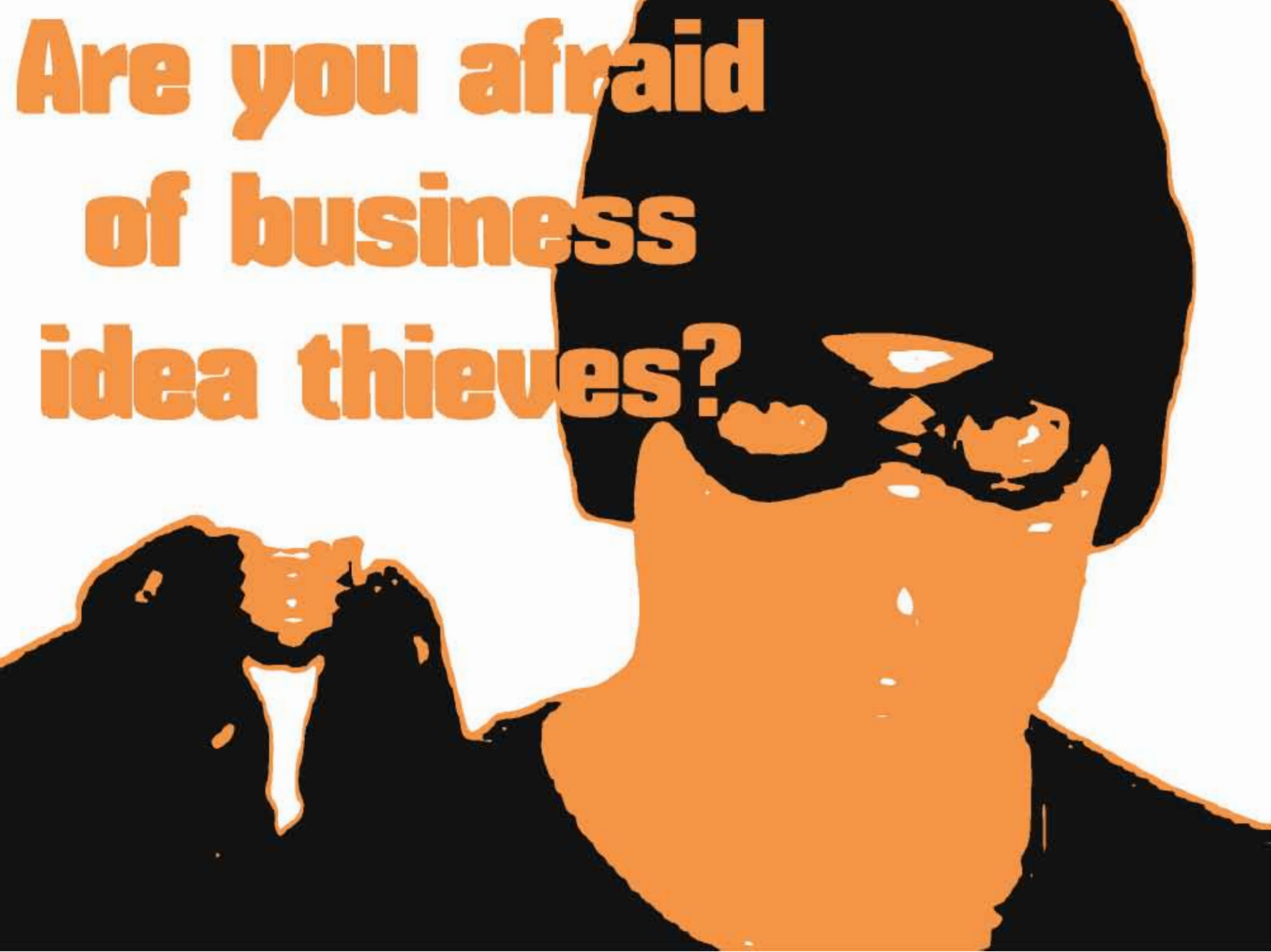
THE FIRST STEP IS...

THE FIRST STEP IS...





**What is the
value of a
business idea?**



**Are you afraid
of business
idea thieves?**

WHERE CAN I FIND IDEAS?



SPRINGWISE

<http://www.springwise.com>

The screenshot shows the Springwise website homepage in a web browser. The browser's address bar displays "www.springwise.com". The page has a purple header with navigation links: HOME, IDEA DATABASE, NEWSLETTER, TIP US, ABOUT, and ADVERTISE. A search bar is located on the right side of the header. Below the header, the Springwise logo is prominently displayed, along with the tagline "YOUR ESSENTIAL FIX OF ENTREPRENEURIAL IDEAS". To the right of the logo is a banner for "sproutsocial SOCIAL MEDIA PUBLISHING". The main content area features a large article titled "Fliers with spare luggage allowance paired with those who are short of space" under the "TOURISM & TRAVEL" category. The article includes a map of Europe and a table listing travel options. To the right of the article are sections for "UPDATES" (Springwise Updates), "WISE WORDS" (Alejandro Velez and Nikhil Arora), and a "Sign up for free" newsletter sign-up form. At the bottom, there are social media links for RSS, Facebook, Twitter, and Tumblr, and a section for "FOLLOW SPRINGWISE".

Springwise

www.springwise.com

Esta página está escrita en Inglés ¿Quieres traducirla? Traducir No Configuración

HOME IDEA DATABASE NEWSLETTER TIP US ABOUT ADVERTISE Search Springwise

springwise.com
YOUR ESSENTIAL FIX OF ENTREPRENEURIAL IDEAS

sproutsocial
SOCIAL MEDIA PUBLISHING

TOURISM & TRAVEL

Plan Editar

Voyage Paris il y a 6 jours gratuit
Istanbul
Voyage Marseille il y a 7 jours 20 €
Milan il y a 7 jours 40 €
il y a 8 jours

Fliers with spare luggage allowance paired with those who are short of space

20th March. As people continue to forge new connections online, it's no longer necessary to rely on friends when it comes to asking a favor, as sites such as PleaseBringMe.com have already shown. Now Jib.li is a new platform that enables travelers to find others who have luggage space available and are ...

Read More

Tweet 52

Share

+1 0

UPDATES

What is Springwise?

Helped by a network of 15,000 spotters, Springwise editors scan the globe for smart new business ideas, delivering instant inspiration to entrepreneurial minds.

Time to start the next big thing!

Springwise Updates

WISE WORDS

Alejandro Velez and Nikhil Arora

Sign up for free

Join 150,000 others: Sign up for our daily or weekly newsletters so you won't miss the latest and greatest

Enter your email GO

We will never share your email with others.

FOLLOW SPRINGWISE:


UPDATES

Platform analyzes tweets to

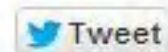
SPRINGWISE



In Czech Republic, train company announces singles-only 'dating carriages'

 **28th June.** Train journeys can be boring if travelers forget to bring along something to do. While the Catalan Government Railways has opted for QR code book chapters to keep its customers entertained, Czech Republic-based transport operator Ropid now wants to introduce singles-only carriages to help travelers to meet potential partners on ...

[Read More](#) ➔



COOL BUSINESS IDEAS

<http://www.coolbusinessideas.com/>

CoolBusinessIdeas.com | New Business Ideas, Innovations And Opportunities Around The World - Mozilla Firefox

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Energy Generating Soccer Ball

March 20th, 2013

Like Send Be the first of your friends to like this.



A few years ago we introduced **SOCCKET**, an energy generating soccer ball that can provide light for children in developing nations. "Much more than a normal soccer ball, the SOCCKET is a portable generator that provides fun and power to those who play with it." The invention has

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- ★ Get your website here

Easy App business

COOL BUSINESS IDEAS

<http://www.coolbusinessideas.com/>

17 Jun
2015



CLEANS ROAD; CLEANS AIR

By [Steven Teo](#) On 17 June 2015 In [Society & Environment](#)

Empa, ETH Zürich and Bucher Municipal have developed a hybrid-electric powertrain for road sweepers that's said to consume half the energy of diesel-hydraulic vehicles and reduce emissions by more than 60 percent. The design replaces conventional hydraulic

0 Comments

THE SHOE THAT GROWS

By [Steven Teo](#) On 16 June 2015 In [Society & Environment](#)

[Like](#) [Share](#) 4 people like this. Be the first of your friends.



TRENDWATCHING

<http://trendwatching.com/>

LATEST REGIONAL TREND BULLETINS



Asia



f 66 t 163 in 182

MARCH 2015

POST-DEMOGRAPHIC CONSUMERISM IN ASIA

In 2015, Asia evolves beyond the old demographic models of consumer behavior.

READ NOW



South & Central America



f 13 t 88 in 45

MAY 2015

TRANSPARENCY TRIUMPH

TRANSPARENCY TRIUMPH

READ NOW



Africa



f 21 t 104 in 71

MARCH 2015

CANDID CONSUMPTION

Why in 2015, institutions and brands will undergo the African inquisition, as increasingly curious consumers across the continent demand total transparency and information.

READ NOW



QUIRKY

<http://www.quirky.com/>



Invent

Community

Partners

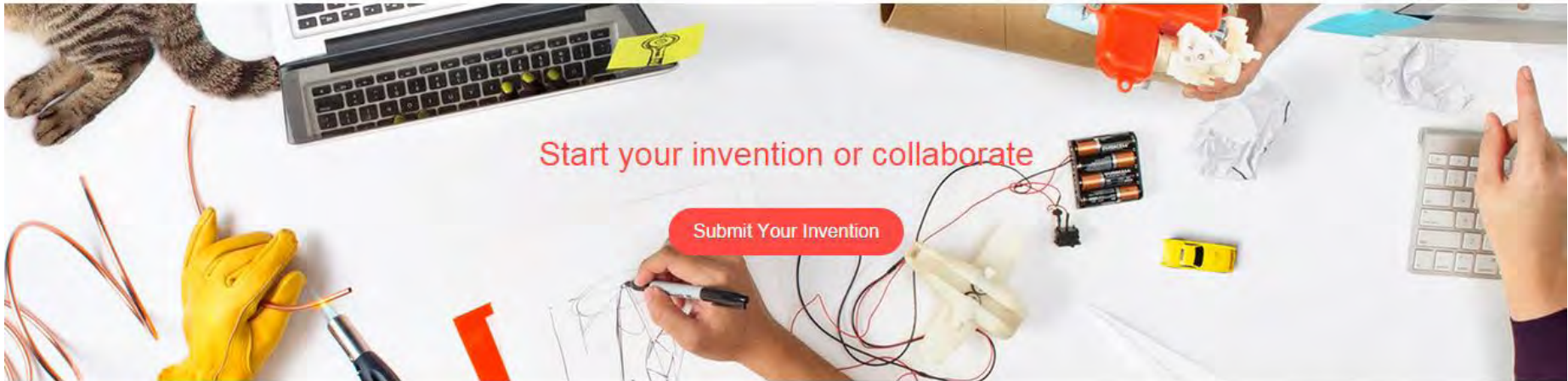
News

Eval

TUNE IN

Sign In

Sign Up



In Progress

In Eval Queue

Scheduled For Eval

In Development

Launched

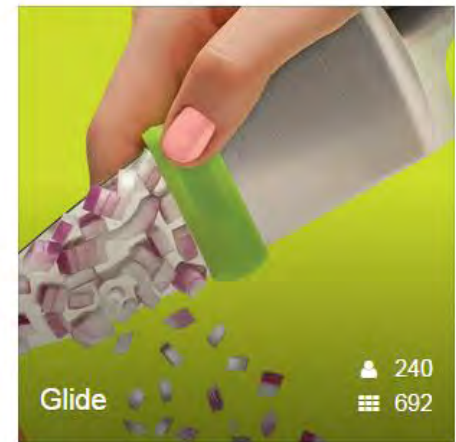
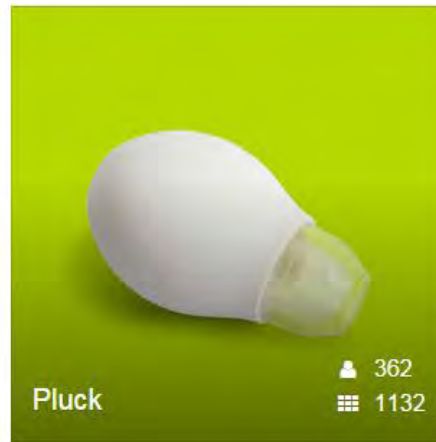
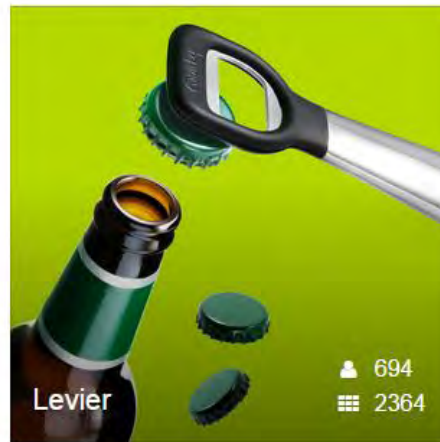
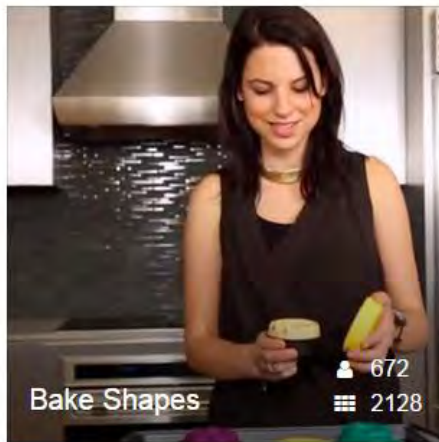
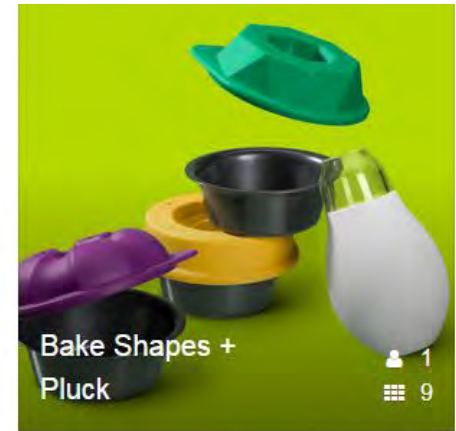
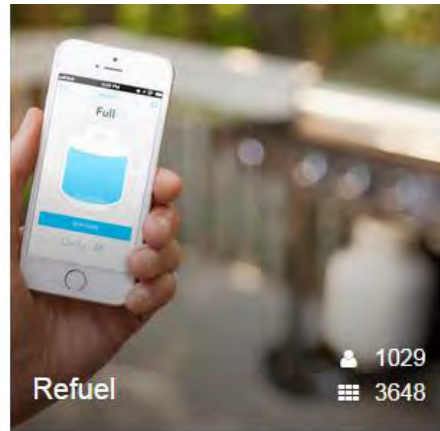
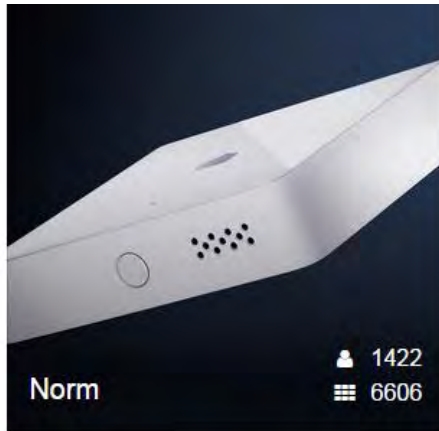
Launched

All Categories

<https://www.youtube.com/watch?v=jogQT7ijlA8>

QUIRKY

<http://www.quirky.com/>



QUIRKY

<http://www.quirky.com/>

Refuel

Smart propane tank gauge

Overview

Specs

Nothing puts the kibosh on a cookout faster than an empty propane tank. With Refuel, you'll never get caught off guard by said BBQ bummer again. This super smart propane tank gauge connects to the Wink app on your mobile device so no matter where you are, you'll always know when it's time to refuel.

INVENTED BY



anthony reddington
boston ma



<http://www.quirky.com/invent/279872>

<http://www.quirky.com/invent/244070>

CROWDFUNDING

KICKSTARTER

<https://www.kickstarter.com/projects/2101519704/oval-the-first-digital-handpan?ref=card>



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Contamos con una comunidad de 270.000 usuarios registrados.

 Medio Ambiente



Tajo.O

Por Red del Tajo

El Tajo ha dejado de ser río. Ayúdanos a combatir en los Tribunales la desidia e iniquidad de su gestión y planificación. El Tajo se ahoga.

4655 €

de 6000 €

 **77% RECAUDADO**
14 días para terminar

BOATSTAR



www.boatstar.es

Business Model: Subscription

Boatstar is a company that provides cleaning services for ships, that in less than 3 years has become a Spanish leader in number of customers and customers loyalty.



BIUPBOX

www.biupbox.com

Tool to unify and manage all your personal storage cloud computing tools with a clean and intuitive interface.

DEVELAPPS



www.develapps.es

Modelo de negocio: B2B

Develapps is an award winning Apps Development Agency based in Valencia. We are specialised in developing Apps using cutting-edge technology such as iBeacons and the latest wearable gadgets .In 2012 Develapps won the best App of Spain award for developing "Gow trainer", an App using a biometric T-shirt.

BYOM OPINA

www.byomit.com

Business Model: Subscription

Byom! is a service to know the opinions of the customers of a commerce, answering 5 quick questions through an app in a tablet, in just 30 seconds obtaining an average of 200 opinions per month.

byom!

HIP HUNTERS

www.hiphunters.com



Hiphunters is an online platform that aggregates and offers fashion products to special customers that give value to quality and design.

PYRO



www.pyro.es

Our mission is to contribute to the Protection and Preservation of natural space by means of the design, engineering and production of innovative solutions for Control and Extinction of Forest Fires, specially those located in urban interface areas and critical infrastructures, in order to contribute to the Sustainable Development of human activities

LUGENERGY

www.lugenergy.com



LugEnergy designs, fabricates and distributes charging points for electric vehicles.

BE ROOMERS

www.beroomers.com



Beroomers is an international marketplace for student accomodation. Students can find and book rooms choosing their housemates when they are still in their home countries.



TRAINING EXPERIENCE

www.valencia.trainingexperience.org

Training eXperience is a company to link companies with young European internships. Training eXperience will look for the perfect candidate helping the company, building the most suitable profile.

BRAVEZEBRA

<http://www.bravezebra.com/>



*We develop videogames to our customers
generating quality and artistic apps, webs
or PC games.*



10 minutes

**Think of a
business
idea**



I'm so glad we all agree

The Deal

The Deal is a sentence with four elements:

- **The start-up:** that's you
- **The customer:** the one you're selling to (either business or consumer)
- 📦 **The product:** what you're selling
- 💰 **The price:** what the customer pays you in return



B2C or B2B?



Product or Service?

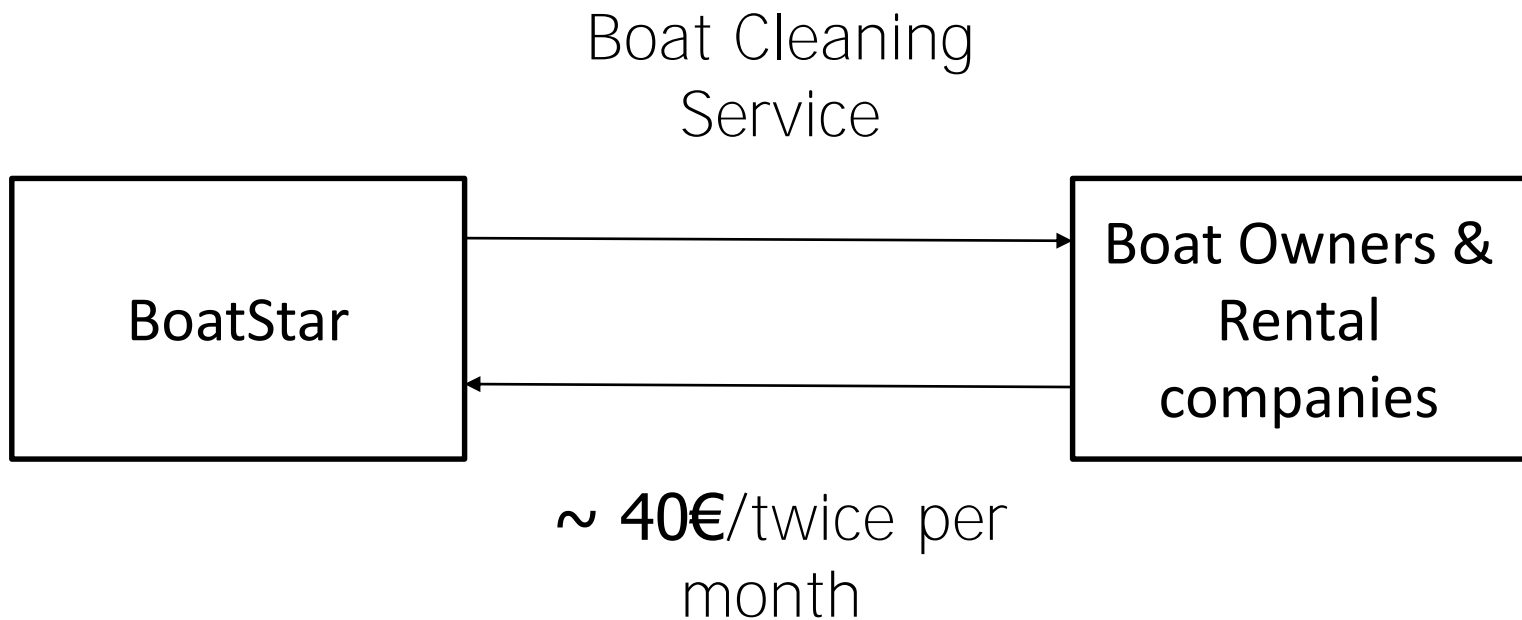
- Product: you sell ownership of something
- Service: you sell use of something for a certain period of time



Example: B2C, Product



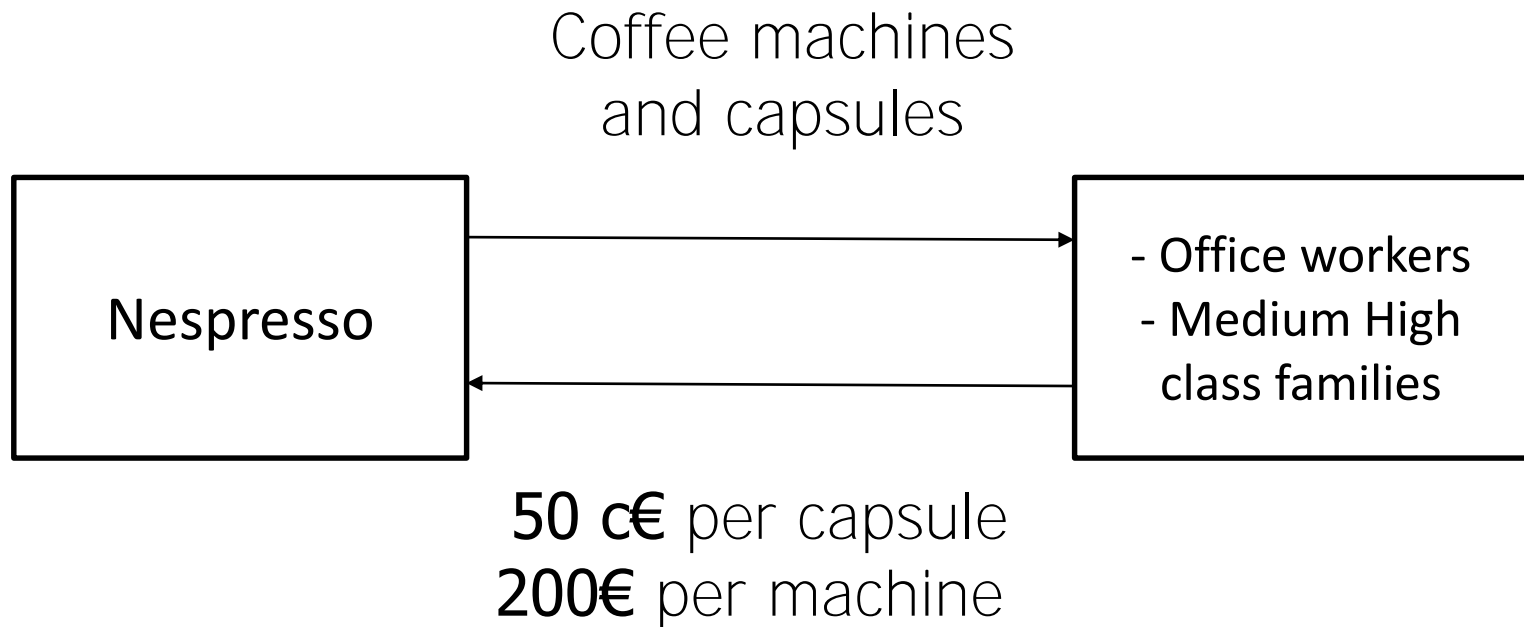
B2C/B2B - Service



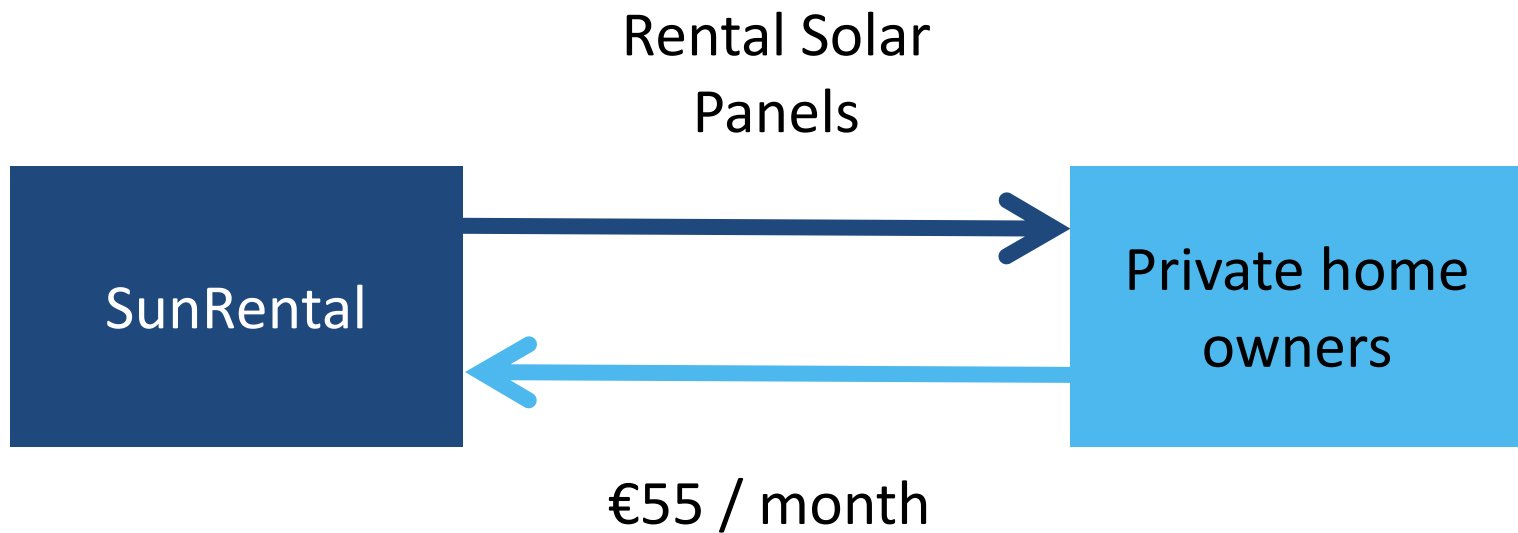
B2C/product:



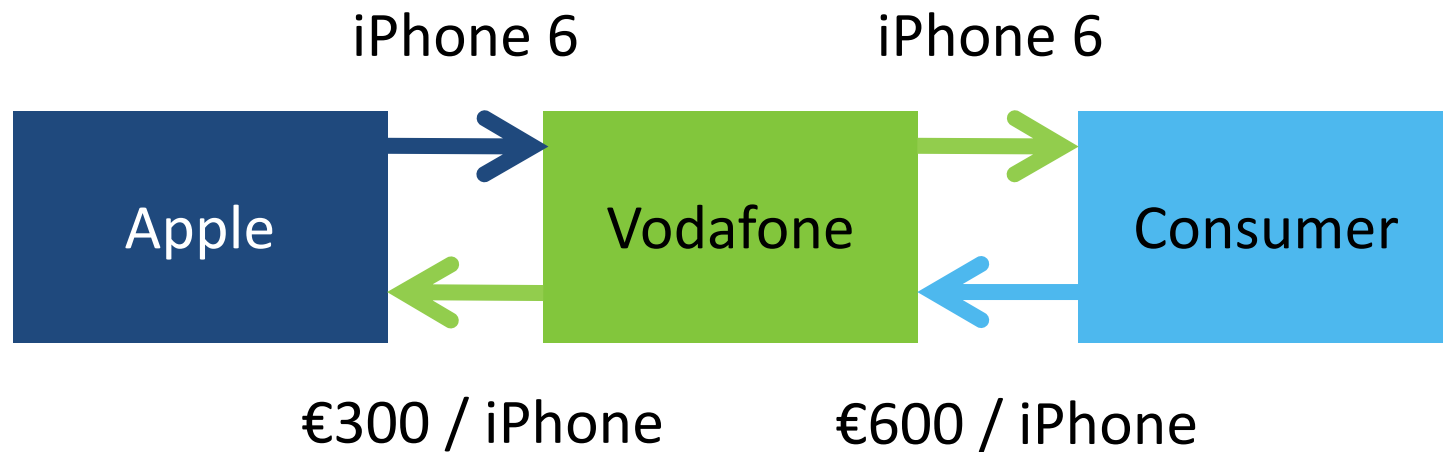
B2C/product:



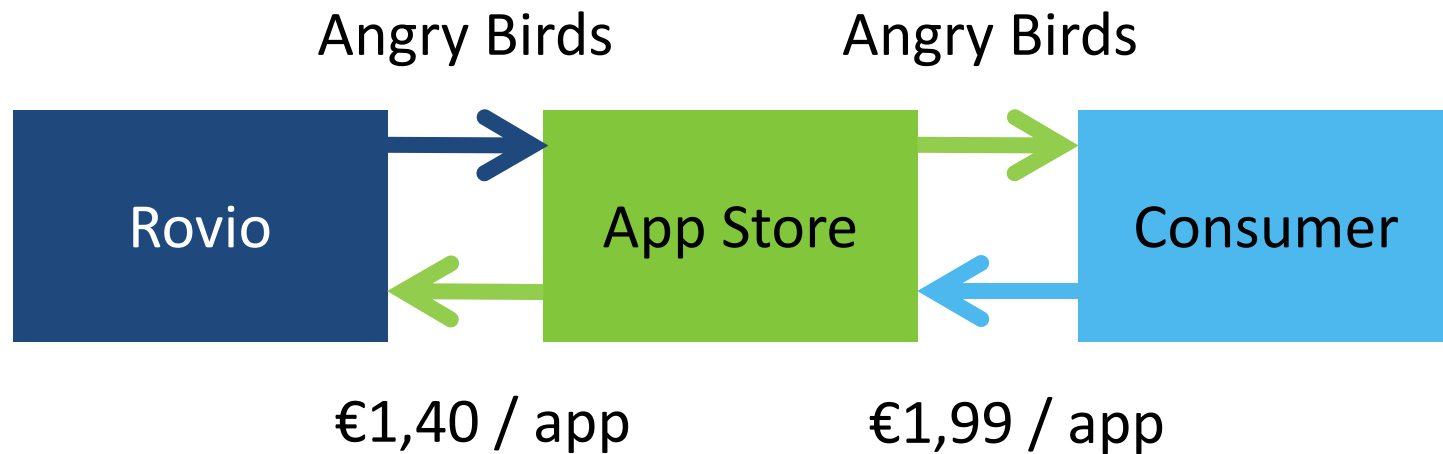
Example: B2C Service



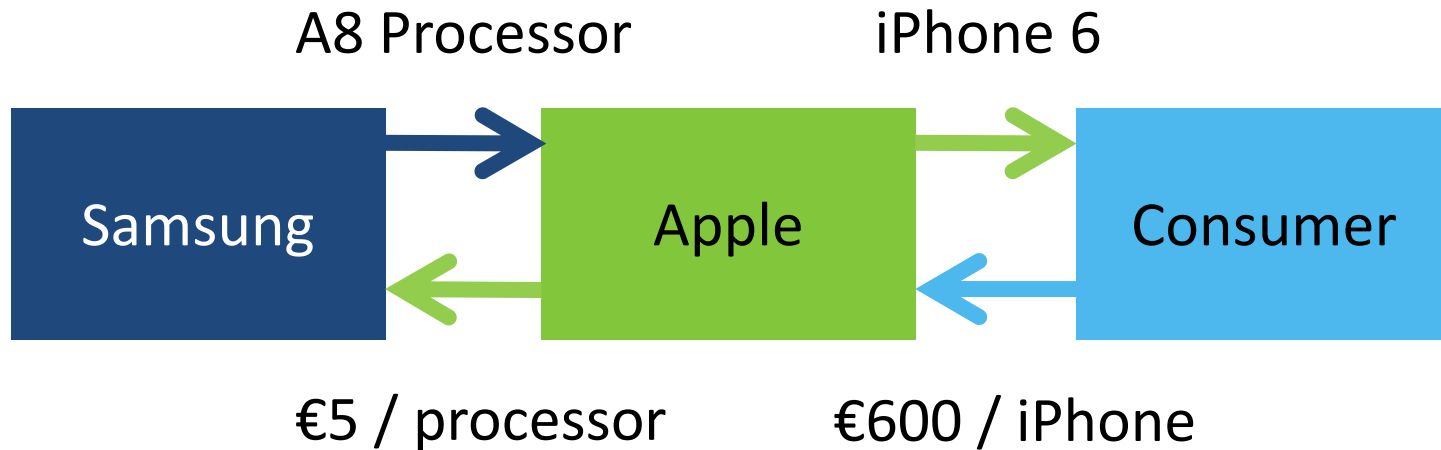
Example: B2B Product



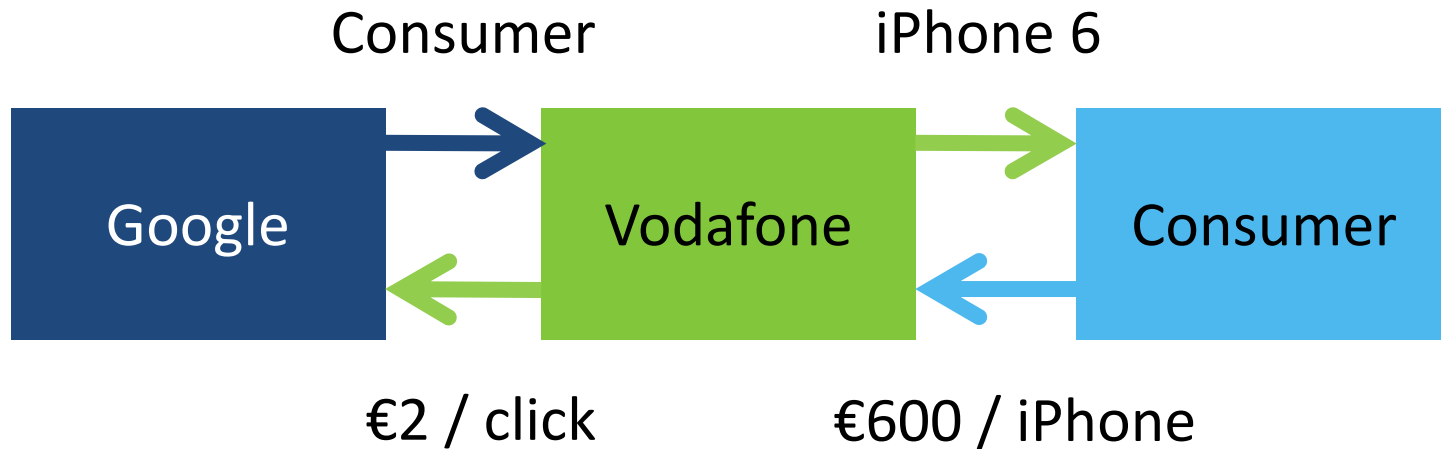
Example: B2B Product



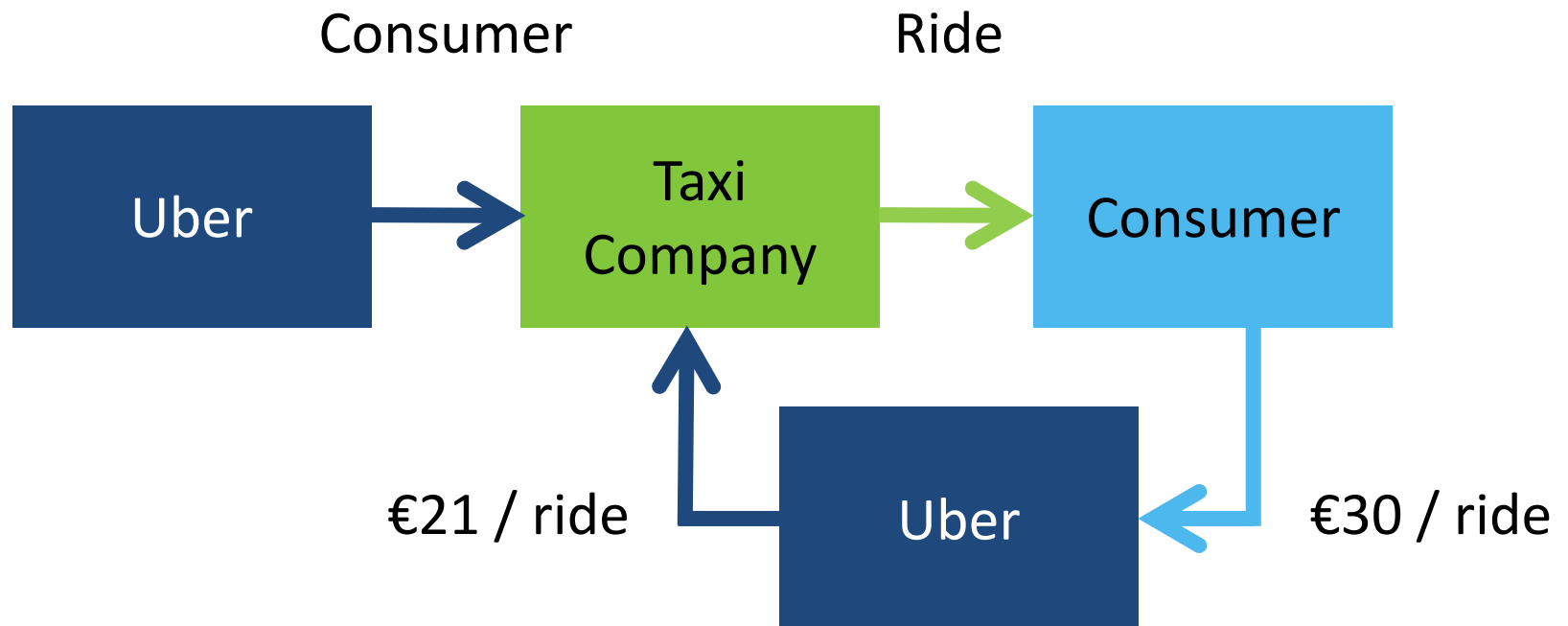
Example: B2B Product



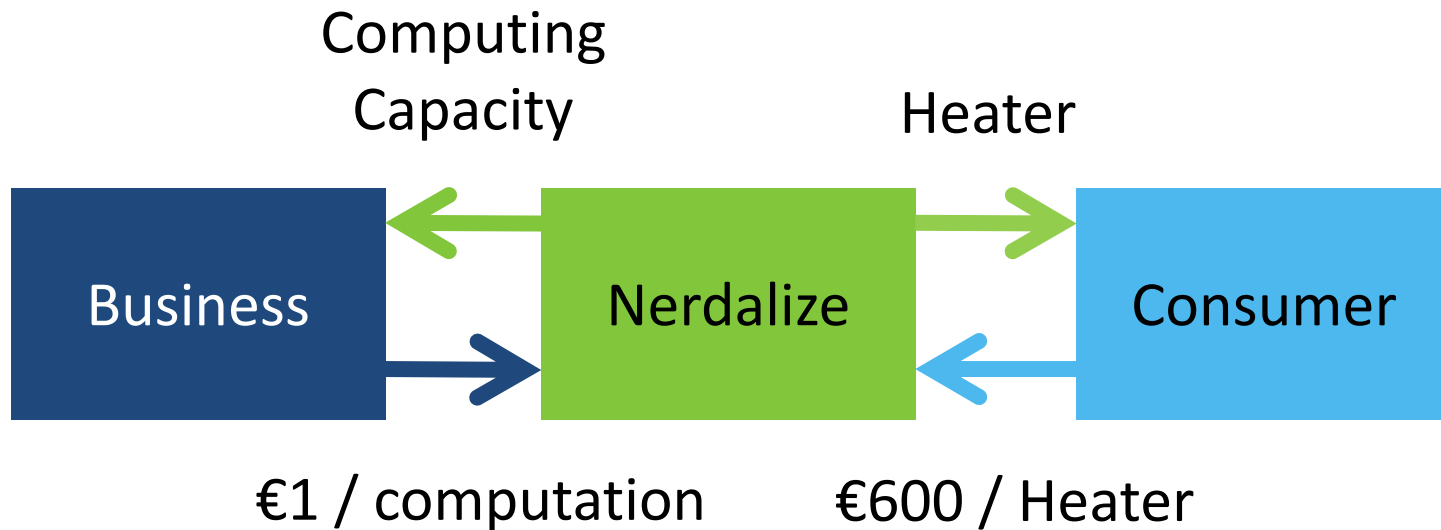
Example: Product is a Customer



Deal if you sell a customer, and
customer's payment goes through you



Example: Two-sided market



Exercise (20 min)

Draft your Deal

- What do you sell,
- To whom,
- At what price

Every team member must be able to complete this sentence:

Hi, my name is _____ from _____ and we sell _____ to _____ at the price of _____ euros.

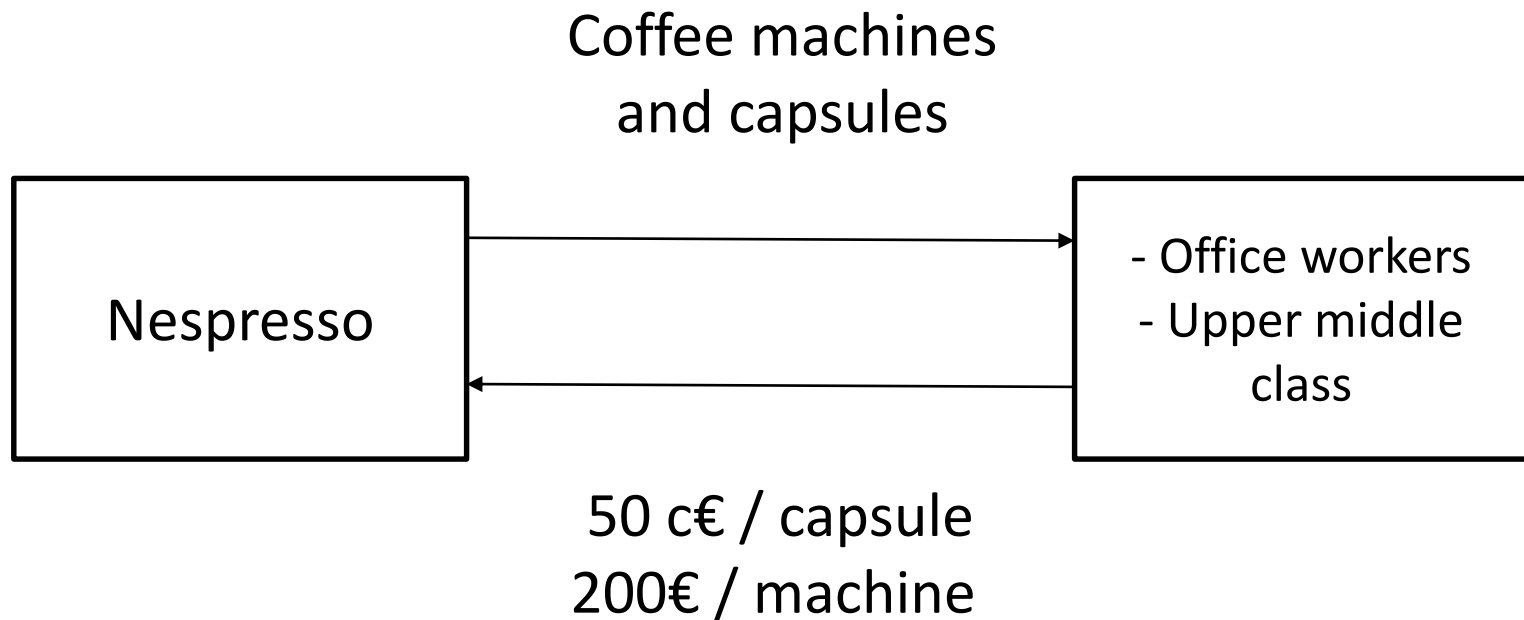


"NO!

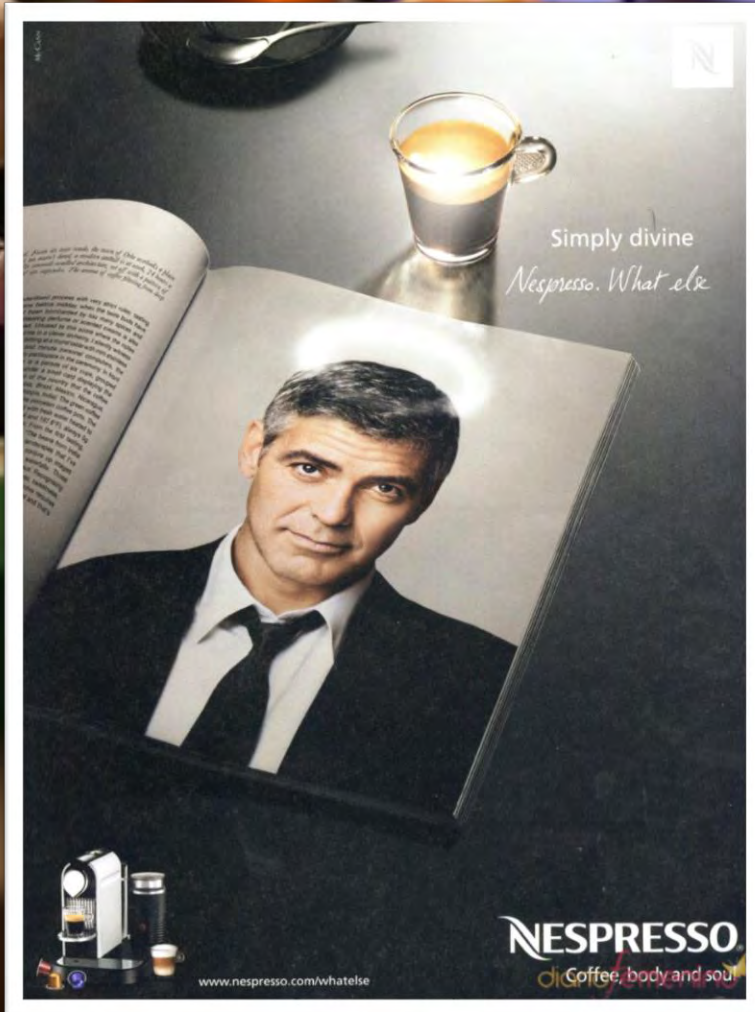
Try not!

DO or DO NOT,
There is no try."

B2C / Hook and Bait



Bait & Hook



A Nespresso advertisement featuring a black and white portrait of George Clooney in a suit and tie, looking directly at the camera. The portrait is set within a white-bordered frame that resembles a book page. Above the portrait, a small glass cup of coffee sits on a dark surface. To the right of the cup, the text "Simply divine" is written in a serif font, followed by "Nespresso. What else" in a cursive script. In the bottom left corner, a small image of a Nespresso coffee machine is shown. In the bottom right corner, the Nespresso logo is displayed, consisting of the word "NESPRESSO" in a bold, sans-serif font, with the tagline "Coffee, body and soul" underneath. The background of the advertisement is a dark, textured surface.

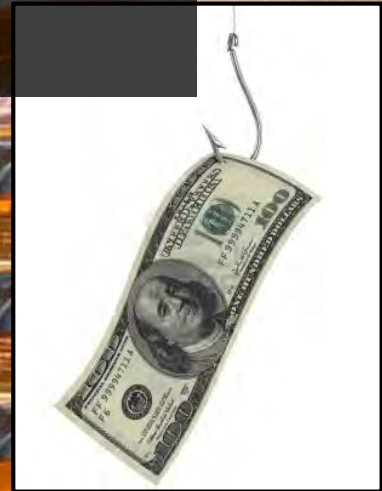
Simply divine
Nespresso. What else

NESPRESSO
Coffee, body and soul

www.nespresso.com/whatelse



Bait & Hook



Gillette®

Bait & Hook Farmville

Free Gifts Play My Neighbors Invite Friends Add Farm Coins & Cash Love FarmVille?

423,476 6 33157 28 Ange's Farm

438,440 3

Market

+ Add Coins & Cash X

Seeds Trees Animals Buildings Decorations Upgrade Farm Vehicles

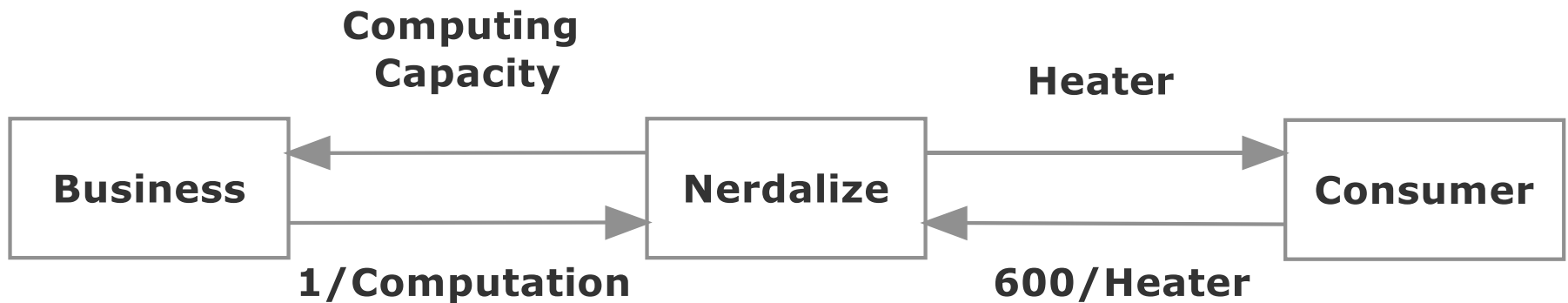
Click for Specials!

Hot Rod Tractor Sell for: 10000 Coins XP Gained: 2000 55 BUY	Hot Rod Harvester Sell for: 10000 Coins XP Gained: 2000 55 BUY	Hot Rod Seeder Sell for: 10000 Coins XP Gained: 2000 55 BUY	Tractor What is this? 5,000 BUY
Pink Tractor What is this? 5,000 BUY	Harvester What is this? 30,000 BUY	Seeder What is this? 30,000 BUY	1 Fuel Refill What is this?

mmomult
FREE ONLINE MICROGAMES AND MMO GAMES



Example two-sided market



Multi-sided platform: Girls **don't** pay



[illegible]

Freemium

Inicio

Radio

Cola de Reproducción

Bruce Springsteen

bruce sprinsteen

enrique urquijo

amaia montero

queen

+ Muestra lista de reproducción

Streets of Philadelphia

Bruce Springsteen (The Essential Bruce Springsteen)

The Essential BRUCE SPRINGSTEEN

Artistas: (2) Bruce Springsteen • Sam Moore with Bruce Springsteen

Álbumes: (12) Bruce Springsteen de "American Springsteen" de "Bruce Springsteen" de "Bruce Springsteen" de "Studio 99"

canciones: (748)

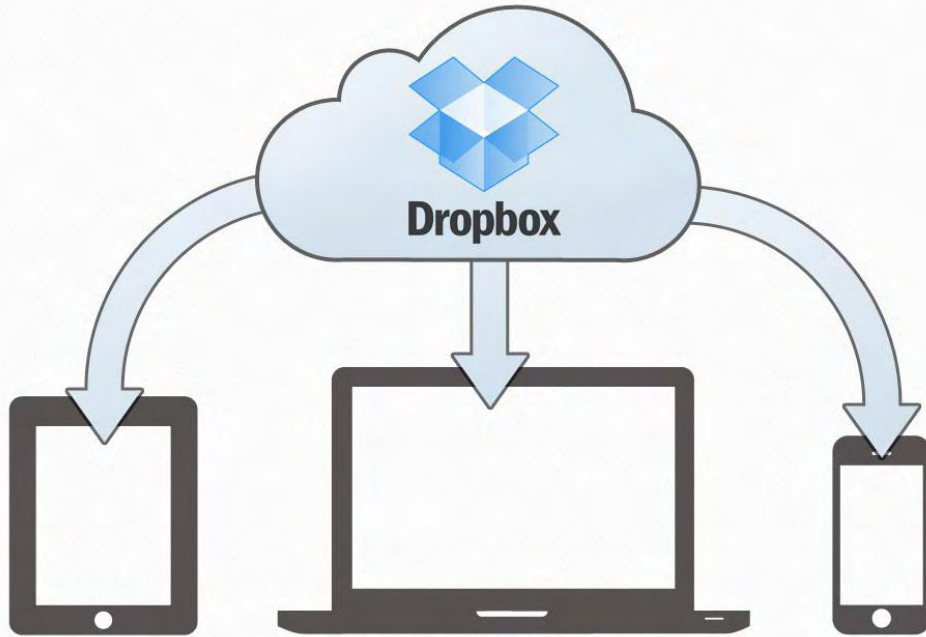


Canción	Artista	Duraci...	Popularidad	Álbum
Streets of Philadelphia	Bruce Springsteen	3:16		The Essen
The River	Bruce Springsteen	5:00		The Essen
The River - Live	Bruce Springsteen	11:38		Bruce Spr
Dancing in the Dark	Bruce Springsteen	4:03		The Essen
American Skin (41 Shots) (live)	Bruce Springsteen	7:50		The Essen
Born to Run	Bruce Springsteen	4:31		The Essen
Born in the U.S.A.	Bruce Springsteen	4:39		The Essen
Hungry Heart	Bruce Springsteen	3:13		The Essen
Glory Days	Bruce Springsteen	4:15		The Essen
Born To Run - Live	Bruce Springsteen	5:03		Bruce Spr
Hungry Heart - Live	Bruce Springsteen	4:28		Bruce Spr
Land of Hope and Dreams (live)	Bruce Springsteen	9:22		The Essen
Human Touch	Bruce Springsteen	6:29		The Essen
Blinded by the Light	Bruce Springsteen	5:03		The Essen
Because The Night - Live	Bruce Springsteen	5:19		Bruce Spr



2:15

Freemium



Cuenta gratuita

Disponible desde 2 GB
Hasta 18 GB (500 MB por
[recomendación](#))



Dropbox Pro

Planes de 100, 200 o 500 GB
A partir de US\$9,99/mes



Dropbox para empresas

Planes disponibles desde 1 TB
para 5 usuarios
Facturación centralizada y

Long tail: AMAZON

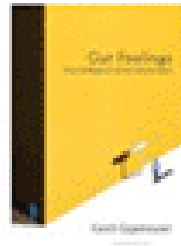


Recommendation Algorithm

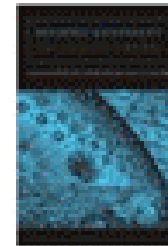
Customers Who Bought This Item Also Bought



[Reckoning with Risk: Learning to Live with Uncertainty](#)
by Gerd Gigerenzer
★★★★☆ (8) £6.49



[Gut Feelings: The Intelligence of the Unconscious](#) by Gerd Gigerenzer
£10.27



[Bounded Rationality: The Adaptive Toolbox](#) (Dahl... by G Gigerenzer
£20.95

What Do Customers Ultimately Buy After Viewing This Item?



68% buy
[Simple Heuristics That Make Us Smart \(Evolution & Cognition\)](#)
£18.99



17% buy
[Gut Feelings: Short Cuts to Better Decision Making](#)
£6.74



9% buy
[Influence: The Psychology of Persuasion](#) ★★★★★ (12)
£7.09

EL MODELO DE **SUSCRIPCIÓN**



1. Mejor capacidad negociación
2. X veces para relacionarte cliente
3. Implicaciones financieras NOF
4. Xselling y UPselling
5. Invertir más en adquisición
6. ¿Cuál es el ciclo de vida?



"NO!

Try not!

DO or DO NOT,
There is no try."

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@gmail.com**

@igriol



Founder's **DREAM**



INNOCENS ENTREPRENEURSHIP COURSE
March 27th 2017

Why do a start-up?

- Write on a piece of paper reasons why you think entrepreneurs want to start a business.

Why do a start-up?

- Change the world?
- Get filthy rich?
- Want to be in control?



What is your Founder's Dream?



Exercise: Founder's Dream (5 min)

Each founder write down your personal
Founder's Dream

- What are your personal ambitions?
- What drives you?
- What do you want to achieve?



Exercise:

Quantify your dreams (5 min)

- What do you want to achieve?
- *put a number to it*
- And when?
- *and a date*

Why do start-ups fail?



65% of start-up failures is
related to team issues

Noam Wasserman, “Founder’s Dilemmas”



Exercise:

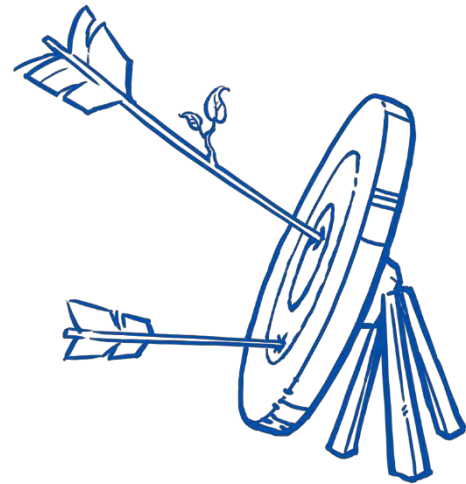
Team dreams align? (5 min)

- Compare your Founder's Dream with your team members
- Are your dreams aligned?

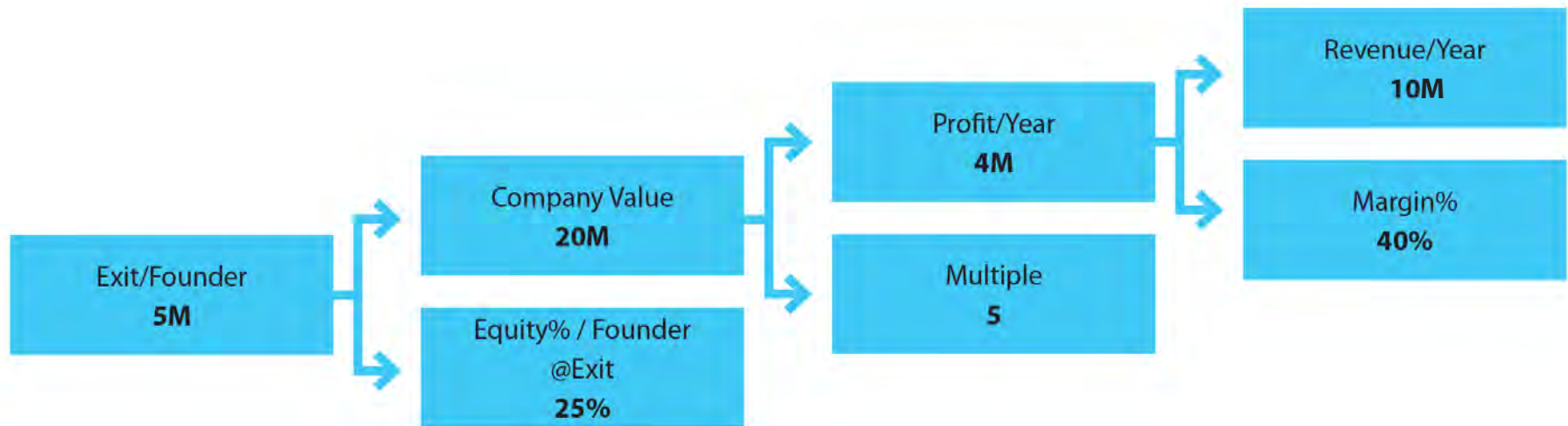


Dreams translate to revenue target

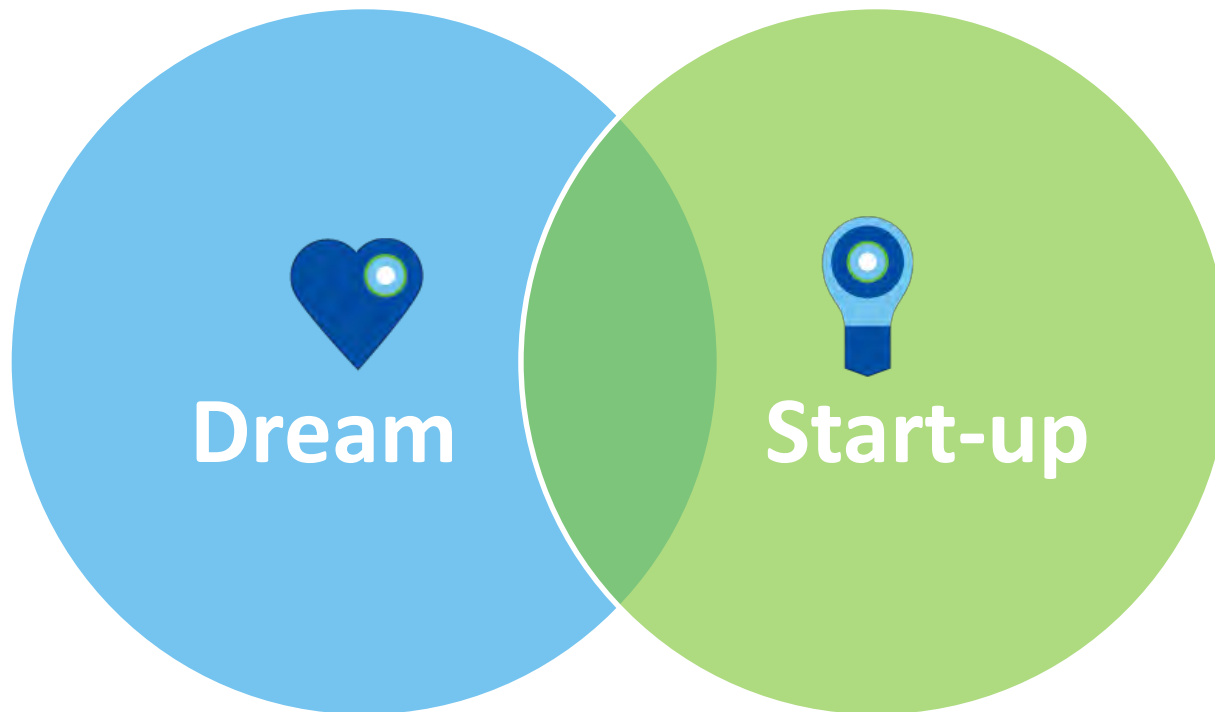
- Impact means you sell 10.000's of products per year
- Getting rich also means getting big revenues



Example



Does your start-up deliver on dream?





Exercise (5 min)

- Translate your dream into revenue target



To Do



Think up start-up that delivers on everyone's targets



Founders can have different targets: One wants to have impact, other wants to get rich

To Don't



Lower dream



Ignore dream



Change dream



"NO!

Try not!

DO or DO NOT,

There is no try."

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Innovation Centre **MENTORING**



INNOCENS ENTREPRENEURSHIP COURSE

March 27th 2017

MENTORING

**Having done the Mentoring Skills Questionnaire
I think I need a mentor to mentor me in
improving my mentoring**





IDEAS UPV has a service to mentor startups:

- 7 mentors – staff (Week Meeting)
- Entrepreneurs in the ecosystem
- Network of external mentors

Entrepreneurs book an appointment to a first visit.

One of our staff members allocate each entrepreneur to each one of the mentors depending on the topic or the stage of the startup.

After the first meeting, the entrepreneur contacts again with their mentor.

In every stage, other mentors can join the party.

Mozilla Firefox

File Edit View History Bookmarks Yahoo! Tools Help

WELCOME, WILL [Logout] My Account Employees Training About

SUGARCRM.
COMMERCIAL OPEN SOURCE

Home Sales Marketing Support Activities Collaboration Tools Reports

Home Dashboard

Last Viewed: CUMBERLAND TRAI Call to Schedule Review needs Milton Cerda A B Hammer Grou A B Hammer Grou Karl Vangundy Get More inform

Shortcuts

- Create Contact
- Enter Business Card
- Create Account
- Create Lead
- Create Opportunity
- Create Quote
- Create Case
- Report Bug
- Schedule Meeting
- Schedule Call
- Create Task

New Contact

First Name:

Last Name: *

Phone:

Email:

Save

My Sugar My Charts + Add Page

My Top Open Opportunities

Start Previous (1 - 5 of 8) Next End

Opportunity Name	Amount	Expected Close Date
White Cross Co 536796 - 1000 units	\$50,000.00	10/02/2007
MTM Investment Bank F S B 999464 - 1000 units	\$50,000.00	10/12/2007
Doggie Diner Co Ltd 610209 - 1000 units	\$25,000.00	10/22/2007
NW Bridge Construction 994636 - 1000 units	\$50,000.00	11/02/2007
JAB Funds Ltd. 494196 - 1000 units	\$10,000.00	11/12/2007

My Calls

Start Previous (1 - 5 of 9) Next End

Close	Subject	Duration	Start Date	Accept?
<input checked="" type="checkbox"/>	Bad time, will call back	0h30m	07/30/2008 15:00	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input checked="" type="checkbox"/>	Bad time, will call back	0h30m	11/09/2007 08:00	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input checked="" type="checkbox"/>	Bad time, will call back	0h30m	03/09/2008 16:15	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input checked="" type="checkbox"/>	Get More information on the proposed deal	0h30m	12/18/2007 15:30	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input checked="" type="checkbox"/>	Get More information on the proposed deal	0h30m	09/26/2007 16:30	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

My Meetings

Start Previous (1 - 5 of 13) Next End

Close	Subject	Duration	Start Date	Accept?
<input checked="" type="checkbox"/>	Discuss pricing	0h30m	07/16/2008 08:00	Accepted <input type="checkbox"/> <input type="checkbox"/>
<input checked="" type="checkbox"/>	Demo	2h15m	04/18/2008 06:45	Accepted <input type="checkbox"/> <input type="checkbox"/>
<input checked="" type="checkbox"/>	Introduce all players	2h00m	07/01/2008 16:30	Accepted <input type="checkbox"/> <input type="checkbox"/>
<input checked="" type="checkbox"/>	Follow-up on proposal	2h30m	12/28/2007 08:00	Accepted <input type="checkbox"/> <input type="checkbox"/>
<input checked="" type="checkbox"/>	Review needs	0h15m	11/28/2007 19:00	Accepted <input type="checkbox"/> <input type="checkbox"/>

My Accounts

Start Previous (1 - 5 of 9) Next End

Account Name	Phone	Date Entered
--------------	-------	--------------

My Pipeline

Needs Analysis
Negotiation/Review
Perception Analysis
Prospecting
Qualification

My Leads

Start Previous (1 - 5 of 20) Next End

Name	Office Phone	Date Created
Annmarie Plante	(265) 909-7031	08/15/2007 12:03
Adele Tweed	(761) 391-6458	08/15/2007 12:03
Nelson Eye	(430) 239-4824	08/15/2007 12:03

CRM

What qualities/profiles does a mentor need?

- 1. Write at least 4-5 qualities/profiles in a piece of paper.**
- 2. We'll do a clasification with the results.**
- 3. Read Forbes article.**

What qualities/profiles does a mentor need?

What qualities/profiles does a mentor need?

Willingness to share skills, knowledge, and expertise.

Entrepreneurial expertise.

Takes a personal interest in the mentoring relationship.

Values the opinions and initiatives of others.

Exhibits enthusiasm in the field.

Provides guidance and constructive feedback.

Respected by colleagues and employees in all levels of the organization.

Sets and meets ongoing personal and professional goals.

Demonstrates a positive attitude and acts as a positive role model.

What qualities/profiles does a mentor need?

- 1. Write at least 4-5 qualities/profiles in a piece of paper.**
- 2. We'll do a clasification with the results.**
- 3. Read Forbes article.**



"NO!

Try not!

DO or DO NOT,

There is no try."

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*Lean***STARTUP**



INNOCENS ENTREPRENEURSHIP COURSE

March 27th 2017

INTRODUCTION

So what makes
for a
successful start-up?

Start with a
brilliant
founder
like...

Mike, 34
Stanford
Alumnus



he used to be an...

Experienced Exec



All his
operating
experience
built up
some...

Major Accomplishments

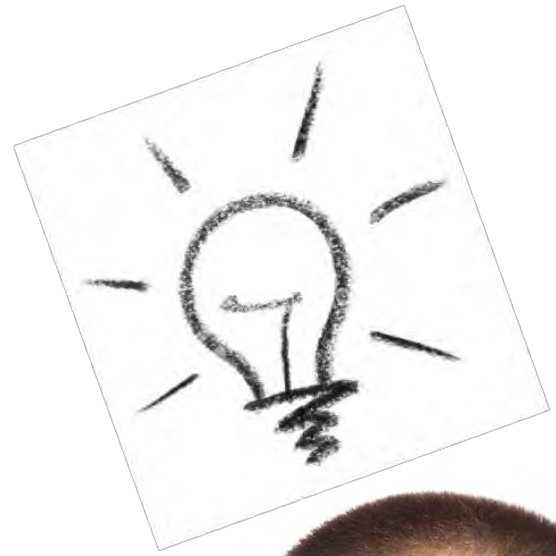
...outstanding
credentials!

One day Mike has...

A “killer”
product
idea!



A “killer”
product idea!
he’s really
passionate
about it



Mike's experienced.

He knows how to
test his idea using...



...market
research

The research looks
good!

Mike moves
forward, and writes
a fantastic....

Business Plan



Great!

Based on the

credentials,

research, and plan,

Mike has secured
the final piece...



...VC Funding!

Money in hand,
Mike get's started on

A silhouette of a construction site at sunset. In the background, a large tower crane stands against a bright orange and yellow sky. In the foreground, several construction workers are silhouetted against the same sky, working on a structure. One worker on the left is walking and carrying a long pole. Other workers are bent over, working on the structure. The overall scene is a silhouette of a construction site at sunset.

...building his
start-up.

He makes the
headlines of
every major...



BUSINESS

... and he is
invited to give...

...keynote
talks





**Mike and his
start-up are
on a roll!**

How likely is
his business
to succeed?

- Despite the experience, research and plan...



...Mike
slipped
up.

Let's help
Mike with the
things he
didn't know.

1

*No business
plan survives
the first
customer
contact.*

Sticking to a
planning document
works for a known
future, not for a
start-up context.



IS IT POSSIBLE TO LEARN HOW TO BECOME ENTREPRENEURS?



CONCLUSIONS

- **Ideas have no value**
- **Ideas are free**
- **People will help you to transform your idea into something valuable**
- **There are only two kinds of people:**
 - **Who give excuses.**
 - **Entrepreneurs.**

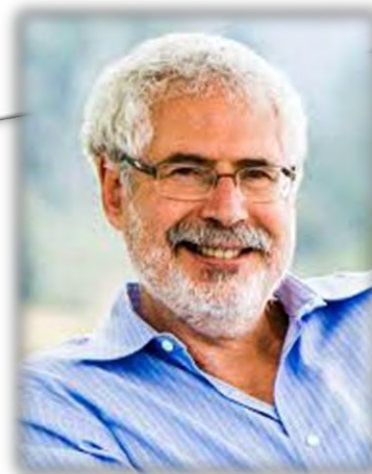
A startup is not a small company.



So, what's a
startup?



“ A TEMPORARY ORGANIZATION
DESIGNED TO SEARCH FOR A
REPEATABLE AND SCALABLE
BUSINESS MODEL ”



Steve Blank

“A startup is a human institution designed to create a new product or service under conditions of extreme uncertainty.”



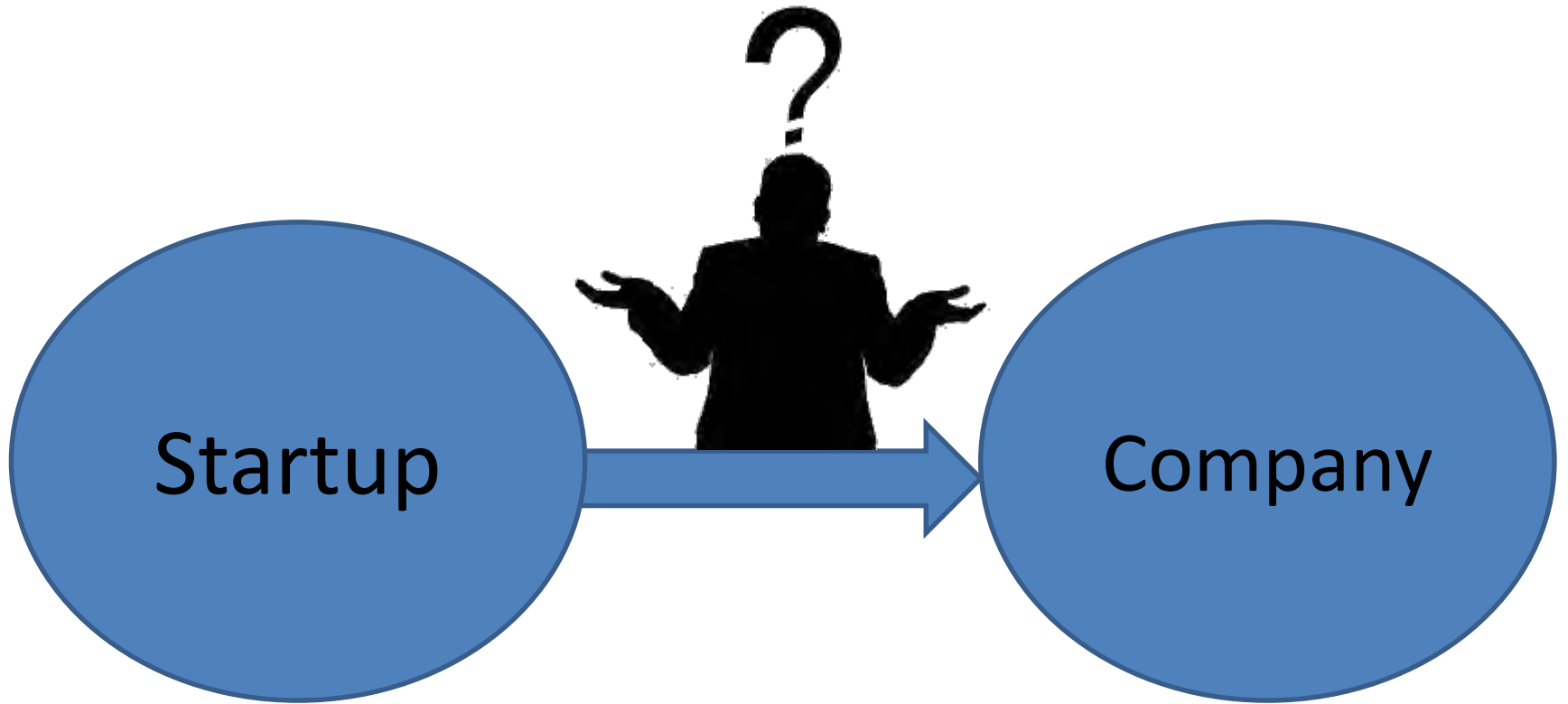
Eric Ries

Startup VS Company



A **Startup** **looks for** a
business model

A **Company** **executes** a
business model



What is the main goal of a startup?

What is the main goal of a startup?

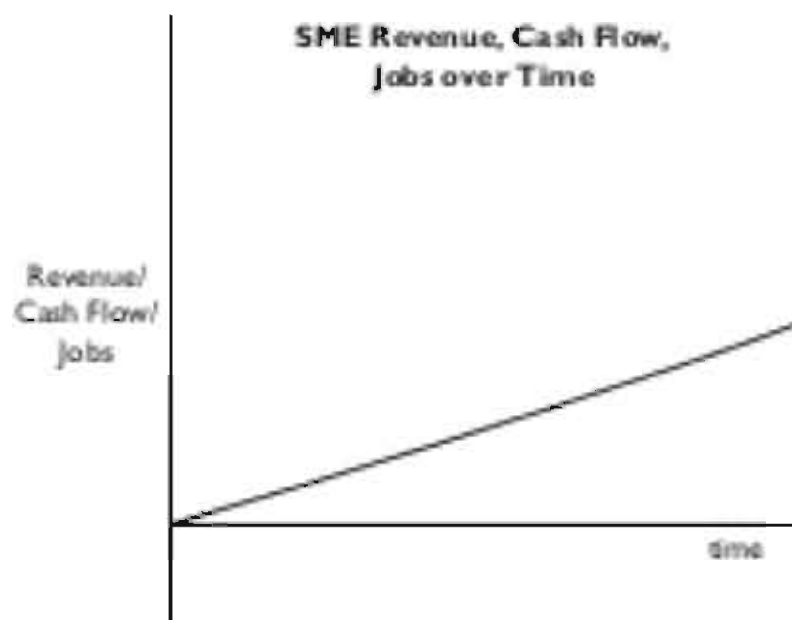
TO STOP BEING A STARTUP...

What is the main goal of a startup?

*TO STOP BEING A STARTUP...
... AND TO BECOME A SUCCESSFUL COMPANY*

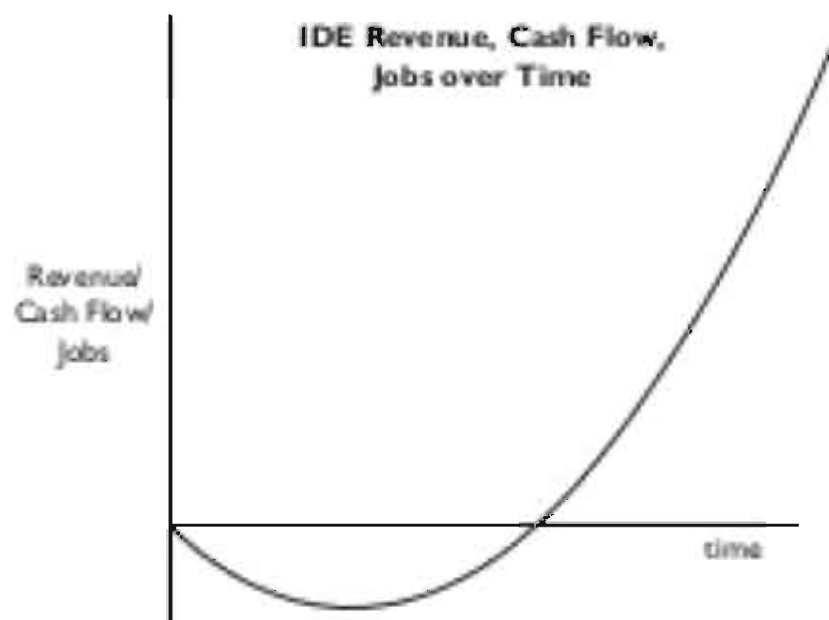
SME Entrepreneurship

The company grows at a linear rate. When you put money into the company, the system (revenue, cash flow, jobs, etc.) will respond quickly in a positive manner.



IDE Entrepreneurship

The company starts by losing money, but will have exponential growth. Requires investment. When you put money into the company, the revenue/cash flow/jobs numbers do not respond quickly.



Source: Bill Aulet and Fiona Murray, "A Tale of Two Entrepreneurs: Understanding Differences in the Types of Entrepreneurship in the Economy," Martin Trust Center for MIT Entrepreneurship, November 2012. http://entrepreneurship.mit.edu/sites/default/files/AuletMurray_IIDExSM.pdf

2

*It's the
business
model,
dude!*

Hey Mike, your plan was
to build a company, but
did your plan include a
Business Model?



THE VITAL PART OF A
CONSIDERATION

11. **DEFINITION.**—A contract which induces a party to perform a substantial part of the contract. It is the substance of the contract inducing the parties to perform.

SUFFICIENT

“ A business model describes the rationale of how an organization creates, delivers and captures value ”



Alex Osterwalder

BUSINESS MODELS

Creates Value



**Value
Proposition**



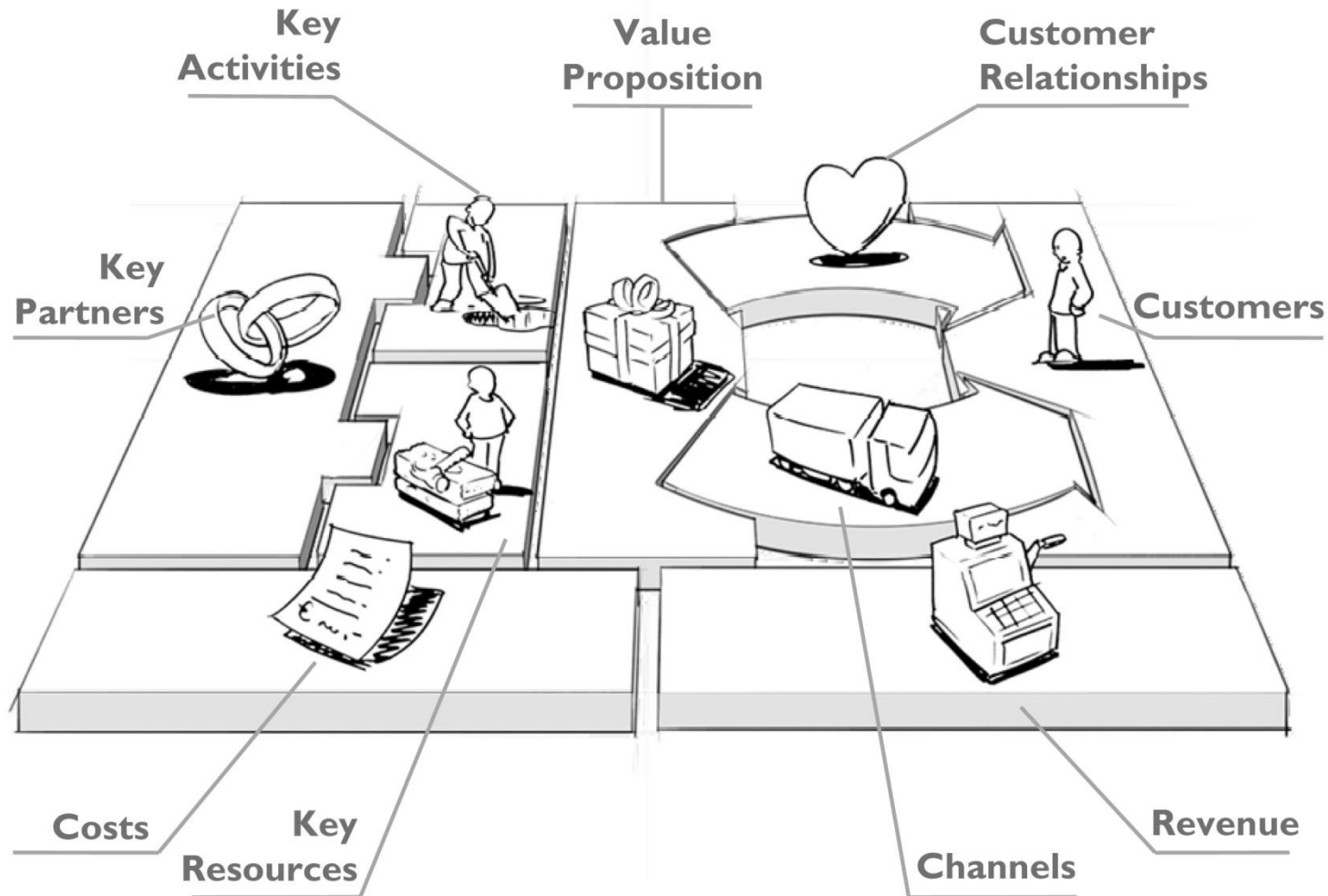
Delivers Value



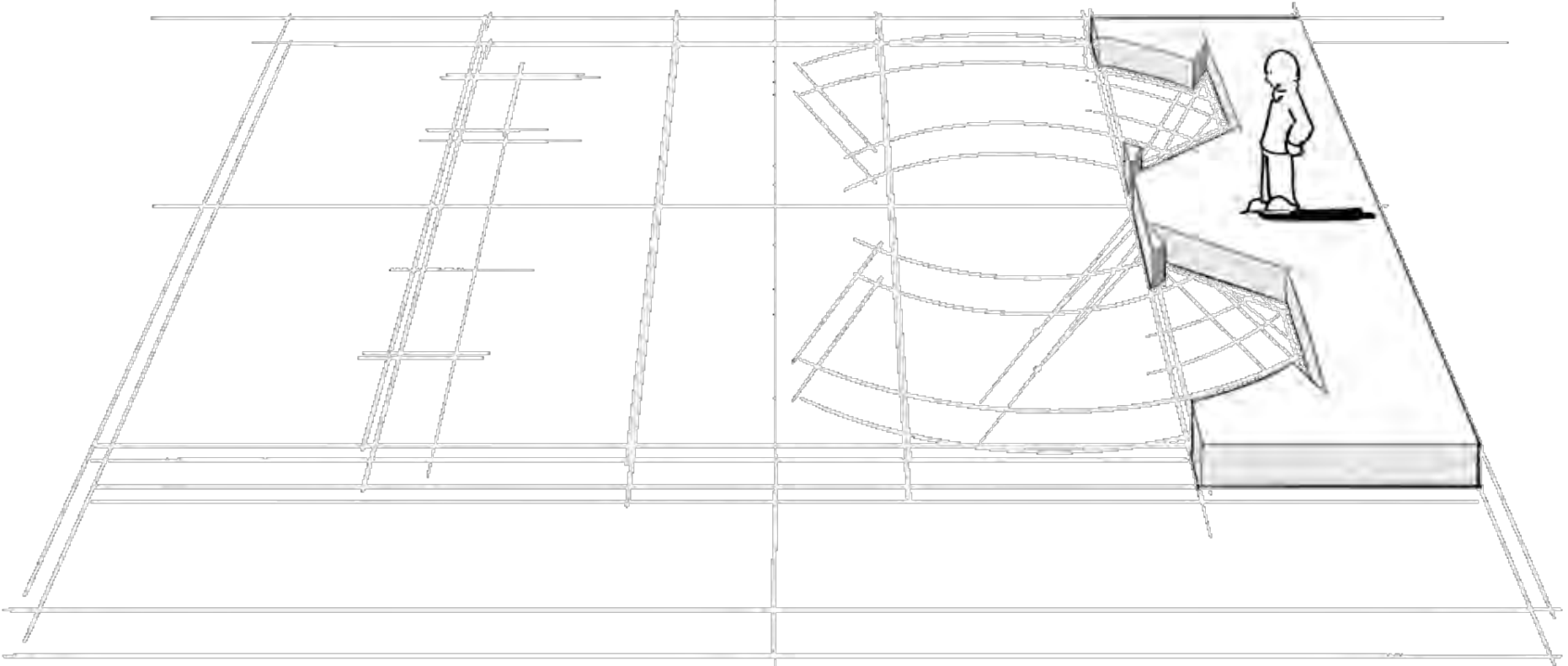
Captures Value

BUSINESS MODEL CANVAS

– Alexander Osterwalder

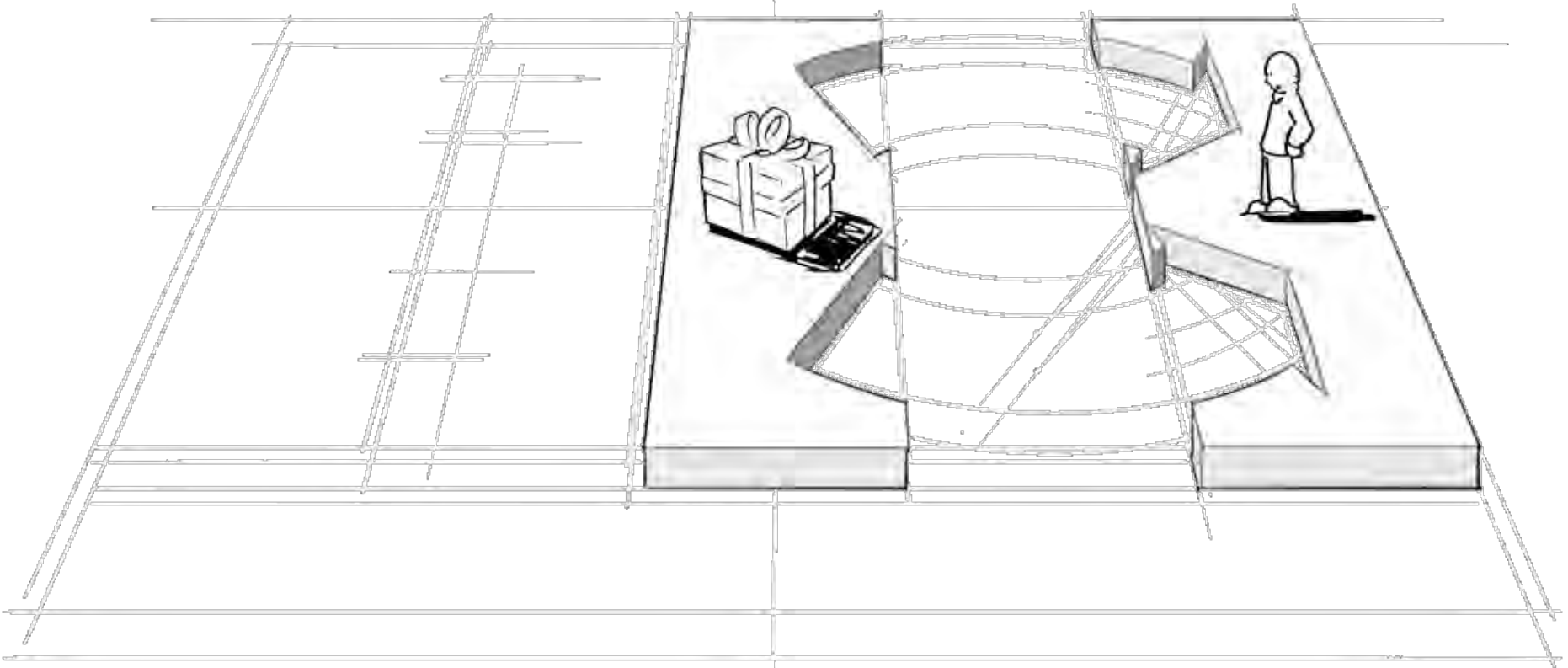


CUSTOMER SEGMENTS



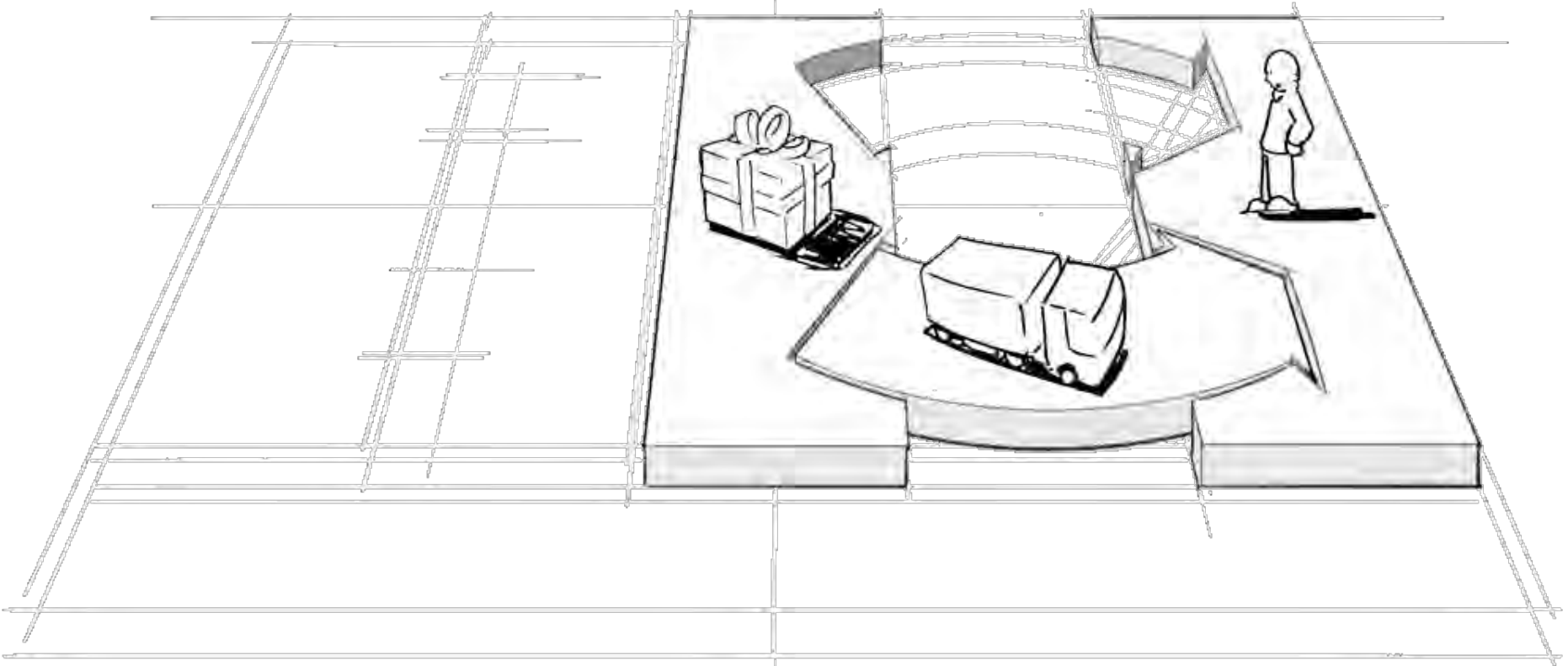
which customers and users are you serving?
which jobs do they really want to get done?

VALUE PROPOSITIONS



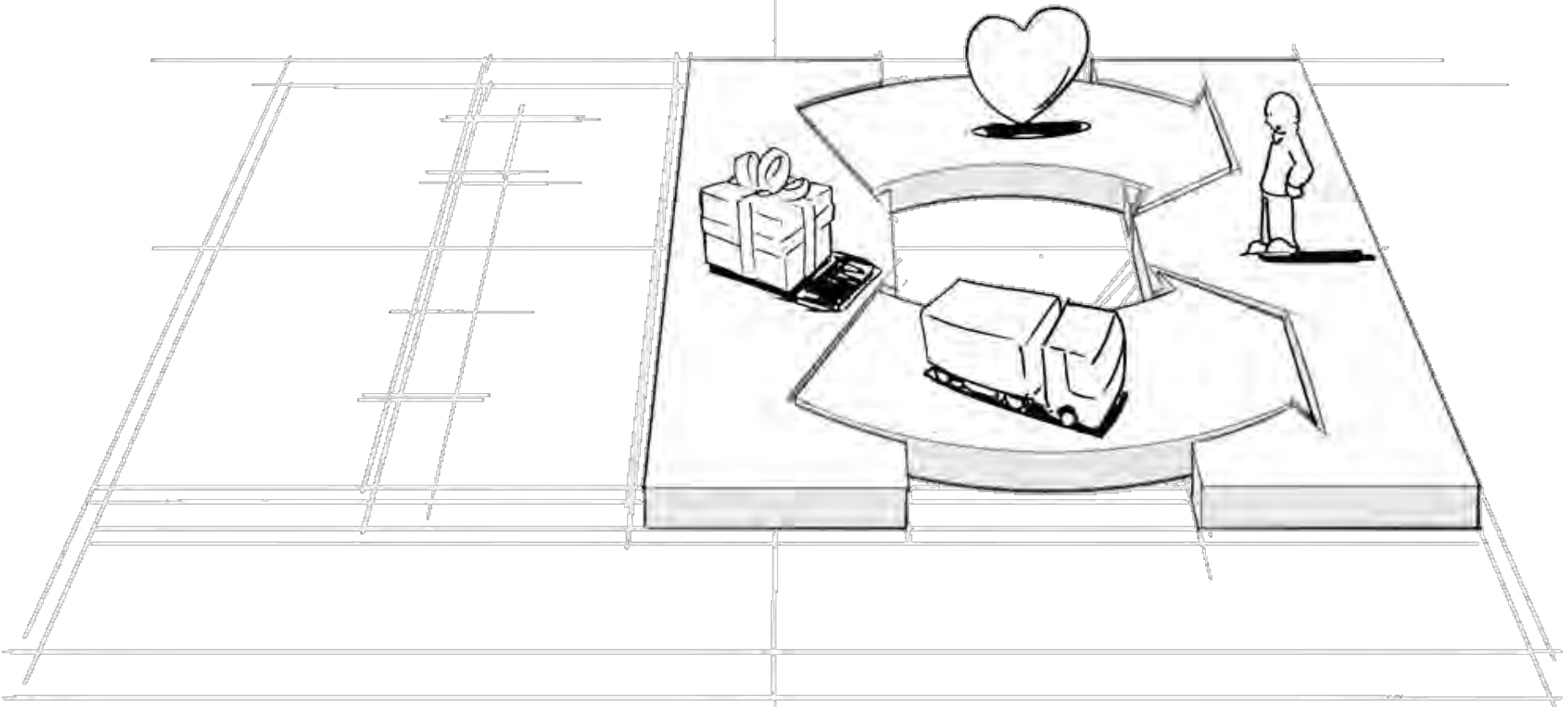
what are you offering them? what is that
getting done for them? do they care?

CHANNELS



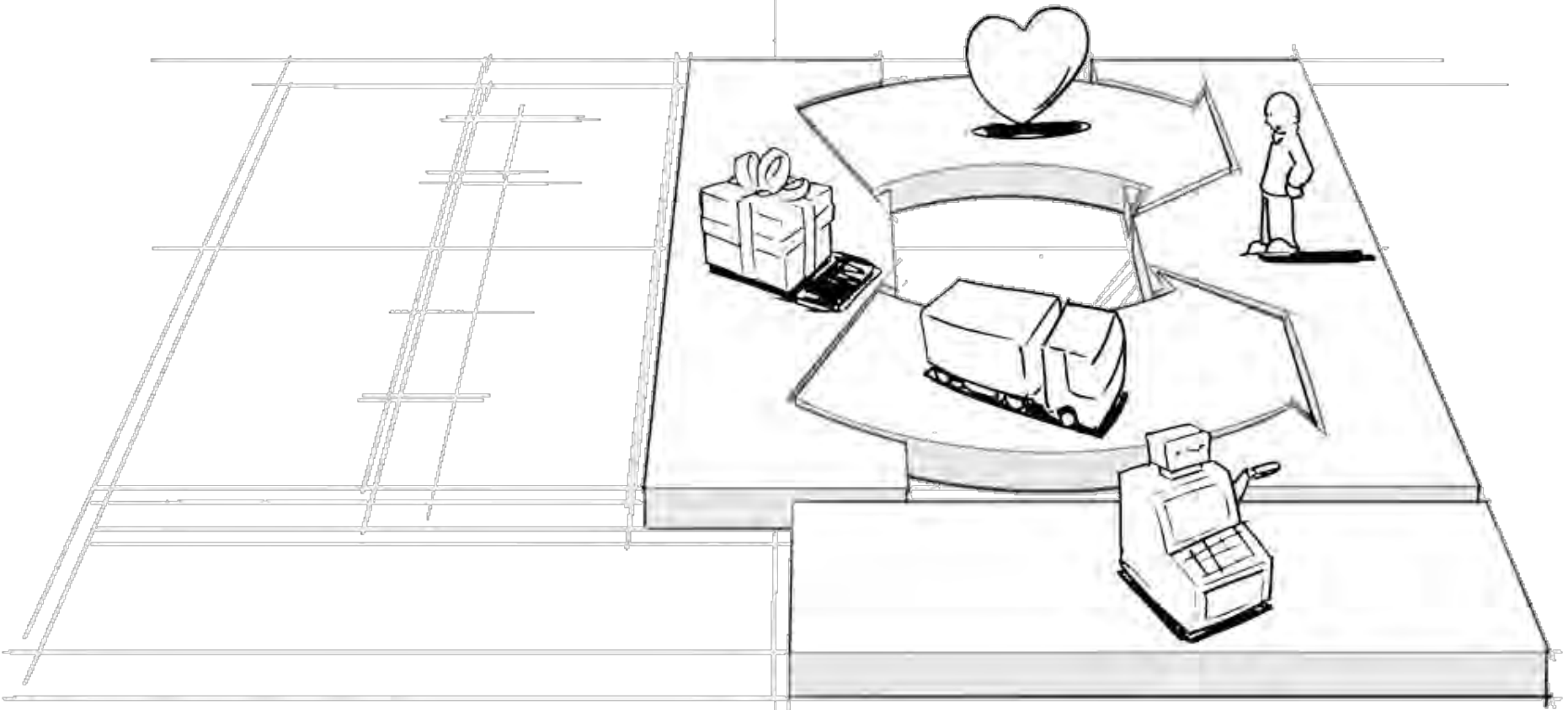
how does each customer segment want to be reached?
through which interaction points?

CUSTOMER RELATIONSHIPS



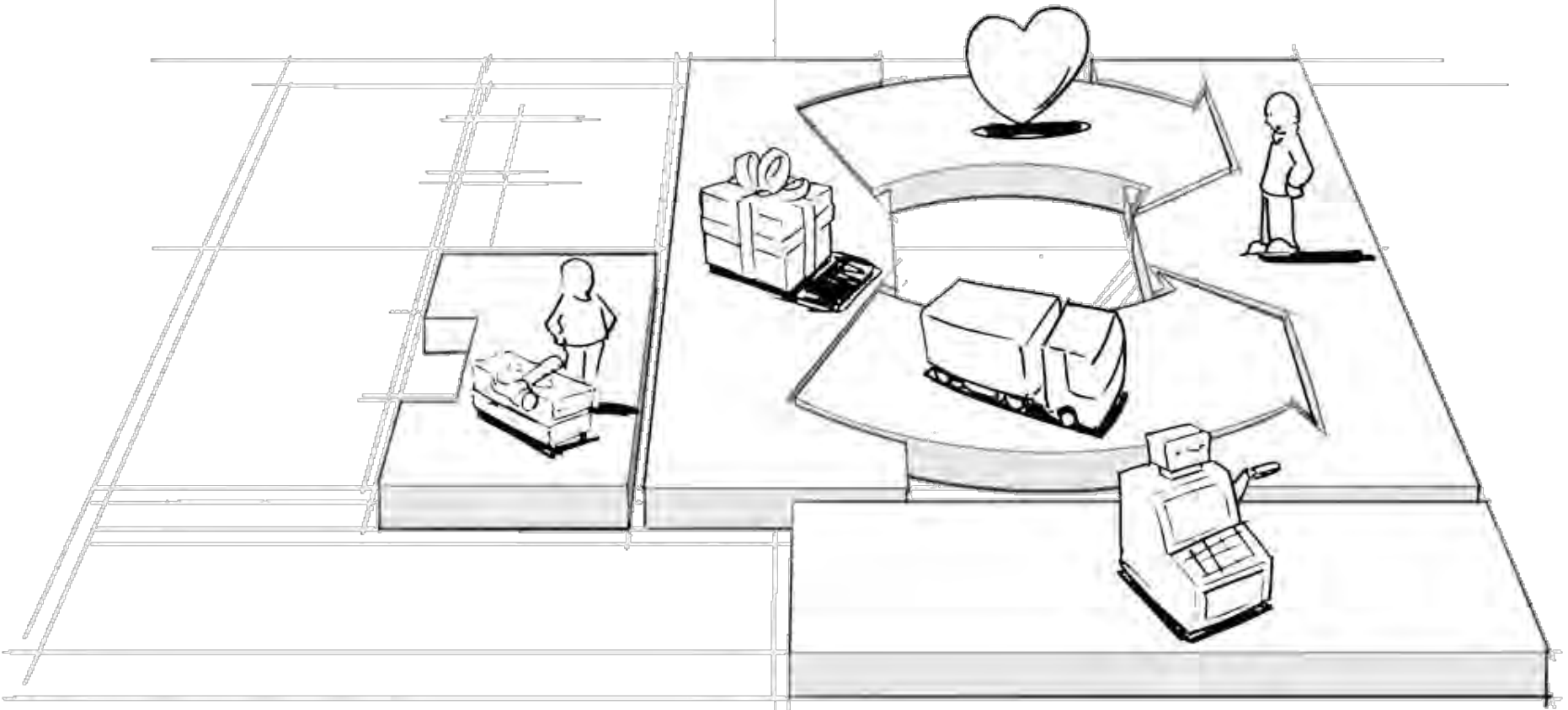
what relationships are you establishing with each segment?
personal? automated? acquisitive? retentive?

REVENUE STREAMS



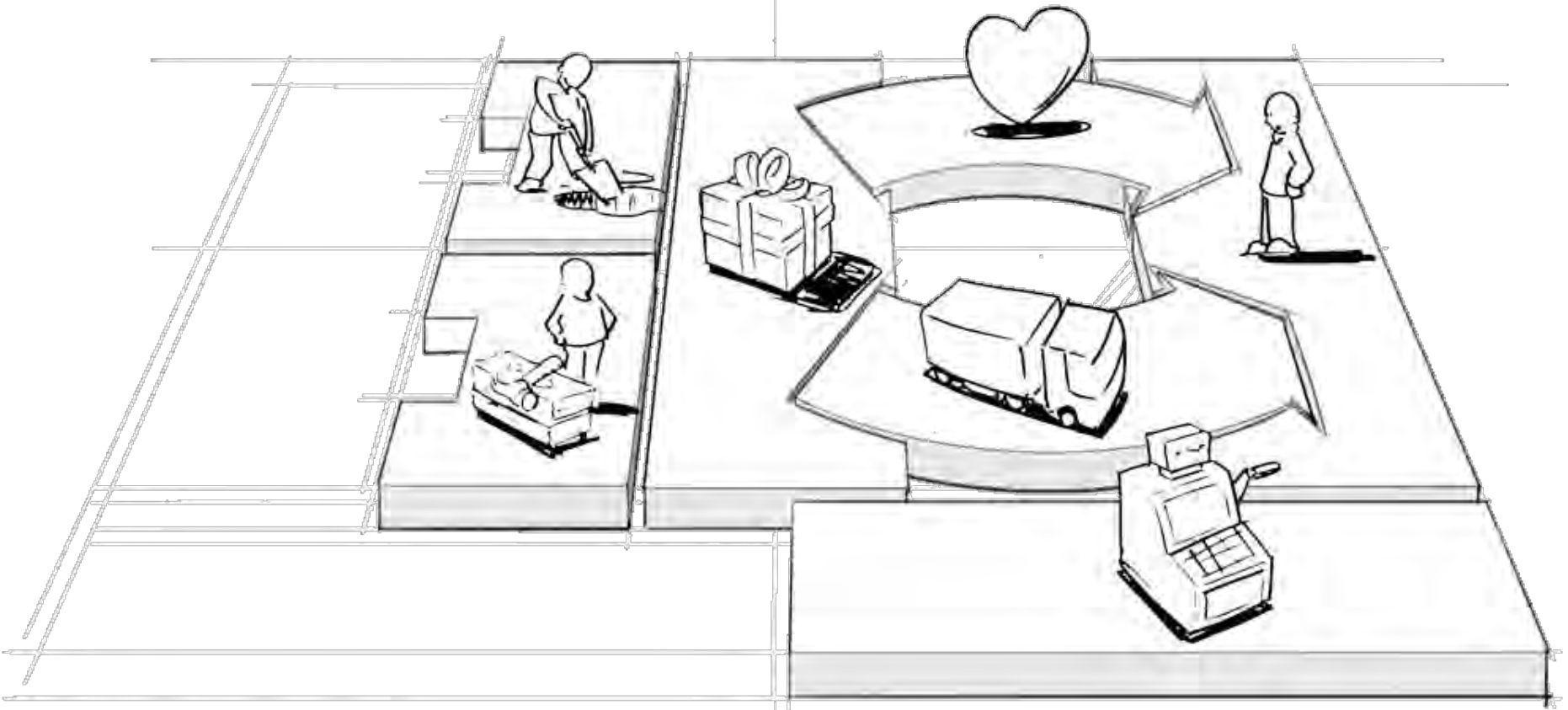
what are customers really willing to pay for? how?
are you generating transactional or recurring revenues?

KEY RESOURCES



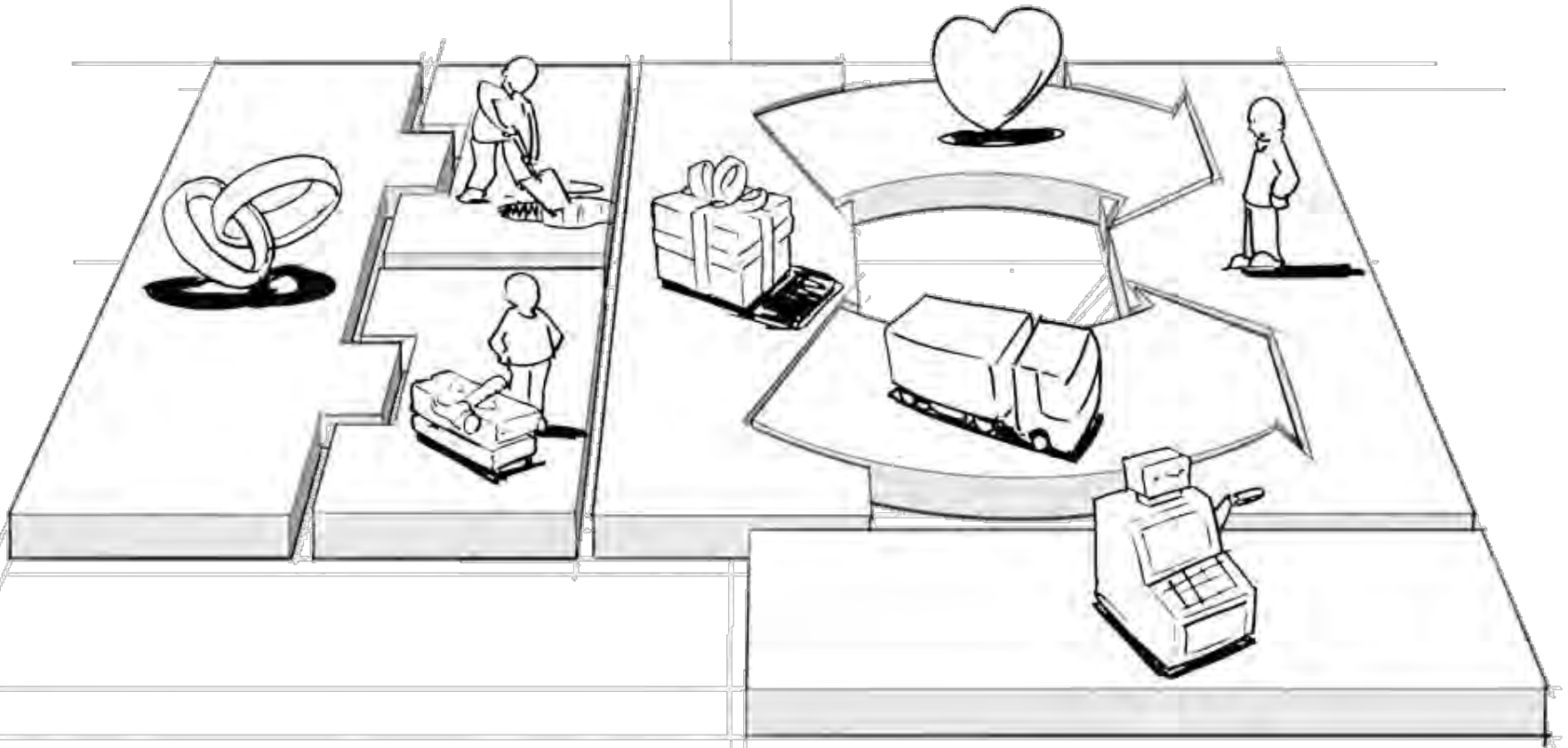
which resources underpin your b.model?
which assets are essential?

KEY ACTIVITIES



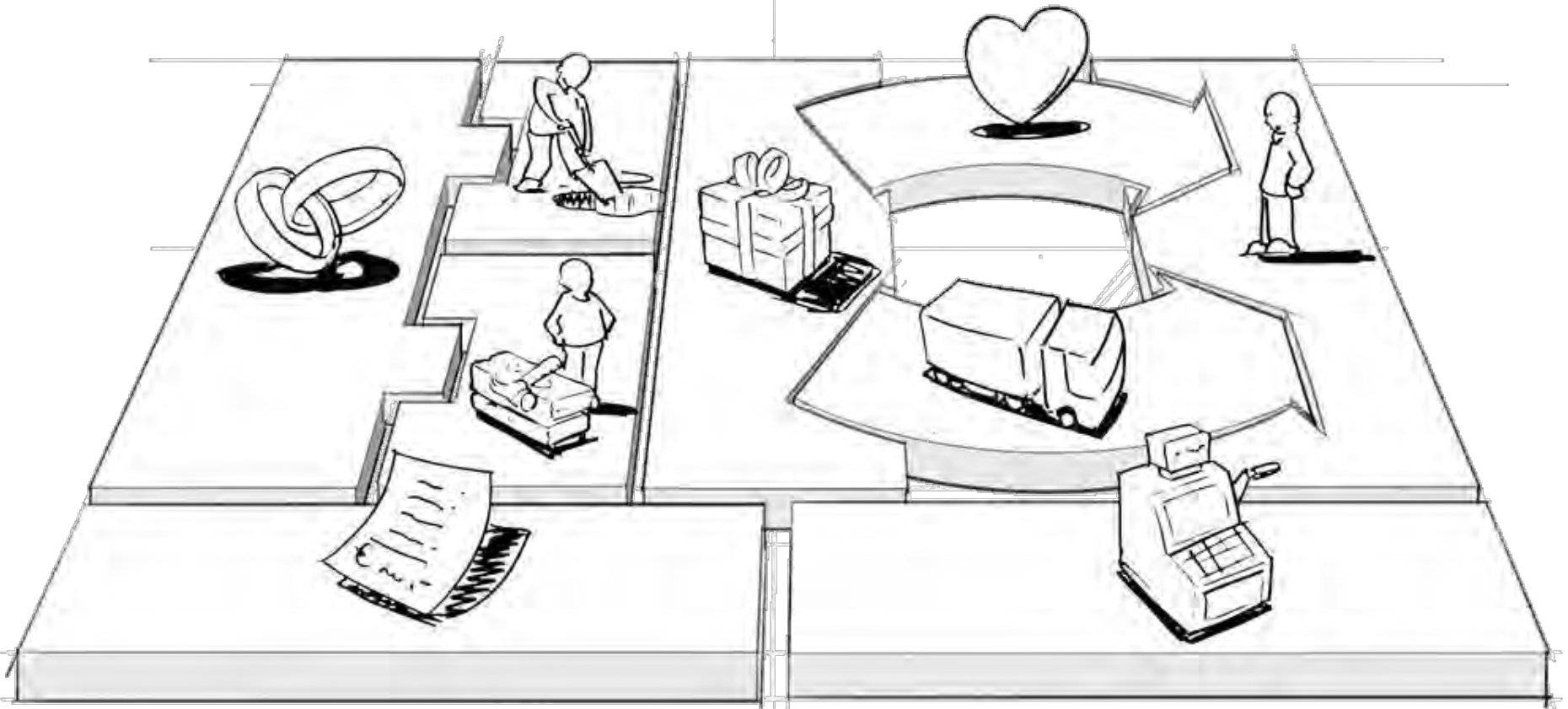
which activities do you need to perform well in
your b.model? what is crucial?

KEY PARTNERS



which partners and suppliers leverage your model?
who do you need to rely on?

COST STRUCTURE



what is the resulting cost structure?
which key elements drive your costs?

*“Hmm, interesting so
what do I make of
that?”*



use it as a
tool to...



The Business Model Canvas

Original fit

Designed by

Key Partners



Key Activities



Value Propositions



Customer Relationships



Customer Segments



Key Resources



Channels



Cost Structure



Revenue Streams



sketch out your business model

The Business Model Canvas

Canvas #10

Canvas #10

Canvas #10

Key Partners



Who are the partners?
 Who are the suppliers?
 Who are the distributors?
 Who are the channels?
 Who are the customers?

Key Activities



What are the key activities?
 What are the processes?
 What are the tasks?
 What are the responsibilities?

Value Propositions



What are the value propositions?
 What are the benefits?
 What are the features?
 What are the advantages?

Customer Relationships



What are the customer relationships?
 What are the channels?
 What are the touchpoints?
 What are the interactions?

Customer Segments



What are the customer segments?
 What are the markets?
 What are the niches?
 What are the target audiences?

Key Resources



What are the key resources?
 What are the assets?
 What are the capabilities?
 What are the competencies?

Channels



What are the channels?
 What are the touchpoints?
 What are the interactions?
 What are the touchpoints?

Cost Structure



What are the cost structures?
 What are the expenses?
 What are the costs?
 What are the investments?

Revenue Streams



What are the revenue streams?
 What are the income sources?
 What are the revenue models?
 What are the pricing strategies?










building
block

The Business Model Canvas

Adapted from

Business Model

Canvas

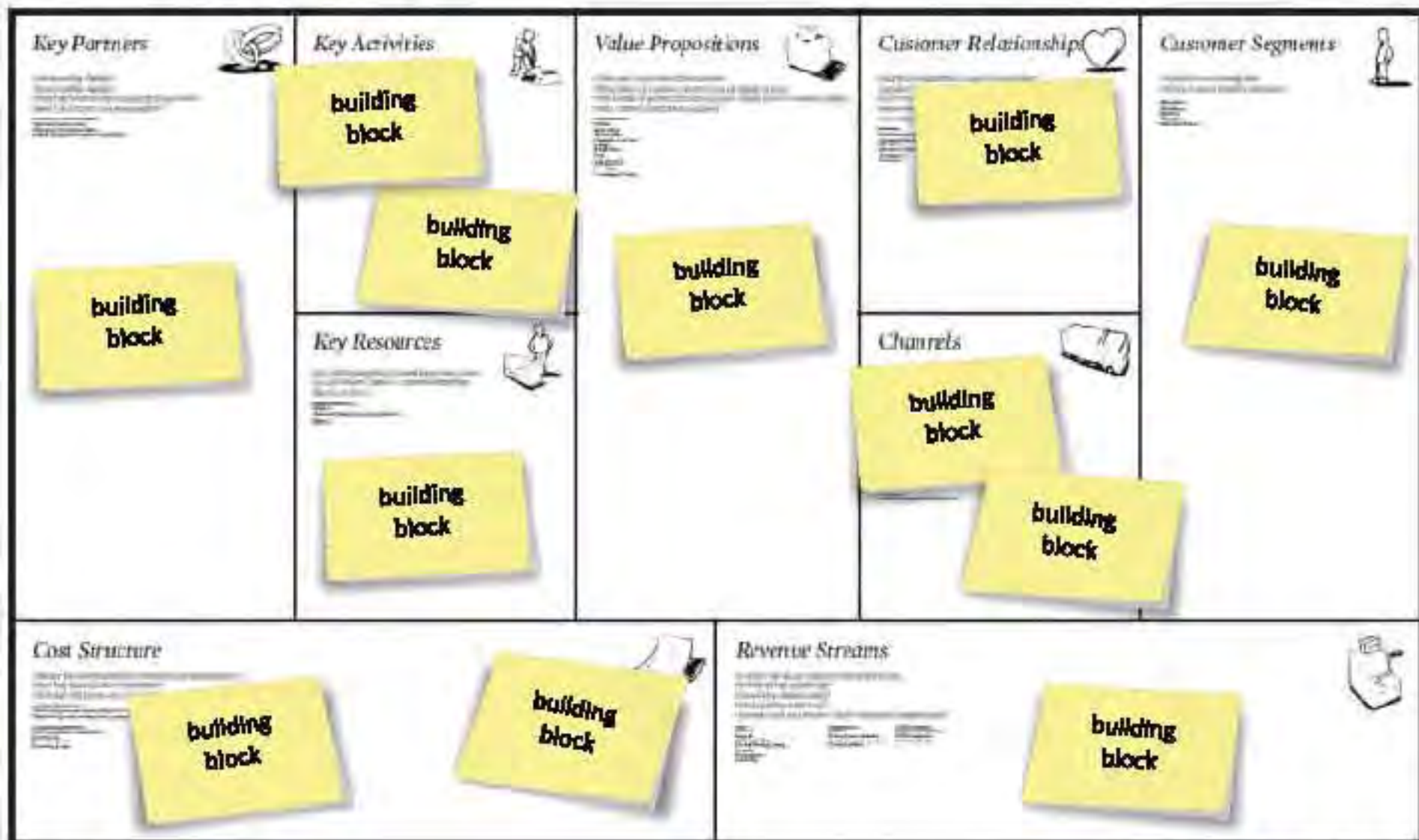
Key Partners  <p>Who can help you do the business?</p> <p>Who can help you reach your target market?</p> <p>Who can help you reduce your costs?</p> <p>Who can help you increase your revenue?</p>	Key Activities  <p>What must you do to make your business model work?</p> <p>What must you do to reach your target market?</p> <p>What must you do to reduce your costs?</p> <p>What must you do to increase your revenue?</p> <p>building block</p>	Value Propositions  <p>What value do you create for your customers?</p> <p>What value do you create for your business?</p> <p>What value do you create for your investors?</p> <p>What value do you create for your employees?</p> <p>building block</p>	Customer Relationships  <p>How do you create a relationship with your customers?</p> <p>How do you create a relationship with your business?</p> <p>How do you create a relationship with your investors?</p> <p>How do you create a relationship with your employees?</p>	Customer Segments  <p>Who are your customers?</p> <p>Who are your business partners?</p> <p>Who are your investors?</p> <p>Who are your employees?</p> <p>building block</p>
	Key Resources  <p>What do you need to make your business model work?</p> <p>What do you need to reach your target market?</p> <p>What do you need to reduce your costs?</p> <p>What do you need to increase your revenue?</p> <p>building block</p>		Channels  <p>How do you reach your customers?</p> <p>How do you reach your business partners?</p> <p>How do you reach your investors?</p> <p>How do you reach your employees?</p>	
Cost Structure  <p>What are your costs?</p> <p>What are your business partners' costs?</p> <p>What are your investors' costs?</p> <p>What are your employees' costs?</p>		Revenue Streams  <p>How do you create revenue?</p> <p>How do you create business partners' revenue?</p> <p>How do you create investors' revenue?</p> <p>How do you create employees' revenue?</p>		

The Business Model Canvas

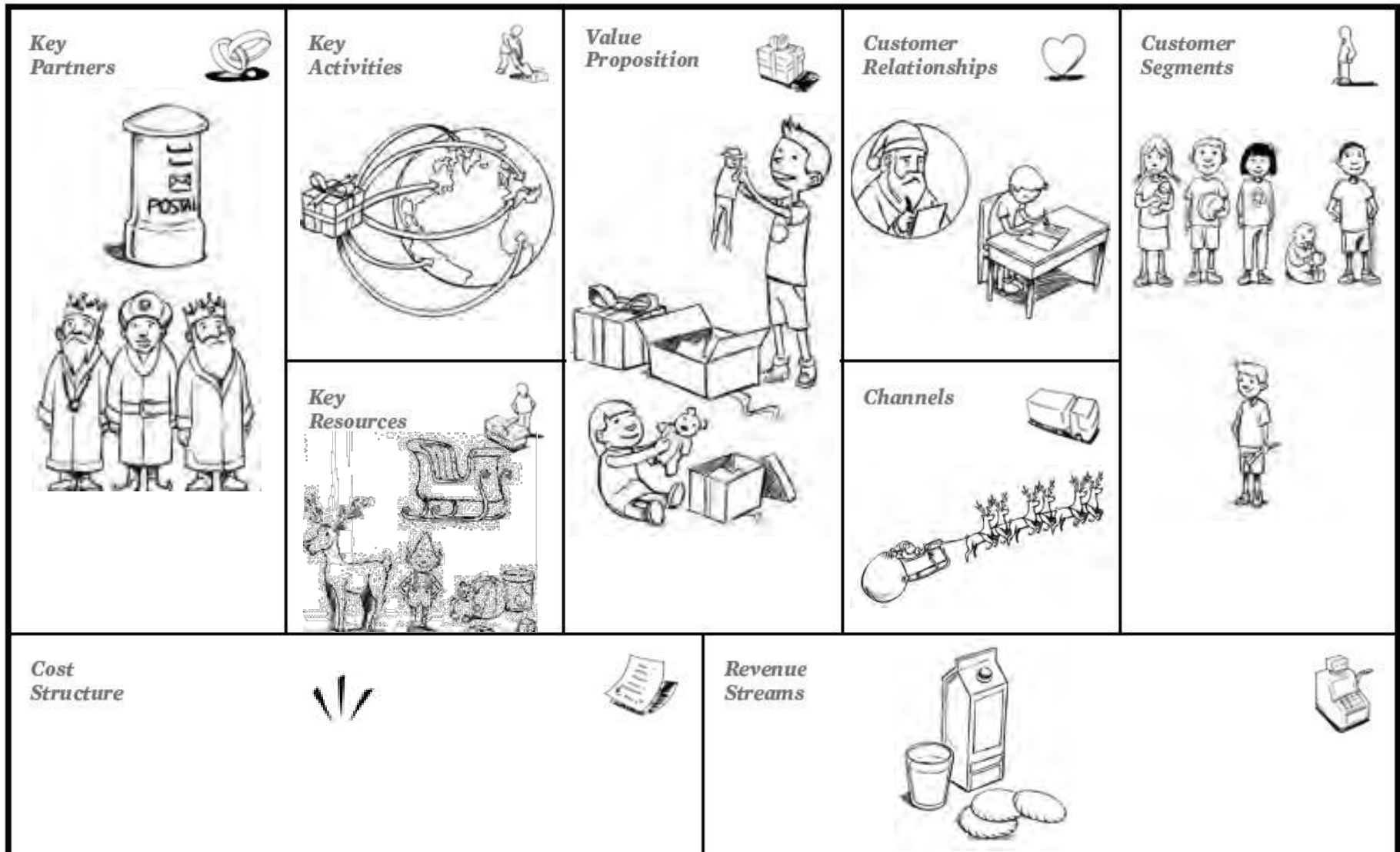
AMBA ACCREDITED

EFMD EQUIS ACCREDITED

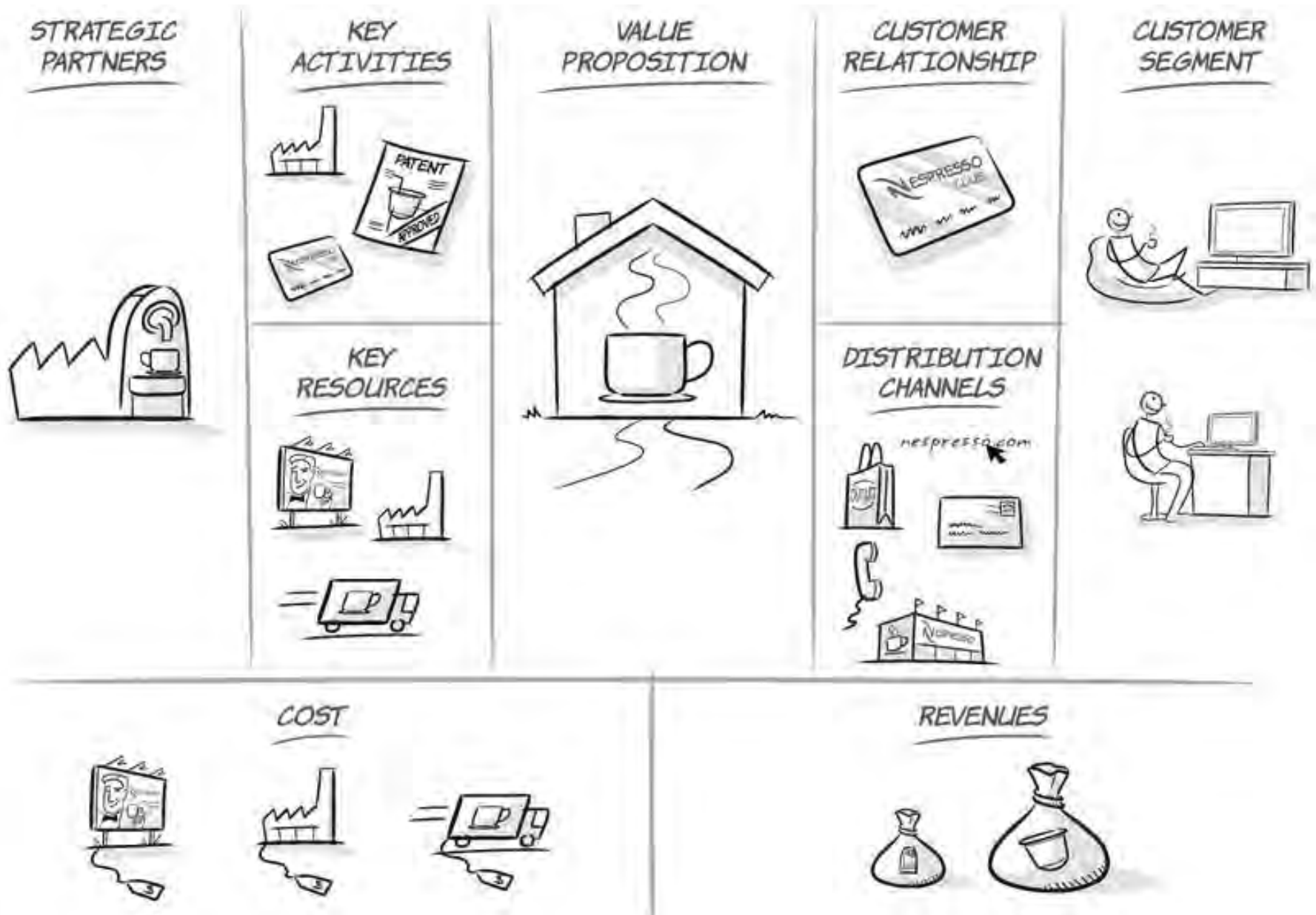
AACSB ACCREDITED



Business Model: Santa Claus



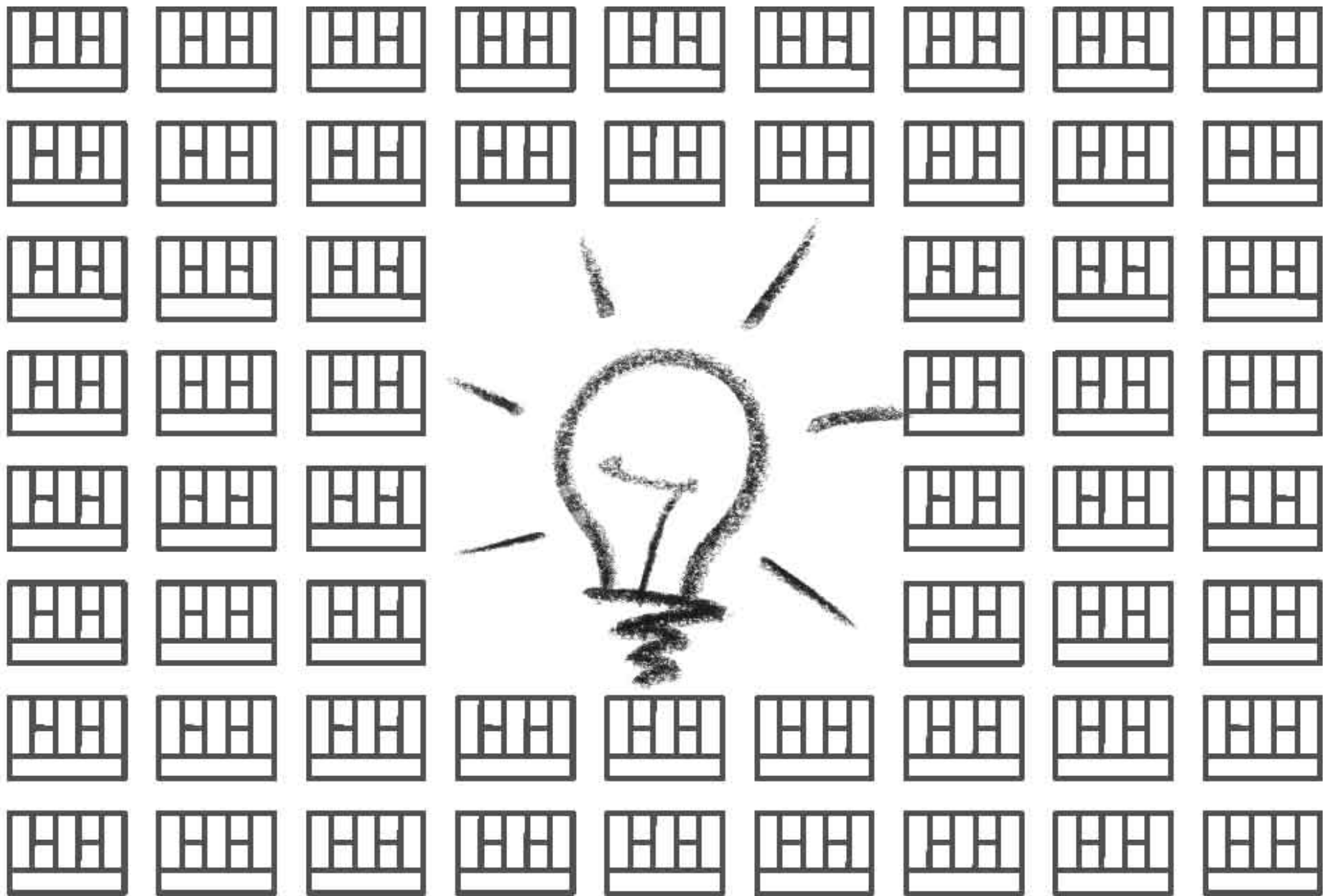
Business Model: Nesspresso



3

*Take time
to think
through
alternative
possibilities.*

the same technology,
product, or service can
have numerous business
models



try sketching out alternative business
models by asking yourself...

transactional vs.
recurring revenues

niche market vs.
mass market

capital expenditure vs.
partnership

scale vs. scope
product vs. service

blue ocean vs. red
ocean

personal vs.
automated

direct sales vs.
indirect sales

open vs. closed
human intensive vs.

disruptive vs.
incremental

difficult questions

one customer segment
vs. another

physical vs. virtual

production

copyright vs. copyleft

fixed vs. variable
costs

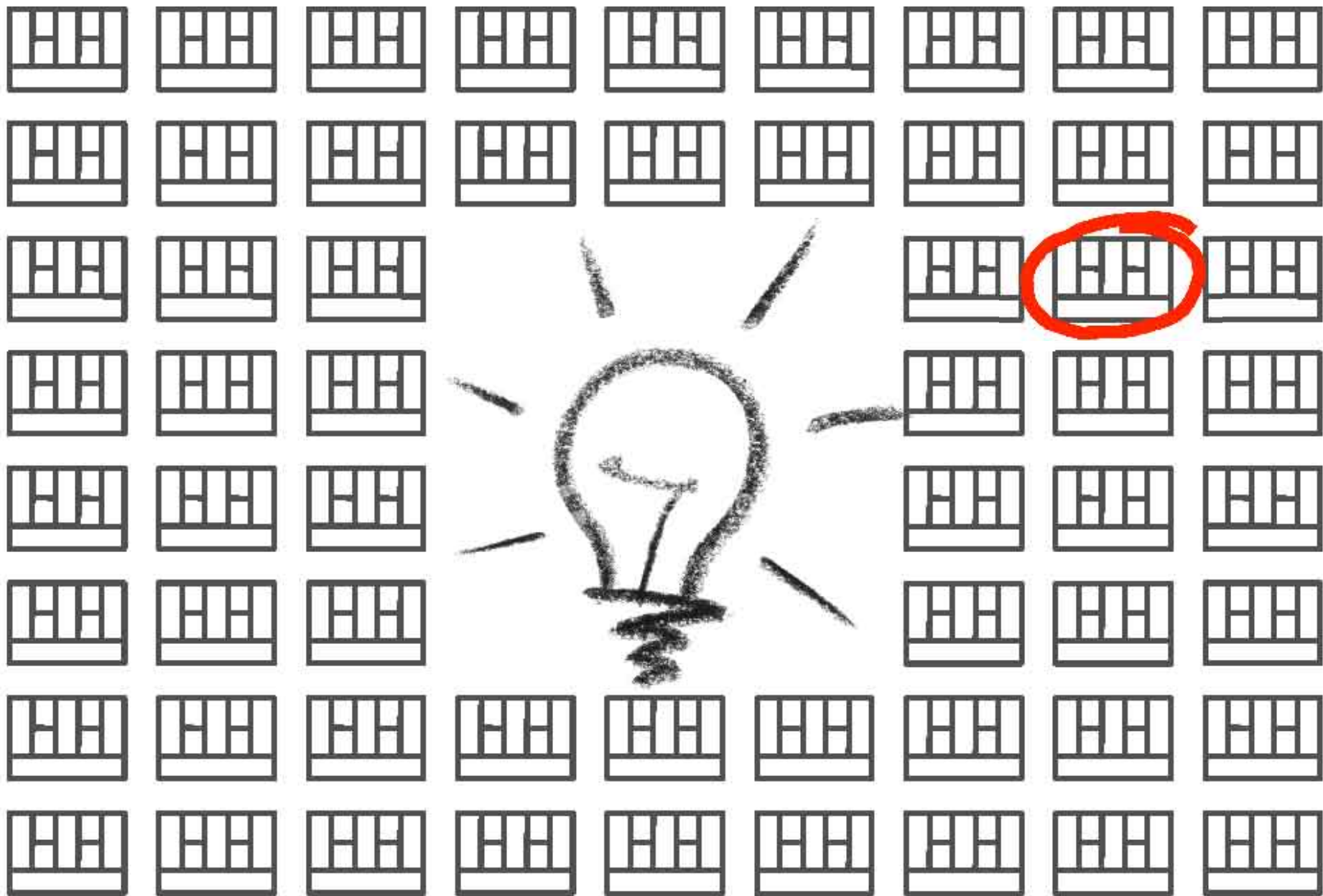
paid vs. free

in-sourcing vs. out-
sourcing

advertising vs.
sales

distributed vs.
centralized

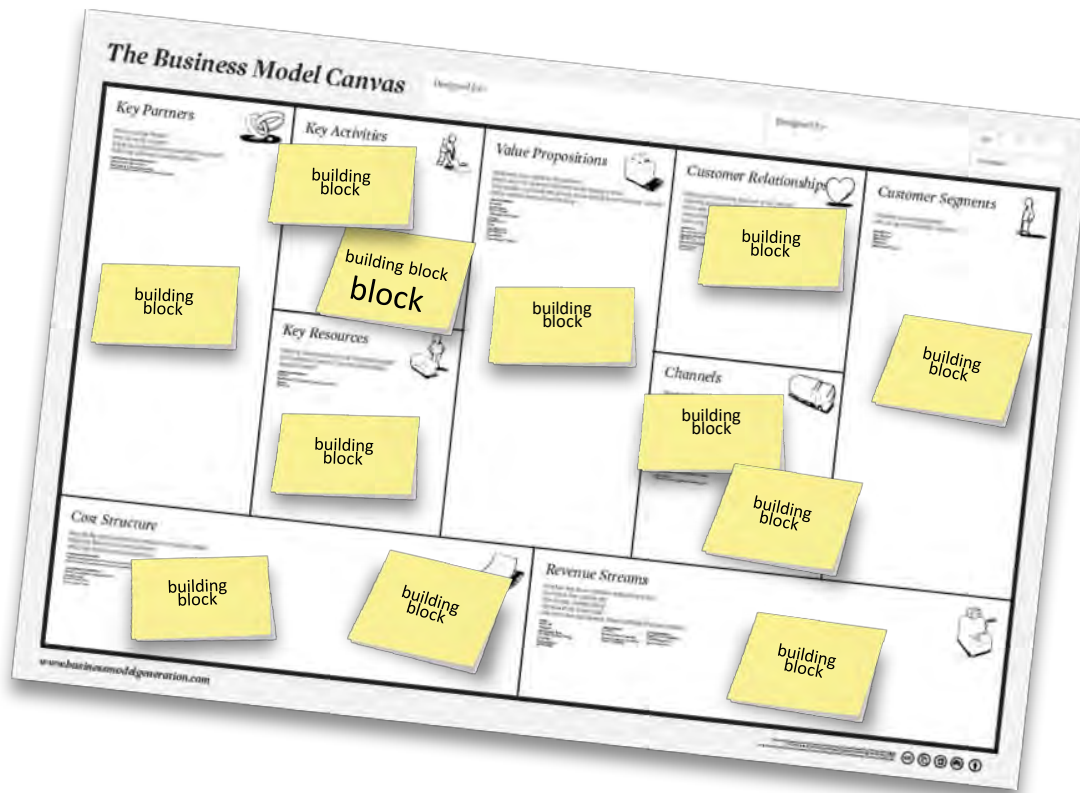
only make a first choice
after prototyping and
thinking through several
models...



4

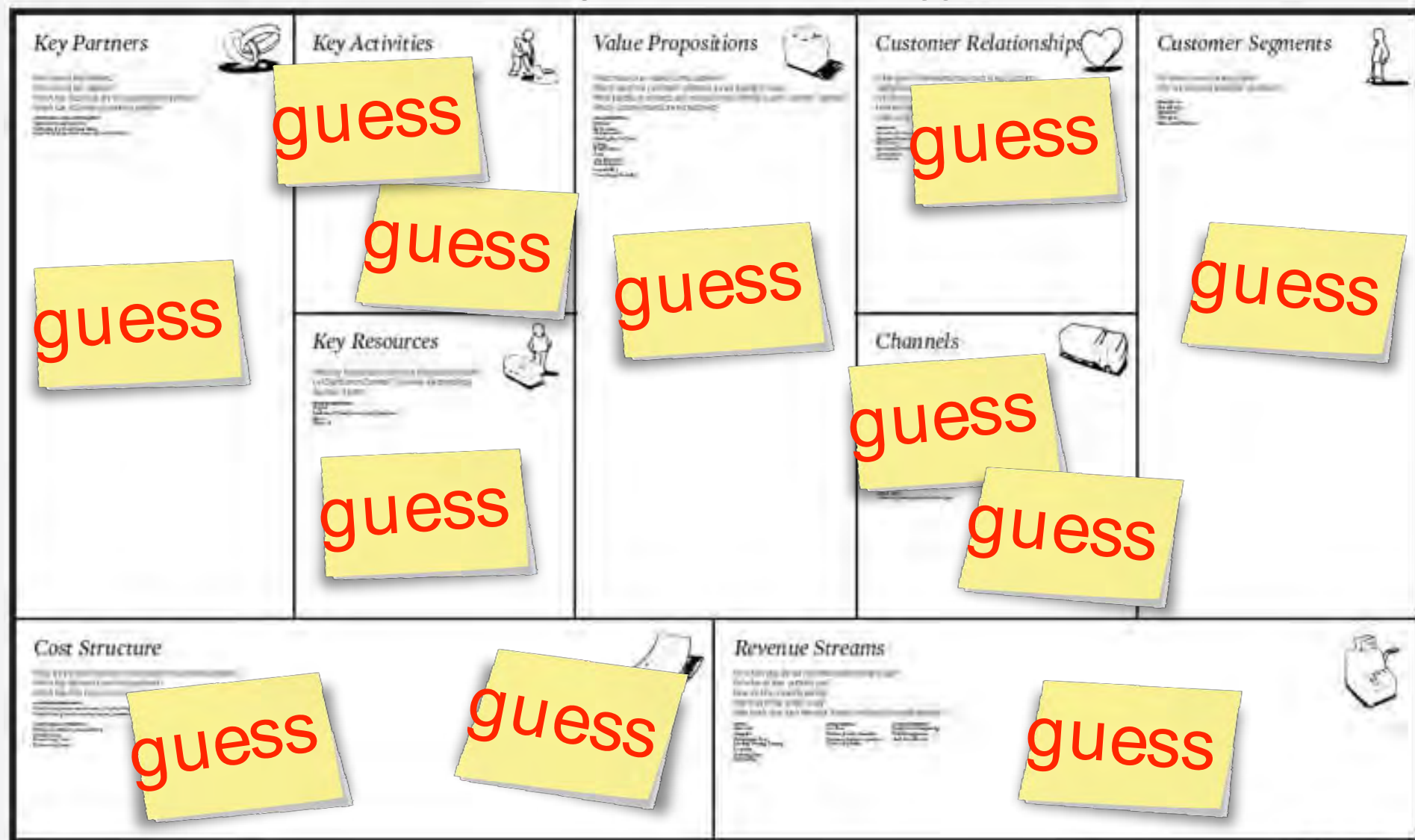
*Your business
model idea is
just a set of
hypotheses.*

a business model might look great on paper...



... but be honest that it's

...just a set of hypotheses

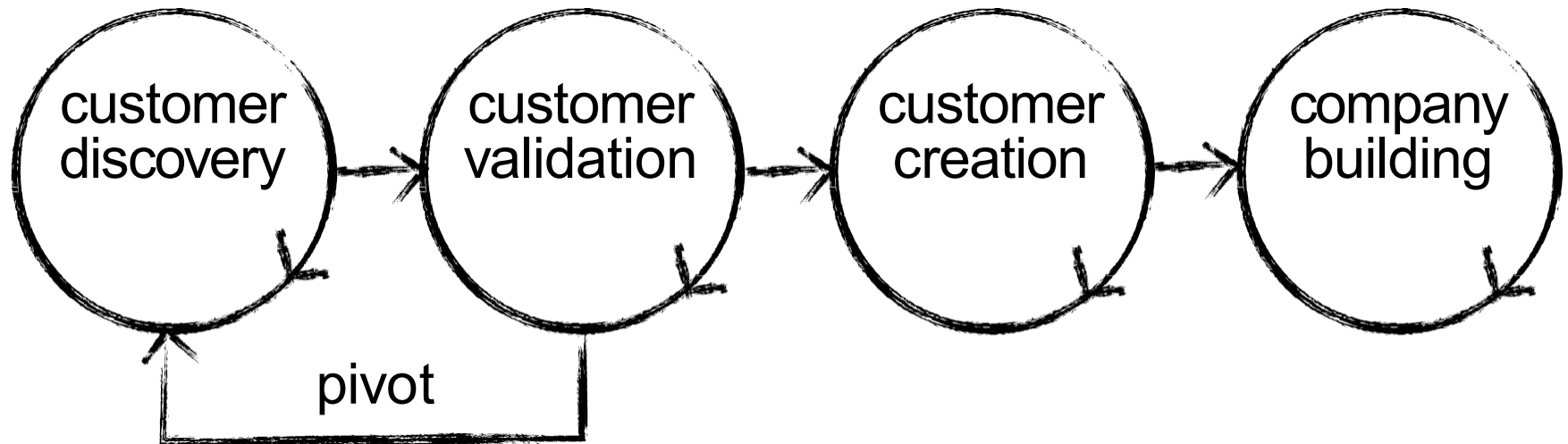


...so you need to get
out of the building
and...

A photograph of a business meeting. Several people in suits are seated around a table. One person is gesturing with their hand while speaking. Another person is writing in a notebook. A third person is holding a pen over a document that features a bar chart. The chart is titled "Financial form of country development" and has a date "June 1st '11". There are also glasses of water on the table.

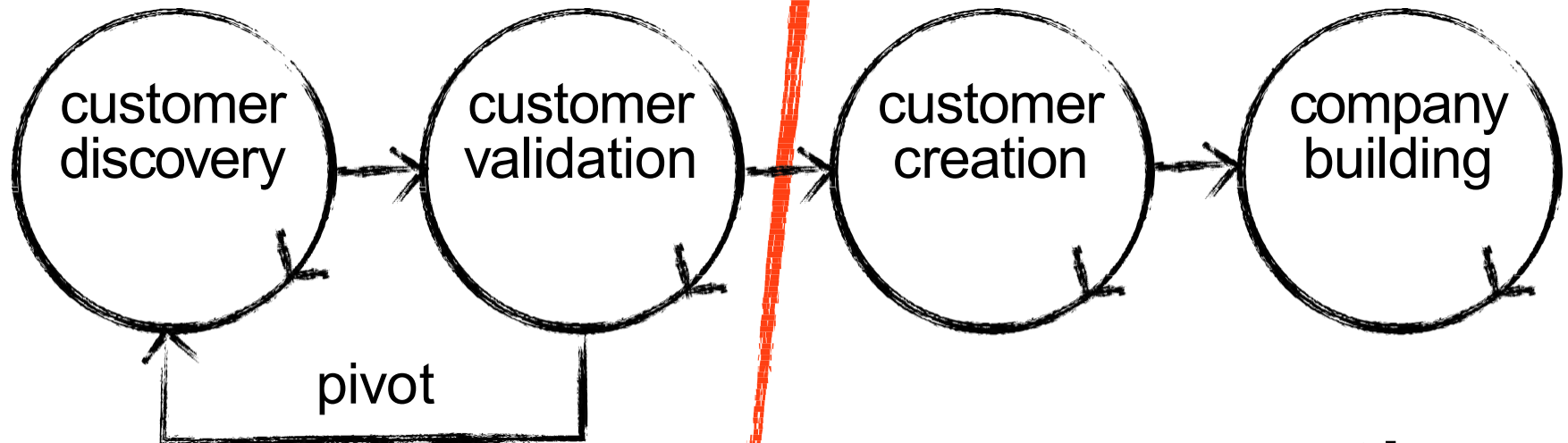
test each
hypothesis (e.g.
with customers)

this business model
testing process is called
Customer Development



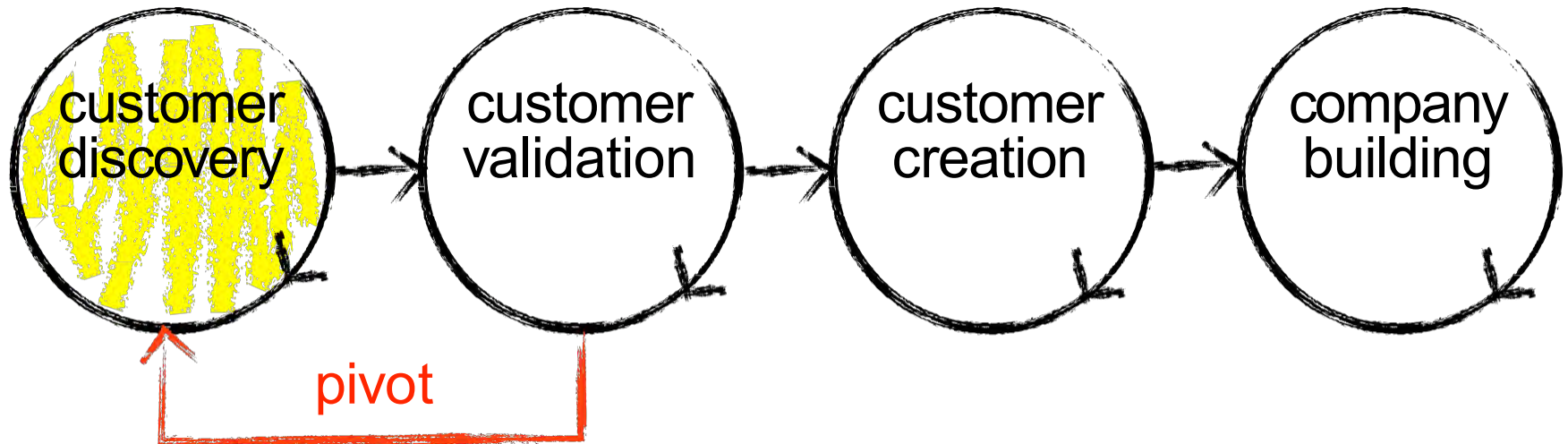
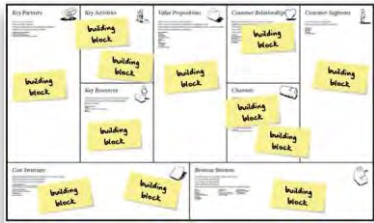
two different phases...

search





execution





... verifying
every
hypothesis



test your hypotheses










Key Partners  Who are the partners in your business model? What do they bring to the table? How do they contribute to your business? What are the risks of not having them? How do you manage the relationship?	Key Activities  What are the key activities in your business model? What do you need to do to create value? What are the risks of not doing them? How do you manage the activities?	Value Propositions  What are the value propositions in your business model? What do you offer to your customers? What are the risks of not offering them? How do you manage the value propositions?	Customer Relationships  What are the customer relationships in your business model? How do you build and maintain relationships? What are the risks of not having them? How do you manage the relationships?	Customer Segments  Who are the customer segments in your business model? What do they need? How do you serve them? What are the risks of not serving them? How do you manage the customer segments?
Key Resources  What are the key resources in your business model? What do you need to create value? What are the risks of not having them? How do you manage the resources?		product market type competition	Channels  What are the channels in your business model? How do you reach your customers? What are the risks of not having them? How do you manage the channels?	
Cost Structure  What are the costs in your business model? What do you need to create value? What are the risks of not having them? How do you manage the costs?	Revenue Streams  What are the revenue streams in your business model? How do you generate revenue? What are the risks of not having them? How do you manage the revenue streams?			

test your hypotheses

Key Partners  What is the business's network of suppliers and partners? Which key resources are provided by partners? Which key activities are supported by partners? Which key channels are supported by partners? Which key customer segments are supported by partners?	Key Activities  What is the business's most important activities? Which key resources are used in these activities? Which key partners are involved in these activities? Which key channels are used in these activities? Which key customer segments are involved in these activities?	Value Propositions  What is the business's most valuable proposition? Which key resources are used in this proposition? Which key activities are involved in this proposition? Which key partners are involved in this proposition? Which key channels are used in this proposition? Which key customer segments are involved in this proposition?	Customer Relationships  What is the business's most important relationship? Which key resources are used in this relationship? Which key activities are involved in this relationship? Which key partners are involved in this relationship? Which key channels are used in this relationship? Which key customer segments are involved in this relationship?	Customer Segments  What is the business's most important customer segment? Which key resources are used in this segment? Which key activities are involved in this segment? Which key partners are involved in this segment? Which key channels are used in this segment? Which key value propositions are involved in this segment?
	Key Resources  What is the business's most important resource? Which key activities are involved in this resource? Which key partners are involved in this resource? Which key channels are used in this resource? Which key customer segments are involved in this resource?		Channels  What is the business's most important channel? Which key resources are used in this channel? Which key activities are involved in this channel? Which key partners are involved in this channel? Which key customer segments are involved in this channel?	
Cost Structure  What is the business's most important cost structure? Which key resources are used in this cost structure? Which key activities are involved in this cost structure? Which key partners are involved in this cost structure? Which key channels are used in this cost structure? Which key customer segments are involved in this cost structure?		Revenue Streams  What is the business's most important revenue stream? Which key resources are used in this revenue stream? Which key activities are involved in this revenue stream? Which key partners are involved in this revenue stream? Which key channels are used in this revenue stream? Which key customer segments are involved in this revenue stream?		

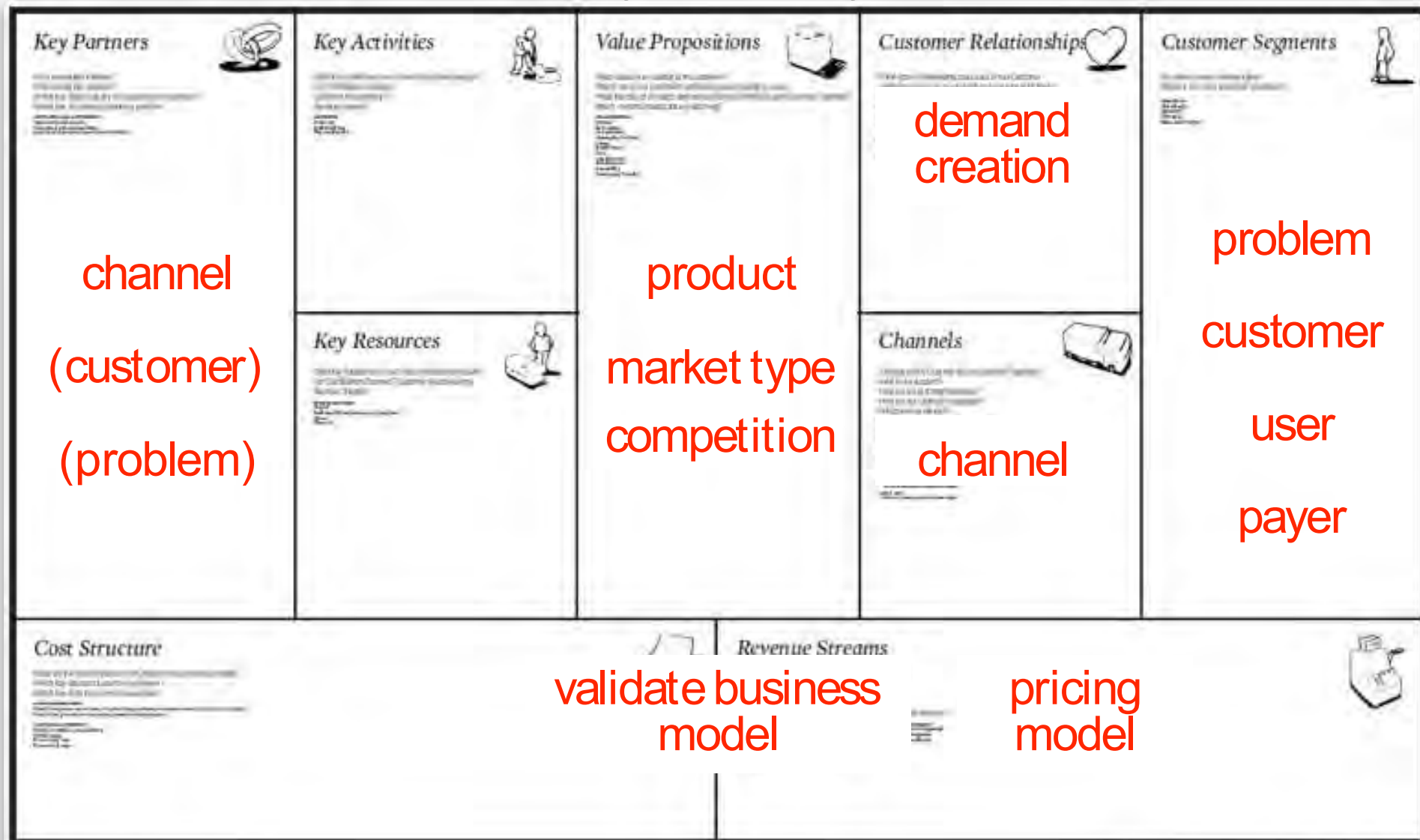
problem
customer
user
payer

test your hypotheses

Key Partners  Who can help you reduce risk, increase efficiency, or create new opportunities? Who can help you increase your reach, reduce your costs, or create new opportunities? Who can help you create new opportunities? Who can help you create new opportunities?	Key Activities  What activities must you perform to deliver your value proposition? What activities must you perform to deliver your value proposition? What activities must you perform to deliver your value proposition?	Value Propositions  What value do you provide to your customers? What value do you provide to your customers? What value do you provide to your customers?	Customer Relationships  What type of relationship do you have with your customers? What type of relationship do you have with your customers? What type of relationship do you have with your customers?	Customer Segments  Who are your target customers? Who are your target customers? Who are your target customers?
	Key Resources  What resources do you need to deliver your value proposition? What resources do you need to deliver your value proposition? What resources do you need to deliver your value proposition?		Channels  How do you reach your customers? How do you reach your customers? How do you reach your customers?	
Cost Structure  What are your costs? What are your costs? What are your costs?	Revenue Streams  How do you generate revenue? How do you generate revenue? How do you generate revenue?			

channel

test your hypotheses



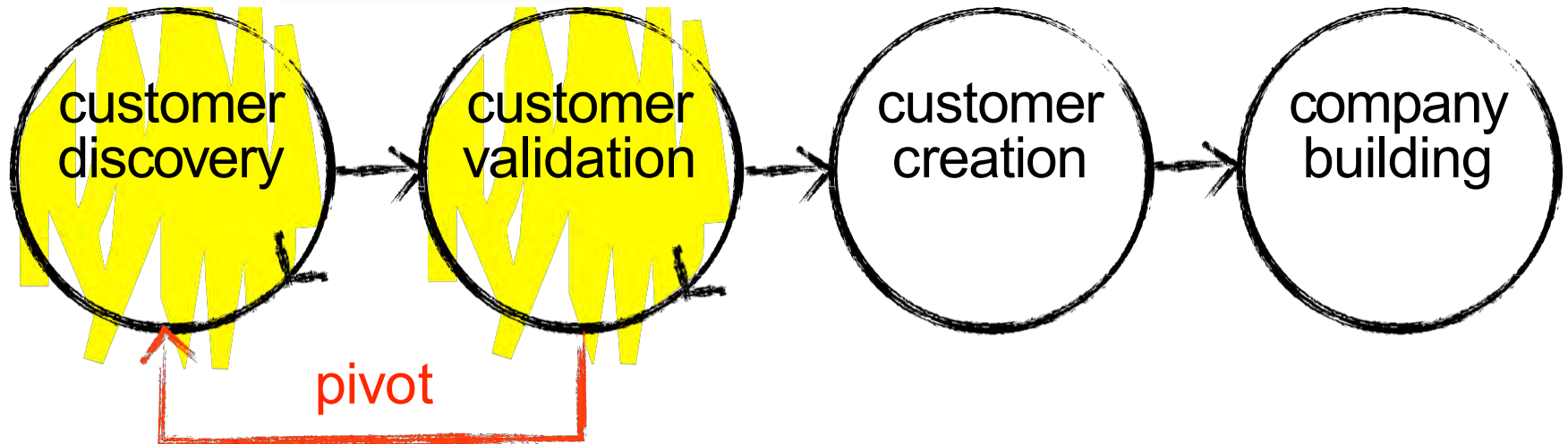
to accomplish this you will
need a special and agile
customer development
team.

A team
that ...

... gets out of the
building!



you need to adapt the business model until you can prove it works



5

*Don't build your
company, until
you've verified
your Business
Model*

or you'll
risk ...

Burning your
cash while
searching for
a working
business
model



execution is not search

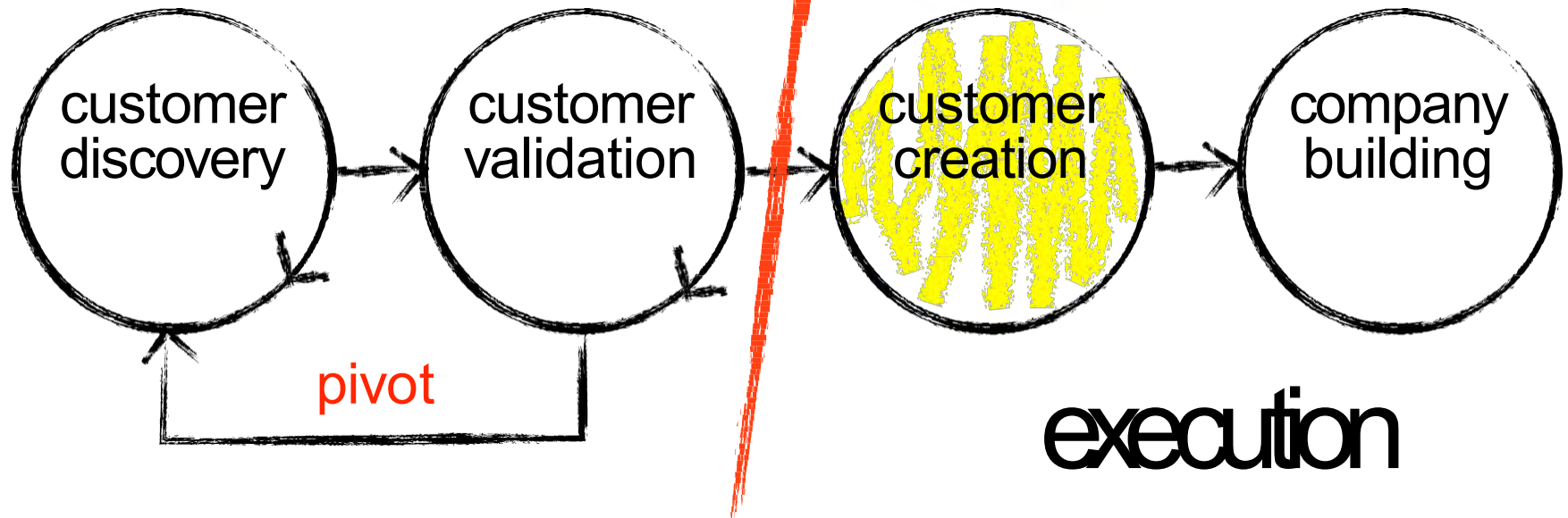
execution follows search

Build when you've found
your model

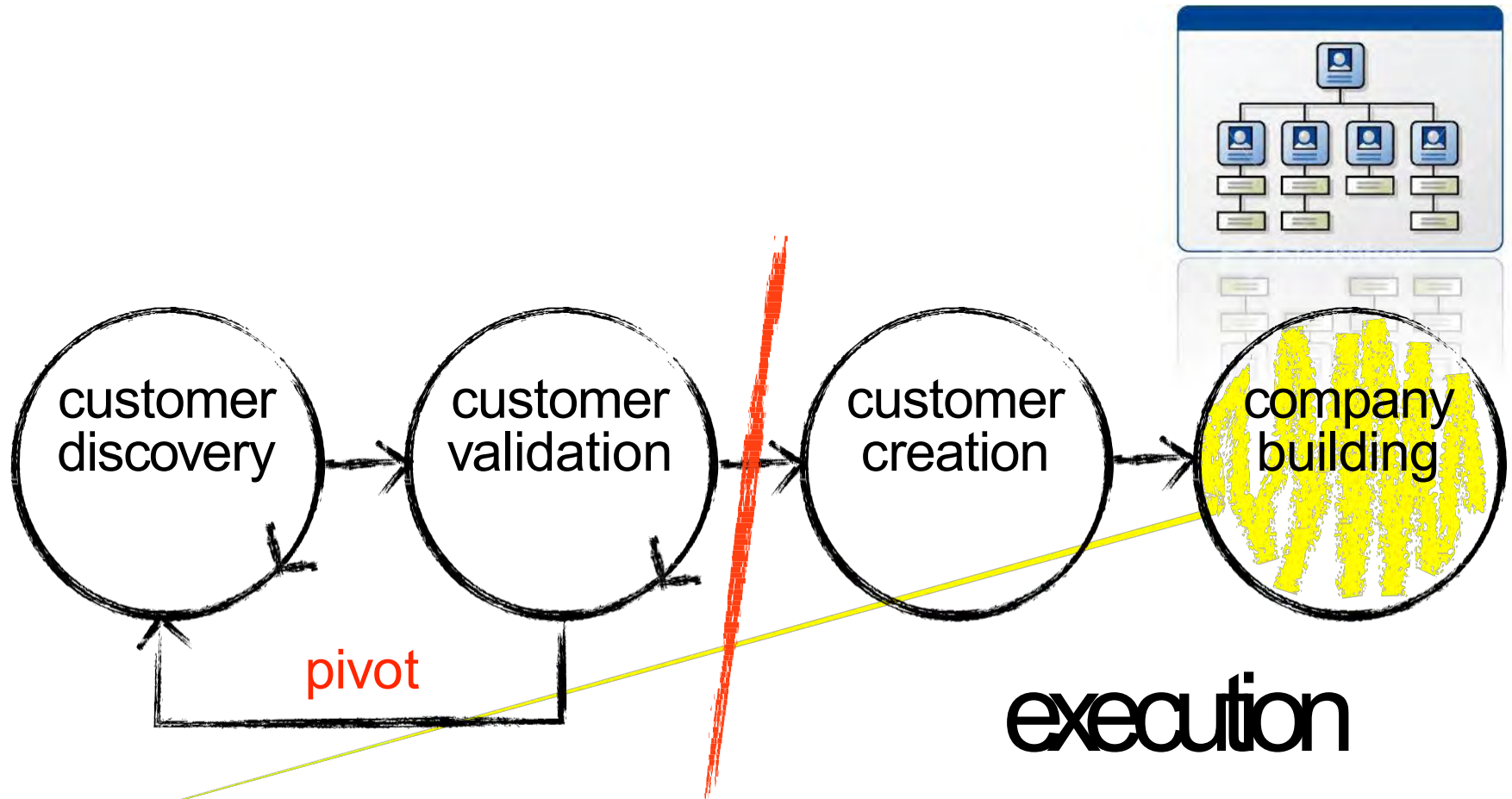


only then execute:

scale your marketing



and build your org
structures



1

No business plan survives the first customer contact.

2

It's the business model, stupid.

3

Take time to think through alternative possibilities

4

Your business model idea is just a set of hypotheses.

5

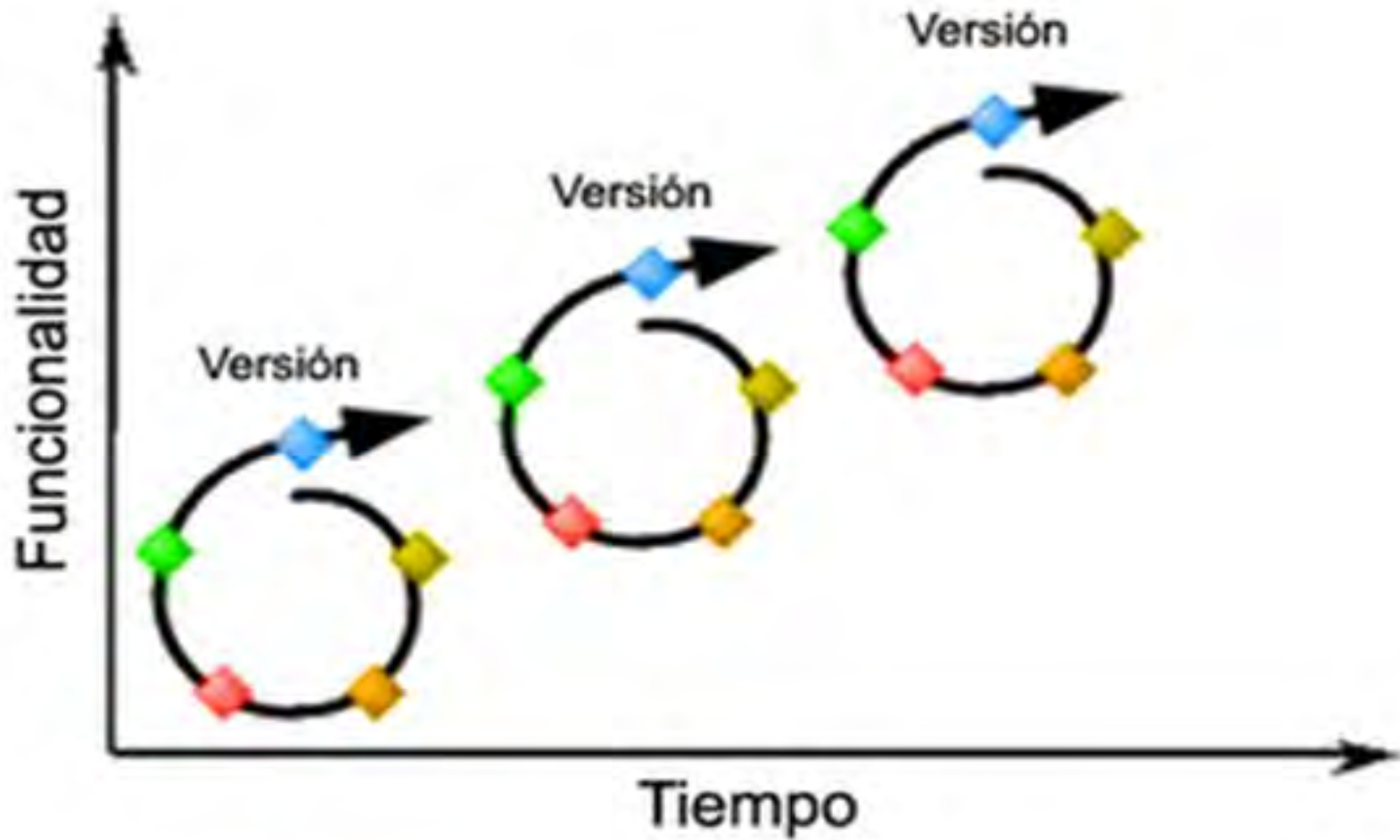
Don't build your company, until you've verified your Business Model



“LEAN”



“PIVOT”



“MVP”

HOW TO BUILD A MINIMUM VIABLE PRODUCT

NOT LIKE THIS



1

2

3

4

LIKE THIS



1

2

3

4

5

image by blog.fastmonkeys.com original idea: spotify product team

“MVP”



“MVP”



Dropbox



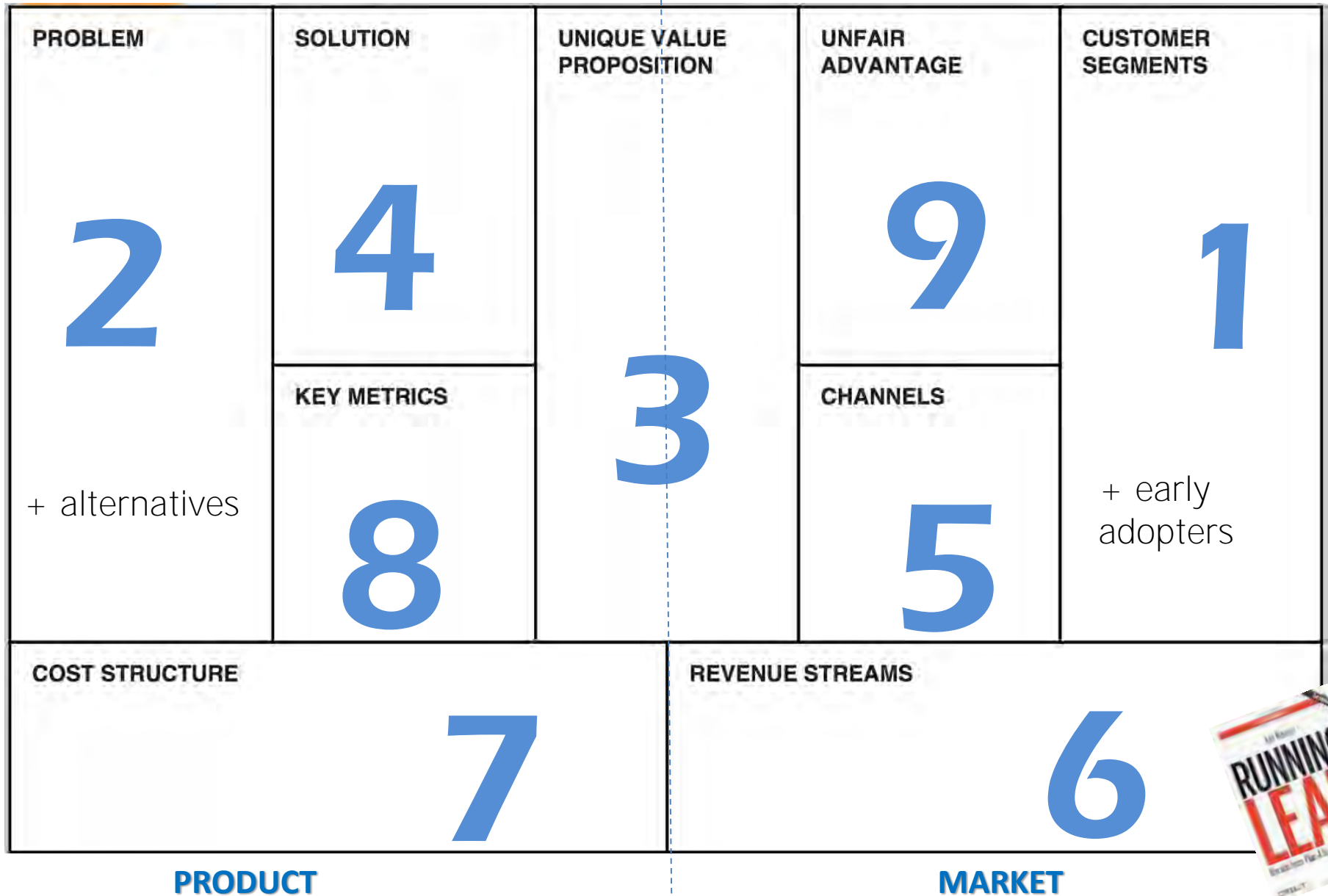
LEAN CANVAS



¿Es el mejor modelo para una

STARTUP ?

LEAN CANVAS – Ash Maurya





"NO!

Try not!

DO or DO NOT,
There is no try."

**Israel
Griol
Barres**

**israel.griol
@gmail.com**

@igriol



Market SEGMENTATION



**INNOCENS ENTREPRENEURSHIP COURSE
March 29th 2017**

CUSTOMER SEGMENTS

LET'S DEFINE YOUR CUSTOMER SEGMENT...



... IF YOU CAN.

CUSTOMER SEGMENT

- 1) **MASS MARKET**
 - 2) **NICHE SEGMENT:** Girls under 30.
 - 3) **SEGMENTED:** 2 + Blond girls under 30.
 - 4) **DIVERSIFIED:** Girls under 30 + Girls over 50
 - 5) **MULTI-SIDED PLATFORMS:** One depends on another.
- 

Lamborghini Dealership and Garage



Invested 5 Millions.

2 people for service. Coffee machine **700€**.

According to market study, best area in the city.

TAM=2500

We started on Monday, nobody came on Monday-Thursday.

Today is Friday, and an old female friend appears with her broken Volvo:

Do we accept her as our customer?

Customer profile

Gender	Male, female
Age	17-40 y.o.
Region	Moscow (during initial growth stage)
Occupation	Student, young professional, internal migrant, middle management
Social level	Medium, high
Characteristics	Has a smartphone
User category	Early adapters, technologically advanced
Other	Active users of social networks, outgoing personalities

Ride Sharing

YES: Money (cash), Feedback
NO: Image, Focus on Business M

VOLVO

Women, Polite, 30-40 years, Married with children, outcomes 30-50k€, she takes her kids to soccer at Saturday morning and to Burger King for having lunch.
She is buying SAFETINESS.

LTV: 10k€

LAMBORGHINI

Man, 50-ish, Divorced, Incomes 1-2M€, "George Clooney", He is buying IMAGE & EXCLUSIVITY.

LTV: 500k€

If both are customers, mermaid model.

Market-Driven

China's sindromme

Target Customer-Driven



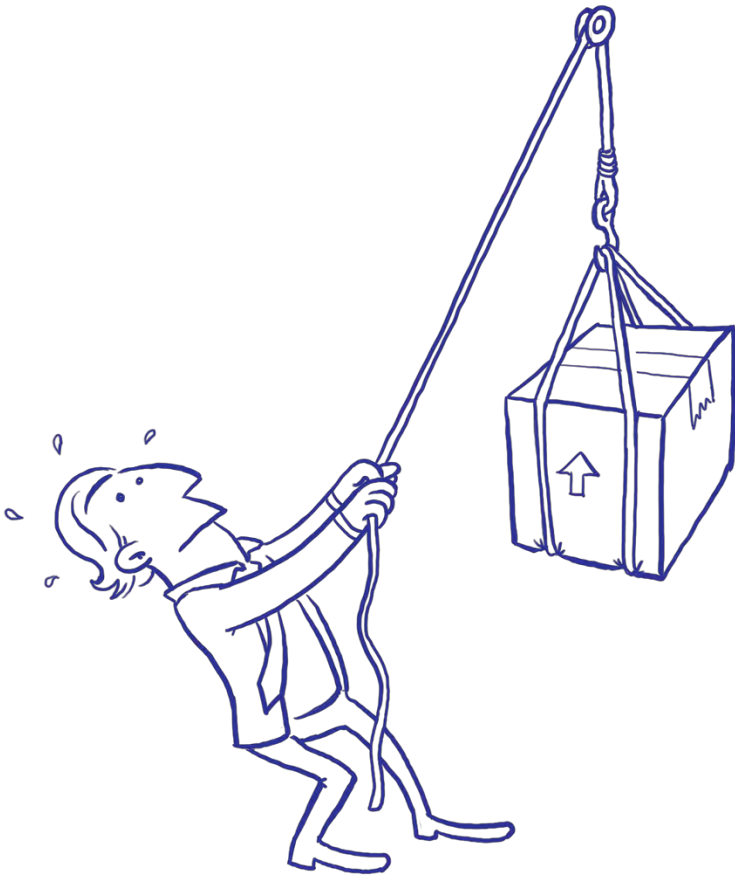
I focus in a business model.

Customer-Driven

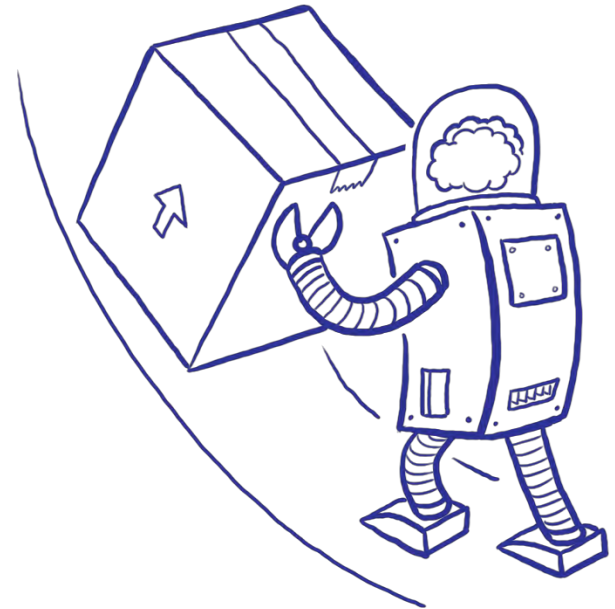


I focus in a single customer (**Mermaid's Sindromme**)

Market Pull & Technology Push



Market Pull



Technology Push

Example: Ink free printer

TOCANO

Tocano is developing revolutionary, ink-free printers!



Printing with Tocano printers, doesn't require consumables.



The Storm



OCR: Optical Character Recognition

Why buy your product?

- Addresses a need, solves a pain or problem?
- In B2C reasons can be both economical and emotional
- In B2B it is always about economic benefit.
How can you help your customer to make more money?

Ways to increase profit for your customer

- Lower costs
- Better quality
- Other ways: i.e. improved competitive position

STEP 1: Brainstorm

- List of possible customer segments!!!

SERVICE FOR PHOTOGRAPHERS

Everyone that takes photos.

More specific:

1. Professional photographers
2. Graphic designers
3. Architects
4. Doctors
4. Weddings
5. Girls that take selfies in the bathroom
6. Parents with small babies



I WANT TO CLEAN BOATS



CREATING VALUE

How can I start?



Customer list

Everyone that ownes a ship.

More specific:

1. Boat Owners (B2C)
2. Megayachts owners.
3. Nautic motorbikes owners.
4. Ship rental companies
5. Nautic clubs
6. Maintenance companies

Customer list

Everyone that ownes a ship.

More specific:

1. Boat Owners (B2C)
2. Megayachts owners.
3. Nautic motorbikes owners.
4. Ship rental companies
5. Nautic clubs
6. Maintenance companies

Persona Example: eGallery – Better?

He likes to try out new things and talk about it

Male

Lives on Kutuzovskiy
Prospect in Moscow

Little time

Recently moved into his
new flat with his girlfriend

Works at VTB
Investment Banking

Loves esquire, Forbes,
afisha, pop, GQ

"I am
Vlad"

33 years old

Current salary is
USD 10.000/ month

Loves Strelka and
Ginza Projects

In winter he loves skiing
in Austria or France

*Vlad needs some
paintings for his
new apartment.*

In summer he travels
around the whole world



E-Gallery
Timeless art.
Less time,
more art.

ANSWER: BETTER BUT NOT GOOD ENOUGH

1

2

3

4

5

6

7

8

9

10

11

12

STEP 2: Beachhead market

- Select your beachhead market!!!!

Where to start?

- Resources are limited
- You need to pick 1 segment to conquer first
- Establish credibility
- Then conquer the other segments

Beachhead Market

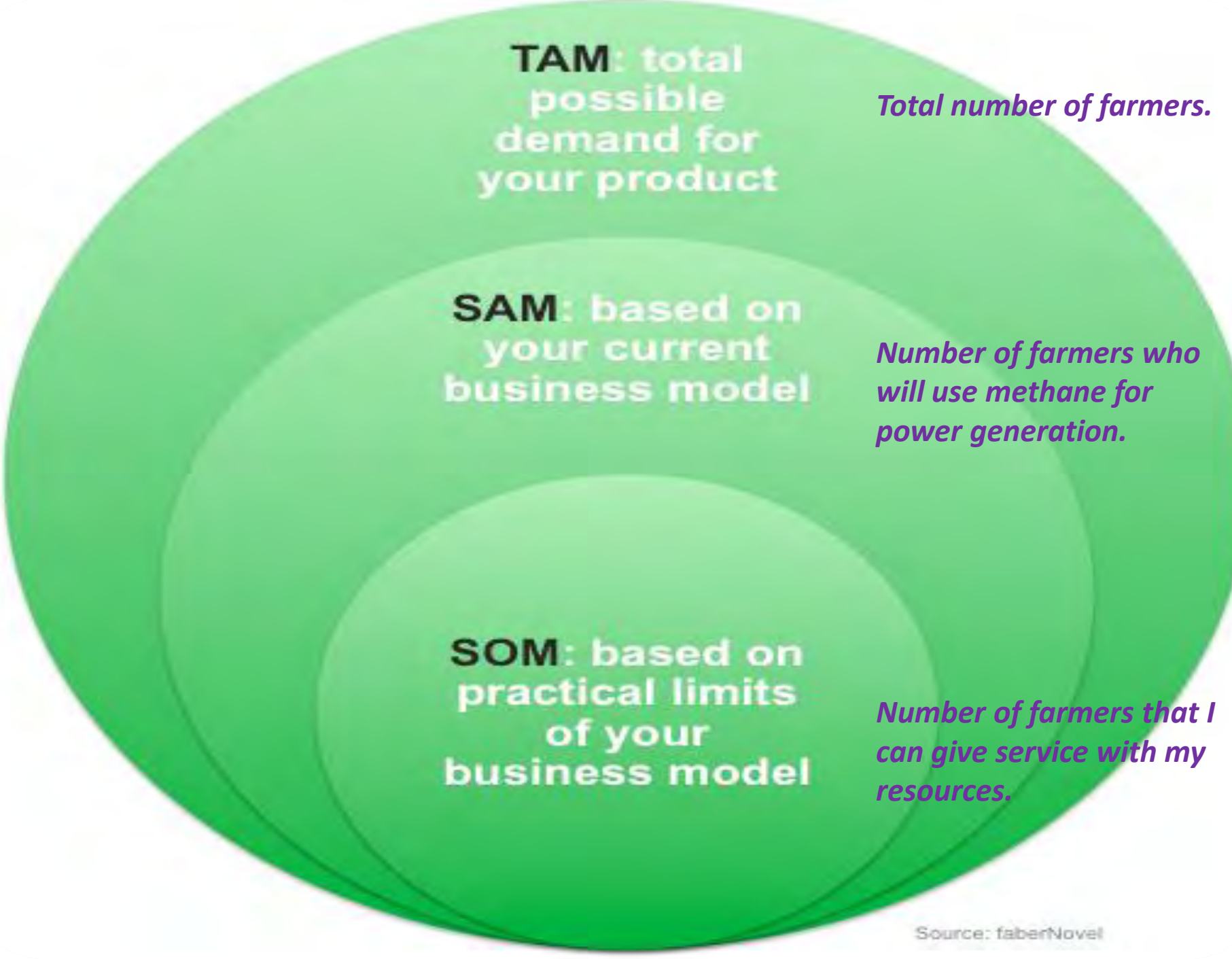
- Your first entry into the market
- Small enough to become a significant player
- Big enough to generate some cash

Selection Criteria

- Buyer?
- Well-funded?
- Accessible?
- Buying reason?
- Whole product?
- Competition?
- Next segment?
- Founder's Dream?

STEP 3: Quantify your market

- Quantify your market, example: TAM SAM SOM



TAM: total
possible
demand for
your product

Total number of farmers.

SAM: based on
your current
business model

*Number of farmers who
will use methane for
power generation.*

SOM: based on
practical limits
of your
business model

*Number of farmers that I
can give service with my
resources.*

Value Proposition Example: inTouch

At the moment, Michelle can use...



BabyBeat



Heart-rate monitors



Intuition

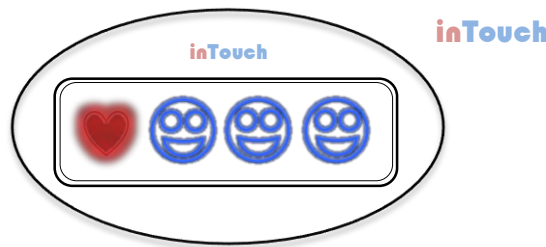


Professional
Ultrasound



Consult "Dr. Google"

With **inTouch**, Michelle may...



read to her baby,

then receive feedback.

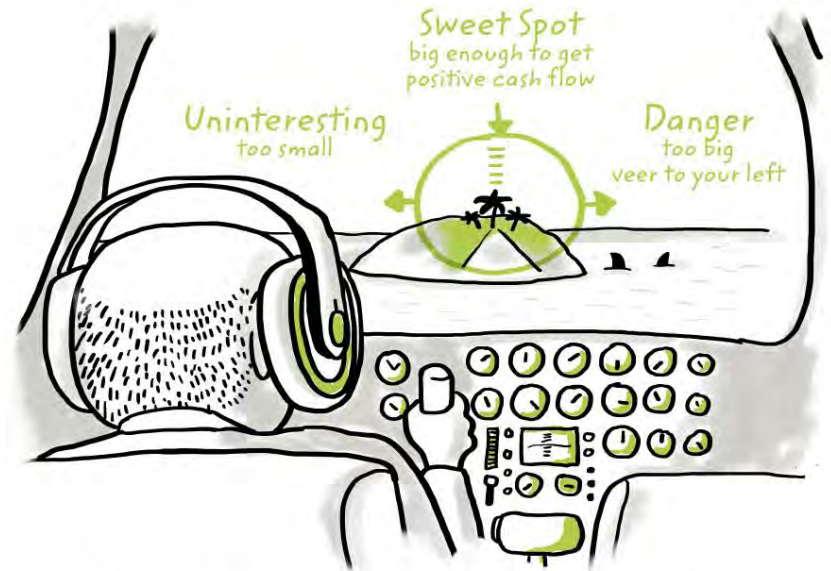
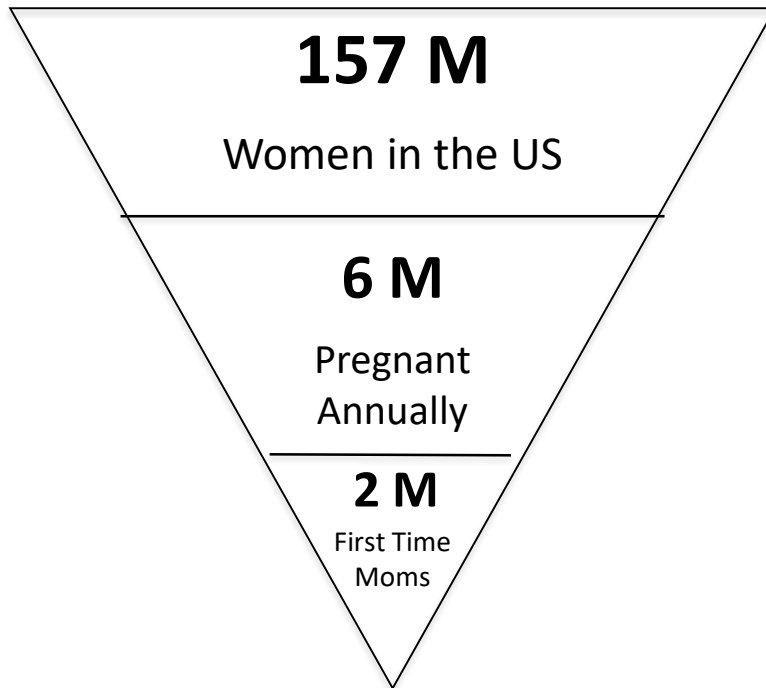
Facilitating intimacy and providing reassurance.

inTouch

Connecting mommies with their babies

- technology is proven
- Data Collection
 - Heart-rate
 - Movement
- Intellectual Property
 - Algorithm that correlates data to positive response

Photos: gadgetrivia.com
mothering.com
sheknows.com
parents.com
allvoices.com



Beachhead TAM calculation
is your sanity check
that you are headed
in the right direction

Beachhead Market

**Waste Management Facilities in
Valencia Region**

Adjacent Markets

**Activities/places
with sewage and
black waters**

WWTP

Agroindustry

“Prison”

**All Europe
5,000**

**South
Europe
652**

**Spain
256**

**Valencia
Region 25**

CUSTOMER RELATIONSHIPS

- 1) PERSONAL ASSISTANCE**
 - 2) DEDICATED PERSONAL ASSISTANCE**
 - 3) SELF-SERVICE**
 - 4) AUTOMATED SERVICES**
 - 5) COMMUNITIES**
 - 6) CO-CREATION: Customer is involved in the creation of the product.**
- 

CHANNELS



- 1) HOW DO WE INFORM OUR CUSTOMERS?
- 2) HOW DO THEY SEARCH US?
- 3) HOW CAN THEY PURCHASE OUR PRODUCTS?
- 4) HOW ARE WE DELIVERING THE PRODUCT?
- 5) IS THERE ANY AFTER SALE SERVICE?

INTRODUCTION TO MVP

Bicycle Street Equipment

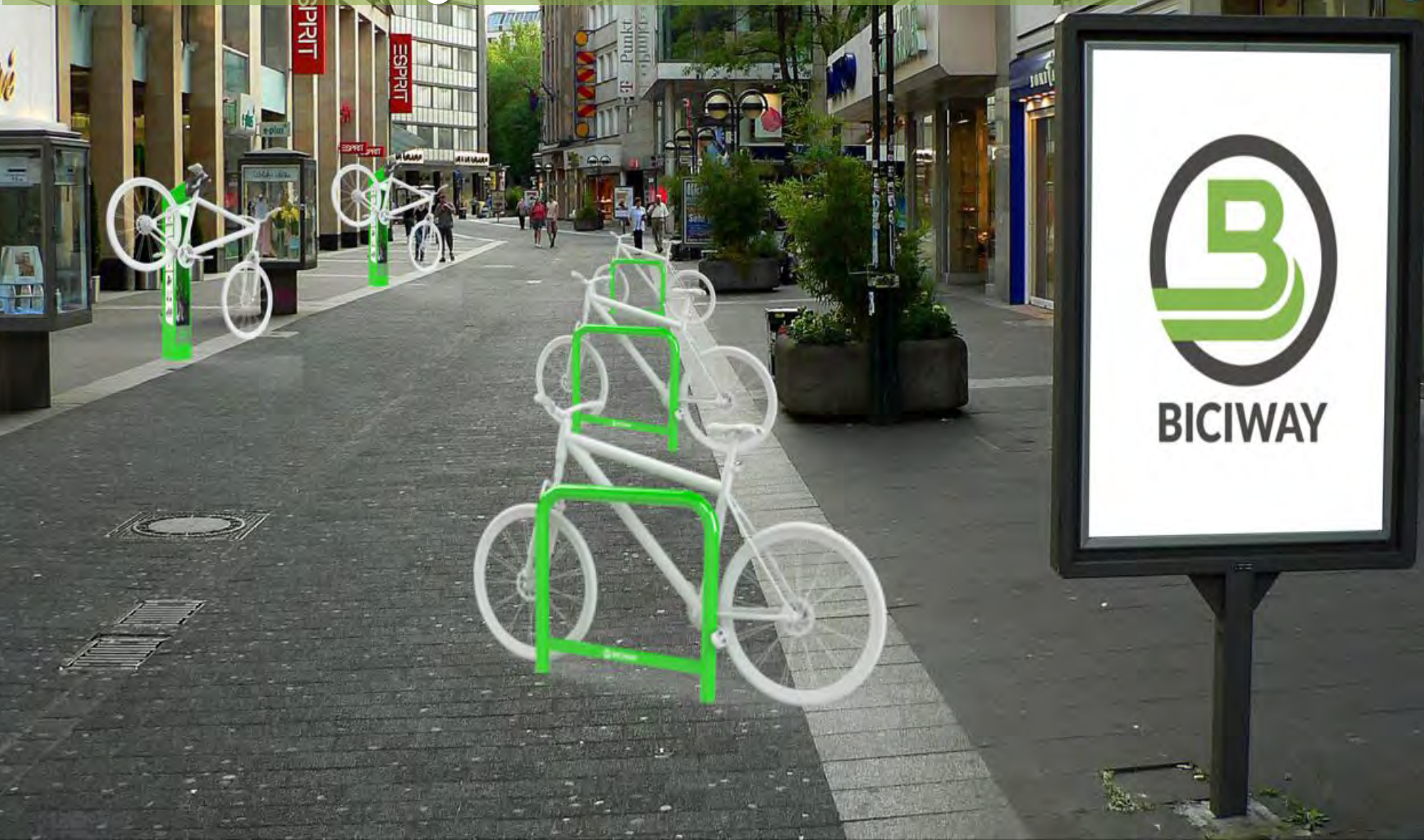


bicycle Self-Service Station



secure Bicycle Parking

Bicycle Self-Service Stations & Secure Parkings



“MVP”

HOW TO BUILD A MINIMUM VIABLE PRODUCT

NOT LIKE THIS



1

2

3

4

LIKE THIS



1

2

3

4

5

Image by img2army.com - Image used with permission from www.img2army.com

Explainer videos



Dropbox

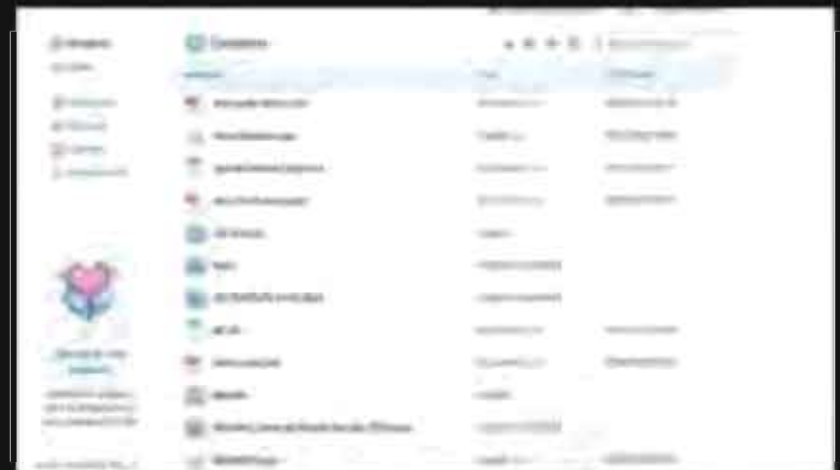


VIDEO PROMOCIONAL INICIAL DE DROPOBOX



VIDEO

DROPBOX HOY



PRIMER PROTOTIPO DE AIRBNB EN 2009



LANDING PAGE

AIRBNB HOY



FOOD TRUCK DE COMIDA THAILANDESA



PROTOTIPO
FUNCIONAL

RESTAURANT



PROTOTIPO DE ZAPPOS



ZAPPOS.COM



FUNDADORES DE PEBBLE ARMANDO RELOJES



PEBBLE WATCHES



<https://www.kickstarter.com/projects/597507018/pebble-e-paper-watch-for-iphone-and-android/description>

A **Startup** **looks for** a
business model

A **Company** **executes** a
business model

Our startup is our lab!



Choice your MVP

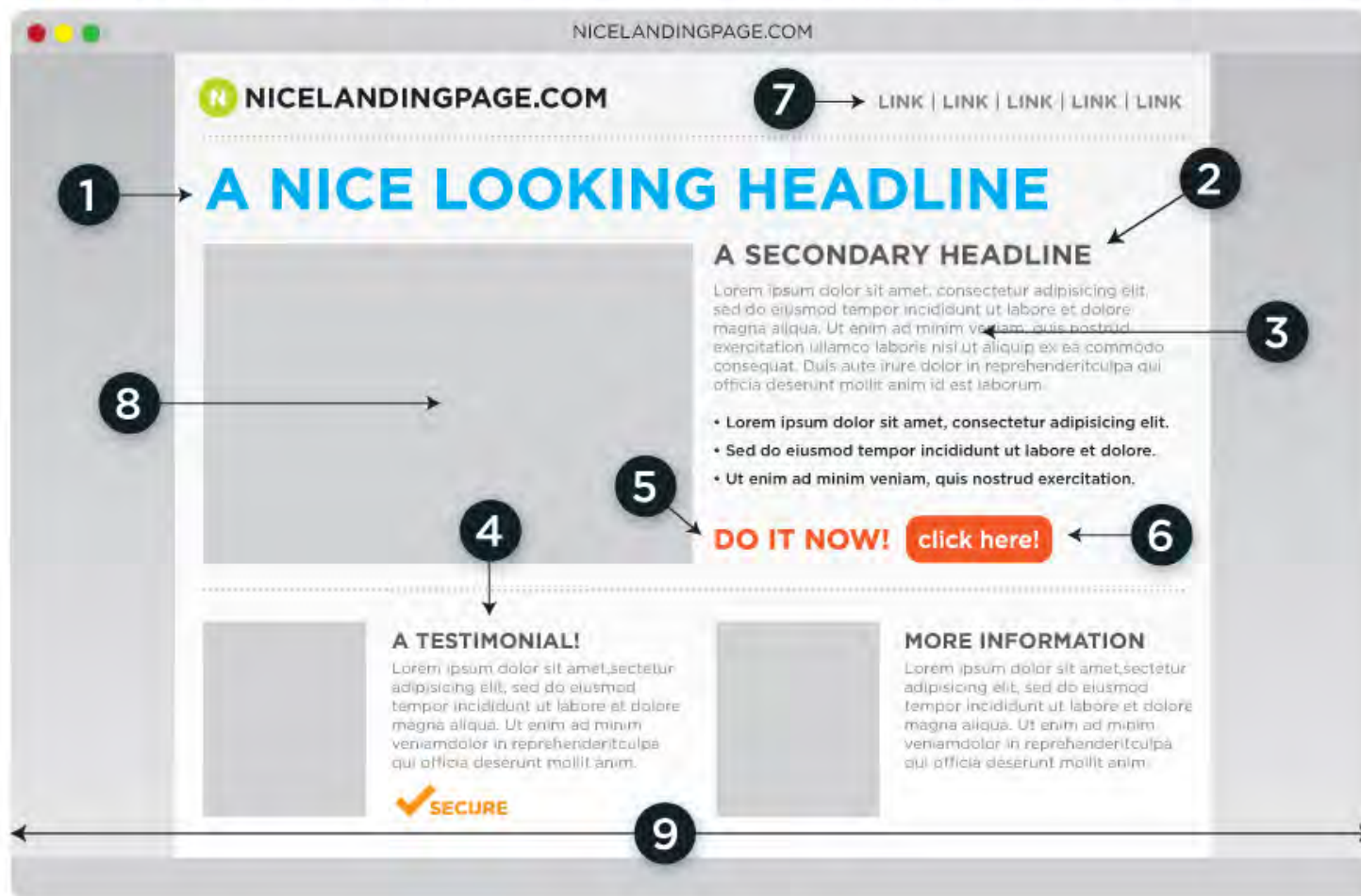
1. Customer interviews
2. Landing pages
3. Test A/B
4. Advertising campaign
5. Crowdfunding campaign “Sell first, build later!”
6. Explainer video
7. Wizard of Oz “Fake it until you make it”
8. Blogs
9. Pilots
10. Paper and Digital prototypes

& much more

Landing Page

THE ANATOMY OF A PERFECT LANDING PAGE HOW DESIGN TRANSLATES TO USERS

TEN KEY LANDING PAGE FEATURES THAT DRAW IN USERS



Landing Page

WHAT TYPES OF COLORS ARE GOOD FOR DIFFERENT SITES?

Colors that will entice a viewer will vary among different sites. Applying the right colors might draw in traffic, bore viewers, or scare some away. They set the mood of a landing page and influence viewer's actions.



YELLOW

- Optimistic and youthful
- Often used to grab a viewer's attention

ORANGE

- Aggressiveness
- Used as a call-to-action and attention grabber

RED

- Energy
- Increases heart rate and creates urgency
- Often seen with clearance sales and references to food

PINK

- Romantic and feminine
- Used to market products and services for woman and young girls

BLUE

- Creates the sensation of trust and security
- Often used by banks and businesses

PURPLE

- Soothing and calm
- Often relates to beauty or anti-aging products and services

GREEN

- Associated with wealth
- The easiest color for the eye to process and used with finance or entertainment websites


BLACK

- Powerful and Sleek
- Seen as luxurious and sophisticated

Tweet more consistently with  **buffer**

- 1 Choose times to tweet.
For example, 9 a.m. to 10 a.m. and 5 p.m. to 6 p.m.
- 2 Add tweets to your buffer.
Manually or with our handy business automation.
- 3 Buffer does the rest. Relax.
We'll tweet for you, 24/7, every time you're online.

What are the results?

Tweet more consistently with  **buffer**

\$0_{mo}

Who? Dig your heels. Find gold. Fast.

1 1 tweet per day

5 5 tweets in your buffer

\$5/mo

Who? Great for most sales.

10 10 tweets per day

50 10 tweets in your buffer

\$20_{/mo}

Who? Used for subjects & antecedents

- Unlimited tweets per day

Unlimited tweets in buffer

© 2005 by Kelley, All rights reserved.

Tweet more consistently with  **buffer**

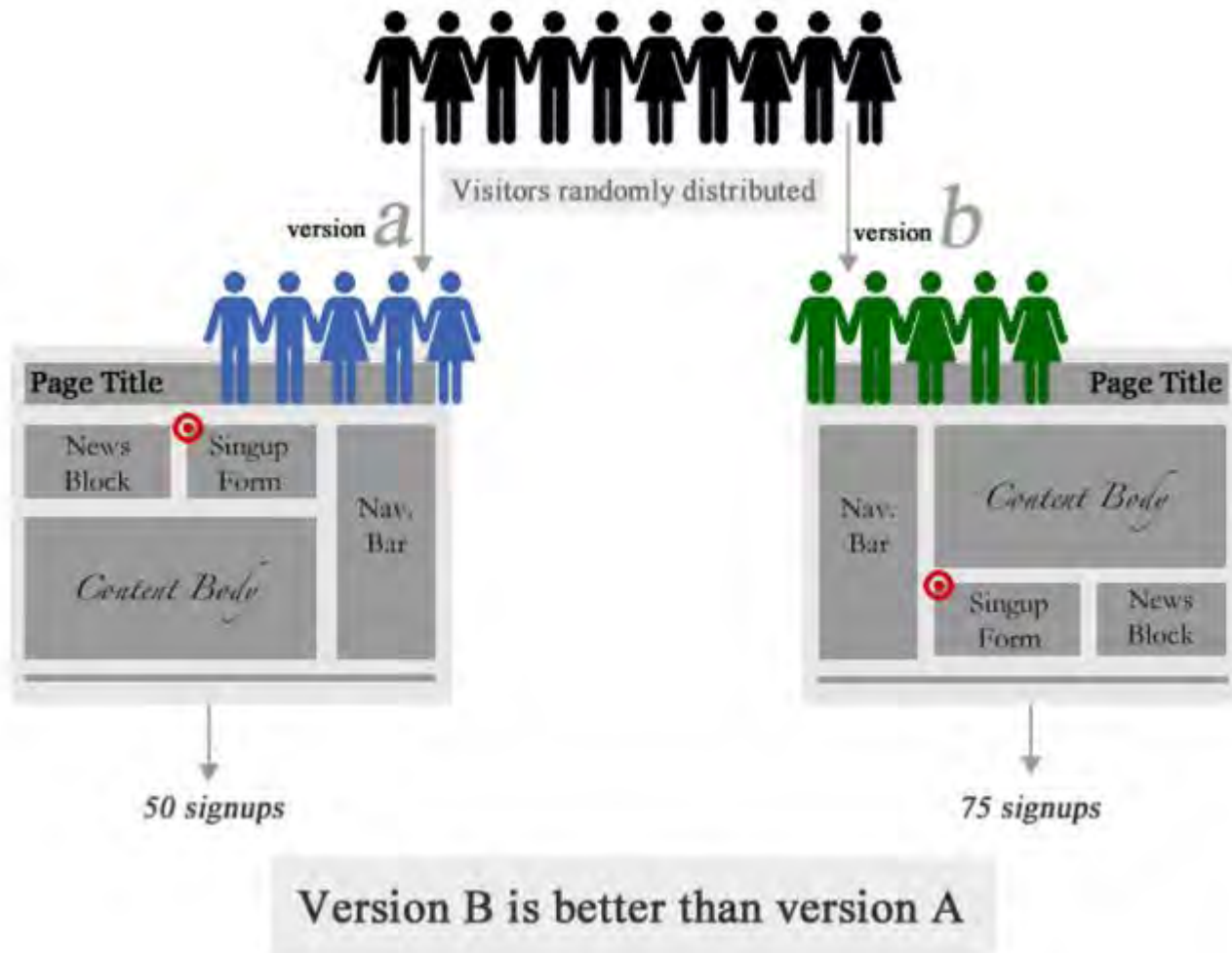
Ha! Ha! You caught us before we're ready.

We're working hard to put this checklist together for you. Things are going well, but it should be ready in time for our Twitter party. If you'd like to know what you're missing, please let us know. You can find us at [@TwitterParty](#).

Hand open

Downloaded from

Test A/B



Source: [Smashing Magazine](#)

Advertising campaign

The image displays two screenshots of a mobile application interface, likely for a service called 'Bounce'. Both screenshots show a smartphone screen with the time 6:25 and the date Friday, May 1. The phone screen also displays a notification for 'Dinner at 7:00' and a 'b' logo. To the right of the phone, there is a promotional banner with the text 'Be on time, every time' and a blue button labeled 'Pre-order Bounce'. A red arrow points from the button to the text '\$5 for a limited time' in the top screenshot, and '\$10 for a limited time' in the bottom screenshot. Below the button, there is a progress bar and the text '132 of 5000 late people helped' and '1 month left' in the top screenshot, and '266 of 5000 late people helped' and '1 month left' in the bottom screenshot. The bottom screenshot also includes the text 'We won't charge your card until Bounce launches' at the bottom.

Be on time, every time

Pre-order Bounce

\$5 for a limited time

132 of 5000 late people helped | 1 month left

Be on time, every time

Pre-order Bounce

\$10 for a limited time

266 of 5000 late people helped | 1 month left

We won't charge your card until Bounce launches

Crowdfunding

Pebble: E-Paper Watch for iPhone and Android

by Pebble Technology

[Home](#)

[Updates](#)

53

[Backers](#)

68,929

[Comments](#)

15,613

[Palo Alto, CA](#)

[Product Design](#)

Funded! This project was successfully funded on May 18, 2012



68,929

backers

\$10,266,845

pledged of \$100,000 goal

0

seconds to go



Project by

**Pebble
Technology**

[Palo Alto, CA](#)

[K](#) First created - **59 backed**

[f](#) **Eric Migicovsky** 858 friends

Crowdfunding

INDIEGOGO

Explorar

Cómo funciona



COMIENZA UNA CAMPAÑA

Registrarse

Iniciar sesión



Cerrado

Closca Bike Helmet - Safety, Functionality & Style

Most elegant and Convenient Foldable Bike Helmet.
Red Dot Design Award 2015.



CLOSCA DESIGN

Valencia, España

[Acerca de](#) | [Haz una pregunta](#)

\$79,939 USD fondos totales recaudados

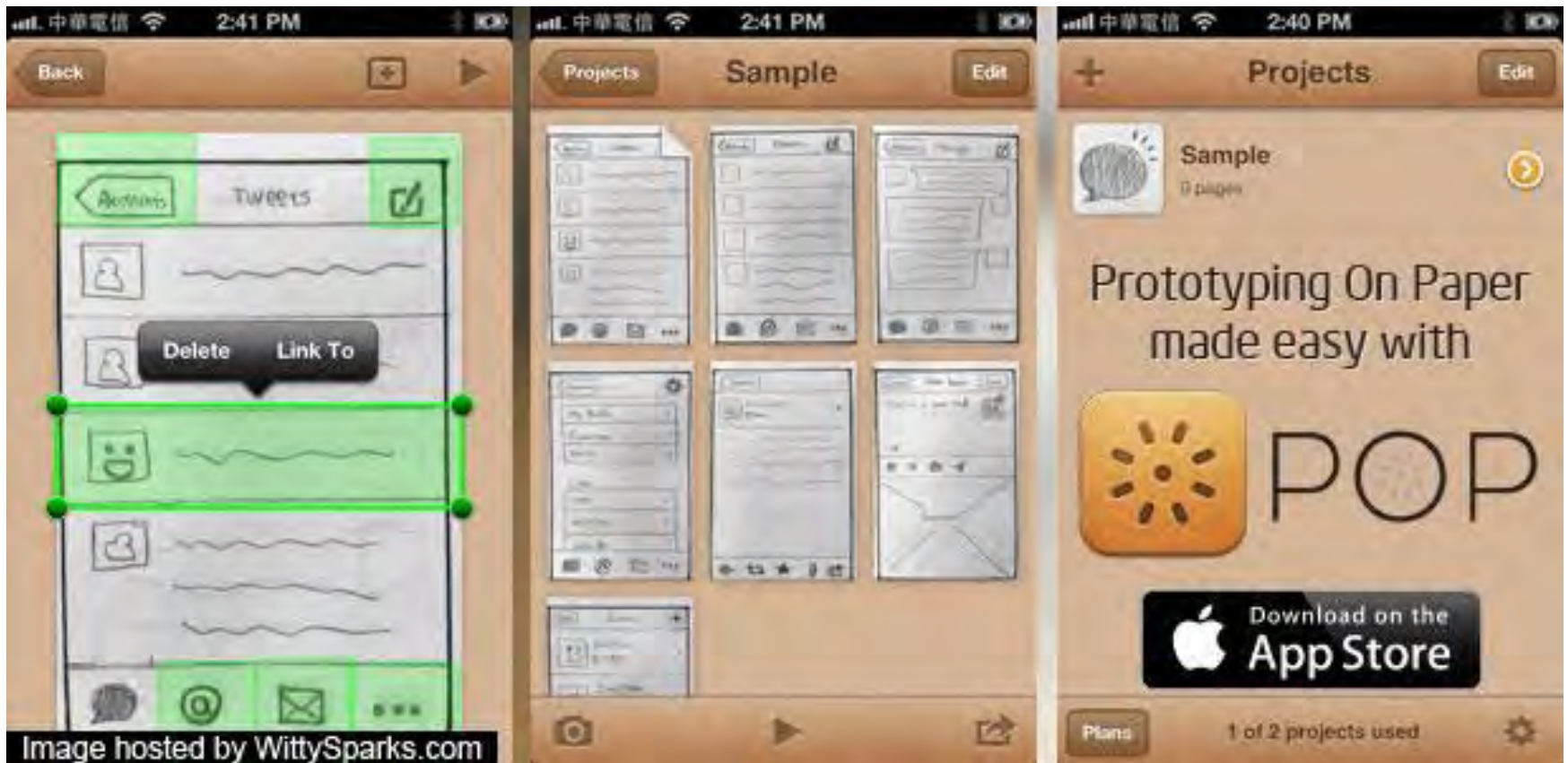
281% financiado el July 25, 2015



Blogs (for your potential customers)



Paper and Digital Prototypes





"NO!

Try not!

DO or DO NOT,
There is no try."

**Israel
Griol
Barres**

**israel.griol
@gmail.com**

@igriol



FINANCIALS **(introduction)**



INNOCENS ENTREPRENEURSHIP COURSE
March 29th 2017

REVENUE STREAMS

- 1) ASSET SALE
- 2) USAGE FEE
- 3) SUBSCRIPTION FEE
- 4) LENDING/RENTING/LEASING
- 5) LICENSING
- 6) INTERMEDIATION
- 7) ADVERTISING



Price mechanism

Pricing Mechanisms

Fixed "Menu" Pricing Predefined prices are based on static variables		Dynamic Pricing Prices change based on market conditions	
<i>List price</i>	Fixed prices for individual products, services, or other Value Propositions	<i>Negotiation (bargaining)</i>	Price negotiated between two or more partners depending on negotiation power and/or negotiation skills
<i>Product feature dependent</i>	Price depends on the number or quality of Value Proposition features	<i>Yield management</i>	Price depends on inventory and time of purchase (normally used for perishable resources such as hotel rooms or airline seats)
<i>Customer segment dependent</i>	Price depends on the type and characteristic of a Customer Segment	<i>Real-time market</i>	Price is established dynamically based on supply and demand
<i>Volume dependent</i>	Price as a function of the quantity purchased	<i>Auctions</i>	Price determined by outcome of competitive bidding

Keep it simple: First month free, then 30€/month.

X-Selling

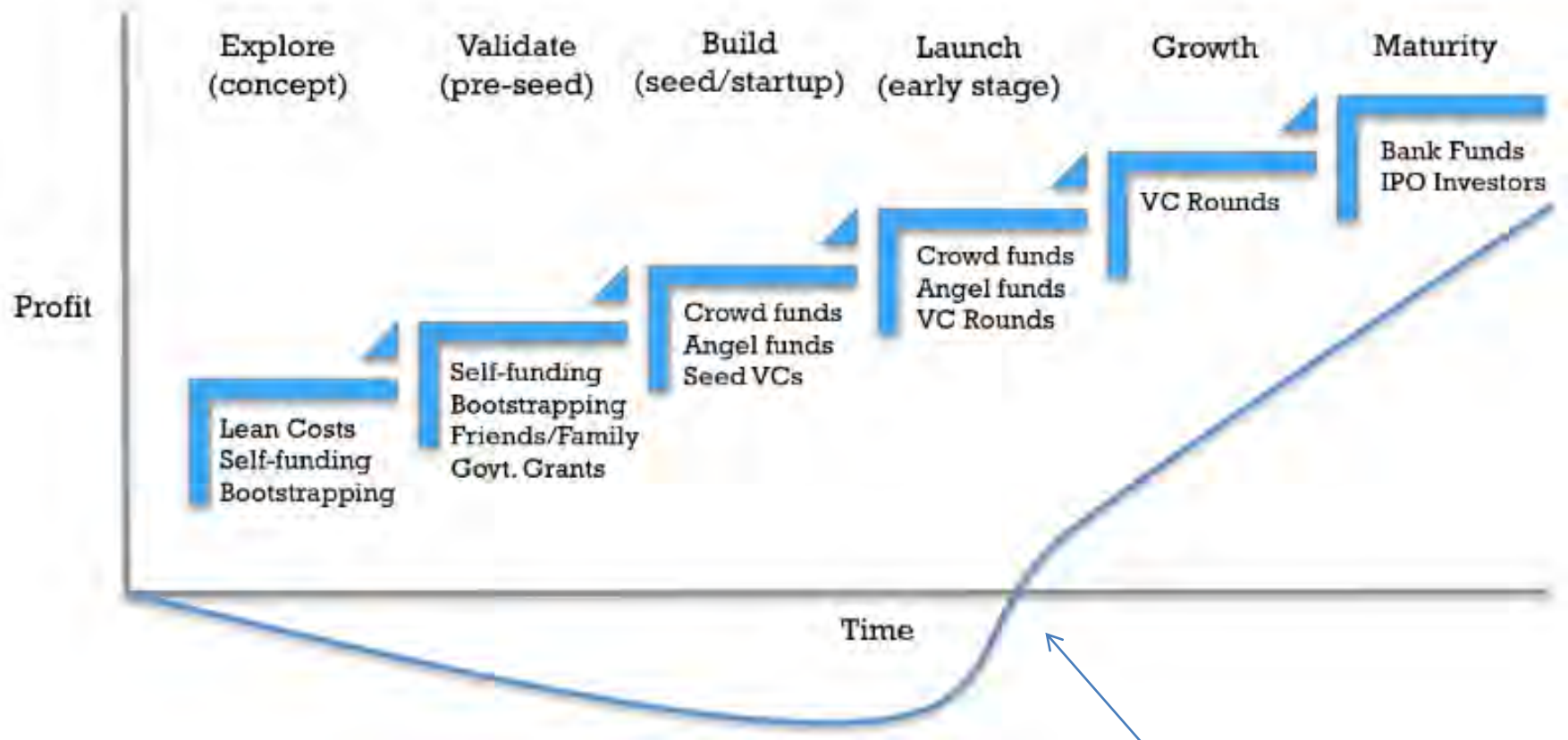
Sell products from partners.



Up-Selling

1 month free if you subscribe for a year.

FUNDING



BREAK-EVEN
Time? Sales?

COST STREAM

1) Fixed and Variable costs

- Fixed if they are the same despite the volumen of goods or services provided.
- Production, Sales and Financial.
- Economies of Scale and Scope.

2) Define main cost

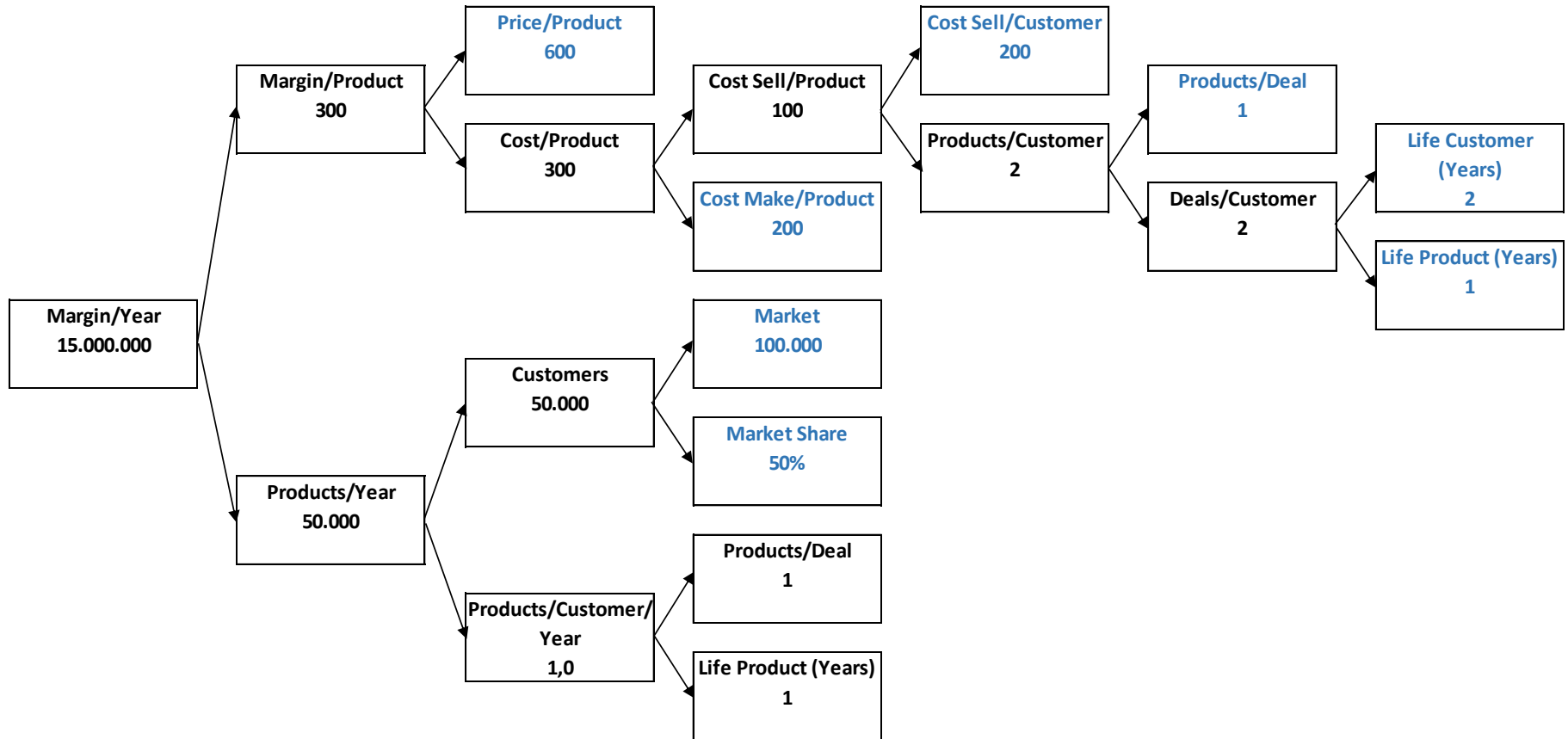
It is usually OPEX, especially salaries.



Product

- You sell ownership of something
- Margin/Product, Products/Year

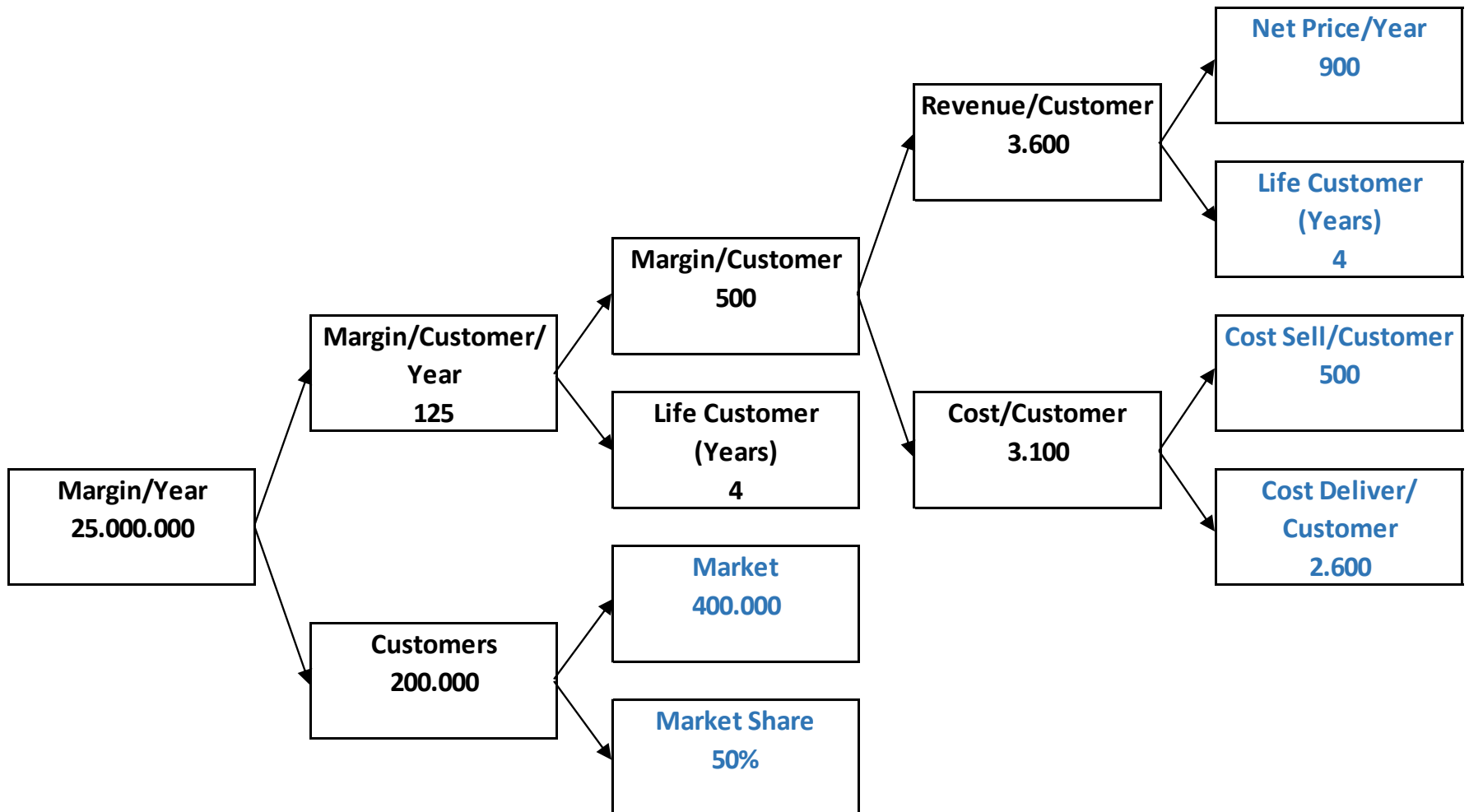
Margin/Year Product



Service

- You sell use of something or someone for a certain period: hour, day, month, year, etc.
- $\text{Margin/Customer/Year} \times \# \text{ Customers}$

Margin/Year Service



ELEVATOR PITCH

Israel Griol

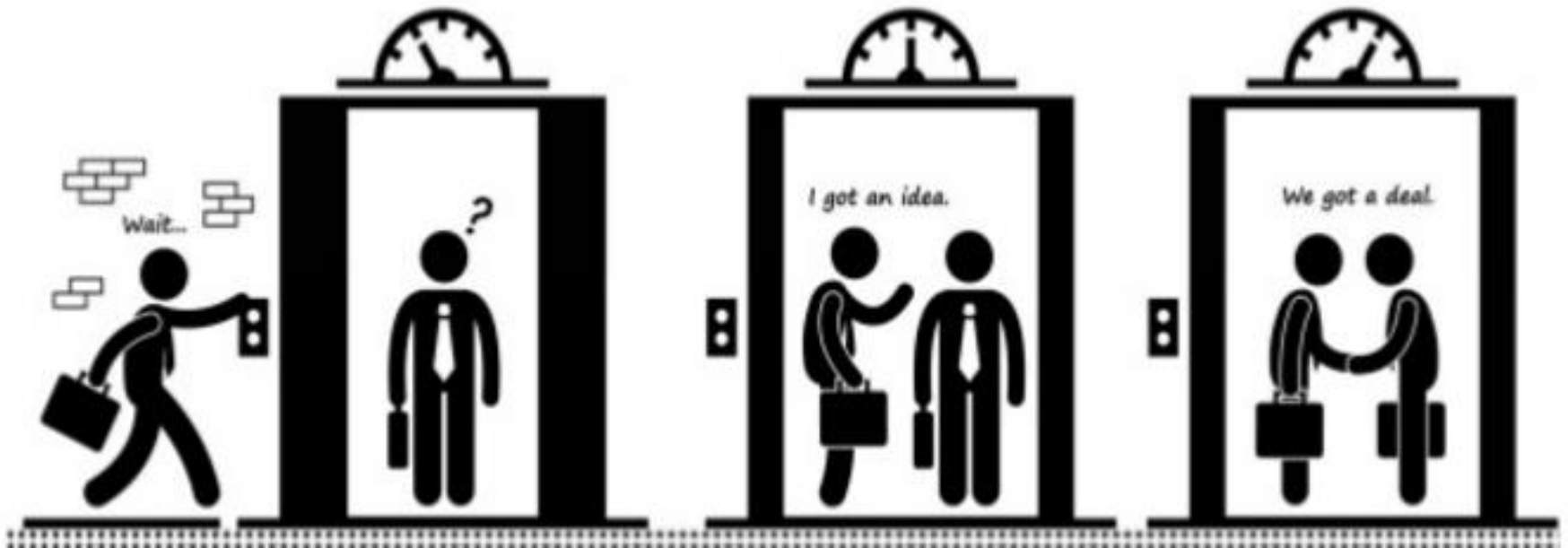
APRIL 7th - INNOCENS



"Taxi Pitch"



WHY “Elevator Pitch”?



Different situations:





I'm so glad we all agree

A King penguin with a black head and neck, a bright yellow patch around its eye, and a white body, stands prominently on the right side of the frame. It is surrounded by a dense, out-of-focus crowd of hundreds of fluffy brown chicks. The penguin's sharp features and adult plumage contrast sharply with the soft, uniform appearance of the chicks.

Our objective :

**STAND OUT
OF THE CROWD**



People should get your message in
3 SECONDS



The Sexy Plant

ClimateLaunchpad 2015



KNOW YOUR

audience



*Tell a
story*

Once upon a time

PRACTICE
MAKES
PERFECT

time control



Do not be
nervous



**DON'T
LIE !**



Different *voice tones*



Take care of your

*Body
language*



Hands in your pockets!



No crossed arms or hiding them





1



2







You can use as many slides as you need...



... but every slide must have a reason to be there.

BLA BLA BLA BLA BLA BLA BLA BLA BLA BLA BLA BLA BLA BLA BLA BLA
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This is not a slide.

You have to show

IDEAS

not slides

INFO



INFO INFO INFO INFO
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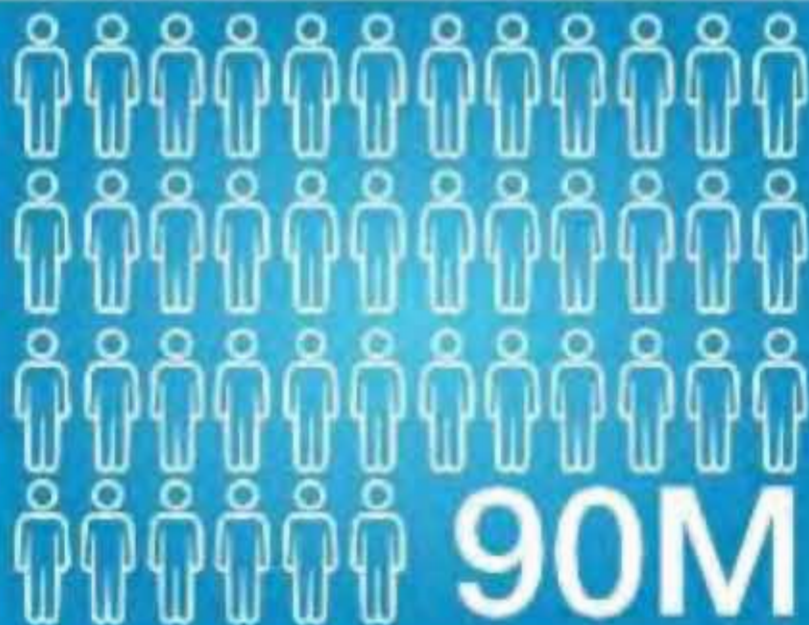
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WAHOU !

This is a document.

This is a slide.

In Latin America, 90 million attendees go to conferences to learn, but most important, to meet new people.



*I wont du
mispelings*



If you are rehearsing a milion times, HOW
CAN YOU HAVE MISTAKES ON YOUR SLIDES?

Default type is
wrong.

**Respect
your audience.**

respeto a tu
audiencia

Use

DIFFERENT

font styles.

usa

DIFERENTES

tipos de fuente



Chunkfive

Fertigo

Quicksand

NEVIS

Museo

caviar dreams

BEBAS NEUE

DK Crayon Crumble

Postface Medium

Open Sans *Great Vibes* Roboto Exo

Alex Brush *Pacifico* **NEXA** **RUST**

Quicksand Raleway *Lobster* Oswald

Grand Hotel **ChunkFive** Alegreya Sans

Montserrat *Kaushan Script* League Gothic

Learning Curve Pro Allura Sofia

NEW!

Font Squirrel



Google Fonts

125 font families chosen

Web Font Bundles (Google)

Preview Text: Grumpy wizards make

Filters:

All categories

• Serif

• Sans

• Slab

☒ Show all fonts

Script

• Sans

Style:

☒ Show all styles

Grumpy wizards make toxic

Centra One, 1 Style by Jonathan T. J. J.

Grumpy wizards make

Kim One, 1 Style by Eduardo Turiel

Grumpy wizards make toxic

font.com

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KG A LITTLE SWAG

JACK RUNNER

KG Beneath YOUR BEAUTIFUL

**What about the
contents?**





**5 MINUTES
IS
NOTHING...**



**5 MINUTES
is
everything!**

Choose
WISELY



HOW ?



Art



Music



Movies



History



Cultures



...

YOU MUST CHOOSE



BUT CHOOSE WISELY

WHERE ?



*Take your own
pictures*



*Buy stock
photos*



*Use Creative
Commons*

NEW!

Compfight



Flickr



shutterstock

Más de 20 millones de fotos, ilustraciones, vectores y vídeos en

Buscar

Subscripciones e imágenes por demanda para todos los presupuestos

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Attribution License



From
florian.scholz



From
Kentuckyguard



From
toprankonline...



From
florian.scholz



From
florian.scholz

» 58,276,835 photos (See [more](#))

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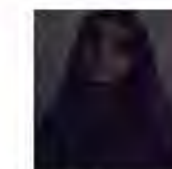
From
melquiades1898



From [inradwin](#)



From
photosbyChloeMuro



From
photosbyChloeMuro



From [Tambako the Jaguar](#)

» 16,578,413 photos (See [more](#))

Attribution-NonCommercial-NoDerivs License



non-profit that offers an alternative to full copyright."

creativecommons.org

Briefly...

Attribution means:

You let others copy, distribute, display, and perform your copyrighted work - and derivative works based upon it - but only if they give you credit.



Noncommercial means:

You let others copy, distribute, display, and perform your work - and derivative works based upon it - but for noncommercial purposes only.



No Derivative Works means:

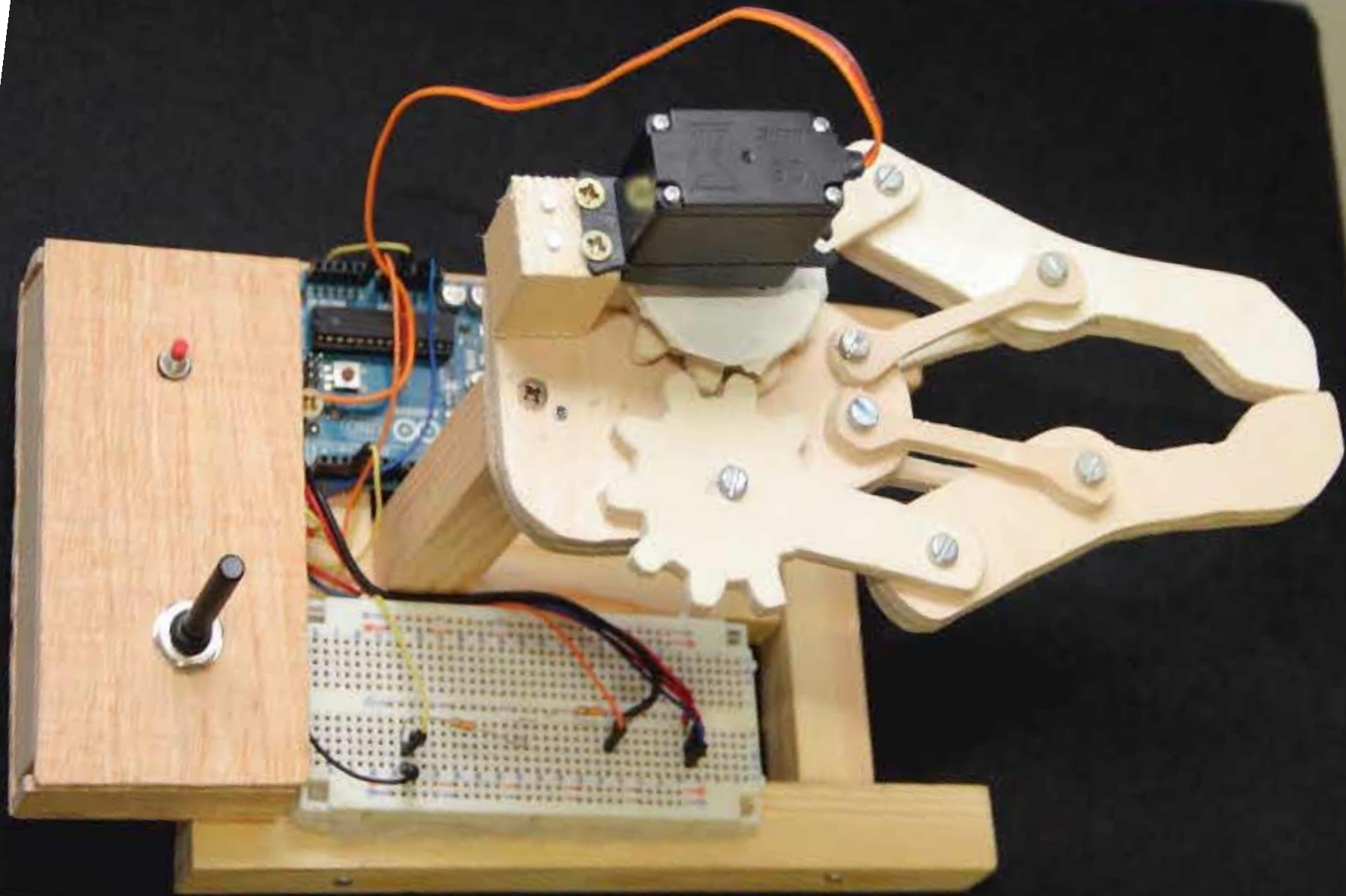
You let others copy, distribute, display, and perform only verbatim copies of your work, not derivative works based upon it.



Share Alike means:

You allow others to distribute derivative works only under a license identical to the license that governs your work.







UM54/DM/441A,341

Electrical Characteristics over recommended operating free air temperature range (unless otherwise noted)

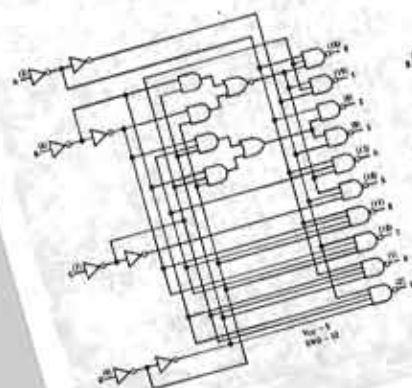
PARAMETER	CONDITIONS	DM54/74		341		UNITS
		MIN	MAX	MIN	TYP(T)	
V_{OH}	High Level Input Voltage	2	8.8	2		V
V_{OL}	Low Level Input Voltage		N/A		0.9	V
V_I	Input Clamping Voltage		2.5		-1.5	V
V_{OK}	On-State Output Voltage		3.0		2.5	V
I_{OH}	Off-State Reverse Current		50		50	μ A
	$V_{CC} = \text{Max}$		40		5	μ A
	$V_{OH} = 50V$		1.8		15	V
	$T_A = 125^\circ\text{C}$					
	$T_A = 70^\circ\text{C}$					
	$T_A = -55^\circ\text{C}$					
	$T_A = 25^\circ\text{C}$					
	$V_{CC} = \text{Max}$				60	μ A
	$V_{OH} = 20V$					
	$T_A = 65^\circ\text{C}$					
	$T_A = 70^\circ\text{C}$					
I_{OH}	Off-State Reverse Current for Input Counts 15-16		10		1	μ A
	$V_{CC} = \text{Max}$				40	μ A
	$I_{OH} = 0.5 \text{ mA}$				80	μ A
	$I_{OH} = 1.0 \text{ mA}$				-1.8	μ A
V_{OH}	On-State Output Voltage		3		40	μ A
	$V_{CC} = \text{Max}, V_I = 5.5V$				-1.0	μ A
I_I	Input Current at Maximum Input Voltage		3		-1.8	μ A
	$V_{CC} = \text{Max}, V_I = 2.4V$				-1.0	μ A
I_{IH}	High Level Input Current		21		38	μ A
	$V_{OH} = \text{Max}, V_I = 0.4V$				11	μ A
I_{IL}	Low Level Input Current				25	μ A
	$V_{OH} = \text{Max}(2)$					
I_{CC}	Supply Current					

Notes

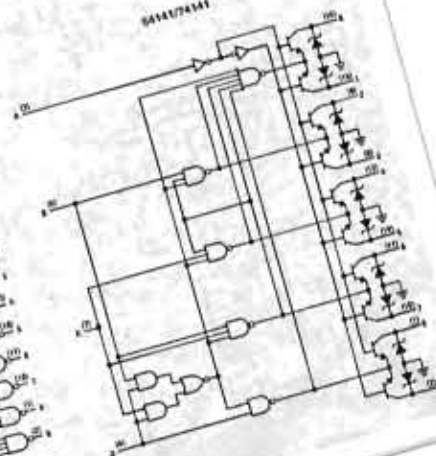
- (1) All typical values are at $V_{CC} = 5V, T_A = 25^\circ\text{C}$.
- (2) I_{CC} is measured with all inputs grounded and outputs open.

Logic Diagrams

5441A/7441A



54141/74141

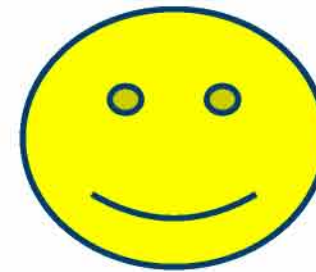
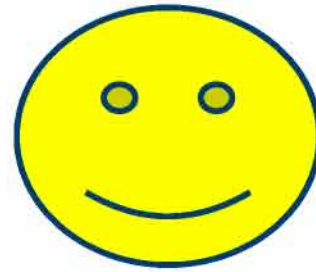
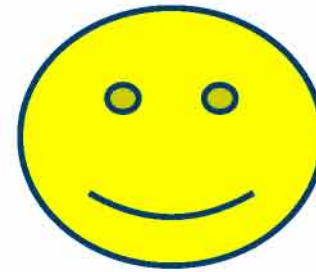
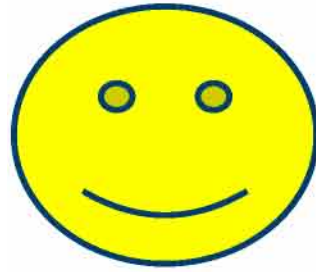
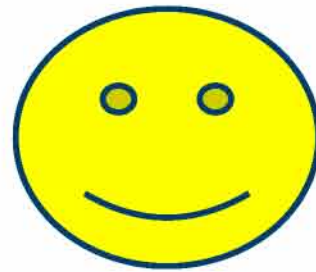
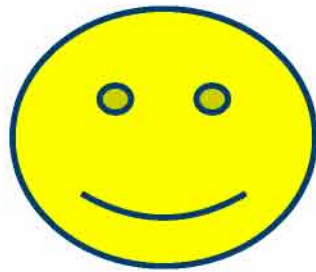
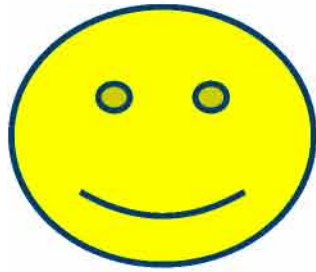
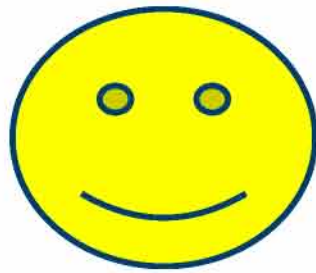






“Hi There...”





***WHO AM I – PROBLEM –
SOLUTION***

***PROBLEM – WHO AM I –
SOLUTION***

**“WE DON’T SELL DRILLS, WE
SELL PERFECT HOLES”.**

Black & Decker

**“WE DON’T SELL PRODUCTS,
WE SELL SOLUTIONS”.**

Put your company name here.

**“PEOPLE BUY WHYS,
NOT WHATS”.**

Steve Jobs

83
Lex

A LOUER











**“WE HOPE, WE WILL
TRY, MAYBE”**

**“WE WILL BE, WE
ARE”.**

COVER SLIDE

DEAL

MARKET

VALUE PROPOSITION

product/solution

IMPACT

COMPETITIVE ADVANTAGE / STRATEGY

TEAM

MERCADO

MERCADO DE LA MÚSICA ONLINE

ESPAÑA 192M €


A.LATINA 759M €

MUNDIAL 5.200M €

PREVISIÓN
2014
15.772M €

94.000 M

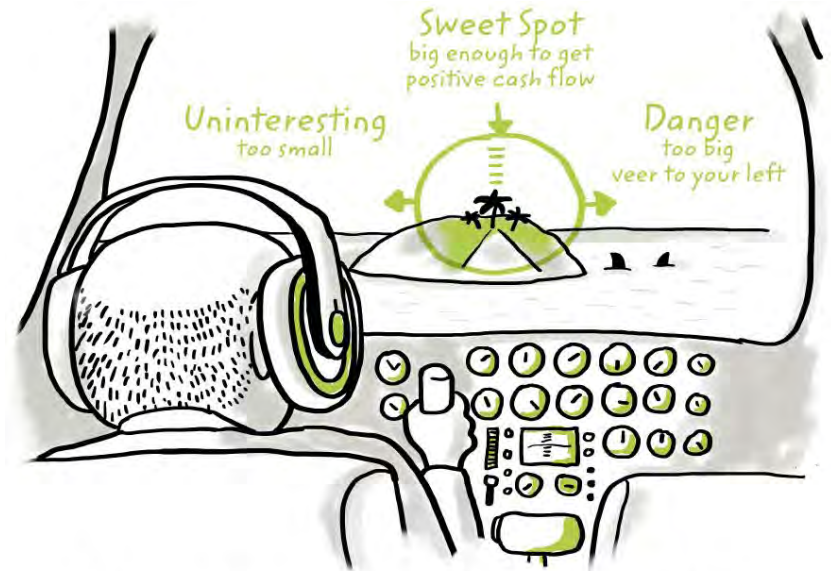
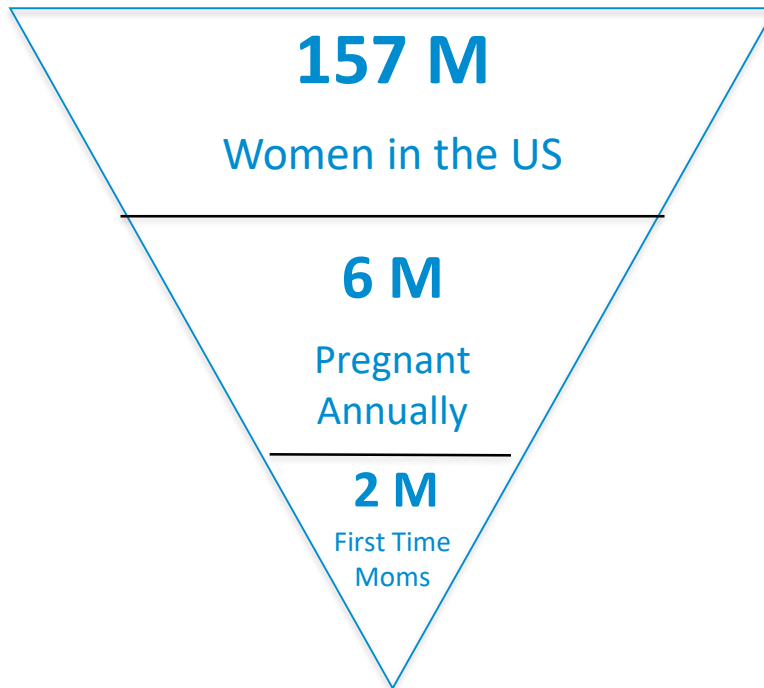
CANCIONES ESCUCHADAS ONLINE
EN 2012 A NIVEL MUNDIAL



TAM: total
possible
demand for
your product

SAM: based on
your current
business model

SOM: based on
practical limits
of your
business model



Beachhead TAM calculation
is your sanity check
that you are headed
in the right direction



VetiGoal

Beachhead Market

Waste Management
Facilities in Valencia Region

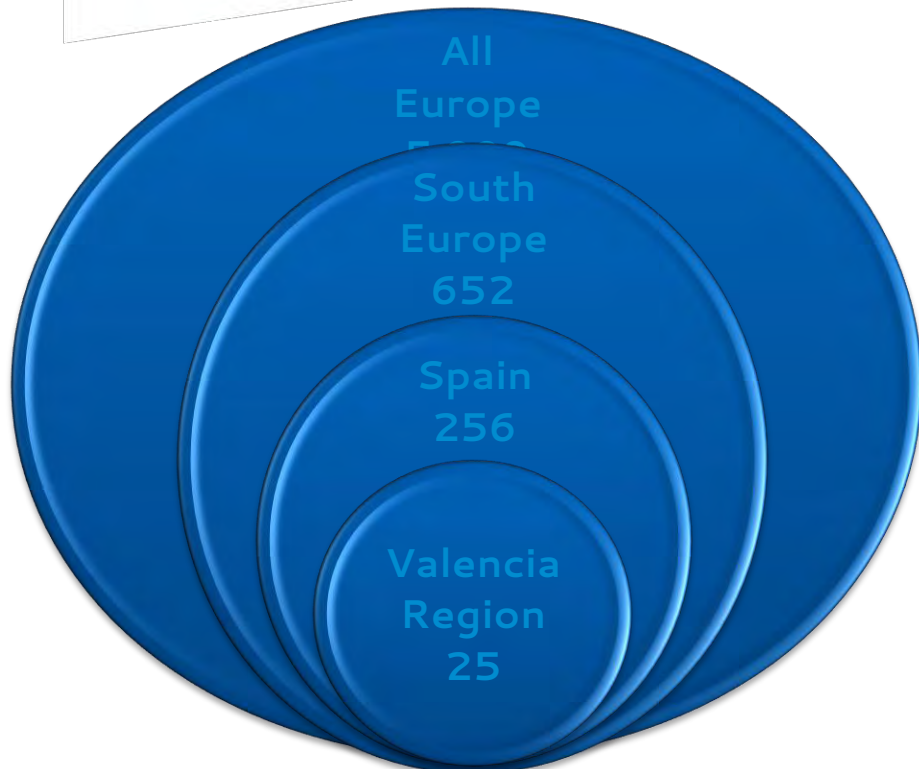
Adjacent
Markets

Activities/places
with sewage and
black waters

WWTP

Agroindustry

"Prison"



COMPETITIVE ADVANTAGE

- Customer lock-in
- Long-term agreements
 - Suppliers, customers, distributors
- Regulation
- Branding
- Intellectual property
 - Patents, trademarks, copyrights, trade secrets

BARRIERS TO ENTRY



- Someone else with ample funds cannot enter your market because...

CATEGORÍAS

[Novedades](#)[Top Ventas](#)[Promociones](#)[Segunda Mano](#)[Juegos de Tablero](#)[Juegos de Cartas](#)[Juegos para Niños](#)[Juegos de Importación](#)[Juegos de Dados](#)[Expansiones de juegos](#)[Juegos de Rol](#)[Suplementos de Rol](#)[Libros y Revistas](#)[Accesorios](#)[Torneos](#)[Géneros](#)[Marcas](#)

PROMOCIONES

JUEGOS EN

Home > Juegos de Tablero > [Star Wars Rebellion](#) (castellano)



Ampliar



STAR WARS REBELLION (CASTELLANO)

Vive la Guerra Civil Galáctica como nunca antes la has vivido. En el juego de mesa **Star Wars Rebellion**, controlarás por completo al **Imperio Galáctico** o a la incipiente **Alianza Rebelde**. Con **más de 150 miniaturas de plástico** y **dos tableros de juego representando los treinta y dos sistemas más importantes de la galaxia**, Rebellion es tan grande como el universo de Star Wars merece ser,

Cantidad

Disponibilidad: **48 HORAS**



87,96 €

Añadir al carrito

Pedir información

OTROS PRODUCTOS DE LA MISMA CATEGORÍA:



Carcassonne
Edición Invierno



King Of Tokyo
2016



Martinique



Los colonos de
Catán (edición
2015)



Ora Et Labora

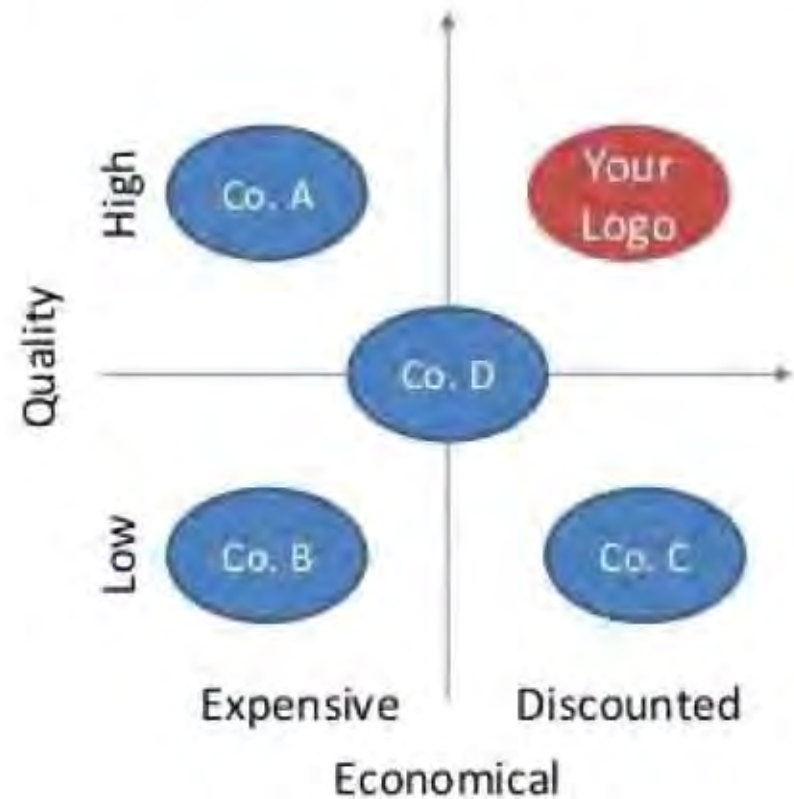
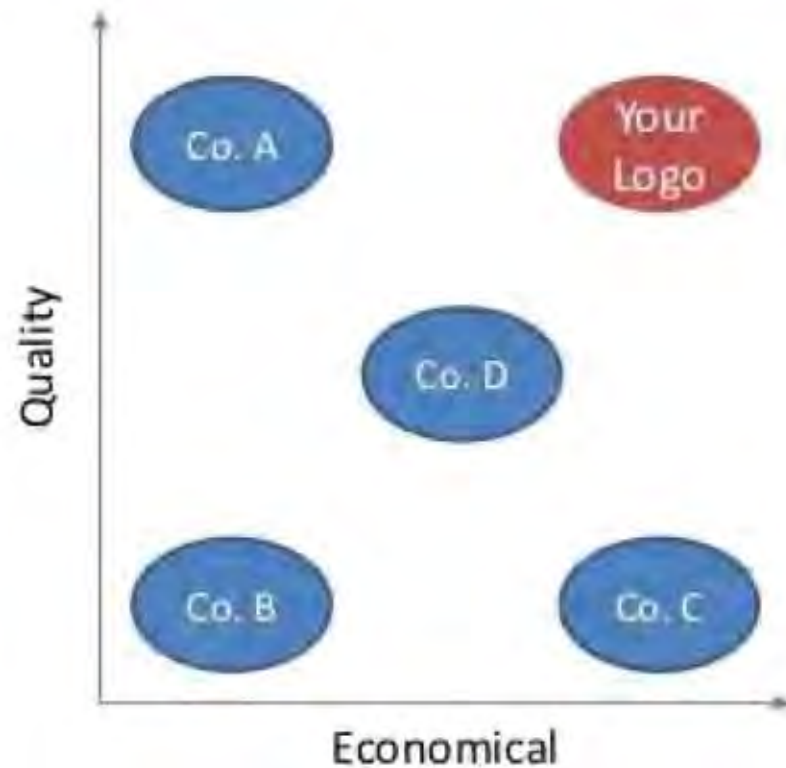


Catán: Los
Colonos de
América

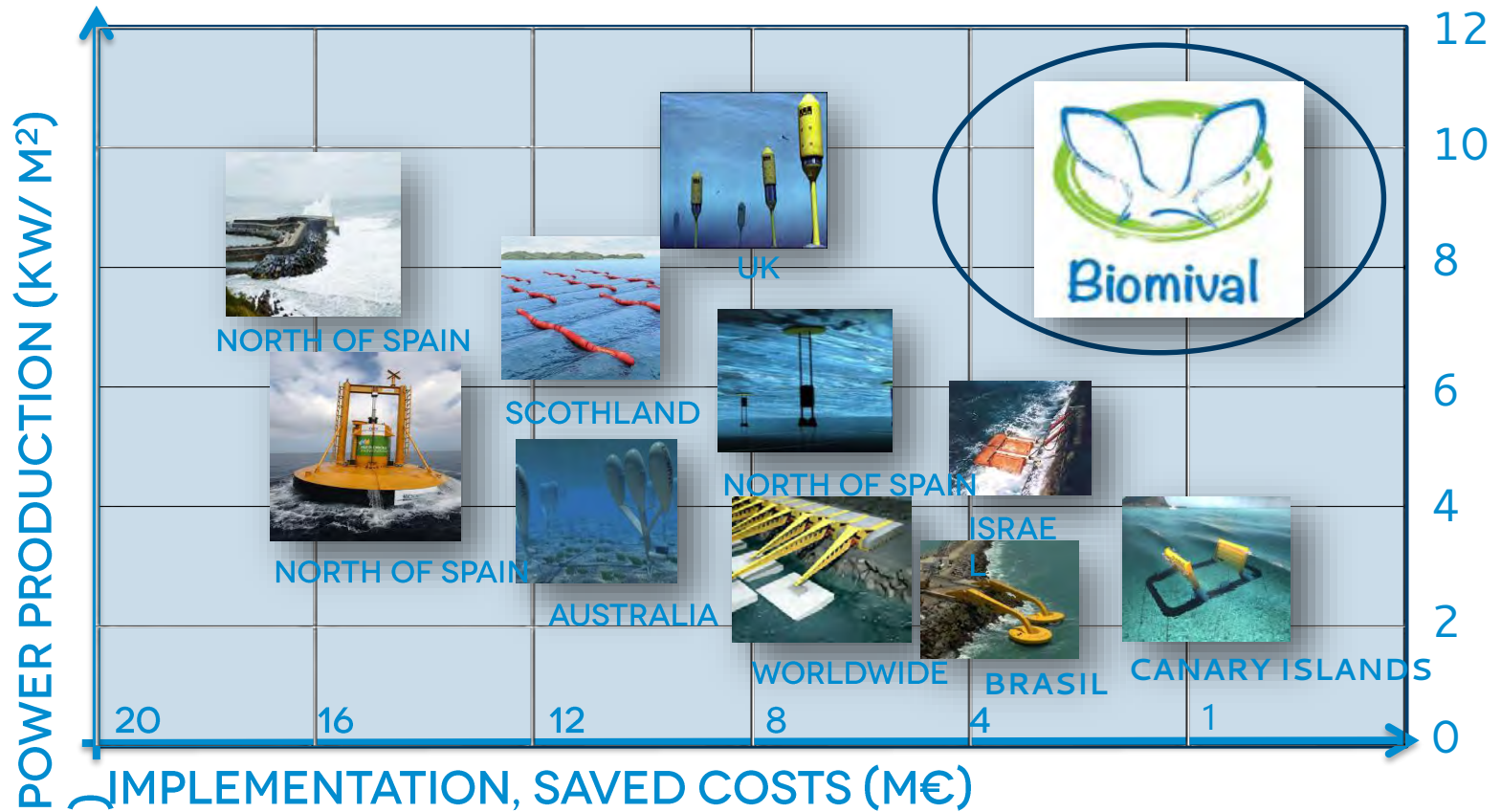


Catán: Los
Colonos de
Europa

Market Landscape (Example 2)



ANALYSIS OF COMPETITORS



BIOMIVAL COMPARED TO SOLAR/WIND POWER GENERATION



... CONSTANT, PREDICTABLE AND HAS NO POWER VALLEYS.

BUDGET

CONSULTING	\$ 50K
STUDIES	\$ 20K
- PREPARATION	\$ 11K
- PANEL A	\$ 1K
- PANEL B	\$ 2K
- PANEL C	\$ 3K
PRODUCTION	\$ 18K
- SHOOTING	\$ 6K
COMMUNICATION	\$ 12K
- PRINTING	\$ 4K
TOTAL	\$ 100K

BUDGET

CONSULTING

STUDIES

PRODUCTION

COMMUNICATION

EQUIPO



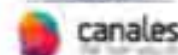
José García-Luengo
Co-Founder & CTO



Guilherme Vinícius
Back-End Dev.



Domingo Casanubal
Front-End Dev.



David Leiva

Co-Founder & CCO



Paula Mascarós

Co-Founder & CEO



Maria Escrivà
Co-Founder & CFO



-LINEEX-



Adrián Guzmán
CMO



COVER SLIDE

DEAL

MARKET

VALUE PROPOSITION

product/solution

IMPACT

COMPETITIVE ADVANTAGE / STRATEGY

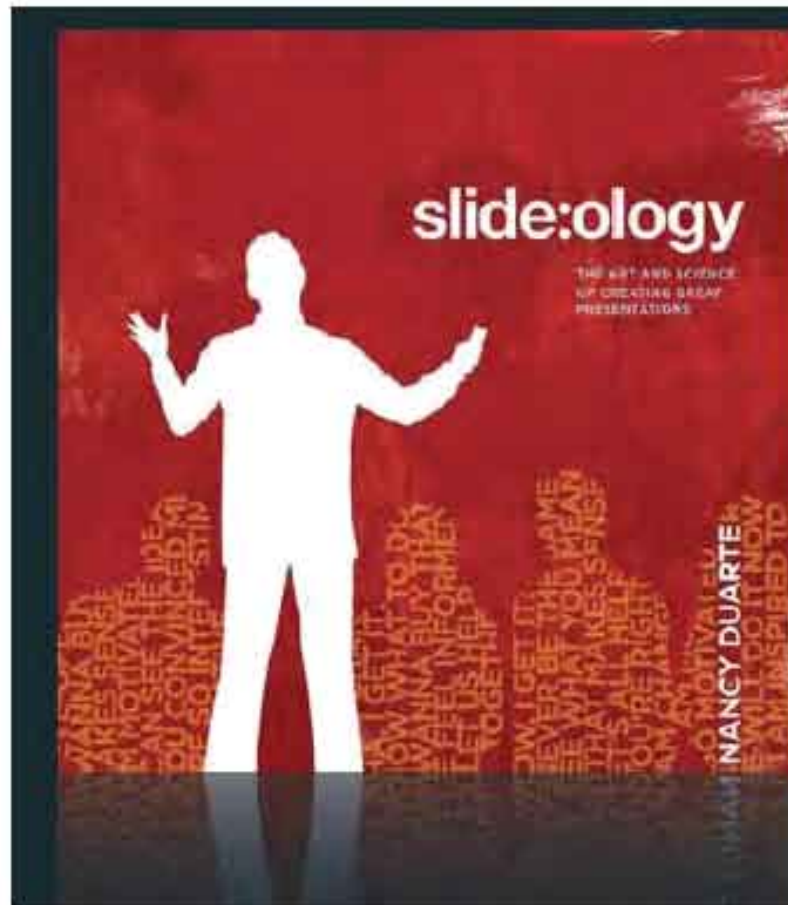
TEAM



Do it with your

own

style



NEW!

Note and Point



Slideshare



and...



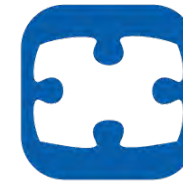
JUST TRY.



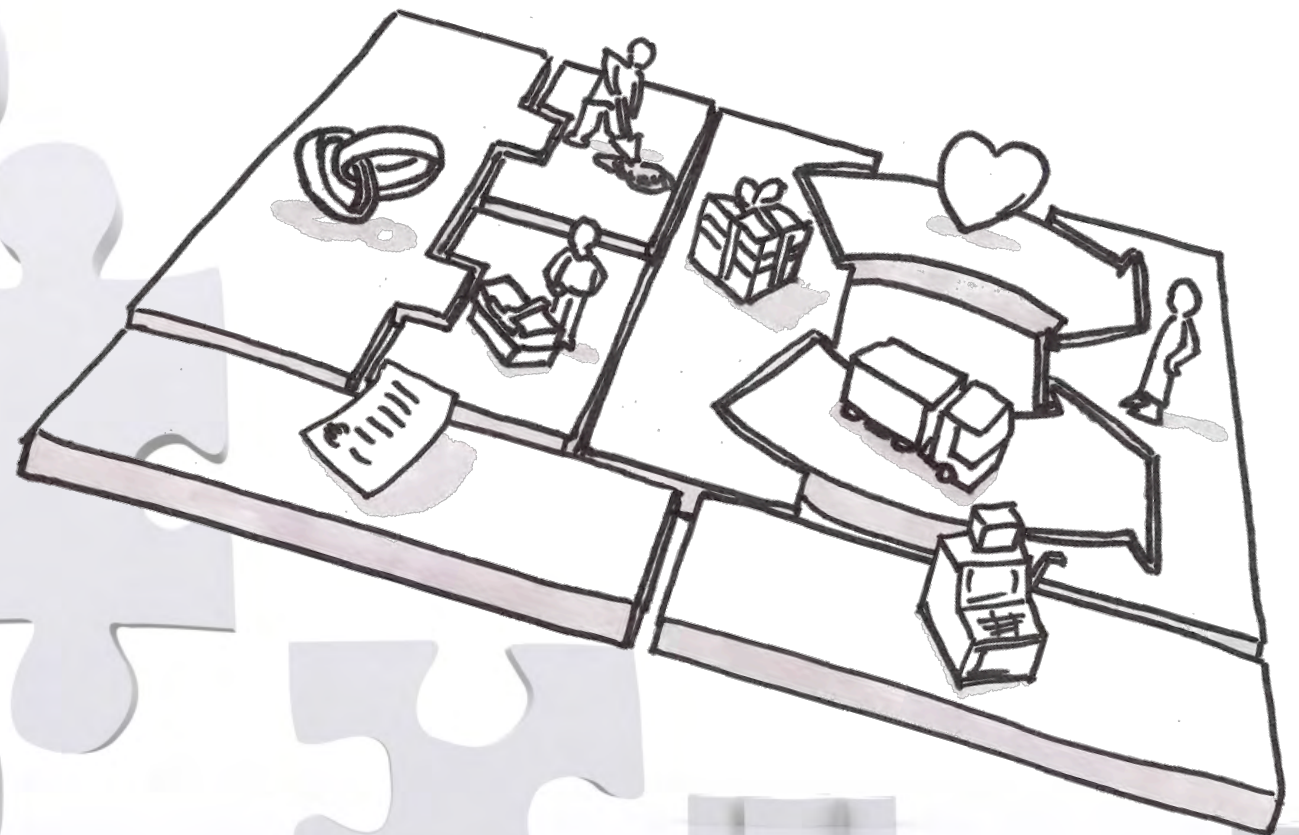
"NO!

Try not!

DO or DO NOT,
There is no try."



IDEASUPV
tu empresa empieza aquí



Business Model Generation

What is the
necessary and
most important
condition for a
company to
exist?



don't sell what you can do
do what you can sell





See the world
through the
customer's
eyes

vs



See the world
from the
company's
point of view



NOKIA



AVIS



U B E R



ALSA

Gillette





See the world
through the
customer's
eyes

vs



See the world
from the
company's
point of view

WHAT'S A COMPANY?



A BUSINESS ORGANIZATION WHICH
SELLS A PRODUCT OR SERVICE IN
EXCHANGE FOR REVENUE + PROFIT

ENTREPRENEURIAL
EDUCATION WAS ABOUT
EXECUTION

MID-20th
Century



"I have
a STACK of
TOOLS for
administering
BIG BUSINESS."

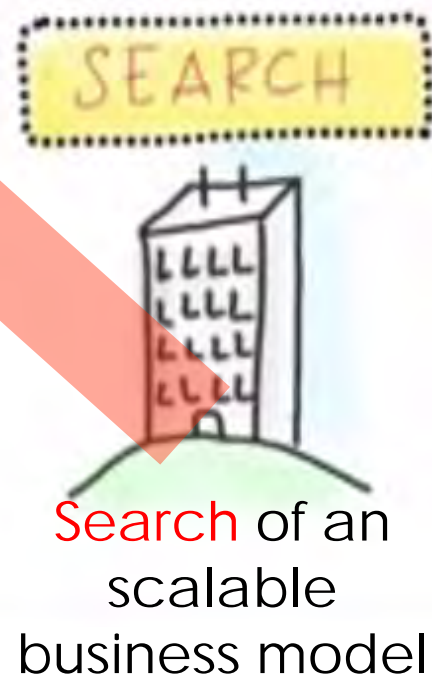
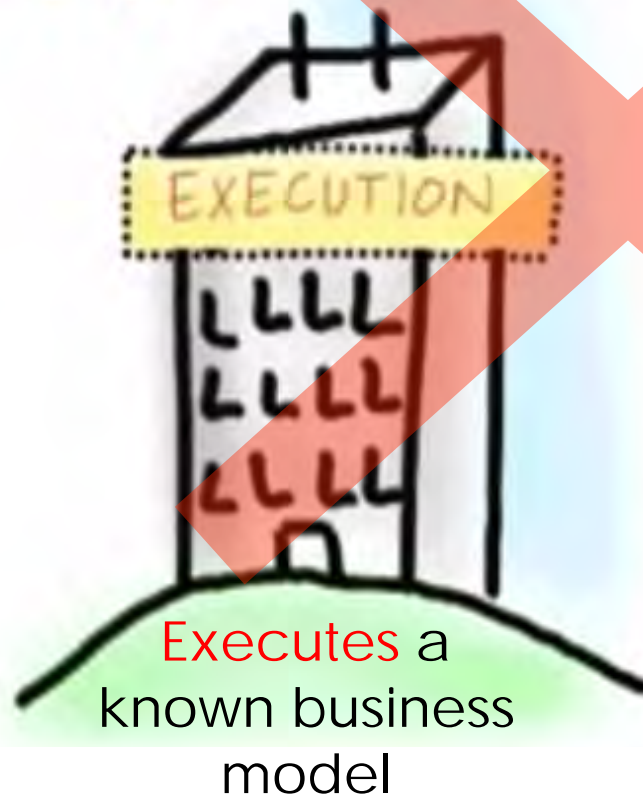


WHAT about
TOOLS for
STARTING
a business?



STARTUPS are NOT
just smaller versions
of larger companies!

Startups are a **Smaller**
Version of a Large Company



? What is
a **STARTUP?**

A **TEMPORARY**
organization...



Designed to **SEARCH...**
For a **REPEATABLE**
and **SCALABLE...**
BUSINESS MODEL



SEARCH

Business
Model Hypothesis



EXECUTION

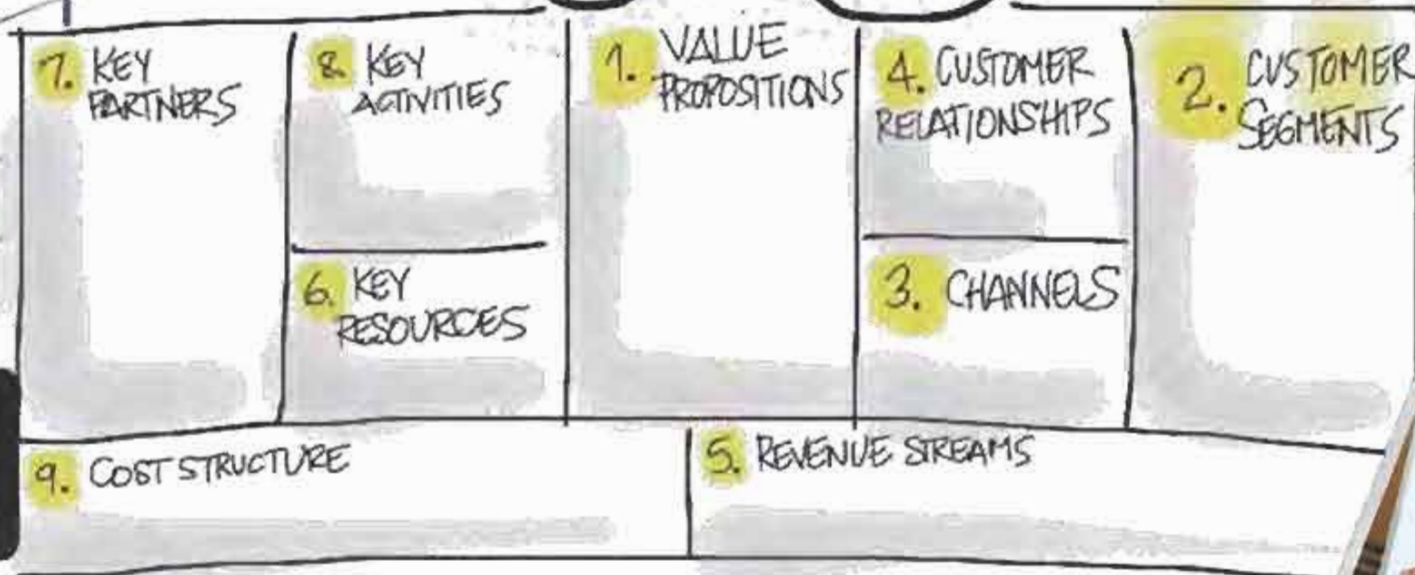
Operating Plan
+ Financial
Forecasts

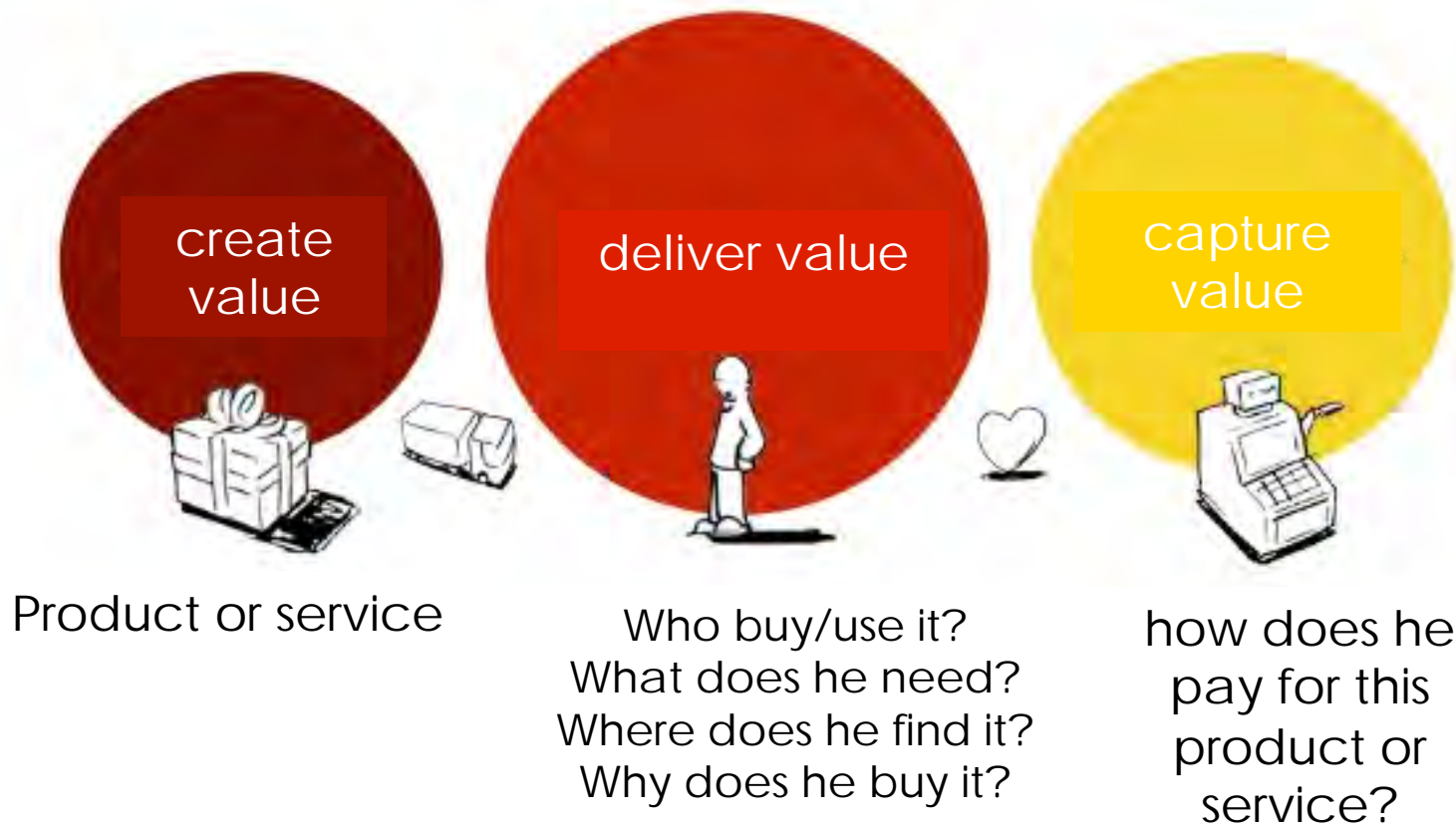


WHAT is a BUSINESS MODEL?

9 Components..

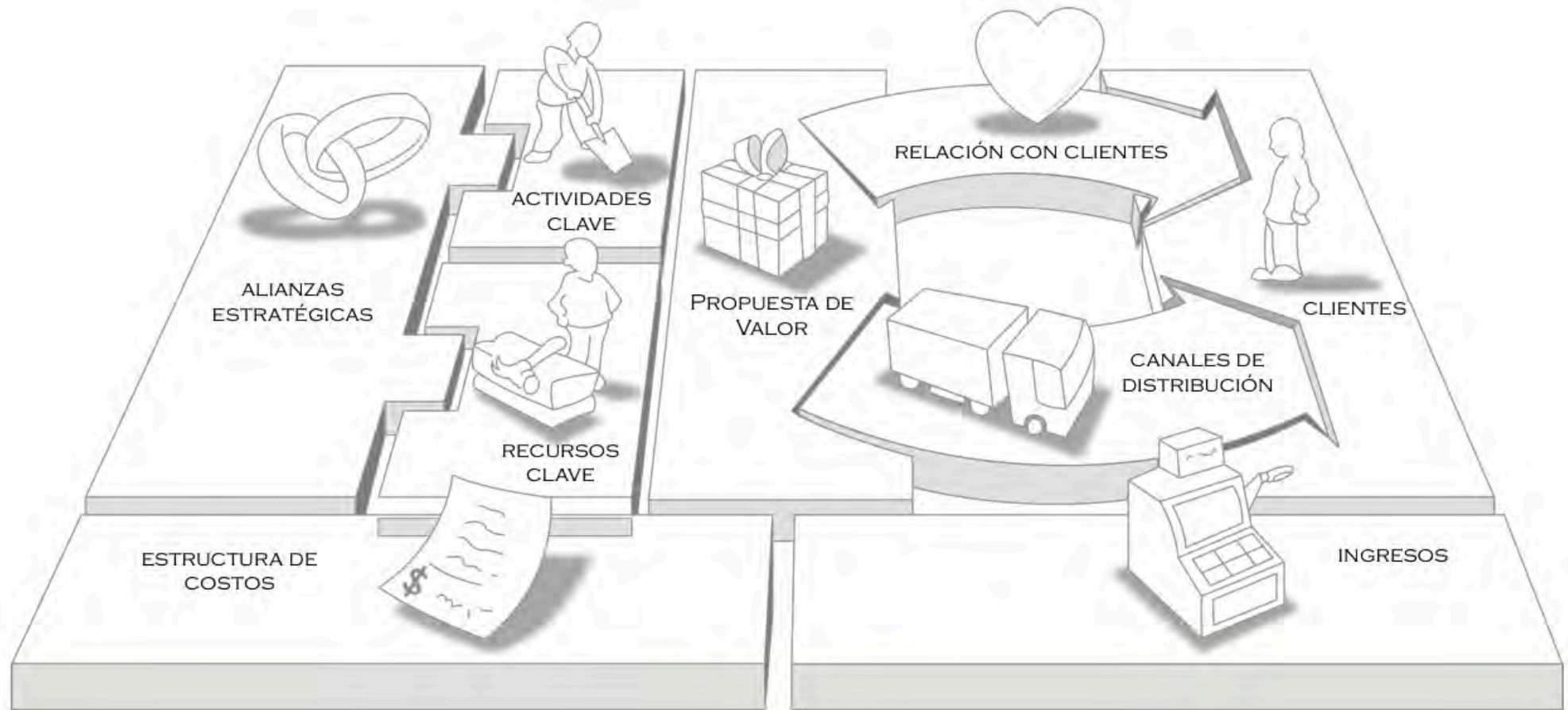
How a company
CREATES VALUE for
ITSELF while
delivering products
or services for
customers.





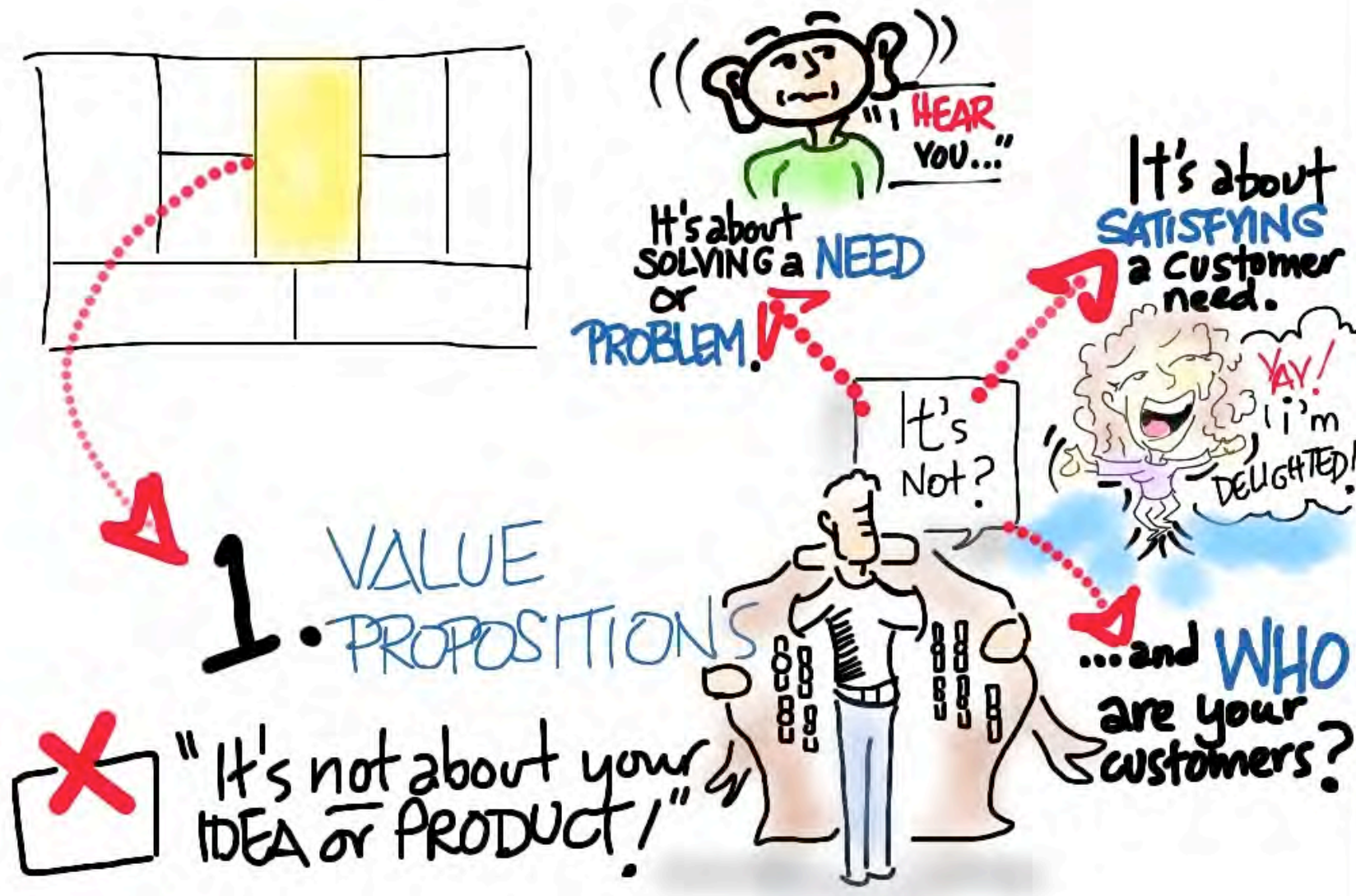


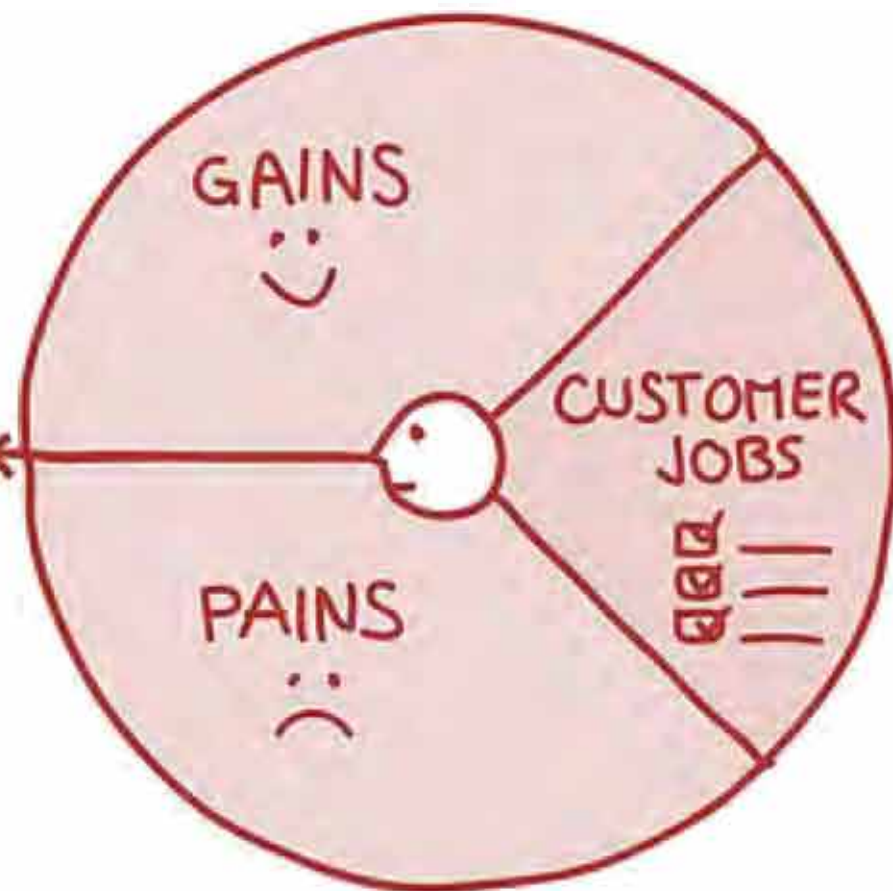
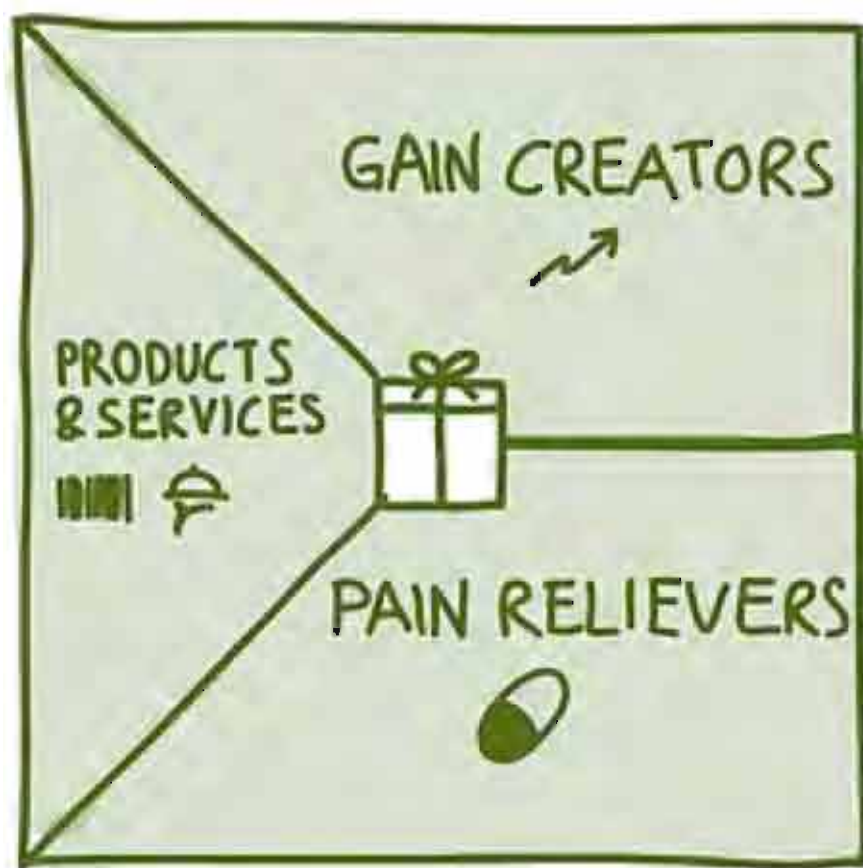
BUSINESS MODEL CANVAS

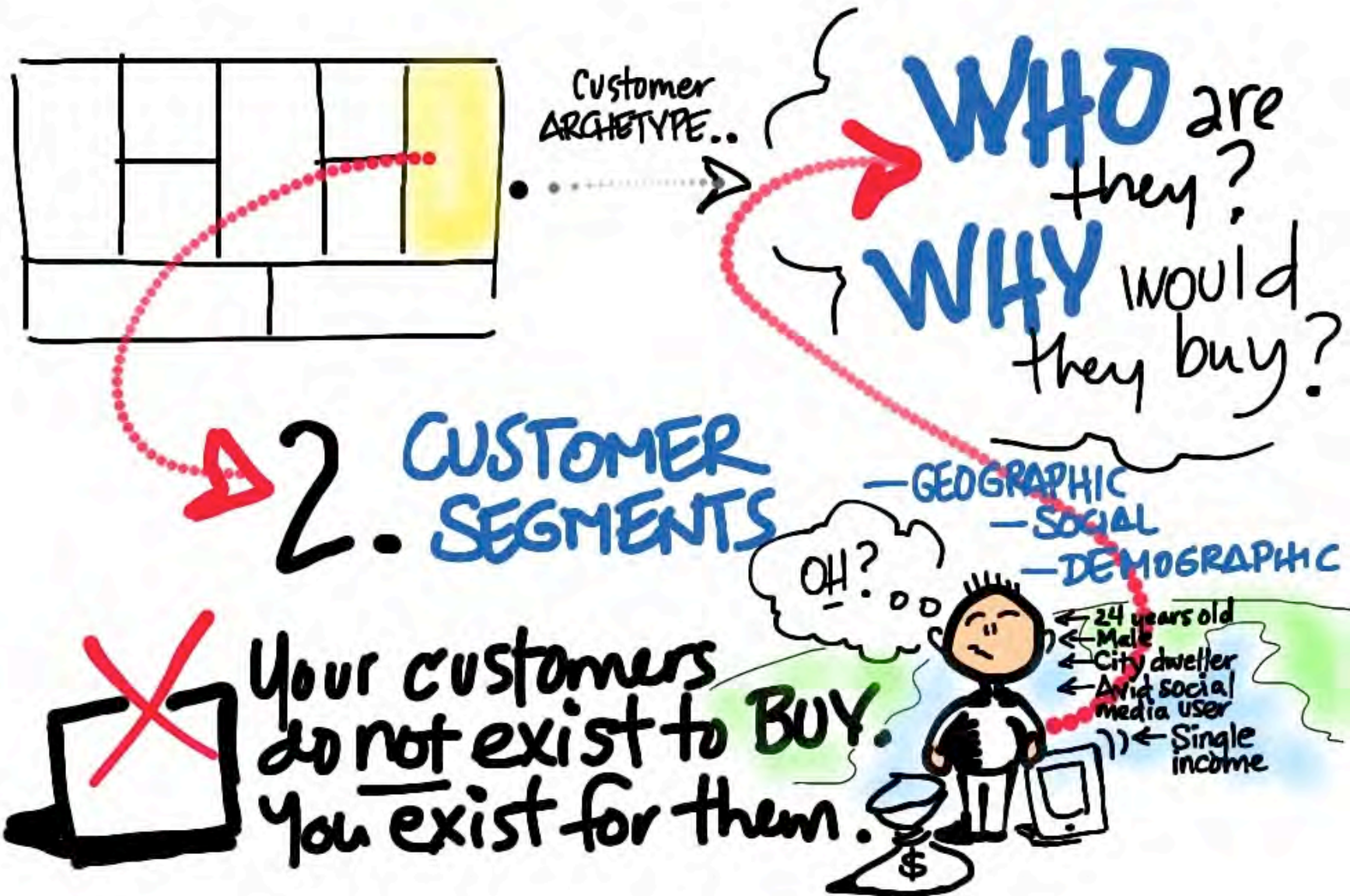


EFFICIENCY

VALUE



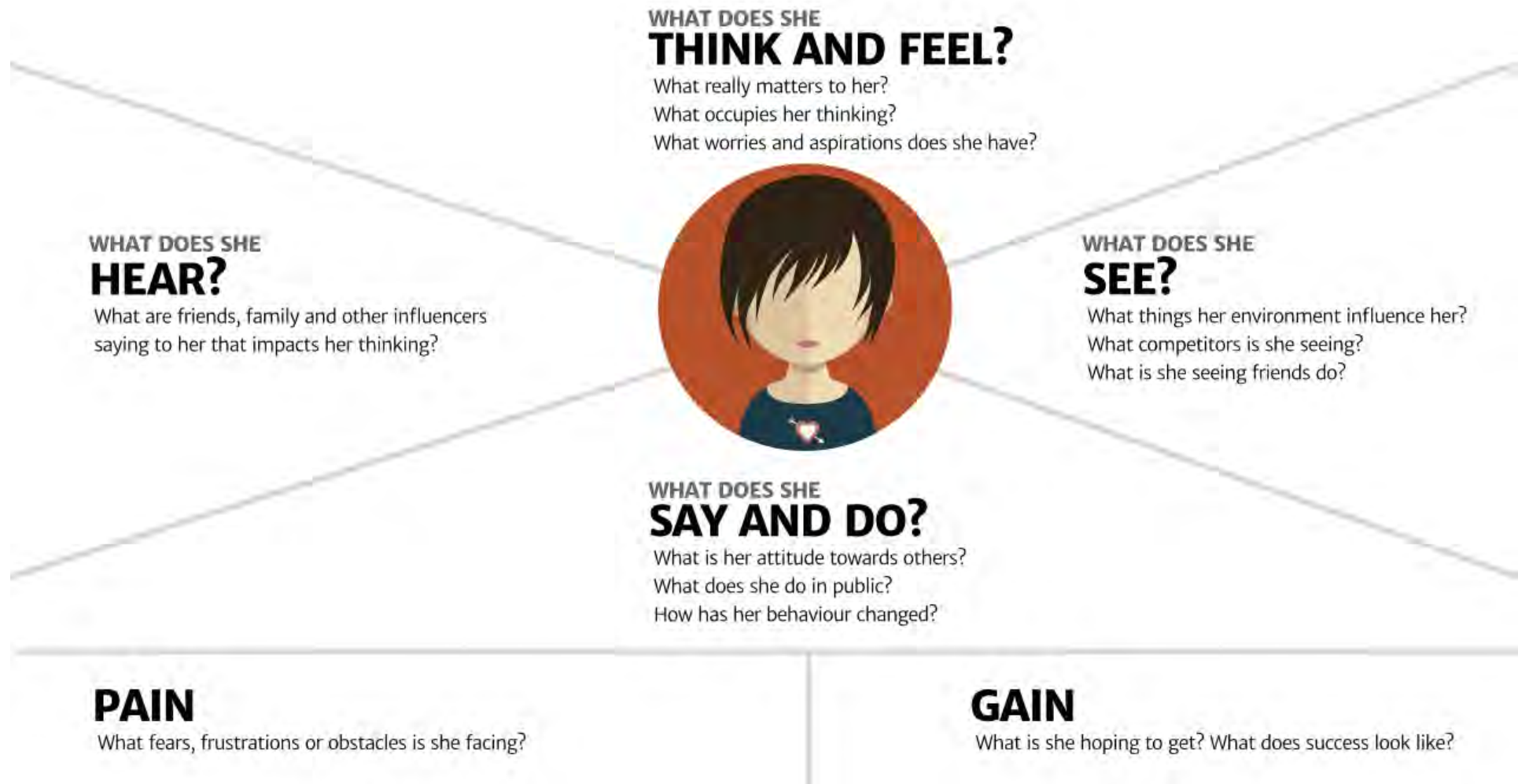




**Why nobody
ask me what
I need?**

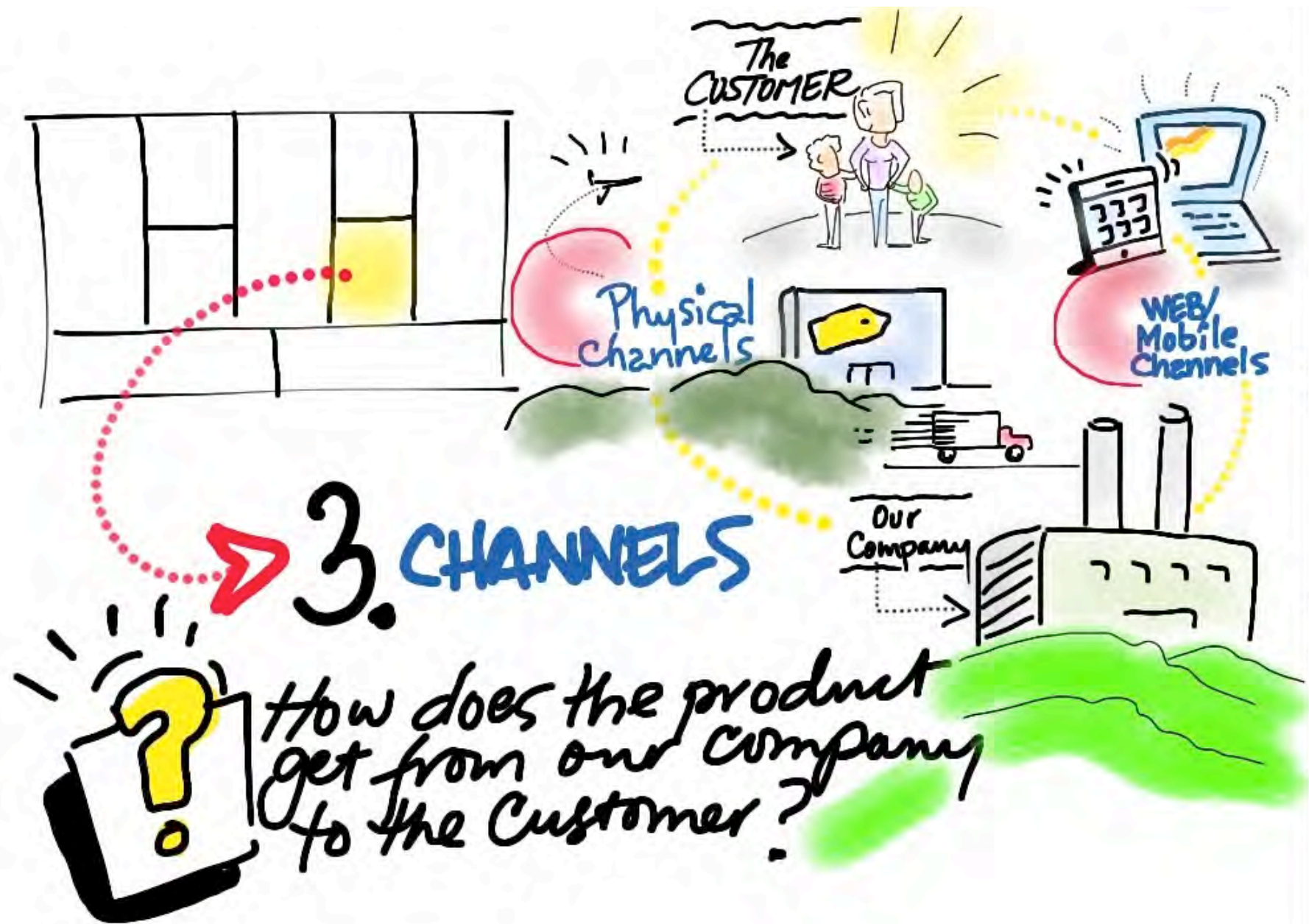


The empathy map

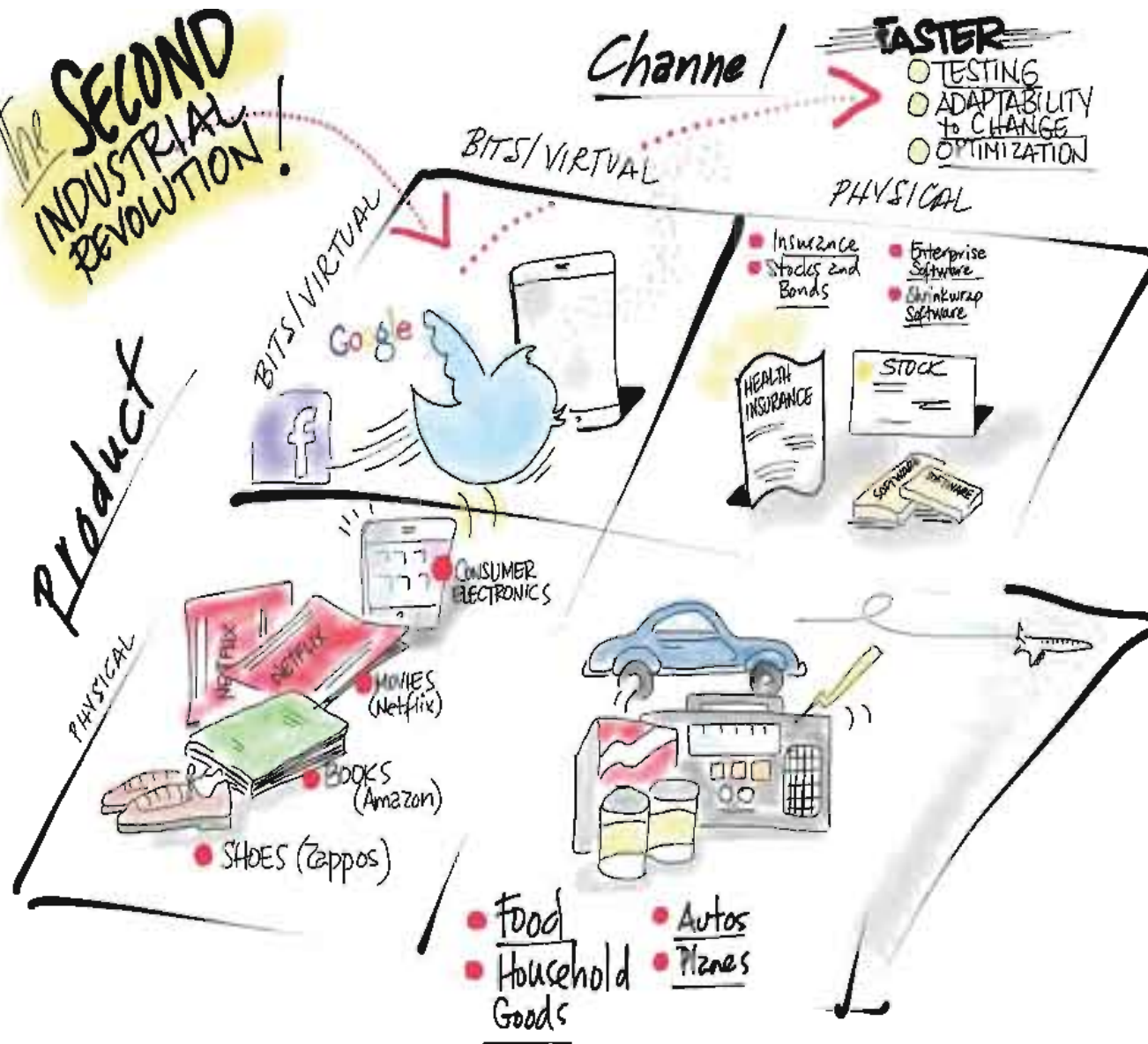




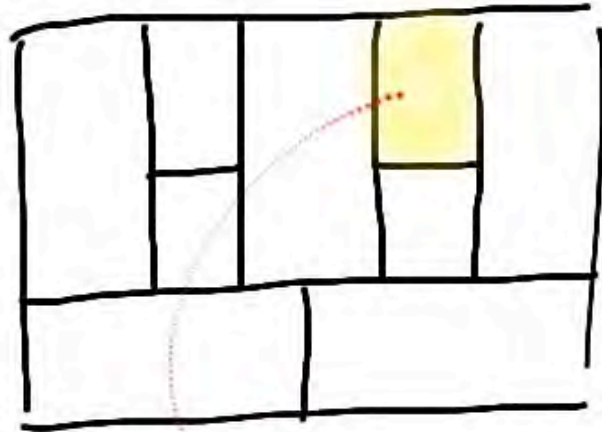
Get-out-of-the-building



The SECOND INDUSTRIAL REVOLUTION!



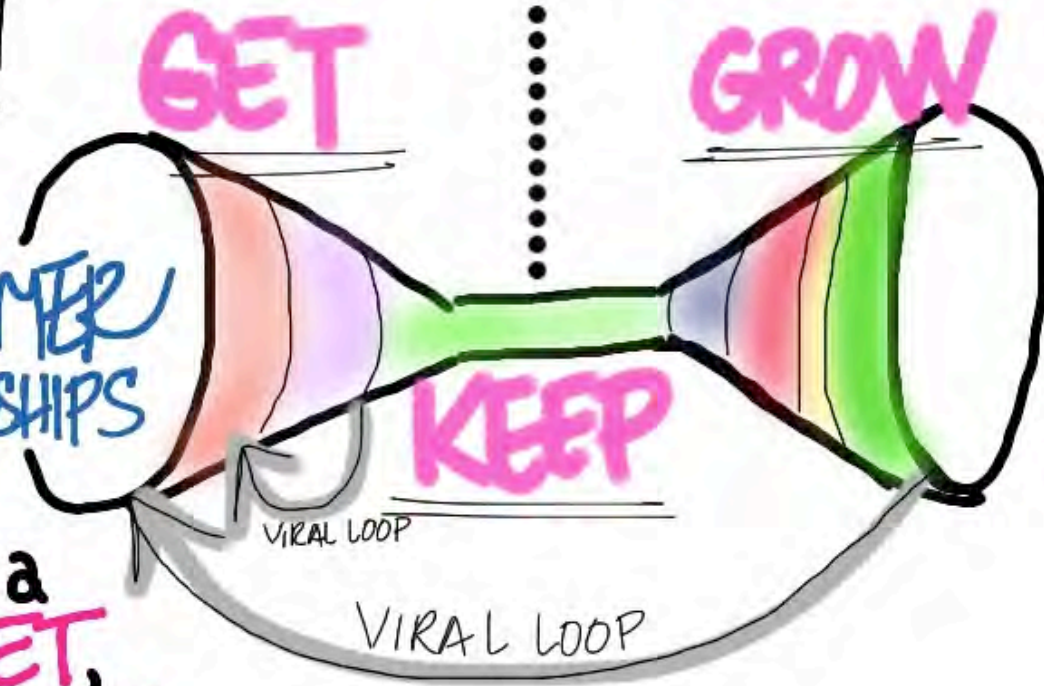
Just like in Channels,
these are DIFFERENT for
WEB/MOBILE versus
PHYSICAL...

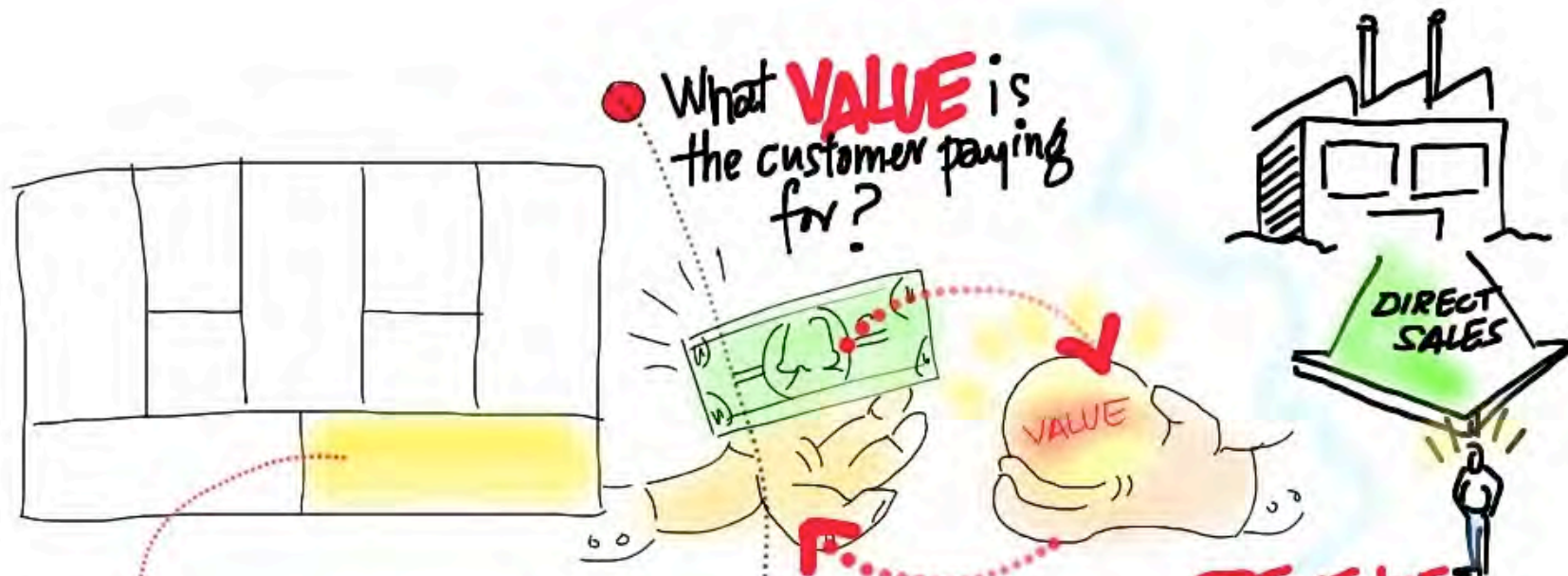


4 CUSTOMER
RELATIONSHIPS



How does a
company GET,
KEEP, GROW
CUSTOMERS?





5. REVENUE MODEL



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

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

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



Traditional Revenue model

Product or service selling

Grocery
hairdresser
Notary
Consulting
Lawyers
Attorneys
bakery ...



Advertisement Revenue model

CPM: Cost per mille

CPL: Cost per lead

CPC: Coste por Click



Google
AdWords

Twitter
Ads



Subscription Revenue model

customers pay a monthly fee to get the product

^^ CAC

Loyalty

Better margin (provider negotiation)

Lower risk

FON < 0 better liquid assets

Could you sell your product or service as a subscription model?



Bait & hook Revenue model

offering a basic product or service at a very low price (the bait), and then taking profit on recurrent sales of refills or associated products or services (the hook).



Free Revenue model ???



Freemium Revenue model

free + premium = Freemium



Dropbox



Spotify

functionality

Time

Capacity

Use

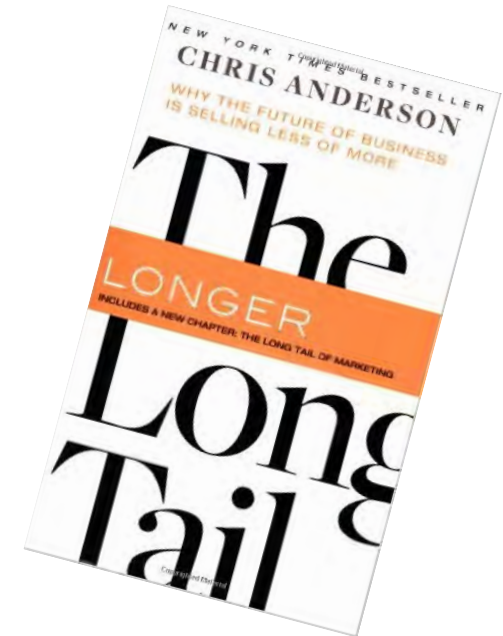
Customer type

Advertisements

long tail Revenue model

20% of products generate 80% of revenues

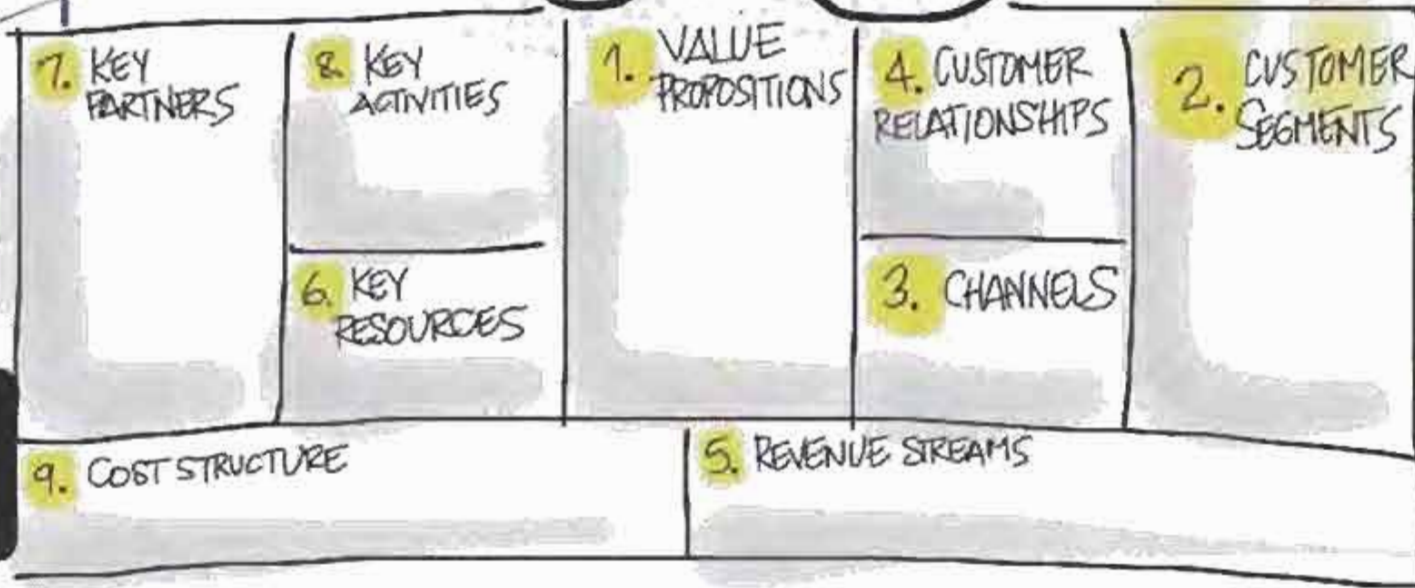
Long Tail -> Sell less of more

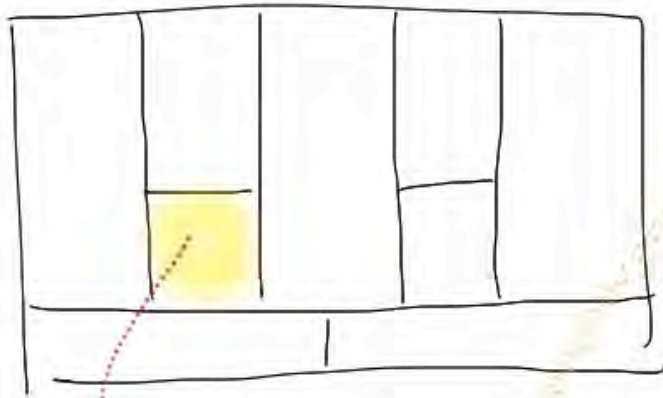


WHAT is a BUSINESS MODEL?

9 Components..

How a company
CREATES VALUE for
ITSELF while
delivering products
or services for
customers.

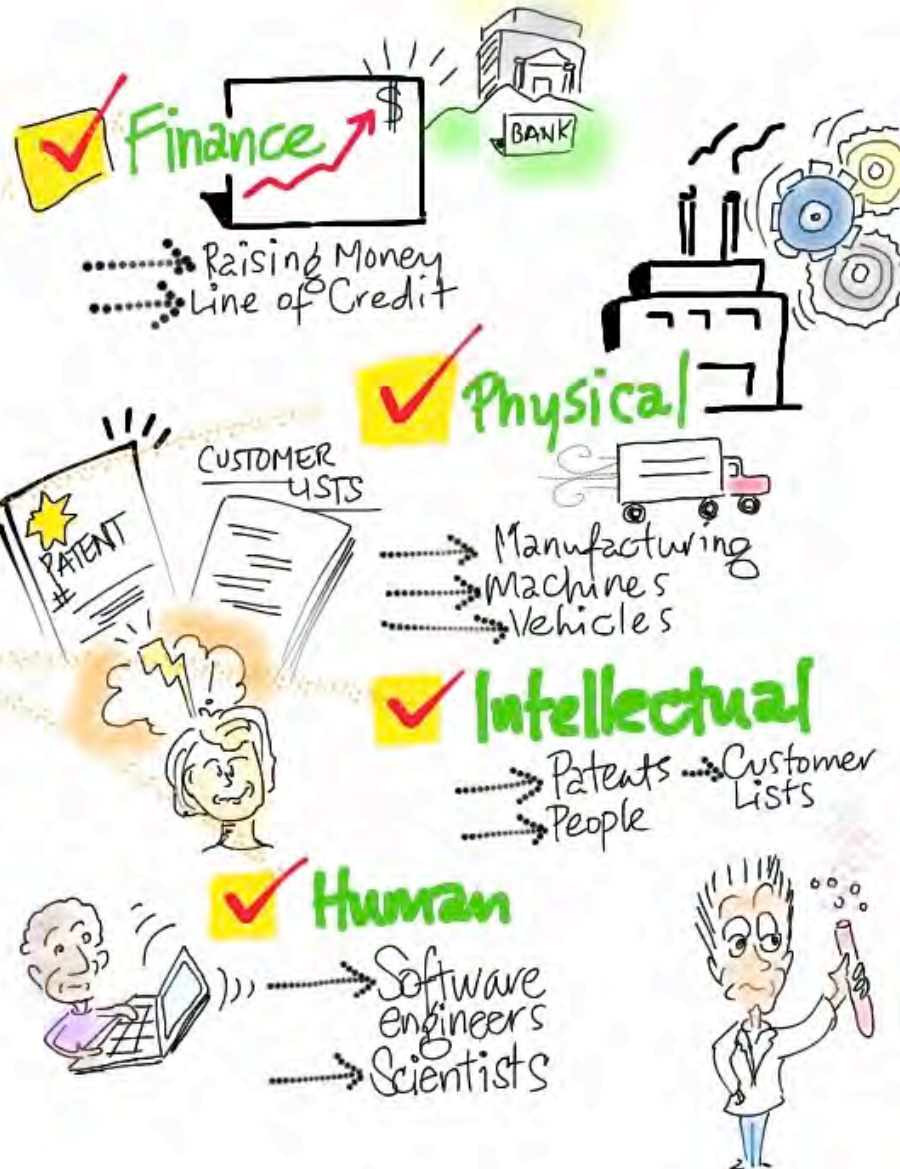


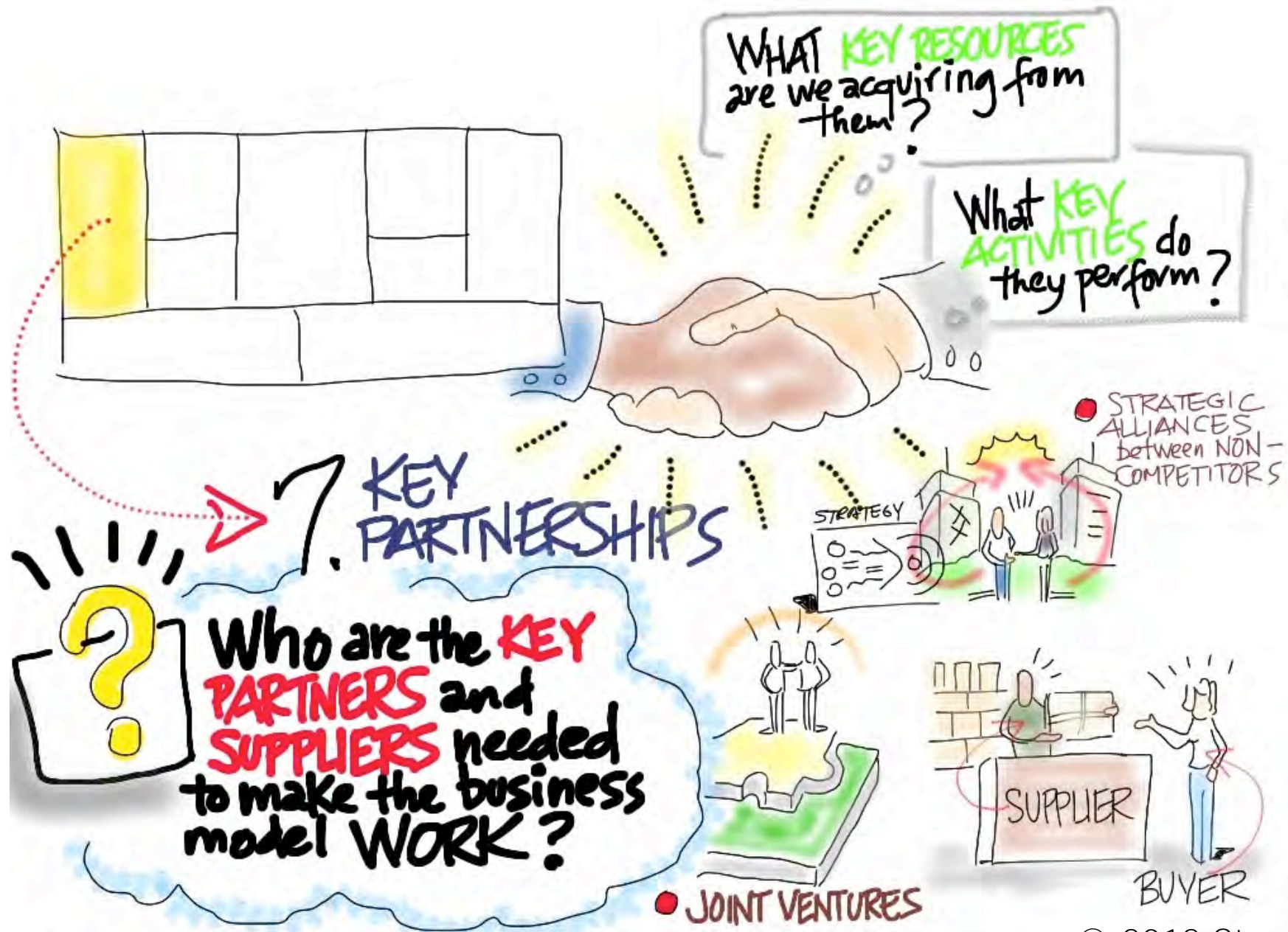


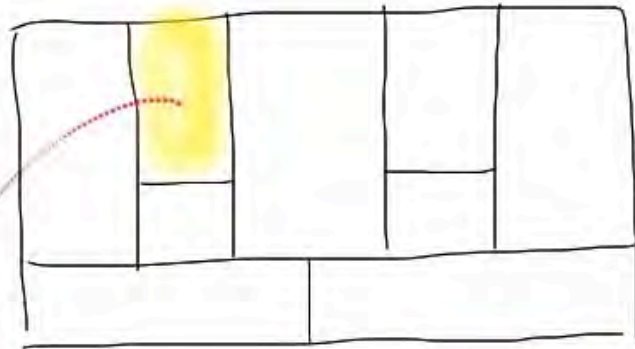
6. KEY RESOURCES



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







➤ 8. KEY ACTIVITIES



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

● PRODUCTION



● PROBLEM SOLVING

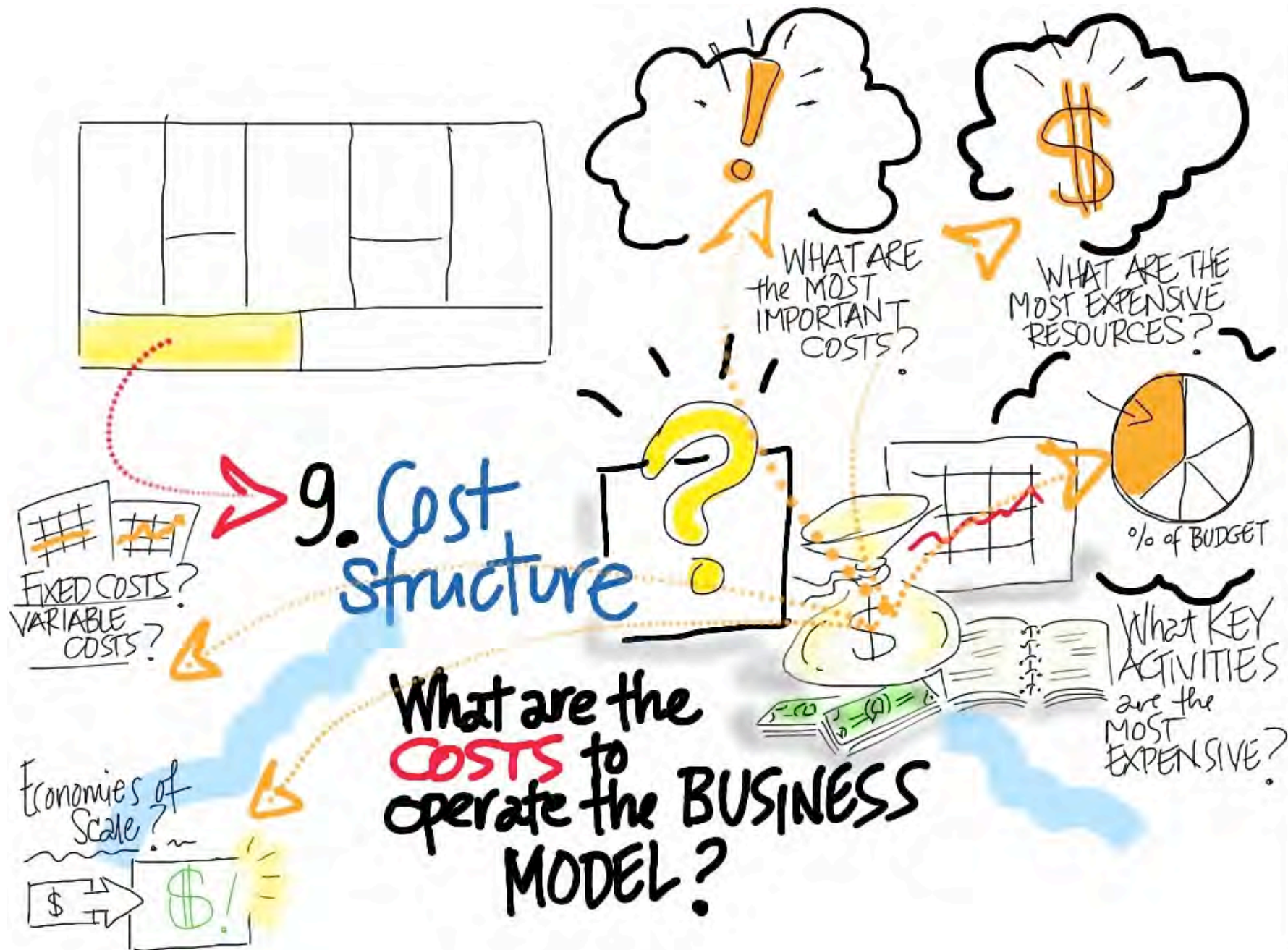
• CONSULTING
• ENGINEERING

WE CAN
SOLVE
THIS!



● SUPPLY CHAIN MANAGEMENT

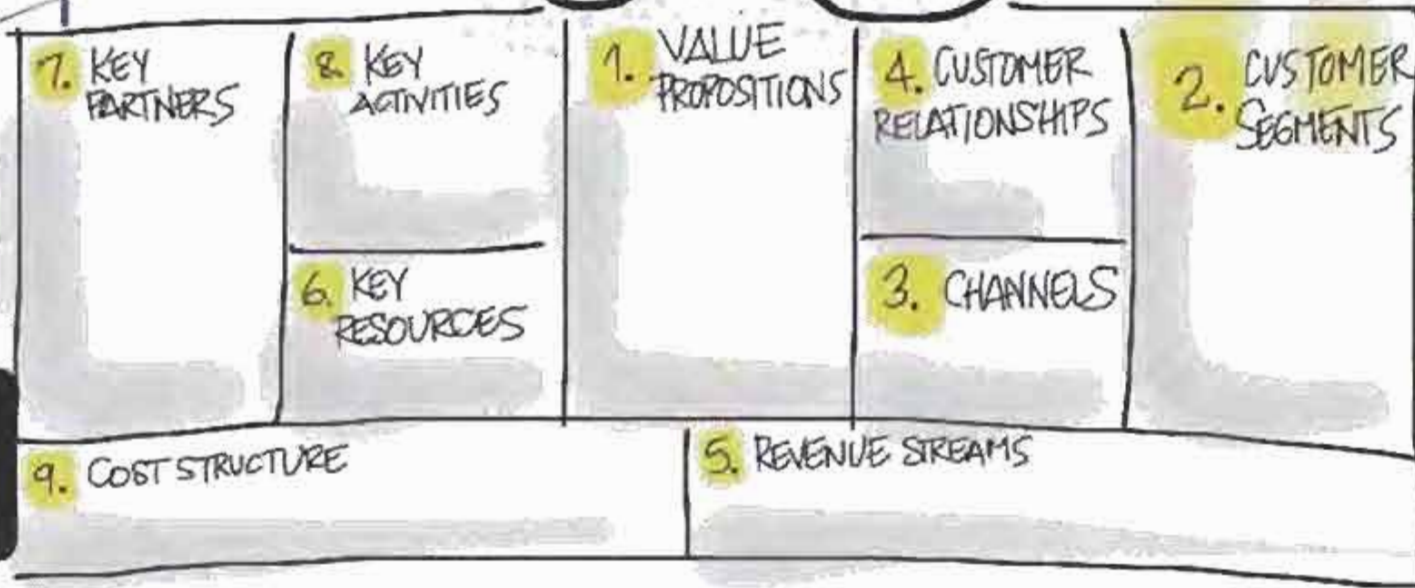




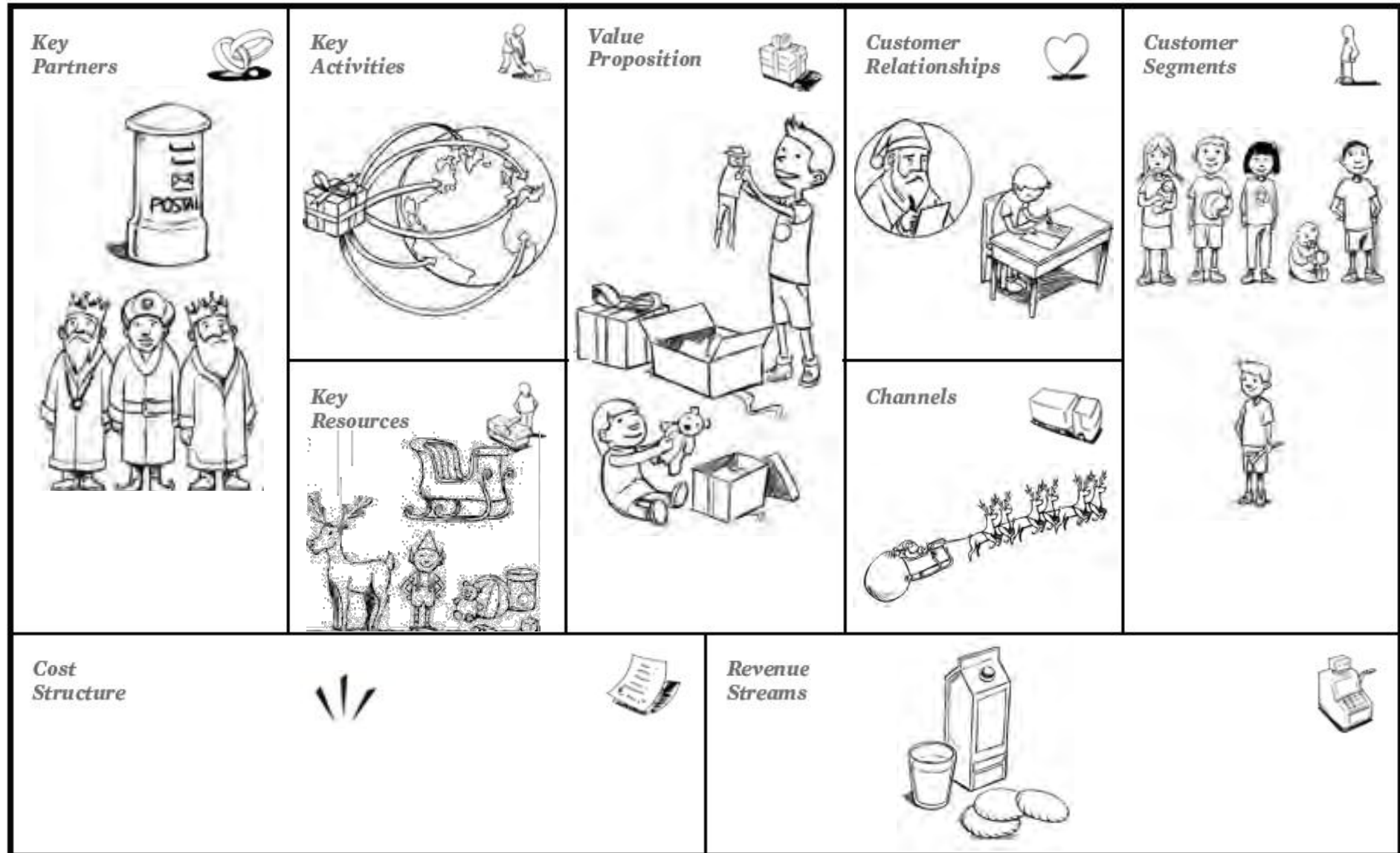
WHAT is a BUSINESS MODEL?

9 Components..

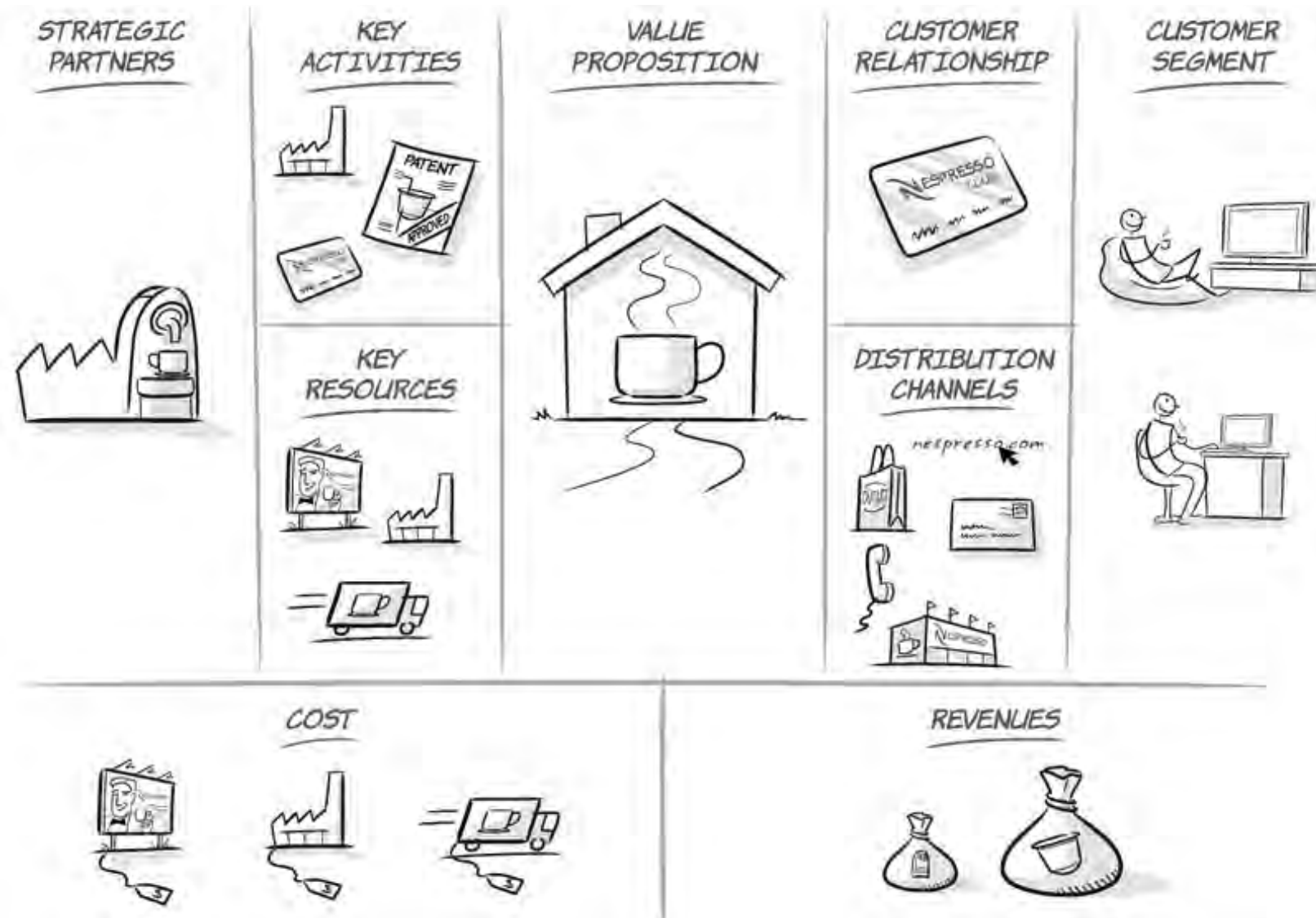
How a company
CREATES VALUE for
ITSELF while
delivering products
or services for
customers.



Santa Claus Business Model



Nespresso Business Model







U B E R

BUSINESS MODEL CANVAS

KEY PARTNERS:

- ❖ Drivers with their Cars
- ❖ Payment Processors
- ❖ Map API Providers
- ❖ Investors

KEY ACTIVITIES:

- ❖ Product Development & Management
- ❖ Marketing & Customer Acquisition
- ❖ Hiring Drivers
- ❖ Managing Driver Payouts
- ❖ Customer Support

KEY RESOURCES:

- ❖ Technological Platform
- ❖ Skilled Drivers

VALUE PROPOSITION:

CUSTOMERS:

- ❖ Minimum Waiting Time.
- ❖ Prices Lesser than the Normal Taxi Fares.
- ❖ Cashless Ride.
- ❖ Can see The ETA and Track The Cab on Map.

DRIVERS:

- ❖ Additional Source of Income.
- ❖ Flexible Working Schedules and can Work Part Time.
- ❖ Easy Payment Procedure.
- ❖ Drivers get Paid to be Online, even without can Requests.

CUTOMER RELATIONSHIP:

- ❖ Social Media
- ❖ Customer Support
- ❖ Review, Rating & Feedback System

CHANNELS:

- ❖ Websites
- ❖ Mobile App for Android
- ❖ Mobile App for iOS

CUSTOMER SEGMENTS:

USERS:

- ❖ Those who do not own a Car
- ❖ Those who do not want to drive themselves to a Party or Function.
- ❖ People who like to Travel in Style and want to be Treated as a VIP.
- ❖ Those who want a Cost-Efficient Cab at their Doorstep.

DRIVERS:

- ❖ People who own a Car and want to Earn Money
- ❖ People who Love to Drive
- ❖ Those who Wish to be called Partners Instead of Drivers.

COST STRUCTURE:

- ❖ Technological Infrastructure
- ❖ Salaries to Permanent Employees
- ❖ Launch Events & Marketing Expenditure

REVENUE STREAMS:

- ❖ Car Rides on per Km/Mile basis.
- ❖ Surge Pricing
- ❖ UberX, Uber Taxi, Uber Black, Uber SUV etc
- ❖ Uber Cargo, Uber Rideshare etc

The CUSTOMER DEVELOPMENT PROCESS



"POST IT to the WALL!"

- > Create a NEW canvas.
- > Make it VISIBLE.
- > Begin to make HYPOTHESES...

2.



"There aren't any facts in here!"

"GET OUT of the BUILDING!"

.....> Talk to CUSTOMERS, PARTNERS, and VENDORS.



Design Experiments...

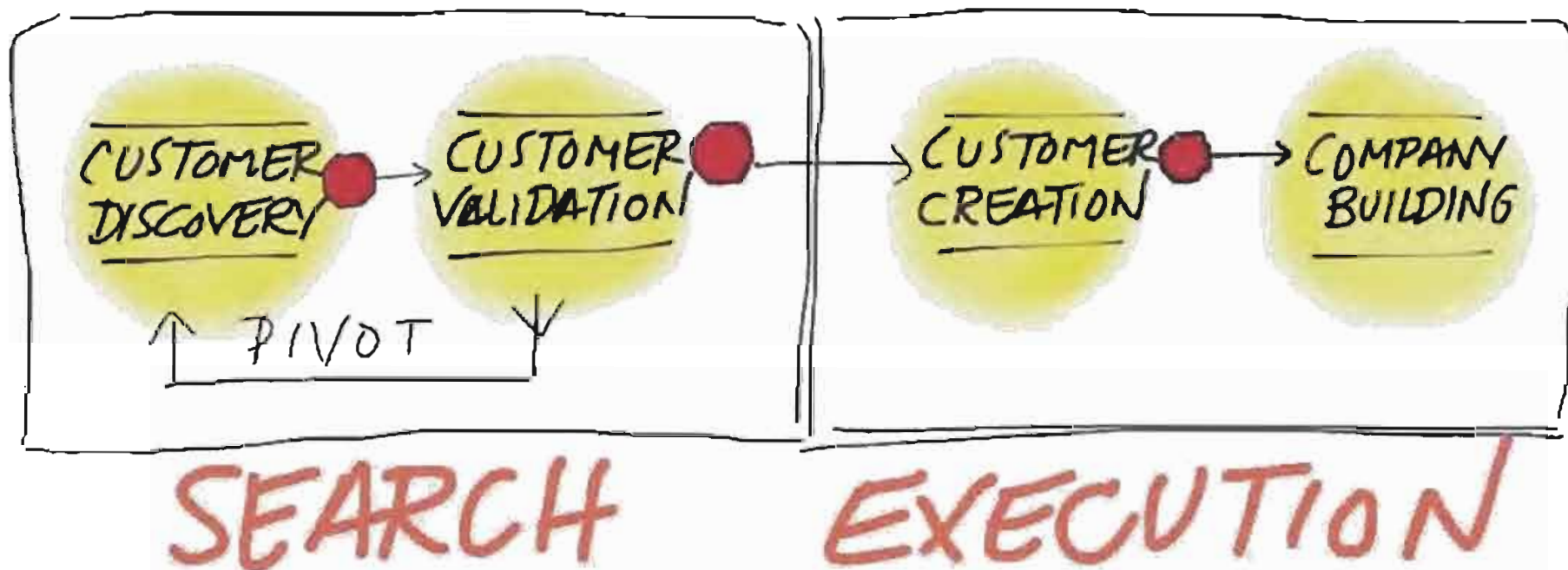
Run Tests...

Get Data...



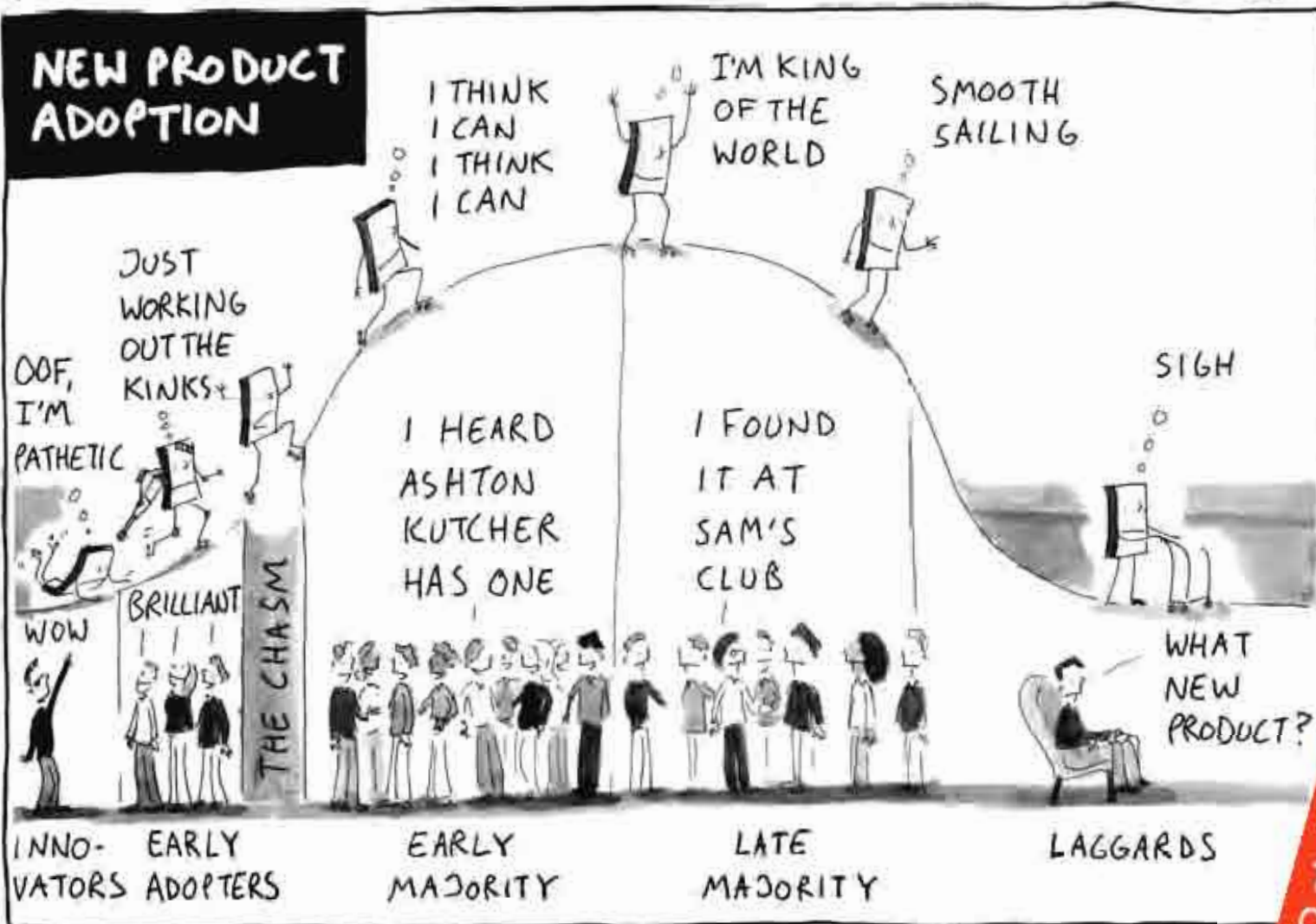
The CUSTOMER DEVELOPMENT PROCESS

In other words...



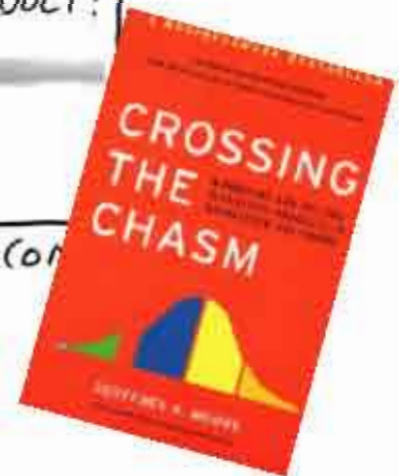
BRAND CAMP

by Tom Fishburne



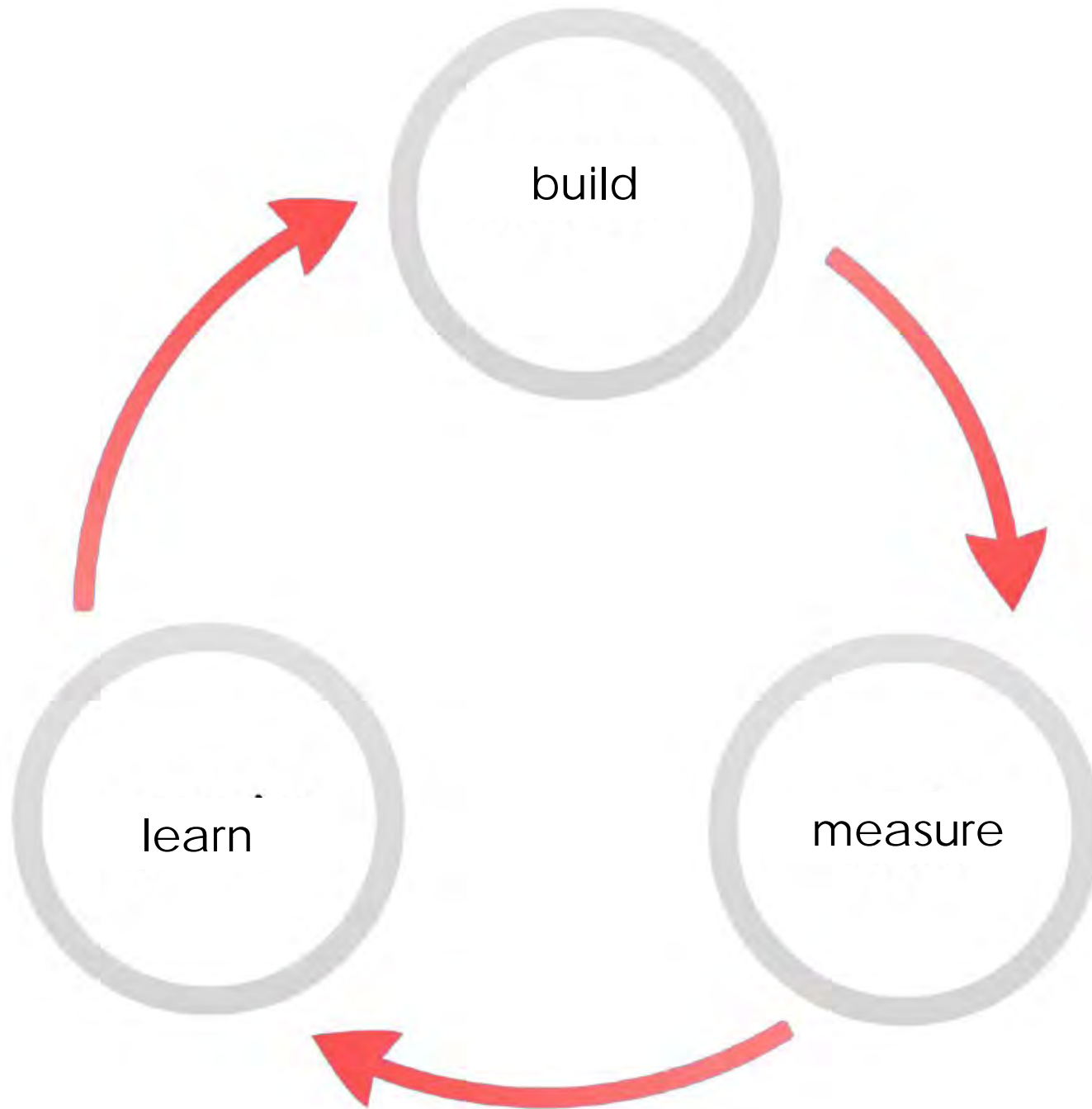
© 2007 Thanks to G. Moore

SKYDECKCARTOONS.COM



The *Lean Startup* provides a scientific approach to creating and managing startups and get a desired product to customers' hands faster.





Thank You !!!!

Oscar Morant Martínez



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oscarmorant



@oscarmorant



<http://es.linkedin.com/in/oscarmorant>



HOW TO CREATE A SPIN OFF IN THE UNIVERSITY

MARÍA MÁRQUEZ GÓMEZ
MANAGING DIRECTOR IDEAS-UPV

INDICE

- ✓ What is a spin-off Company?
- ✓ What types of spin-off companies are there? Academic vs Corporate
- ✓ Spin-off companies at the university
- ✓ What are the main reasons for the University and for researchers for creating spin-off companies
- ✓ Common mistakes committed by founding members of the spin-off
- ✓ Barriers and possible solutions for researchers in the creation of a spin-off company

WHAT IS A “SPIN OFF”?



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CORPORATE SPIN OFF



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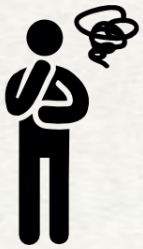
UNIVERSITY SPIN OFF....



3 requirements to create a spin off

- A research output must exist and it must belong to the university.
- At least one of the founders must be a researcher involved in the generation of this output.
- There needs to be a signed contract between the university and the spin off for transferring the technology or the knowledge produced.

REASONS TO CREATE A SPIN OFF



JUST TO PUBLISH PAPERS?



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COMPETITIVENESS/LOCAL ECONOMIC DEVELOPMENT



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To keep talent and to foster employment



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Personal and Professional Fulfilment



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And why not earn money...and become filthy rich?



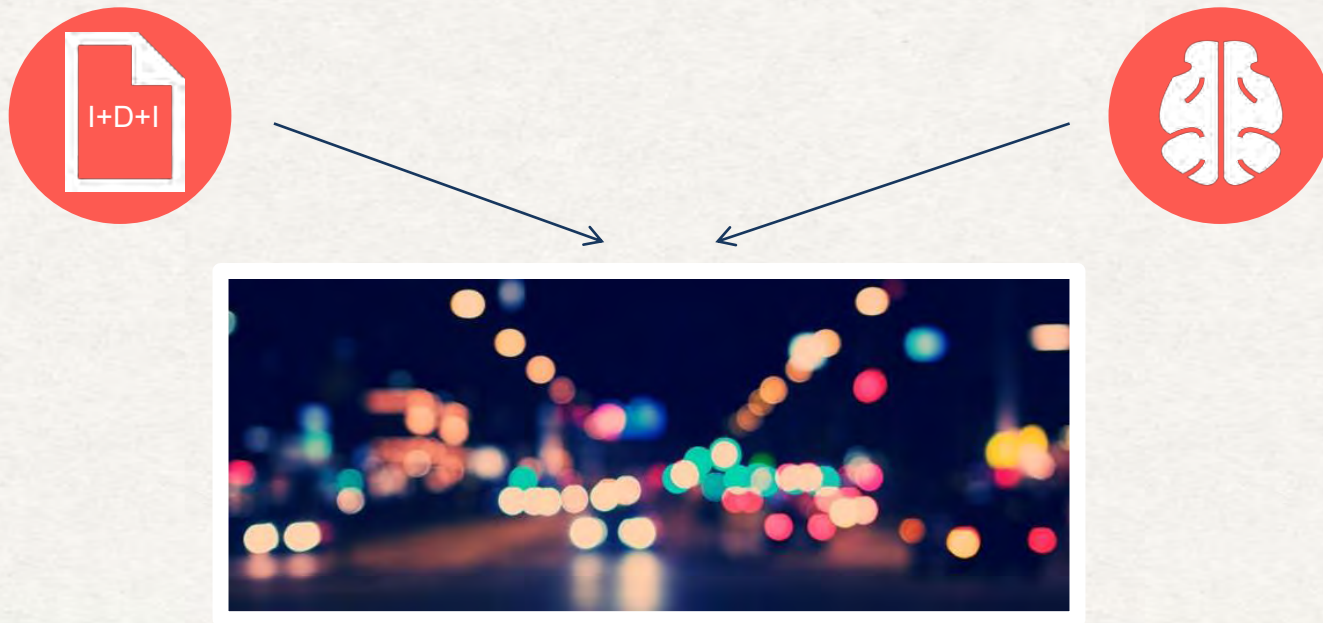
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HOW DO WE TRANSFER KNOWLEDGE?



HOW DO WE START?



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FINDING A NEED IN A MARKET












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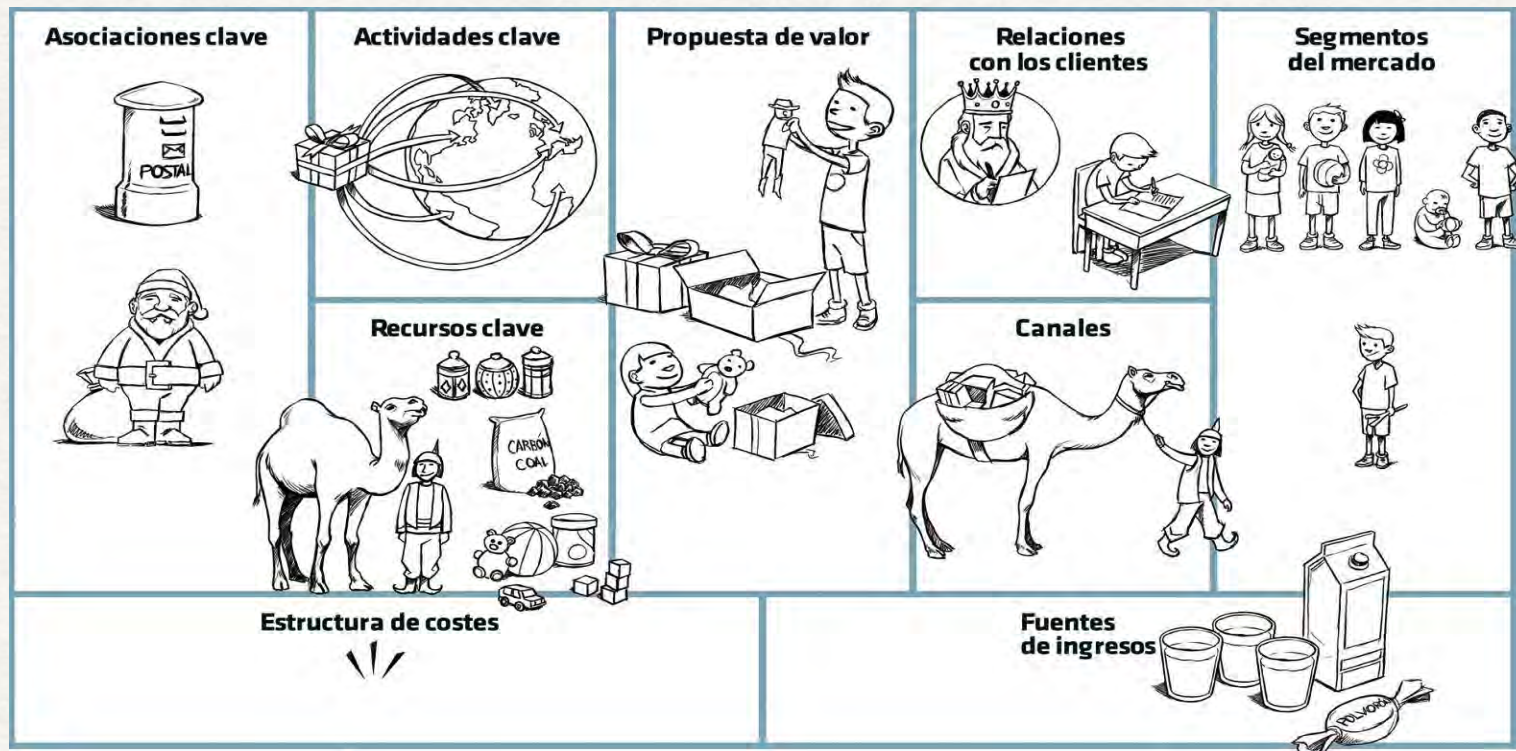


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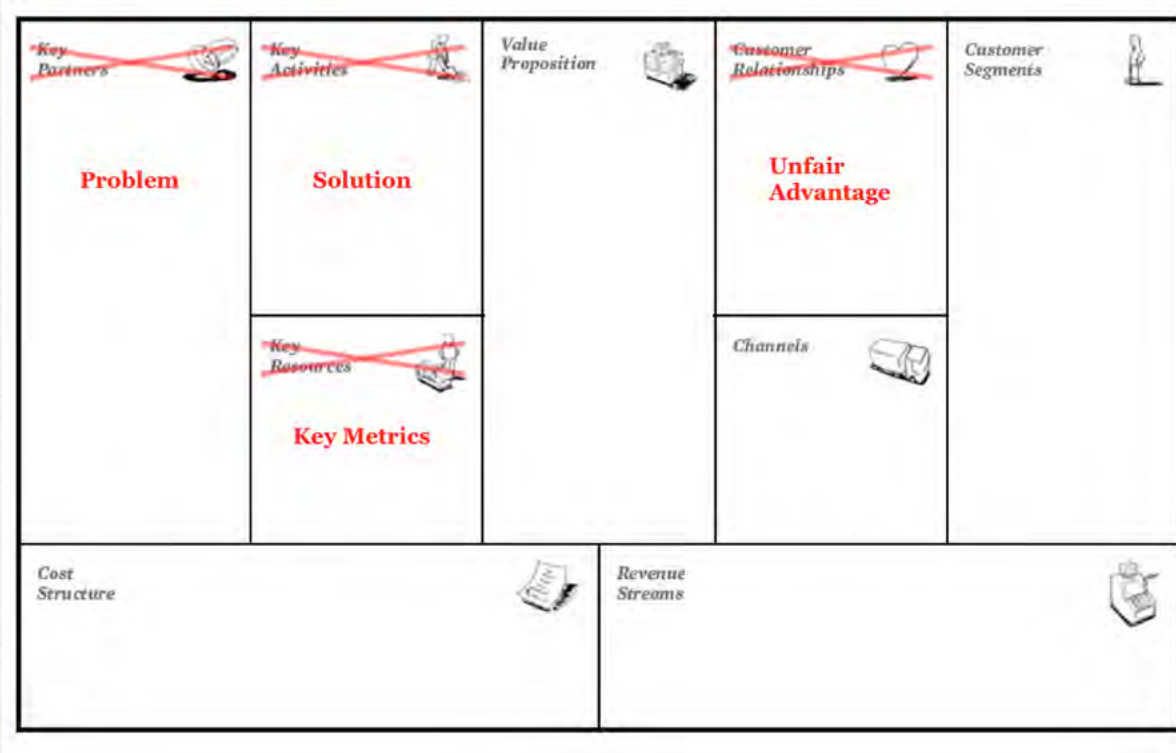
Business Model Canvas (BMC)

Key Partners 	Key Activities 	Value Proposition 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	

BMC Wise King

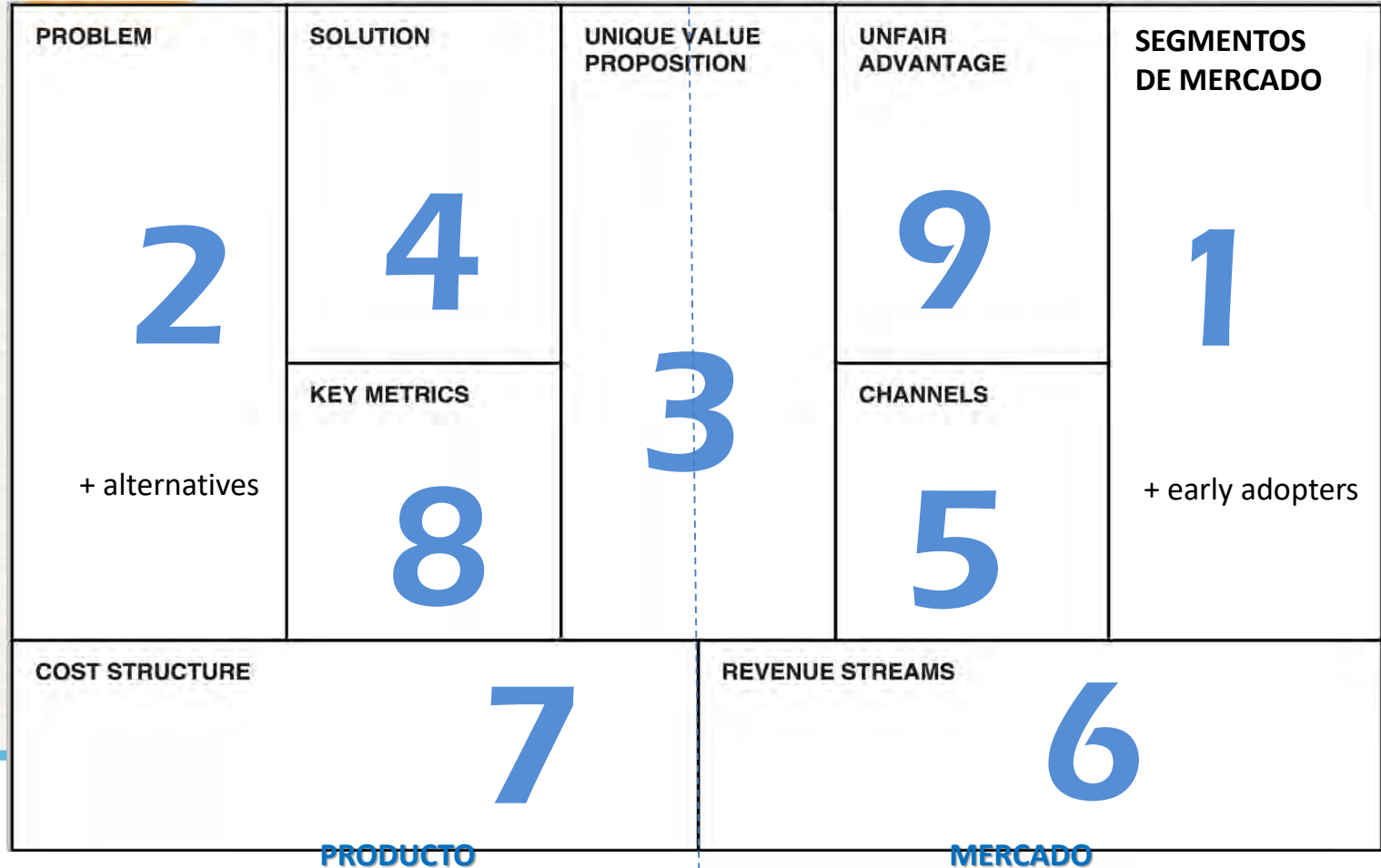


BMC / Lean Canvas



LEAN CANVAS

Author: Ash Maurya





LEAN CANVAS

Lean Canvas, Handy tool when the risk and uncertainty is very high.

BUSINESS MODEL CANVAS

Tool to design new strategies in an existing company, or in a traditional sector.

BUSINESS PLAN

To make a study to know if our company is viable or not.
REQUIRED in UPV.

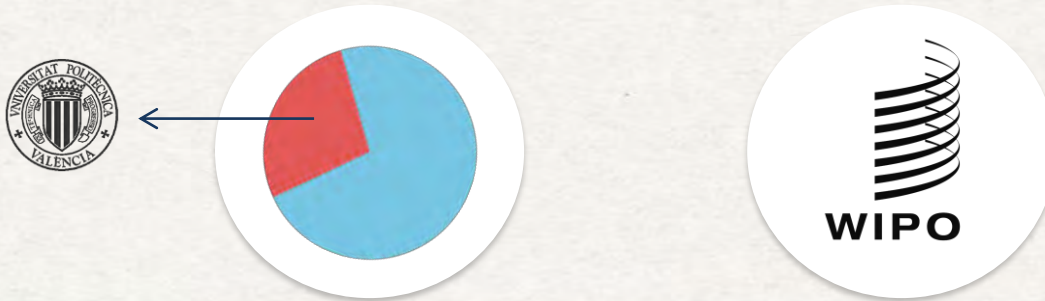
FINANCIAL STUDY

A study to know the potential incomes and profit of our Company.

TYPES OF SPIN OFF-UPV

It depends on the way that the knowledge transfer is done.

- UPV PARTNER
- ROYALTIES
- MIX



BEFORE THE LOU LAW IN 2007, THERE WERE SOME LIMITATIONS

EJERCICIO ACTIVIDADES PRIVADAS PDI :

Ley 53/1984 de Incompatibilidades • Artículo 12.1 b) y d):

Los profesores universitarios que tienen la condición de funcionarios:(catedráticos y profesores titulares de Universidad, catedráticos y profesores titulares de escuelas universitarias) **NO PUEDEN:**

- No pueden tener más del 10% del capital de empresas privadas(Cuya actividad tenga que ver con su actividad docente, investigadora...)
- Pertenecer al Consejo de Administración o ser Administradores de estas empresas privadas

TEACHERS AND RESEARCHERS COULDN'T OWN MORE THAN 10% OF THE COMPANY OR BE PART OF THE MANAGEMENT BOARD.

AFTER the 2007 Law REFORM if the university is a partner of the SPIN OFF

- The researcher-founder can own more than 10% even if the activity of the Company is similar to the carried out for the university.
- Researcher can be member of the Management Board.
- Researcher can request a temporary leave of absence of up to 5 years to work on the spin-off, without losing his job or privileges in the university.
- The researcher can also combine his activity in the university with a part-time contract in the spin-off, and without any reduction in his university salary.

IF UPV IS A PARTNER: ADVANTAGES

10%

More than 10%



Part-time contract in
the Spin-off



Spin-Off
UPV Label



Management Board



Temporary Leave



Incubation at
CPI

CREATION PROCESS



Ask for Information



Spin-off proposal



Research Result



Business Plan



Negotiation with
UPV



Governing Bodies
UPV

6 COMMON MISTAKES....



University Professor as the
Company CEO



To use the
Company to
research



To try to sell something to a
Chinese speaking
Swedish



Living on my own



Football Team



We don't need marketing, we
have the best product



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Top Barriers in the creation of a Spin-Off





Lack of Financial resources



Legal Issues



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LACK OF BUSINESS KNOWLEDGE AND EXPERIENCE



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Possible solutions....



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IF WE LACK RESOURCES



FOUNDERS FAMILY FRIENDS FOOLS



PUBLIC FUNDING: IVF, ENISA CDTI....



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INVESTORS?

- Accelerator
- Business Angel
- Venture Capital
(TECHTRANSFER UPV)
- Equity Crowdfunding



FONDO DE TRANSFERENCIA DE TECNOLOGÍA

TECH TRANSFER UPV, F.C.R.

[CONÓCENOS](#) [CONVOCATORIA](#) [INVERSORES](#) [MENTORES Y PARTNERS](#) [NOTICIAS](#) [CONTACTO](#)



Nuestro objetivo es invertir en 21 proyectos (spin outs) a través de un fondo de capital riesgo de hasta 6 millones de euros de patrimonio y un horizonte temporal de 7 años.

Cada año emitiremos entre 2 y 3 convocatorias con el objetivo de seleccionar entre 3 y 7 compañías por año

1

Cercanía al ecosistema de generación de proyectos.

El modelo se asienta igualmente en una estrecha colaboración y respeto con el actual ecosistema emprendedor de la UPV.

2

Instrumento de financiación.

Herramienta de financiación de proyectos innovadores.

3

Asesoramiento y apoyo en materias de management y en materias técnicas.

4

Coinversión

Búsqueda de instrumentos de coinversión públicos y privados .

SOLUTION: LACK OF BUSINESS SKILLS



TRAINING IN BUSINESS MANAGEMENT

SOLUTION: LACK OF BUSINESS SKILLS



**SUPPORT IN THE CREATION AND
DEVELOPMENT OF THE BUSINESS MODEL**

SOLUTION: LACK OF BUSINESS SKILLS



**WE HELP THE SPIN OFF BUILDING THE
DREAM TEAM**

A good entrepreneurial team...

- 2-4 people, not to fight alone
- Leader (CEO) partner.
- Key Role partners (CTO,CMO, SALES...)
- Capital Investors.

LEGAL BARRIERS



LI, LCTI, LES, LE

LEGAL ISSUES

CURRENT LAWS IN SPAIN

LI / LOU / LOMLOU / LES / LCTI / LPAP / LCAP



WHAT WE NEED



DEVELOPMENT



**CREATION LAW FOR TECH-
BASED COMPANIES**



**FAST PROCESS TO
CREATE TECH-BASED
COMPANIES**



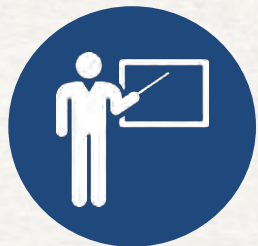
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IDEAS-UPV: SERVICES



Mentoring



Business Plan



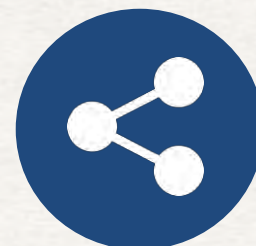
Access to Funding



**Team
BUILDING**



Networking



Development



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SPIN-OFF – UPV PARTNER



eYe2021



Kumori
Systems



SPIN-OFF – UPV NOT PARTNER

The logo for ica2, featuring the text "ica2" in a stylized, dark blue, cursive font.The logo for apeiron medical, featuring a stylized blue and white symbol above the text "apeiron" in a dark blue sans-serif font, with "medical" in a smaller, lighter blue font below it.The logo for AURORASAT, featuring the text "AURORASAT" in a bold, dark blue sans-serif font, with "SOFTWARE, CONSULTING & TESTING" in a smaller, lighter blue font below it, and a stylized circular symbol to the right.The logo for VeraTech FOR HEALTH, featuring a stylized molecular structure icon to the left of the text "VeraTech" in a bold, dark blue sans-serif font, with "FOR HEALTH" in a smaller, lighter blue font below it.The logo for KERIONICS, featuring a stylized blue and white symbol to the left of the text "KERIONICS" in a bold, dark blue sans-serif font.

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tu empresa empieza aquí

THANK YOU.

María Márquez
mmarquez@ideas.upv.es

**Majo
Gimeno**

-

**Israel
Griol**

Innovation Centre **COMPETITIONS**



INNOCENS ENTREPRENEURSHIP COURSE

March 31st 2017



**Fundación
Globalidad y
Microeconomía**

COMPETITIONS

2k16: University entrepreneur



 UNIVERSITAT POLITÈCNICA DE VALÈNCIA
DIRECCIÓN DELEGADA DE EMPRENDIMIENTO Y EMPLEO

 IDEASUPV
la empresa en potencia

CONCURSO
EMPREENDEDOR
UNIVERSITARIO
STARTUPV 2K16

- 4 MODALIDADES -
16.000
EUROS
EN PREMIOS

¿A qué estás esperando?

PREMIOS IDEA [EMPRENDE] Ideas de negocio Innovadoras
PREMIOS TFG Trabajo Final de Grado
PREMIOS TFM Trabajo Final de Master
PREMIO TESIS [EMPRENDE] Idea de negocio surgida de tu tesis

★ **LA INSCRIPCIÓN YA ESTÁ ABIERTA** ★
PLAZO HASTA EL 26 DE SEPTIEMBRE 2016
+ INFO EN WWW.IDEAS.UPV.ES

2k16: University entrepreneur



**Basically, this is a BUSINESS IDEA
COMPETITION with some categories,
which are...**

1) BUSINESS IDEA COMPETITION

1.1 BASIC: Just a few lines describing a business idea.

5 awards of 200 euros.

1) BUSINESS IDEA COMPETITION

1.2 ADVANCED: Business model. The form was a Business Model canvas.

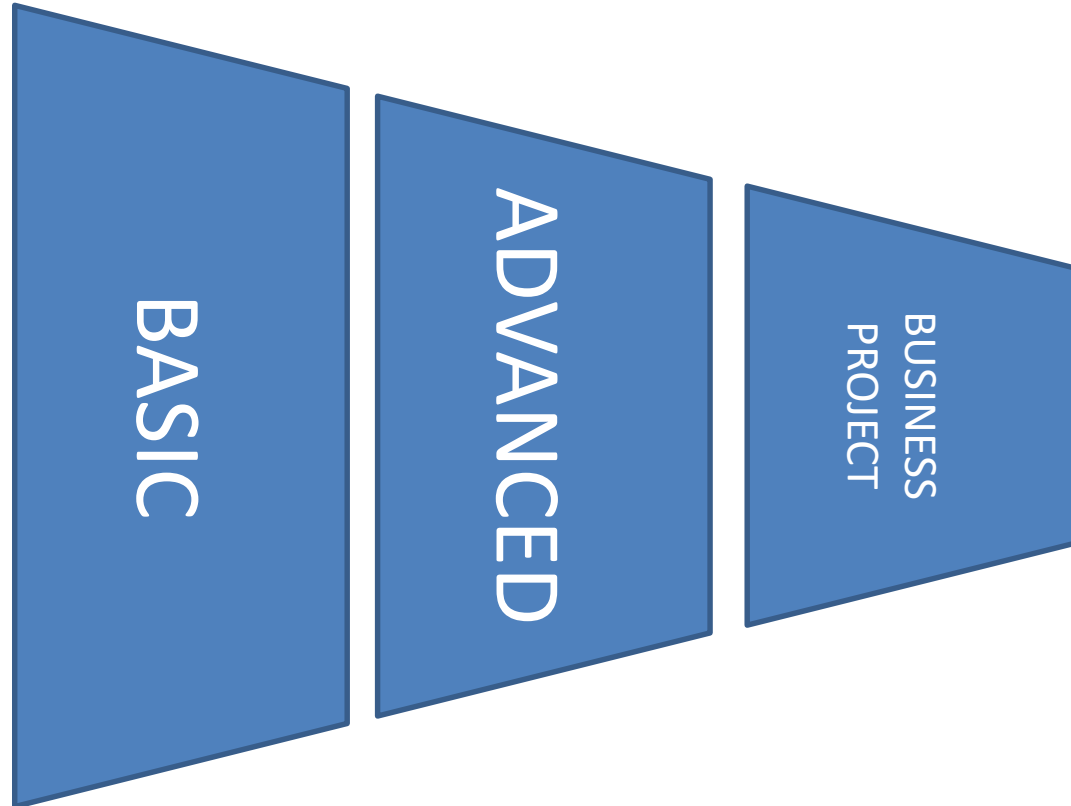
5 awards of 600 euros.

1) BUSINESS IDEA COMPETITION

1.3 BUSINESS PROJECT: A full business plan was required to participate.

5 awards of 1.200 euros.

2k16: University entrepreneur



2k16: University entrepreneur

2) BEST FINAL DEGREE

5 awards of 200 euros.

3) BEST MASTER THESIS

5 awards of 200 euros.

4) BEST PHD

1 award of 1000 euros.

OF COURSE,
ALL THESE WORKS ARE
RELATED TO BUSINESS
PROJECTS.

2k16: University entrepreneur

CRITERIA:

- **Innovation.**
- **Viability.**
- **Entrepreneurial skills of the entrepreneur/s.**
- **Communication skills.**
- **Scalability of the idea.**
- **Degree of development of the idea.**
- **Impact.**
- **Commitment with the Project.**



**STARTUP COMPETITION AMONG THE 5
PUBLIC UNIVERSITIES IN THE VALENCIA
REGION.**

1) COMPANIES >1 YEAR AND < 4 YEARS

3 awards: 9.000€, 5.000€, 2.500€

EXAMPLE:




2) STARTUPS AND COMPANIES < 1 YEAR


5 awards of 750€.

EXAMPLE:





**Is there any way we can promote
entrepreneurial skills among people that
are not or not want to be entrepreneurs?**



**Is there any way we can promote
entrepreneurial skills among people that
are not or not want to be entrepreneurs?**

YES → CHALLENGEs, HACKATONs...



The university, a company, a startup or an entrepreneur launches CHALLENGES that need a solution...

... and we foster entrepreneurial skills on the HACKERS that participate in the competition.

It can be social challenges for computing engineers...



Or sustainable mobility challenges...



25 ANYS
1992-2017

UNIVERSITAT POLITÈCNICA DE VALÈNCIA

Movilidad

La Universitat Politècnica de València lanza dos retos en línea con sus objetivos y contribución a la lucha contra el cambio climático a nivel local, reflejando sus desafíos dentro del Campus de Vera y basados en la temática del transporte y movilidad sostenible.

IDEASUPV CHALLENGE

RETO 1
Movilidad dentro del campus universitario

RETO 2
Movilidad hasta y desde el campus universitario

 **3.000 EUROS EN PREMIOS**

>25 de abril 2017 - 10:00h.
Casa del Alumno • Sala de Grados 2
Plazo de inscripción hasta el 5 de Abril

Inscríbete ya en: challengeideas.upv.es





NOW you know the competitions that we have at the UPV...

- 1) What business competitions do you have in your university?**
- 2) What business competitions would you like to launch in your university?**

(Take 5-10 minutes to think, write your answer and share it with the class)



"NO!

Try not!

DO or DO NOT,
There is no try."

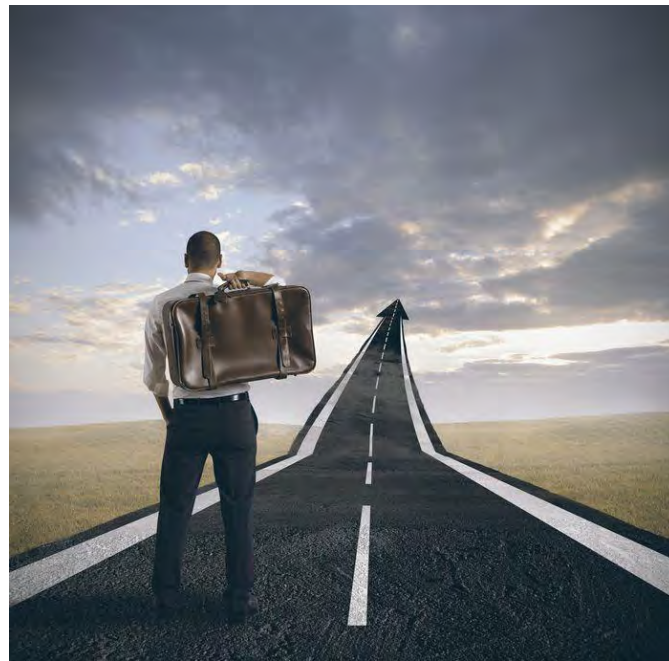
**Majo
Gimeno**

-

**Israel
Griol**



VALUE PROPOSITION



INNOCENS ENTREPRENEURSHIP COURSE
March 31st 2017

First rule for startups

“
Life's too short to build
something nobody wants.
”

Ash Maurya
– Running Lean



VALUE PROPOSITION



**Why would
anyone buy our
product?**

B2B is always about..

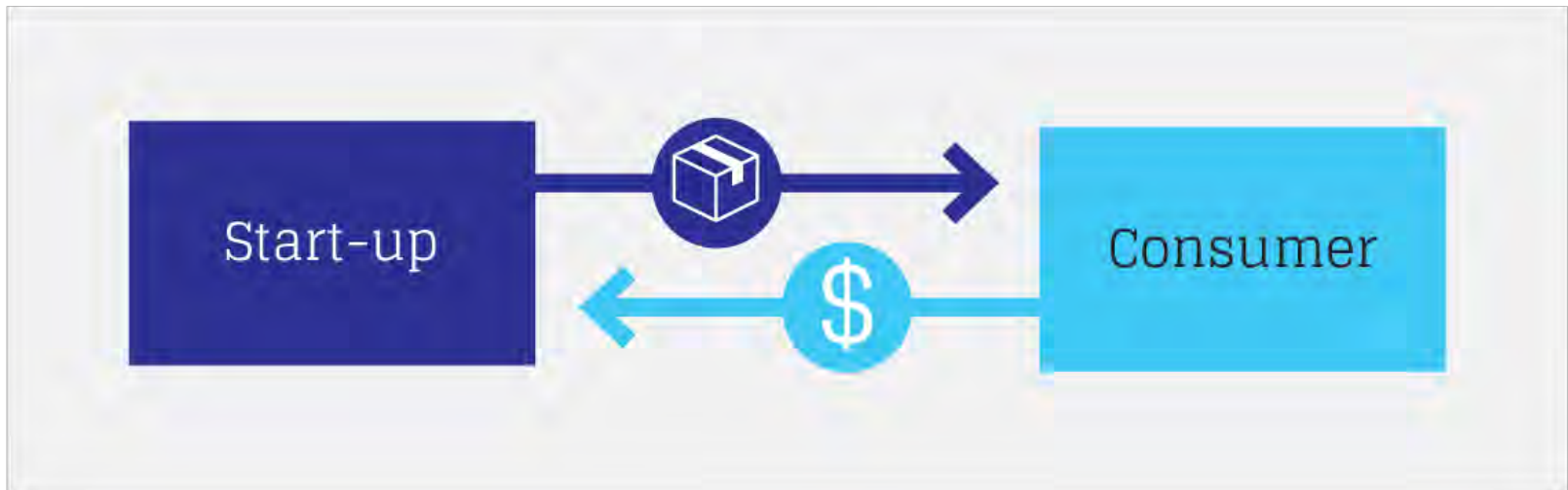
1. THE MONEY –

Your customer is a business, dude!




B2C is always about..

1. Cheaper
2. Better (any other reason that is not cheaper)



VALUE PROPOSITION: Better

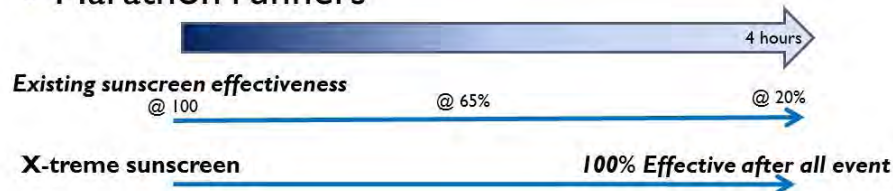
- 1) NEWNESS, TECHNOLOGY
 - 2) CUSTOMIZATION
 - 3) DESIGN, PERFORMANCE, USER EXPERIENCE
 - 4) BRAND
 - 5) COST REDUCTION
 - 6) “GETTING THE JOB DONE”
 - 7) OTHER VALUES: ECO, CLEAN, NOSTALGIA,
NGO...
- 

Quant. Value Prop. Example I

- Tri-athletes



- Marathon runners

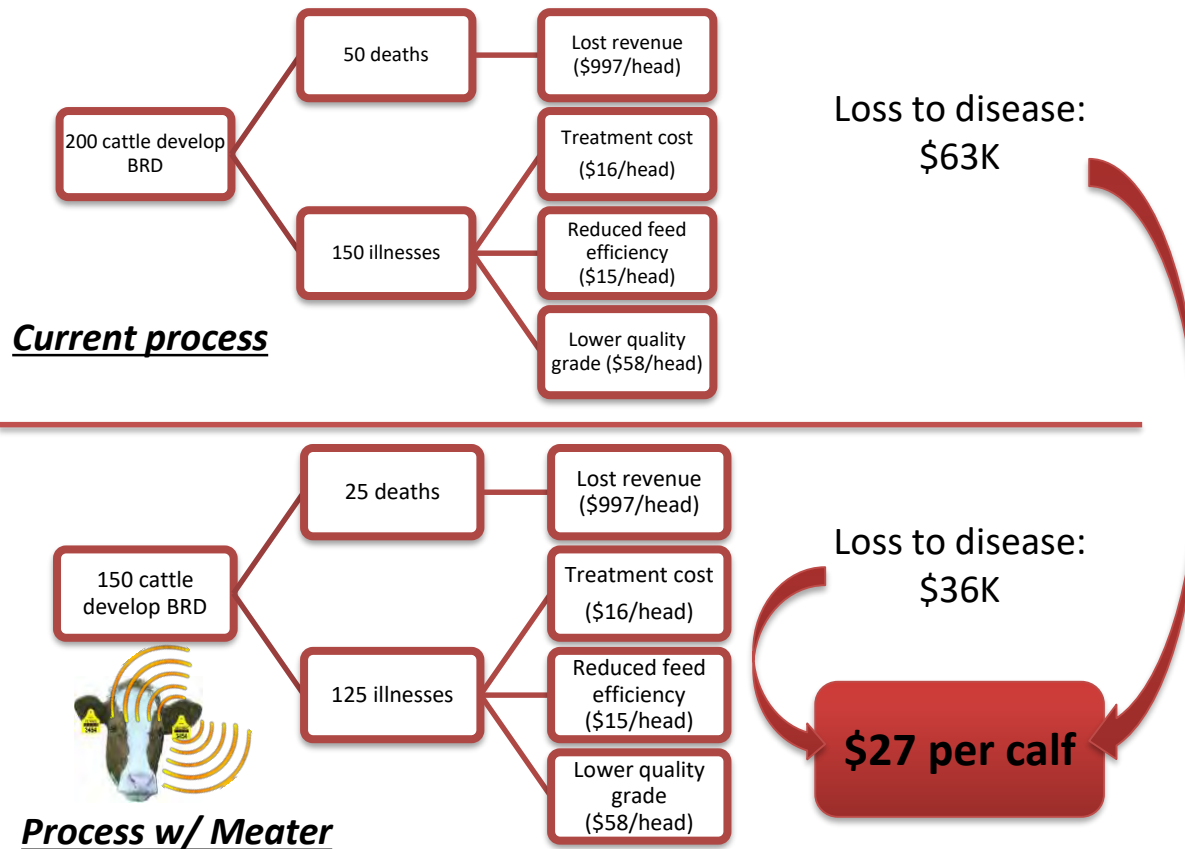


1. SIX times longer duration
2. FIVE times higher effectiveness
3. At least THREE times lower quantity applied.

SMART SKIN CARE Long-lasting protection for your skin

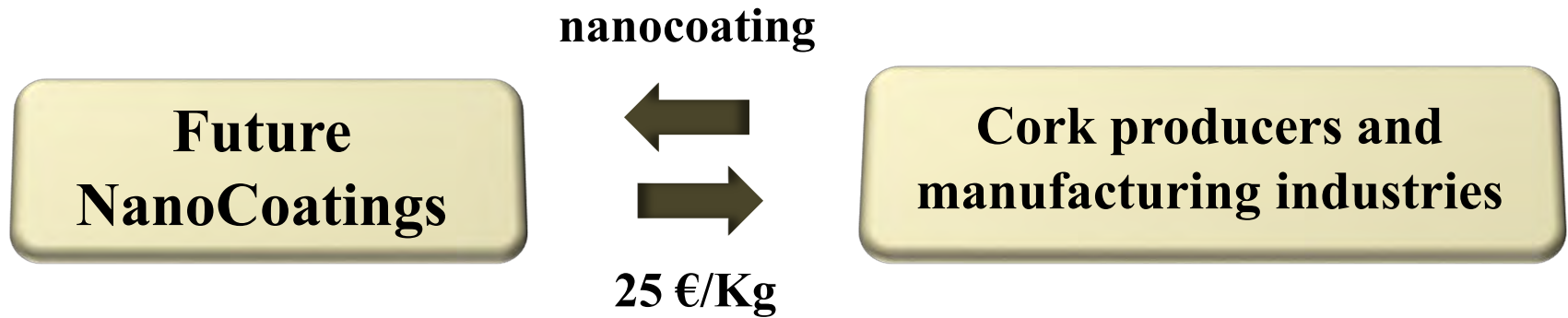
Quant. Value Prop. Example II

Assume Typical Herd Size of 1,000



Example III - The Deal

- ✓ Coatings that bind to the material at a nanometer level:
 - ✓ Improved properties (fire, water and UV resistance, among other);
 - ✓ Retain original aspect and texture;



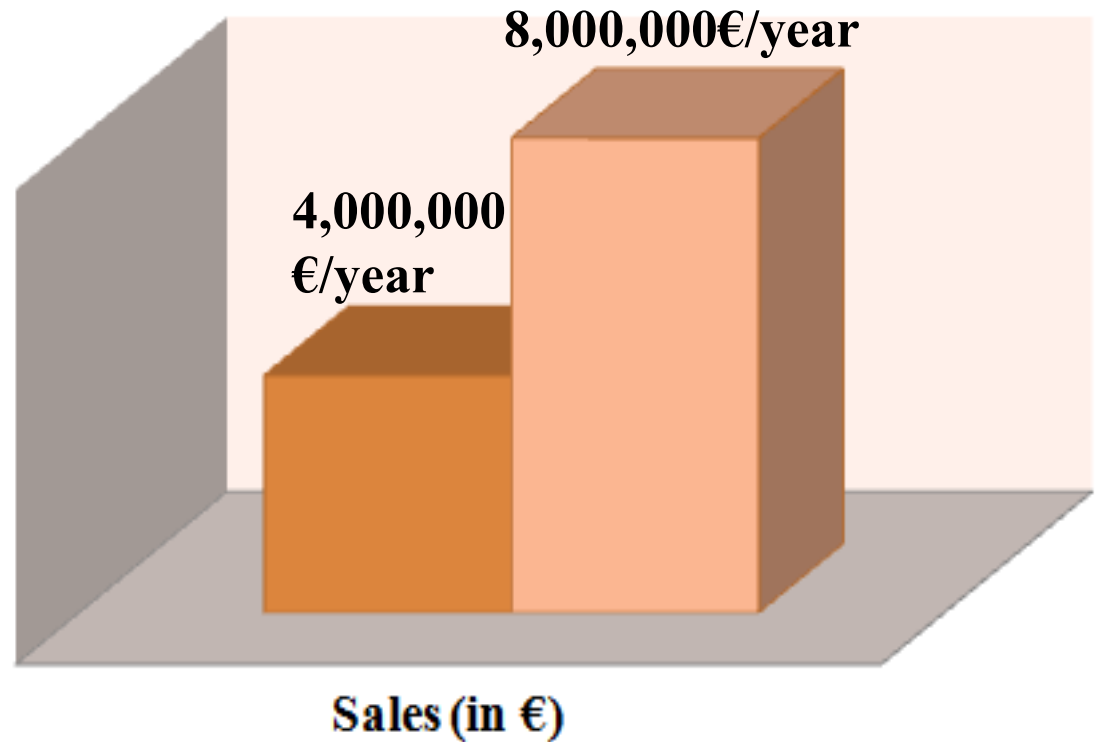
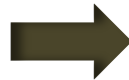
- ✓ **Market of €2 billion;**

With Future NanoCoatings

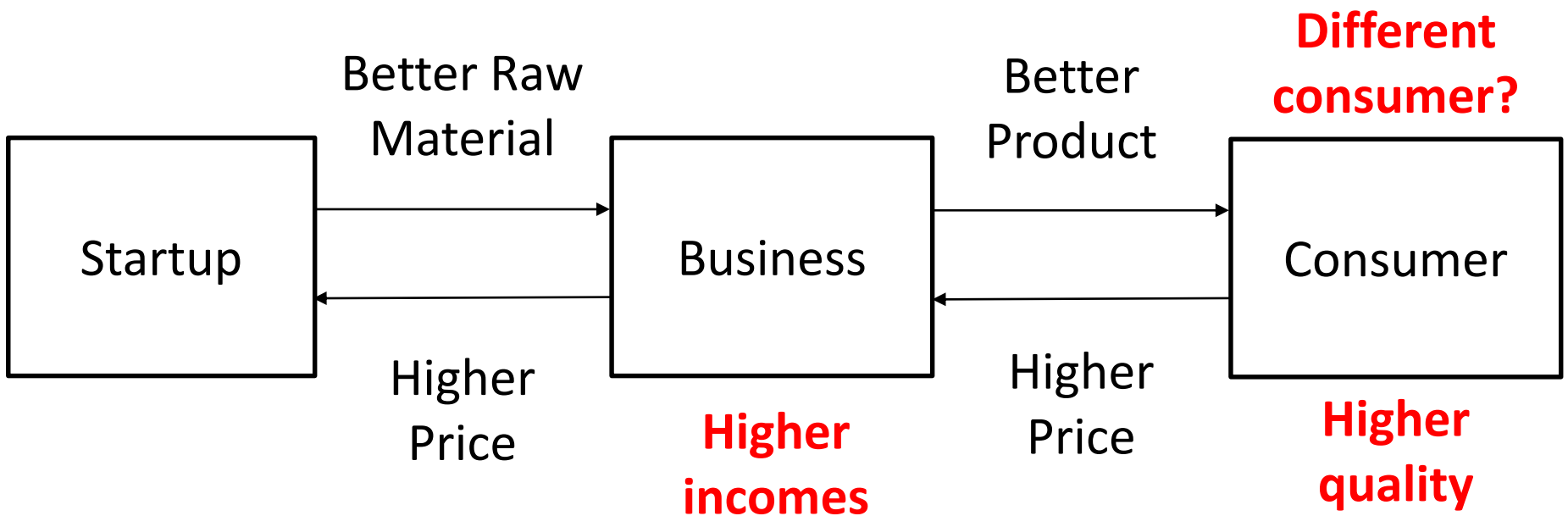
↑ 2 €/m²



↑ 50%



My Assumptions:



Is a higher quality
an added value to
the final
consumer?

Is there another
consumer
segment willing
to pay for this?

Is our product as
good as to make
our client pay
more?

How much
more?

Example IV - Upcycle coffins

PRODUCT

EACH ONE IS UNIQUE
LIKE EACH PERSON



NO METAL
NO VARNISH
RECLAIMED DOORS
RECLAIMED WOOD
RECYCLED TEXTILE
PERSONALIZED
CERTIFIED

Define your value proposition:

Instant Clarity Headline

End Result Customer Wants + Specific Period of Time + Address the Objections.

Examples:

1. Hot fresh pizza delivered to your door in 30 minutes or it's free.
2. Get your dream job in 30 days.
3. Not more numbers, but actionable metrics.

Why are you different?

At the end, you're *different* or... you're *cheaper*
Guy Kawasaki

HIGH-CONCEPT PITCH



flickr





Why are you different?

At the end, *you're different or... you're cheaper*
Guy Kawasaki

HIGH-CONCEPT PITCH

“Do you know what the difference is between PR and advertising? Advertising is when you say how great you are. PR is when other people say how great you are. PR is better.”

— Guy Kawasaki, *APE: Author, Publisher, Entrepreneur. How to Publish a Book*

Also don't forget to describe your competitors:

- A competitor is not anyone developing the same product as you, is someone that is giving an alternative solution to the same problem your product is giving an answer to.
- NEXT EXAMPLE:
- Case 1: Better – Solease (us) vs Nuon (competitor)
- Case 2: Cheaper – Solease (us) vs Nuon (competitor)

Example: Solease

Screenshot of the Solease website (www.sol-ease.nl) showing the login page and a promotional message.

Solease
Solar energy made easy

Gebruikersnaam: Wachtwoord: [Log in](#)

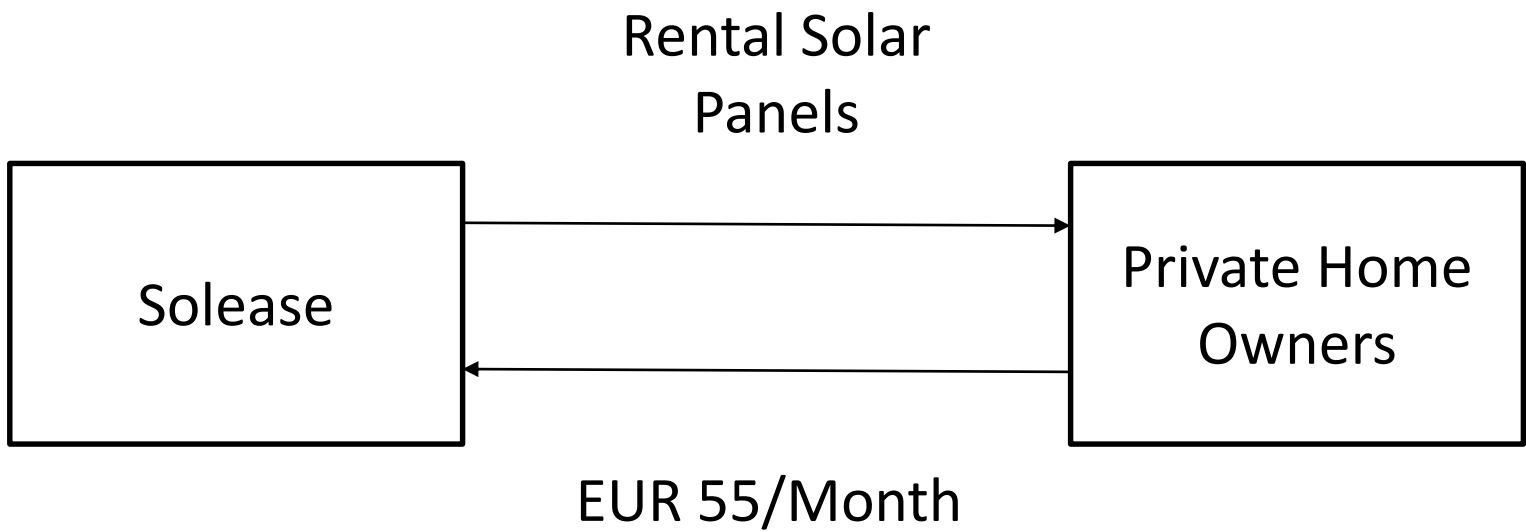
Home | Ons aanbod | Voor wie | Klantervaringen | Over zonne-energie | Over ons | Veel gestelde vragen | Klantportaal

Huur maakt zonne-energie bereikbaar voor iedereen

Solease verhuurt zonnestroomsystemen aan particulieren middels een totaal ontzorgd concept. Je krijgt een vast maandbedrag inclusief financiering, installatie, monitoring, onderhoud, reparatie en verzekering. Je wordt dus zonder investering, gedoe en risico zelf een onafhankelijke groene energieproducent met jouw eigen dak. Tevens ben je beschermd voor toekomstige prijsstijgingen en zal je al vanaf jaar 1 naast CO2 ook gemiddeld 10% besparen op je elektriciteitskosten. Solease biedt exact dezelfde kwaliteit zonnepanelen ook direct te koop aan.

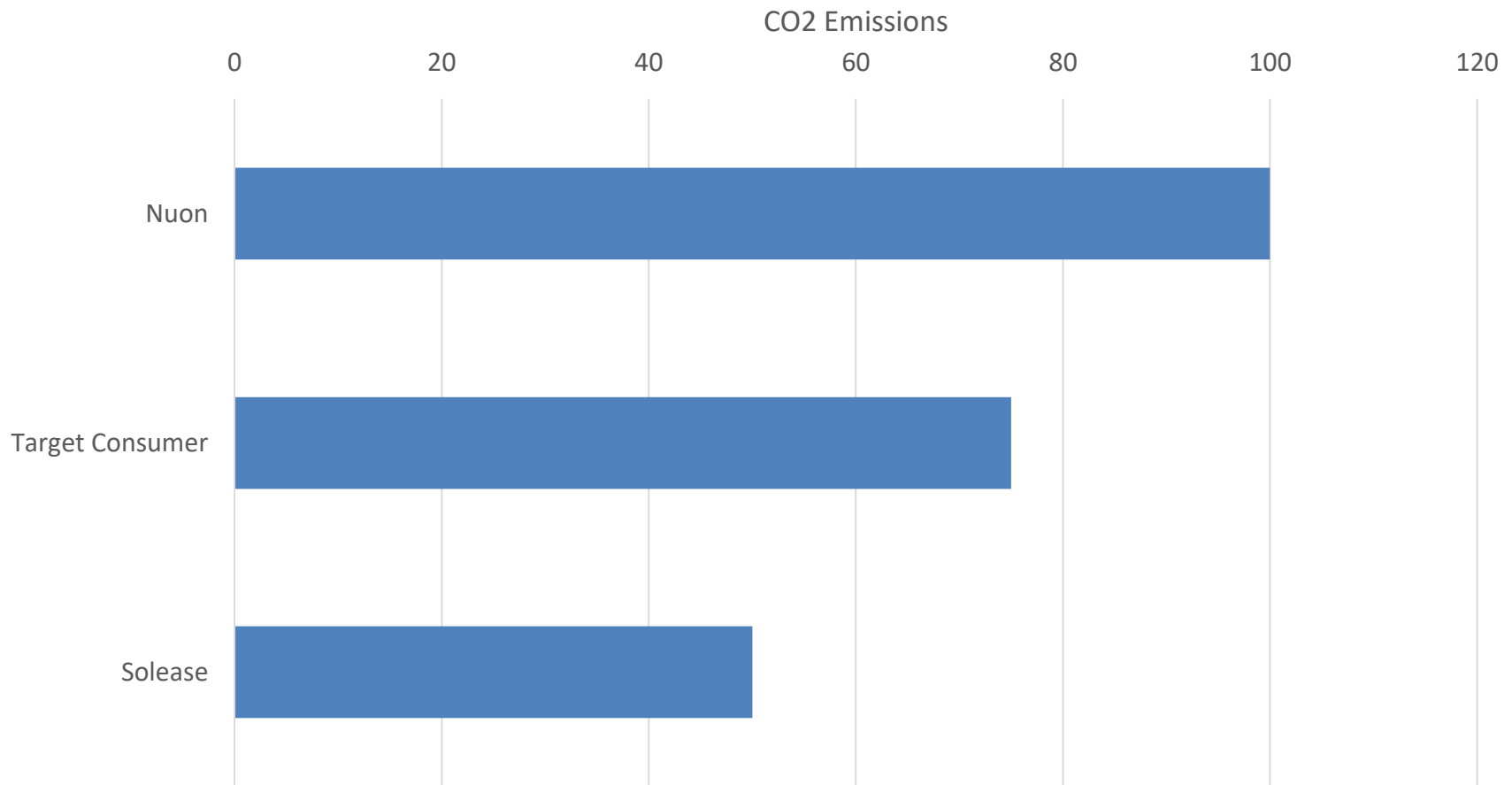
[Vrijblijvende offerte](#)



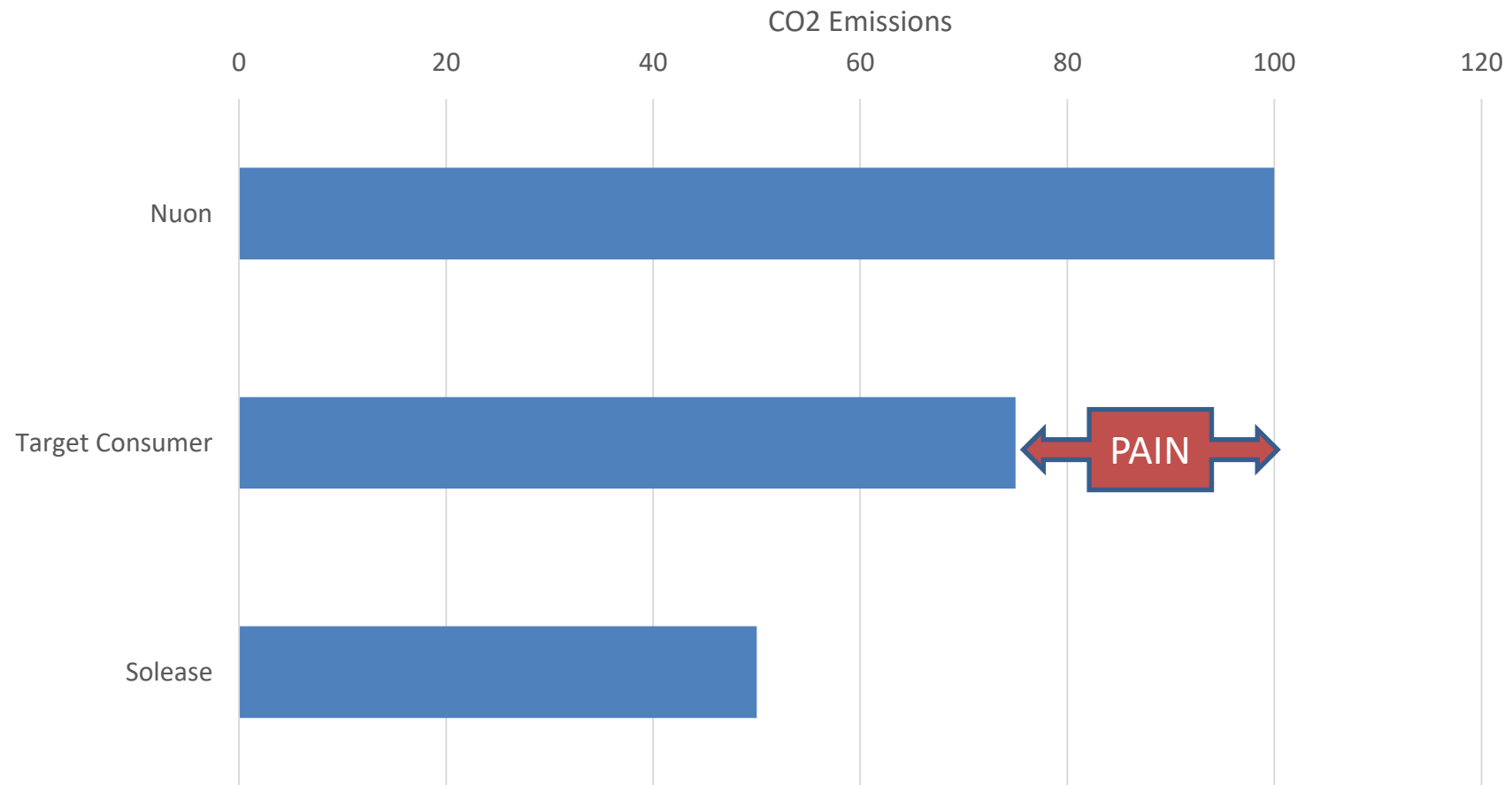




Case 1: Private home owner wants to obtain greener (= better) energy



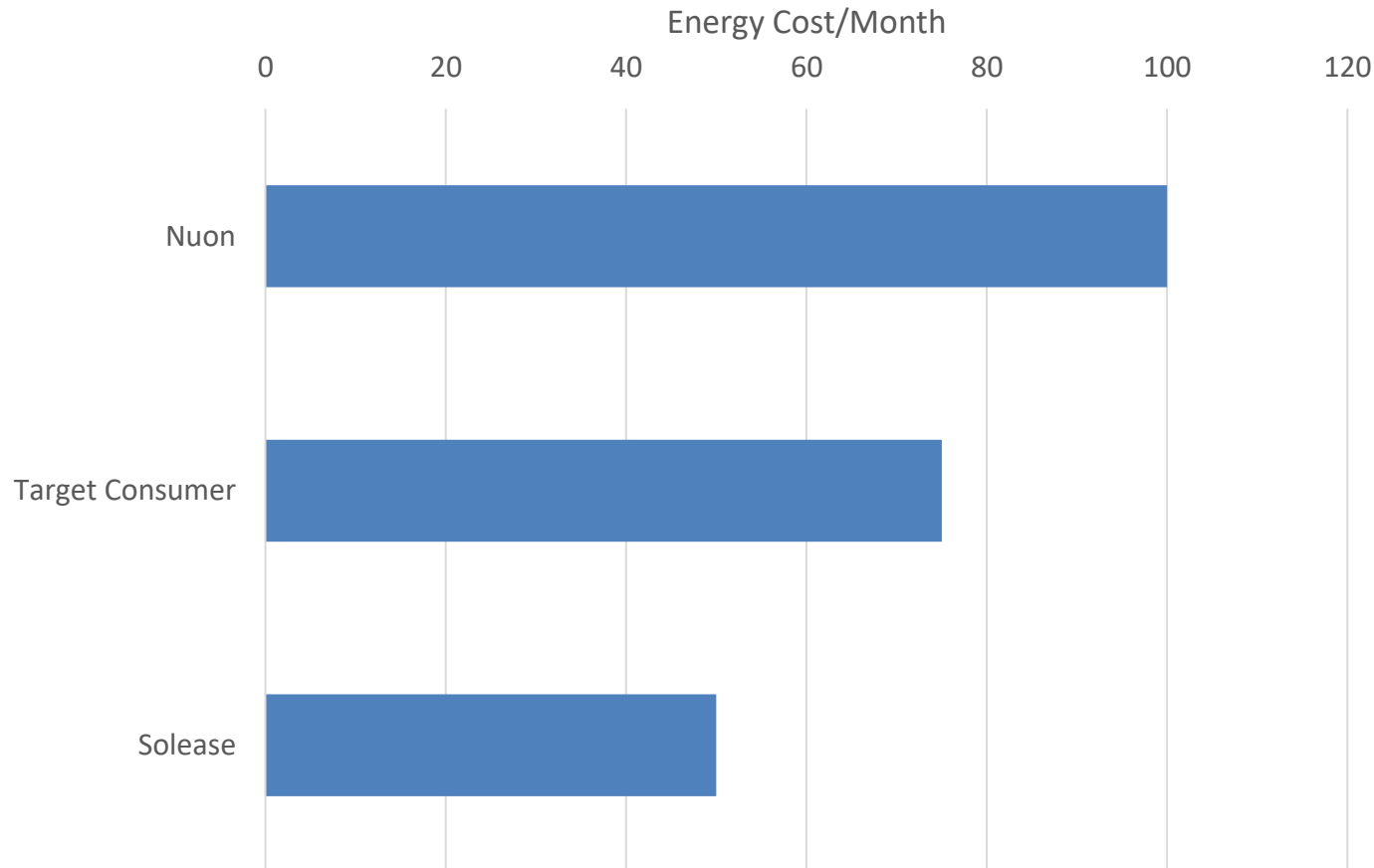
Private home owner wants to obtain greener (= better) energy



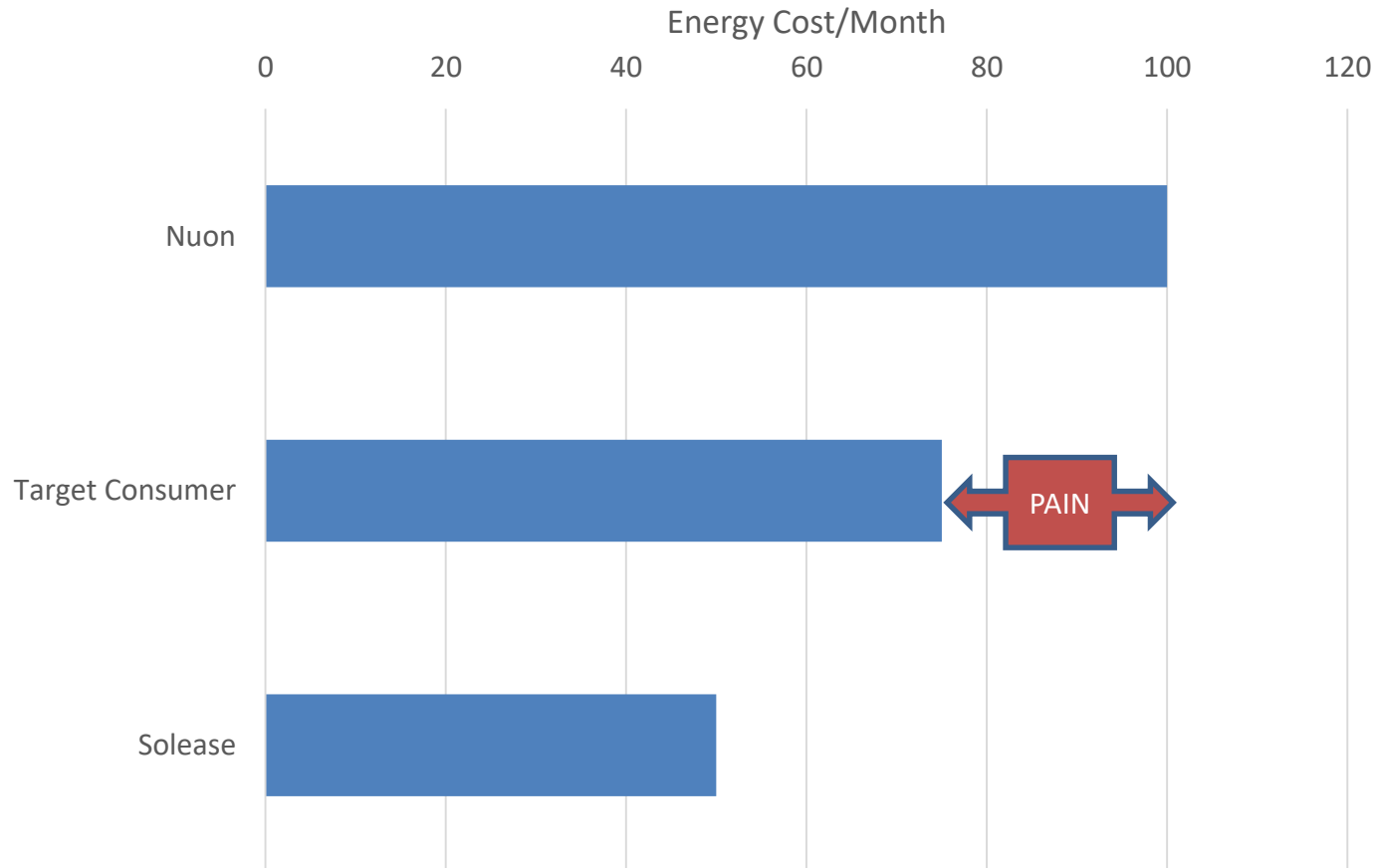
In conclusion

- What is the customer pain?
 - Current product is not good enough
- Why hasn't he solved his pain yet?
 - Product competitor is not good enough either
- Your product is better
 - So charge at least the same price

Case 2: Private home owner wants to obtain cheaper energy



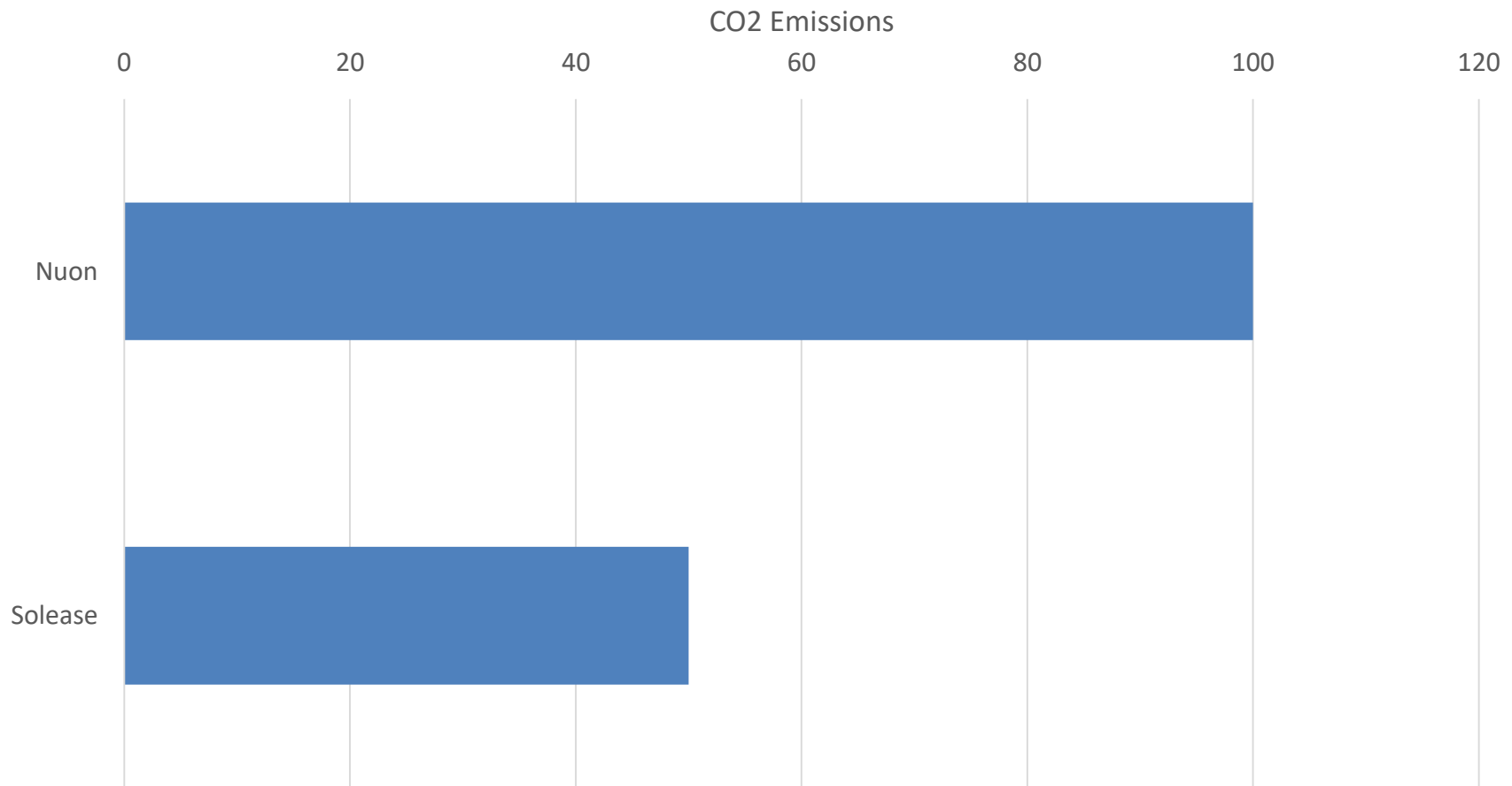
Private home owner wants to obtain cheaper energy



In conclusion

- What is the customer pain?
 - Current product is too expensive
- Why hasn't he solved his pain yet?
 - Product competitor is also too expensive
- Your product is cheaper
 - But has the same quality or less

Exercise: Every team has 20 minutes to
identify and quantify its value
proposition (compared to an alternative)





"NO!

Try not!

DO or DO NOT,
There is no try."

BRAND LESSON

Innocens course 2017

BRAND

What's a brand?



Elements

BRAND

"The **intangible** sum of a product's attributes: its name, packaging, and price, its history, its reputation, and the way it's advertised."

David Ogilvy, primary.co.uk/viewpoints

"A **name, sign, or symbol** used to identify items or services of the seller(s) and to **diferentiate** them from goods of competitors."

Dictionary of Business and Management (Oxford University Press, 2006)

BRAND

Associations

"Products are made in the factory, but brands are created in the **mind**."

Walter Landor, founder of Landor Associates

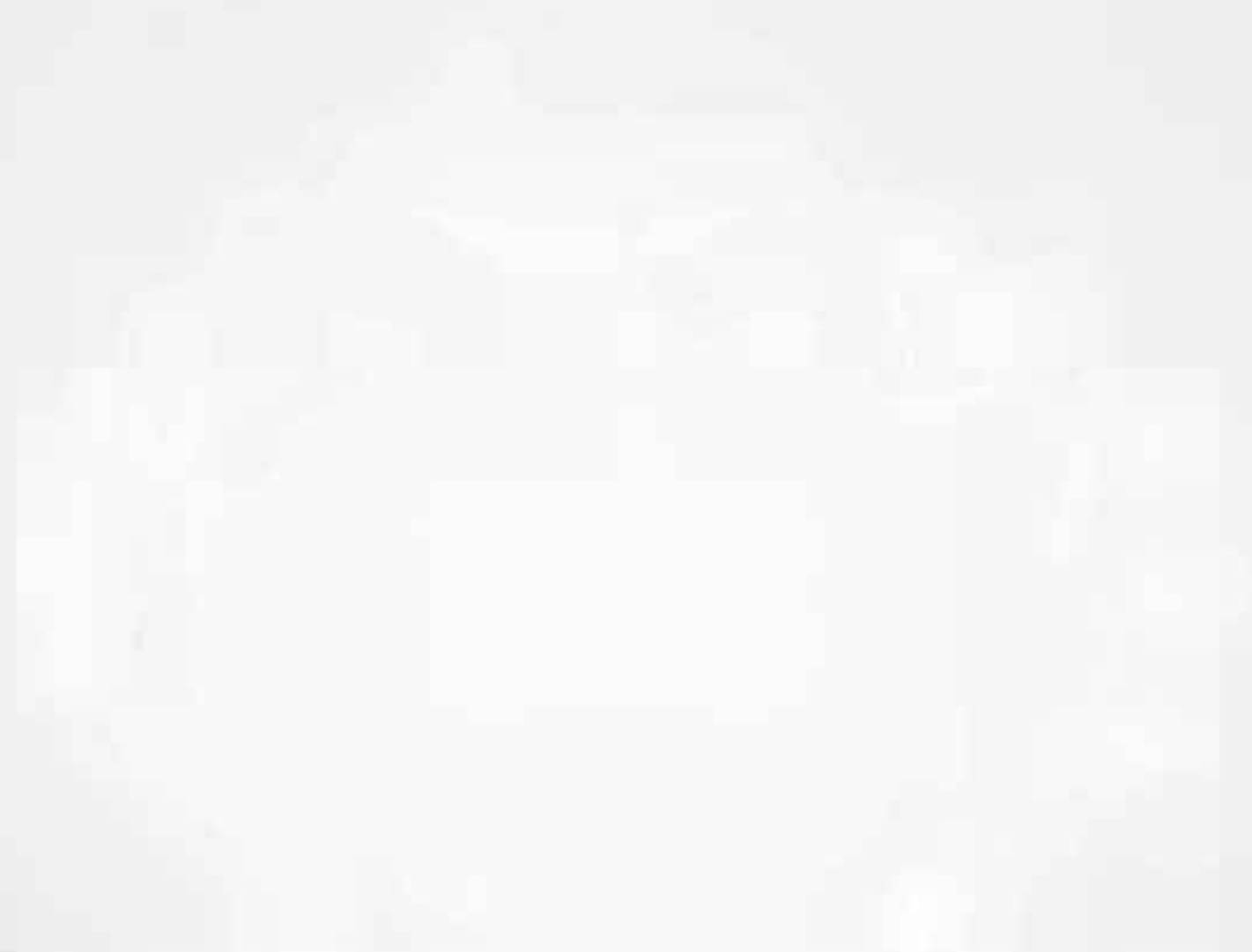
"A brand is a person's **gut feeling** about a product, service, or company.... It's a person's gut feeling, because in the end **the brand is defined by individuals**, not by companies, markets, or the so-called general public. Each person creates his or her own version of it."

Marty Neumeier, The Brand Gap: How to Bridge the Distance between Business Strategy and Design

BRAND STRATEGY

Start with the right business strategy

Good branding cannot save a poor product or business. Before you brand anything, it is important to have a strong, clear answer to three simple questions:



BRAND STRATEGY

Start with the right business strategy

Good branding cannot save a poor product or business. Before you brand anything, it is important to have a strong, clear answer to three simple questions:

1. What are we selling?

In a very practical sense, selling involves making tough decisions about the market you are in. Or it can be about deciding how you intend to describe the product or service being offered.

Example: Clarks rebranding. Clarks had defined the business of selling shoes as a "replacement business"—replacing shoes that were worn out. The new model was about selling pleasure—buying new shoes that give you a lift.

BRAND STRATEGY

Start with the right business strategy

Good branding cannot save a poor product or business. Before you brand anything, it is important to have a strong, clear answer to three simple questions:

2. Who is it intended for?

The more specific and targeted the answer to this question, the better.

For example, rather than focusing on “moms,” target “moms who put their careers on hold and are now back in the workforce trying to juggle career advancement with guilt about not having the time or energy to cook homemade baby food every evening.”

BRAND STRATEGY

Start with the right business strategy

Good branding cannot save a poor product or business. Before you brand anything, it is important to have a strong, clear answer to three simple questions:

3. What is the benefit to customers?

A company should be able to articulate clearly, in a few words, the unique aspect that differentiates its product from the competition and provides a benefit to its customers. This is called the "unique selling proposition," the "dominant selling idea," the "value proposition," or the "universal guarantor of performance."

BRAND EXPERIENCE

Creating the brand experience involves crafting the **verbal identity** and designing the **visual and sensory identities**.



BRAND EXPERIENCE

Verbal identity

Naming

Ideally, a name should be the pure encapsulation of the brand idea and, along with this audacious goal, should meet other key criteria:



BRAND EXPERIENCE

Verbal identity

Naming

Ideally, a name should be the pure encapsulation of the brand idea and, along with this audacious goal, should meet other key criteria:

- Be **easy to pronounce** in every language
- Be **memorable** (being brief also helps)
- **Help people understand** what the business is about
- Be able to **stretch into other categories** and areas in the future
- Have **no negative connotations** in other languages
- Be ownable and **protectable as a trademark** in all countries in which you want to operate
- Have an **available domain name** + social network user names

BRAND EXPERIENCE

Verbal identity

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This criteria is often given to an agency before it begins to generate names. But how many brand names can you think of that actually live up to all this criteria? Coke? BlackBerry? Facebook? Audi? Google? CNN? Target?

BRAND EXPERIENCE

Verbal identity

Naming

Some brands create more than a name. They create a **naming structure** that allows them to link a series of products together under a similar naming convention.

BRAND EXPERIENCE

Verbal identity

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BRAND EXPERIENCE

Verbal identity

Naming

Some brands create more than a name. They create a **naming structure** that allows them to link a series of products together under a similar naming convention.

SMILE
STATION

CREATED BY 

SMILE
PRINTER

CREATED BY 

BRAND EXPERIENCE

Verbal identity

Brandline

Because names can only do so much, brandlines are often developed in conjunction with the name to help signal what the brand stands for. Brandlines are often called “taglines”; however, taglines suggest a sign-off at the bottom of a piece of communication, and they can change as different marketing campaigns change. A **brandline is developed as a permanent brand element** to be used across different channels, often everywhere the logo appears.

BRAND EXPERIENCE

Verbal identity

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The World On Time.

BRAND EXPERIENCE

Verbal identity

Brandline

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NAME

1. Set up a goal for your brand name.

Decide exactly what you want to communicate to potential customers. It should relate to what you do and how you do it. What makes you stand out from other businesses? (Value proposal)

2. Brainstorm different names.

The best brand names evoke an emotional connection and impart logical information at the same time. Try brainstorming from different angles.

3. Check for trademark violations.

There are simply so many trademarks in existence that you will have to check each of your top names to make sure it isn't already taken.

<https://www.tmdn.org/tmview/welcome>

4. Create a brand image for each idea.

Once you have settled on a few different options, create boards with designs for each brand name. Seeing the visual concept will help you decide.

5. Take the final decision.

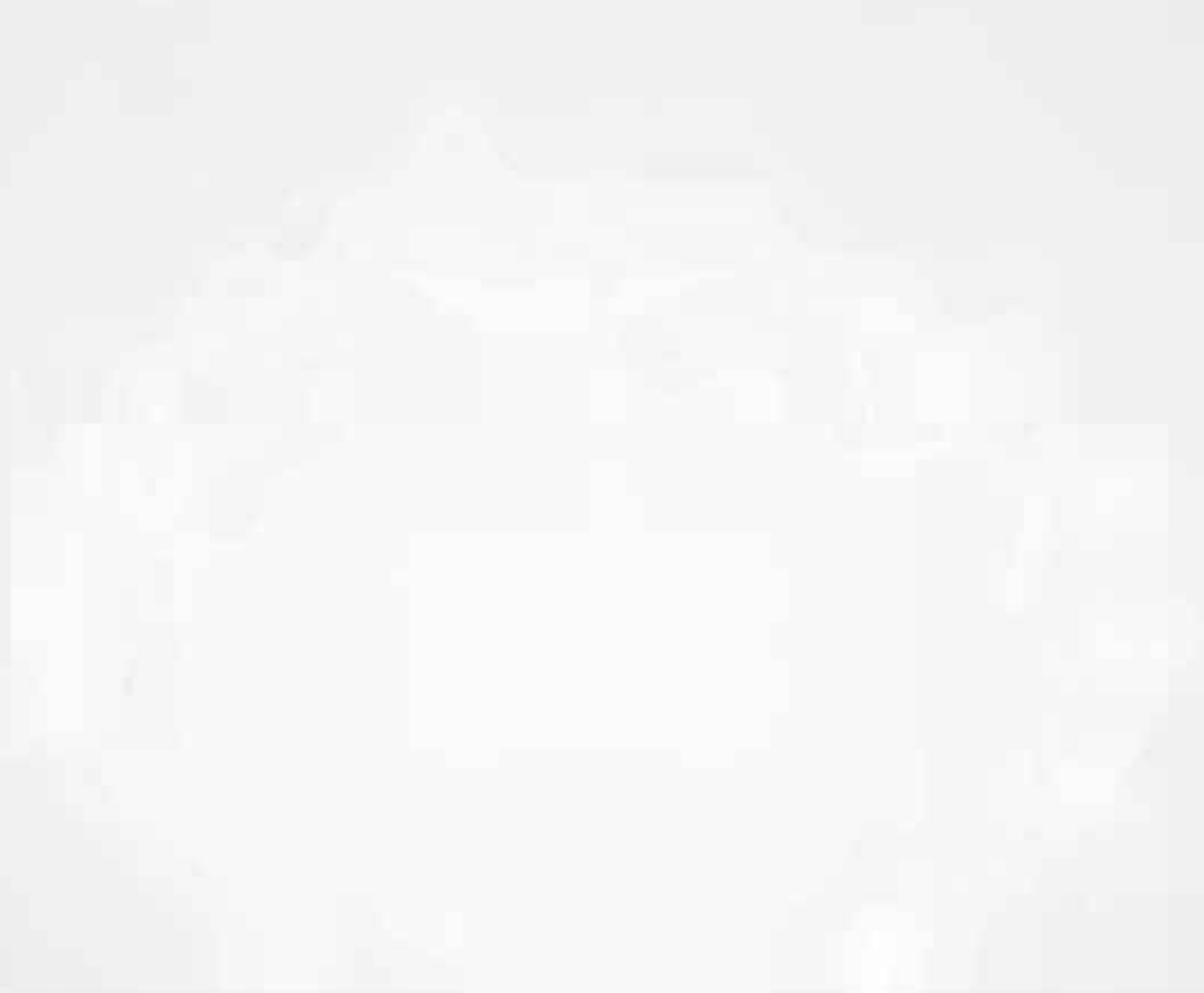
Whether the decision is an executive one or a democratic one, you will have to choose the name that fits your business best.

AVOID...

NAME

Representing the name it with the wrong image

Be careful when selecting imagery to go along with your brand name.



AVOID...

NAME

Representing the name it with the wrong image



AVOID...

NAME

Representing the name it with the wrong image



AVOID...

NAME

Imitate a competitor

Consumers need to be able to trust your brand. If you imitate another brand, they will assume your services are also mere imitations.



AVOID...

NAME

Misspellings or strange spellings

A brand name should still be recognizable as a word. Companies like Apple, Google, and Twitter have achieved visibility through accurate spellings and simplicity. Is your name easy to pronounce?

NAME



NAME



coolhunter / coolhunting / fashion /marketing / trend

NAME



POSITIVE:

"ahá" effect

friendly

fun

professional

NEGATIVE:

many social networks taken (use namechk)

complicated for spanish people

NAME

Browser window showing the Namechk website interface. The URL bar displays "https://namechk.com". The page title is "Namechk | Username, Domain". The search bar contains the text "buildsecure".

Domains

Help keep Namechk free [Donate PayPal](#) [Donate Bitcoins](#)

.com	.net	.org	.co	.biz	.io	.ly	.us	.me	.co.uk	.eu	.info
.xyz	.ca	.be	.it	.am	.so	.tv	.la	.fr	.li	.ch	.ms
.jp	.at	.nu	.name	.pro	.work	.social	.guru	.help	.ninja	.bar	+

Click an **available** domain to purchase it. Click an **unavailable** domain to make an offer for it.

Username [Download Results](#)

Facebook	YouTube	Twitter	Instagram	Slingshot	GooglePlus	Twitch	Reddit	eBay	WordPress	Pinterest	Yelp
Stack	500px	Basecamp	Tumblr	Flickr	Pandora	ModiBlast	Steam	MySpace	Foursquare	OkCupid	Vimeo
Ustream	5ay	SoundCloud	BitBucket	Meetup	CashMe	Dailymotion	About.me	Disque	Medium	Behance	Photobucket
5ally	500px	Coderwall	Parppop	deviantART	Good Reads	500px	Keybase	Kongregate	LiveJournal	StumbleUpon	Team Treehouse
AngelList	Vedder	Just.in	500	Avary	500share	500	500log	500	GogoBot	500	Parasart

NAME

EXERCISE

Brainstorm a name

1

COMPETITORS

What name/s are your competitors using to brand their products?

2

VALUE

What words encompass the most important thing your product does for its users?

Use verbs.

3

LITERAL

Which words come to mind when thinking about your product's physical characteristics?

4

ABSTRACT

What feels your customers when using your product/service?

5

COMBINATIONS

Combine any of the words in points 1-4 to form a new name.

6

SYNONYMS

Find synonyms for the best 25 words that you came up with in points 1-4.

NAME

EXERCISE

Brainstorm a name

Tool: Naminum



NAME

Project	1 . Competitors	2 . Value	3 . Literal	4 . Abstract	5 . Combinations	6 . Synonyms
SHOE COMPANY	Clarks	Happiness	Feet	Happy	Happy feet	base
Value proposal	Timberland	Comfort	Shoes	Comfortable	Feetspa	foundation
"the spa for your feet"	Camper	Relief	Ground	Heaven	Fitspa	resort
"we make your feet happy"	Geox	Breathe	Resistant	Pleasure	spafeet	health
	Dockers	Air	Softness	Holiday	shoespa	tonic
		Refresh	Bottom	Vacation	shuspa	smart
			foot	Luxury		wise
				Spa	tonicfeet	sassy
				Wellness	fitonic	sweet
					feetonic	aura
					smeert	
					smirt	
					mirt	
					mirtshoes (url)	

NAME

MIRT

Project	1 . Competitors	2 . Value	3 . Literal	4 . Abstract	5 . Combinations	6 . Synonyms
SHOE COMPANY	Clarks	Happiness	Feet	Happy	Happy feet	base
Value proposal	Timberland	Comfort	Shoes	Comfortable	Feetspa	foundation
"the spa for your feet"	Camper	Relief	Ground	Heaven	Fitspa	resort
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	Dockers	Air	Softness	Holiday	shoespa	tonic
		Refresh	Bottom	Vacation	shuspa	smart
			foot	Luxury		wise
				Spa	tonicfeet	sassy
				Wellness	fitonic	sweet
					feetonic	aura
					smeert	
					smirt	
					mirt	
					mirtshoes (url)	

NAME

MIRT

Es seguro https://namechk.com

Namechk mirtshoes

Domains

Help keep Namechk free: [Donate PayPal](#) [Donate Bitcoin](#)

.com	.net	.org	.co	.biz	.io	.ly	.us	.me	.co.uk	.eu	.info
.xyz	.ca	.be	.it	.am	.so	.tv	.la	.fr	.li	.ch	.ms
.jp	.at	.nu	.name	.pro	.work	.social	.guru	.help	.ninja	.bar	+

Click an **available** domain to purchase it. Click an **unavailable** domain to make an offer for it.

Usernames

[Download Results](#)

Facebook	YouTube	Twitter	Instagram	Blogger	GooglePlus	Twitch	Reddit	Ebay	WordPress	Pinterest	Yelp
Slack	GitHub	Basecamp	Tumblr	Flickr	Pandora	Protonmail	Steam	MySpace	FourSquare	OkCupid	Vimeo
Ustream	Ebay	SoundCloud	Bitbucket	Mixup	DashMile	Dailymotion	About.me	Diigo	Medium	Behance	Photobucket
Justy	Cafe Mom	Coderwall	Fiverr	DeviantART	Good Reads	Protonmail	Keybase	Kongregate	LiveJournal	SoundCloud	Team Treehouse

NAME

MIRT


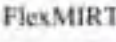

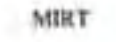
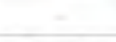
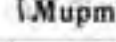




NICE CLASS 25

En seguro: <https://www.tmdn.org/Tmview/Wwvcode>

WFO Global Brand DB

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10 20 30 50 75 100 (Displaying results 1 - 10 of 18)

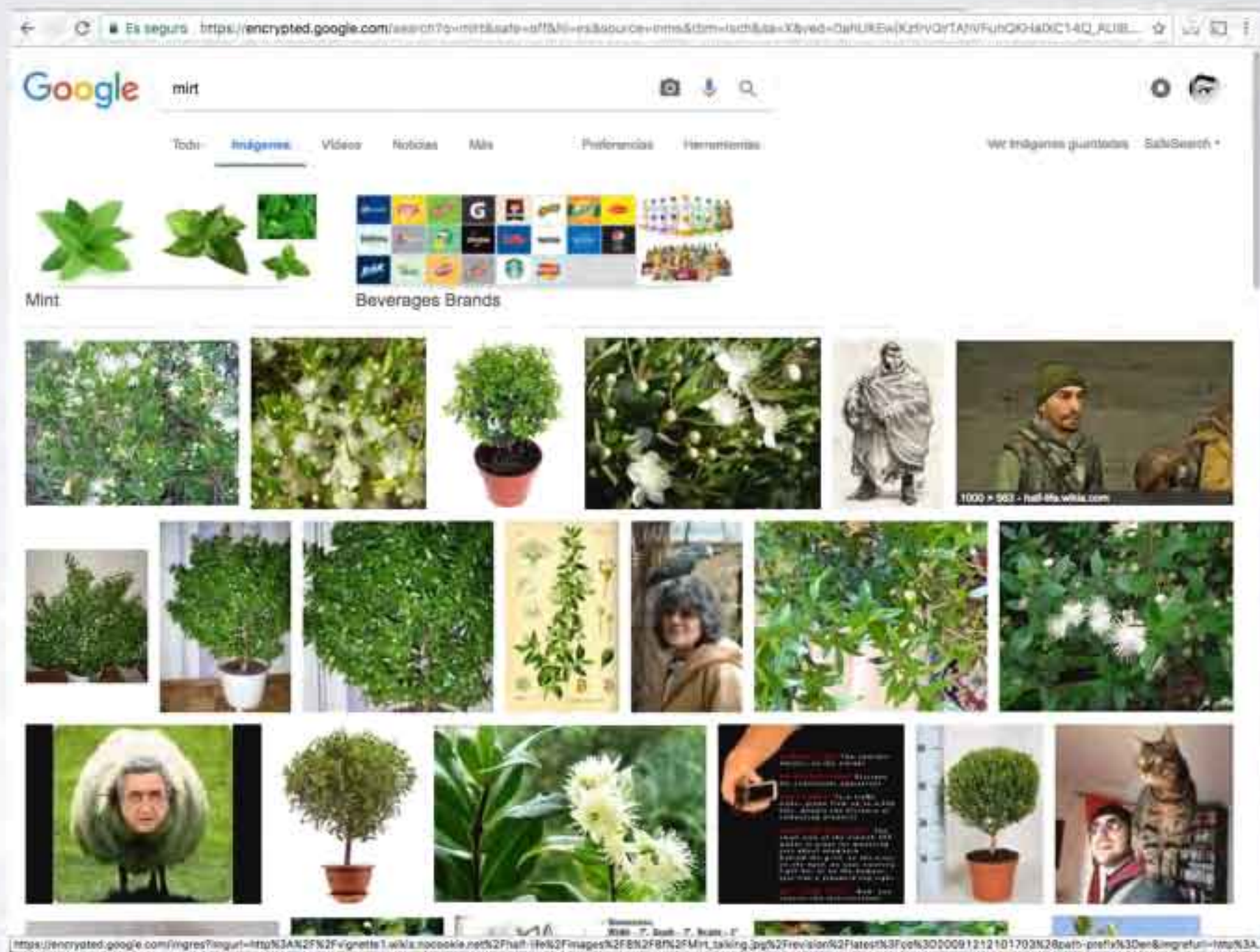
	Graphic represent.	Trade mark name	Trade m.	Design	Application n.	Trade mark st.	Nice class	Applicant name	Application d.	Trade mark type	Registration d.
		- IL MARCHIO PRESENTA STRUTTURA COMPLESSA ESSENDO COSTITUITO DA ELEMENTI GRAFICI E LETTERALI. IN PARTICOLARE, SI LEGGE LA DEDICAZIONE IN CARATTERI SPECIALI "MIRT MILANO RETAIL TOUR". LE LETTERE "MIRT" SONO POSTE SOTTO AD UNA INFERONATA RETTANGOLARE. LE PAROLE "MILANO RETAIL TOUR" SONO SCRITTE SU TRE LIVELLI SULLA PARTE DESTRA DEL MARCHIO (PUNTI).	IT	(T)	201102194020	Registered	25.41	CREATTIV S.R.L.	26-04-2011	Other	22-07-2011
		FLEXMIRT	US	(T)	93710672 / 4230051	Registered	9	Vector Psychometric Group, L.	23-08-2012	Word	16-04-2013
		LIQUORE DI MIRT ALL'ARANCIO - LIQUORE DI MIRT ALL'ARANCIO MIRT ORANGE DI LICIO E MIRT PRODOTTO ARTIGIANALE - IL MARCHIO VIENE DEPOSITATO IN ARANCIO E MIRT.	IT	(T)	201800233000	Registered	33	MARONDI LUCIANO PASO	27-01-2018	Other	30-05-2018
		MIRT	US	(T)	7952821	Ended	42	Baker, Patrick	11-07-2003	Word	
		MIRT	JP	(T)	3014087203 / 0003740003	Registered	24.27	カネミヤ 株式会社	28-07-2014	Word	13-02-2015
		MUPM	RU	(T)	2713218800 / 504583	Registered	44	Албано-Армстронг Брендинг	22-05-2013	Undefined	13-02-2015
		MUPM	RU	(T)	98701223 / 154117	Ended	18	Универсальное общество "М"	02-02-1998	Undefined	30-08-1997
		MIRT	PL	(T)	2.171736 / 8.723040	Ended	18,19,24,29	Rowinski Marzani Firma PLAM	28-03-1987	Word	17-09-2000
		MIRT	RU	(T)	98714777 / 189043	Ended	30,37,38,42	Земельное общество "Мирт"	02-11-1996	Undefined	02-12-1996
		MUPM	RU	(T)	105414 / 116564	Ended	1,8,9,42	Акционерное общество "М"	28-07-1992	Undefined	15-07-1994

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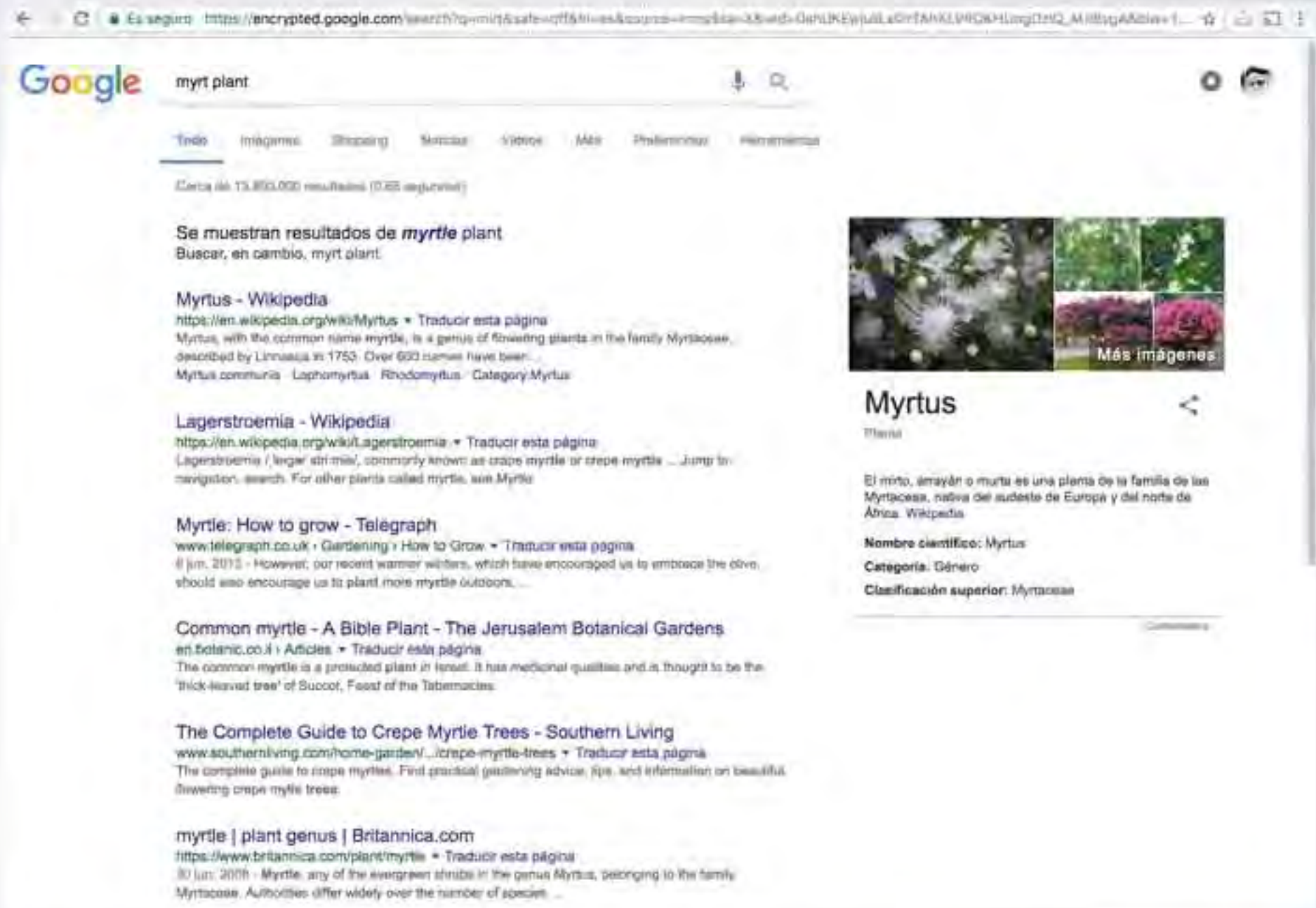
NAME

MIRT



NAME

MIRT



BRAND EXPERIENCE

Verbal identity

Tone of voice

Tone of voice is another mean of conveying what a brand stands for. Tone of voice is not messaging or writing; **it is about how you say things rather than what you say.**

A brand's voice can be friendly, informative, precise, grounded, real, honest, daring, playful, irreverent, emotional, or witty. **The brand voice can express the personality** of a friend or teacher, a geek or gamer, a leader or an advocate, a visionary or a knowledge seeker, a magician or an engineer. When tone of voice is consistent, it gives the consumer another means of recognizing the brand and its promise.

BRAND EXPERIENCE

Verbal identity

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Life isn't a beach, but Florida has plenty of them. Soak up some rays in the Sunshine State. **SFO to FLL**

☒ Round Trip ☐ One Way ☐ Multi-City

SELECT DEPARTING DATE

March 2015

		17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

BRAND EXPERIENCE

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BRAND EXPERIENCE

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Rock on!

Your email has been scheduled.

© 2014 Apple Inc. All rights reserved.

Apple logo

Visual and sensory identities

BRAND EXPERIENCE

Great design gives people the shorthand markers of identification and engagement with a product, service, or organization.



BRAND EXPERIENCE

Visual and sensory identities

Logo

A logo becomes a **visual shorthand** for the meanings people attach to a brand, but it is not the only strong visual symbolism.



BRAND EXPERIENCE

Visual and sensory identities

Logo

Most logos are made up of several components:

1. the **wordmark** (usually the name of the company)
2. a **symbol** (a graphic device placed within, adjacent to, or around the logo),
3. the **colors** chosen to reflect the brand.

Visual and sensory identities

BRAND EXPERIENCE

Logo

Some logos comprise only a wordmark:

The Google logo, a wordmark consisting of the word "Google" in its characteristic multi-colored font: blue 'G', red 'o', yellow 'o', blue 'g', green 'l', and red 'e'.

Visual and sensory identities

BRAND EXPERIENCE

Logo

Some logos comprise only a symbol



Visual and sensory identities

BRAND EXPERIENCE

Logo

Others combine a symbol and a wordmark



BRAND EXPERIENCE

Visual and sensory identities

Logo

Some logos add essential communication that is missing from the name alone.

For instance, a literal visualization of the word "Amazon" would take you to rainforests or Greek mythology. But instead, Amazon.com's logo helps suggest the range of products available (the arrow points from a to z) and forms a smile to communicate a sense of the welcoming, helpful, customer-friendly nature of the brand. The FedEx logo incorporates a hidden (negative space) arrow to subtly imply its speed and guarantee that packages will always get there on time.

The Amazon.com logo, featuring the word "amazon.com" in a black, lowercase, sans-serif font. A curved orange arrow is positioned below the letters "a" and "z", pointing from the "a" to the "z".A faded version of the Amazon.com logo, showing the word "amazon.com" in a light gray, lowercase, sans-serif font. A curved pink arrow is positioned below the letters "a" and "z", pointing from the "a" to the "z".The FedEx logo, featuring the word "FedEx" in a bold, sans-serif font. The letters "Fed" are in blue, and the letters "Ex" are in orange. A small registered trademark symbol (®) is located to the right of the "x".A faded version of the FedEx logo, showing the word "FedEx" in a light gray, sans-serif font. The letters "Fed" are in blue, and the letters "Ex" are in pink. A small registered trademark symbol (®) is located to the right of the "x".

BRAND EXPERIENCE

Visual and sensory identities

Color

Logos are not designed in black and white. The creation of a logo always introduces other core aspects of the brand. For some brands, color is one of the most important associations they have.



For example, ING's orange versus the blue and red of other financial institutions.

Visual and sensory identities

BRAND
EXPERIENCE



BRAND EXPERIENCE

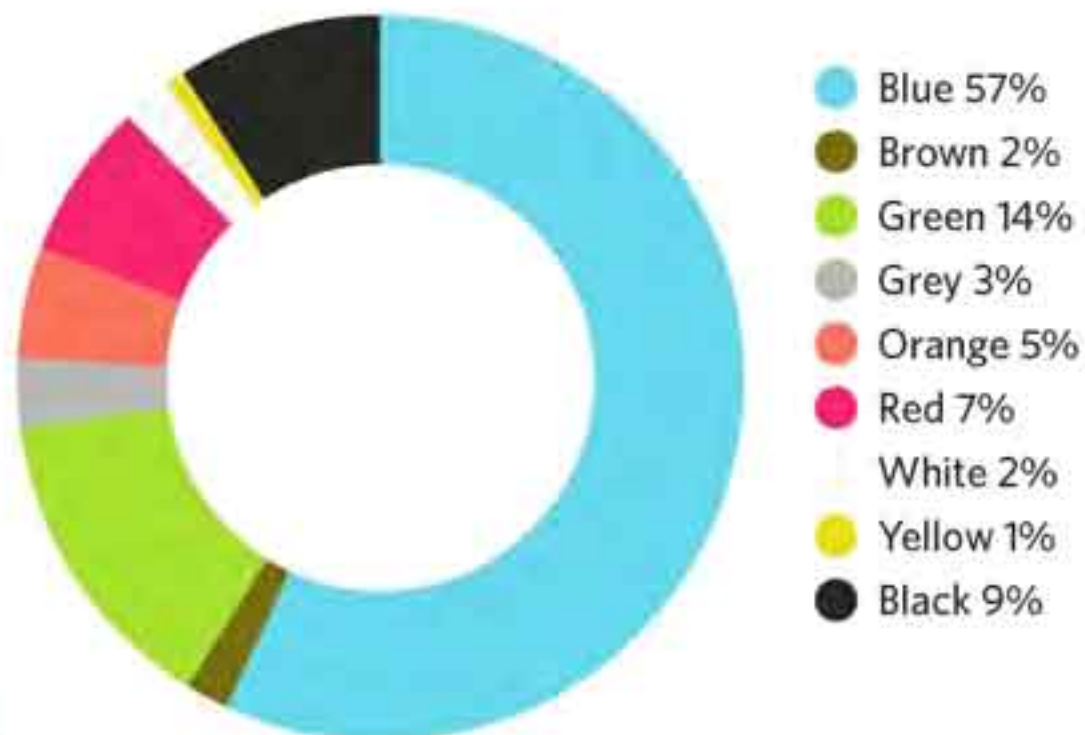
Visual and sensory identities

Color trends for men and women

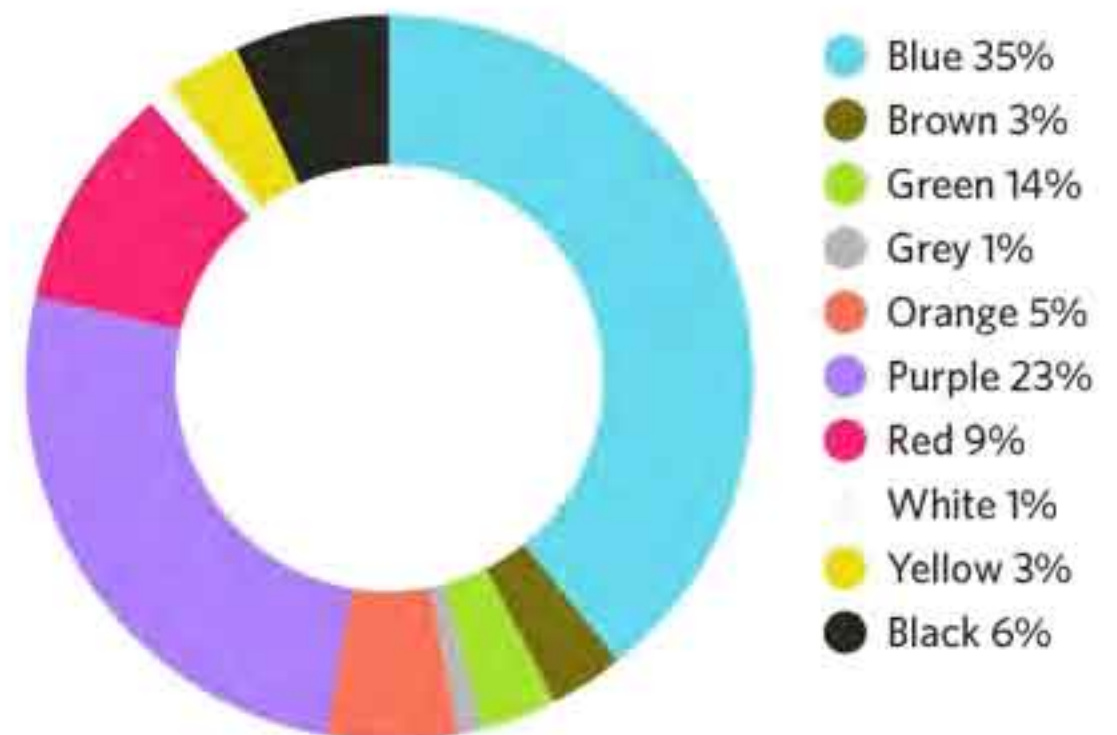
One of the more interesting examinations of this topic is Joe Hallock's work on "Colour Assignment." Hallock's data showcases some clear preferences in certain colors across gender (most of his respondents were from Western societies). The most notable points in his images are the supremacy of blue across both genders and the disparity between groups on purple.

Men's and women's favorite colors

Men



Women

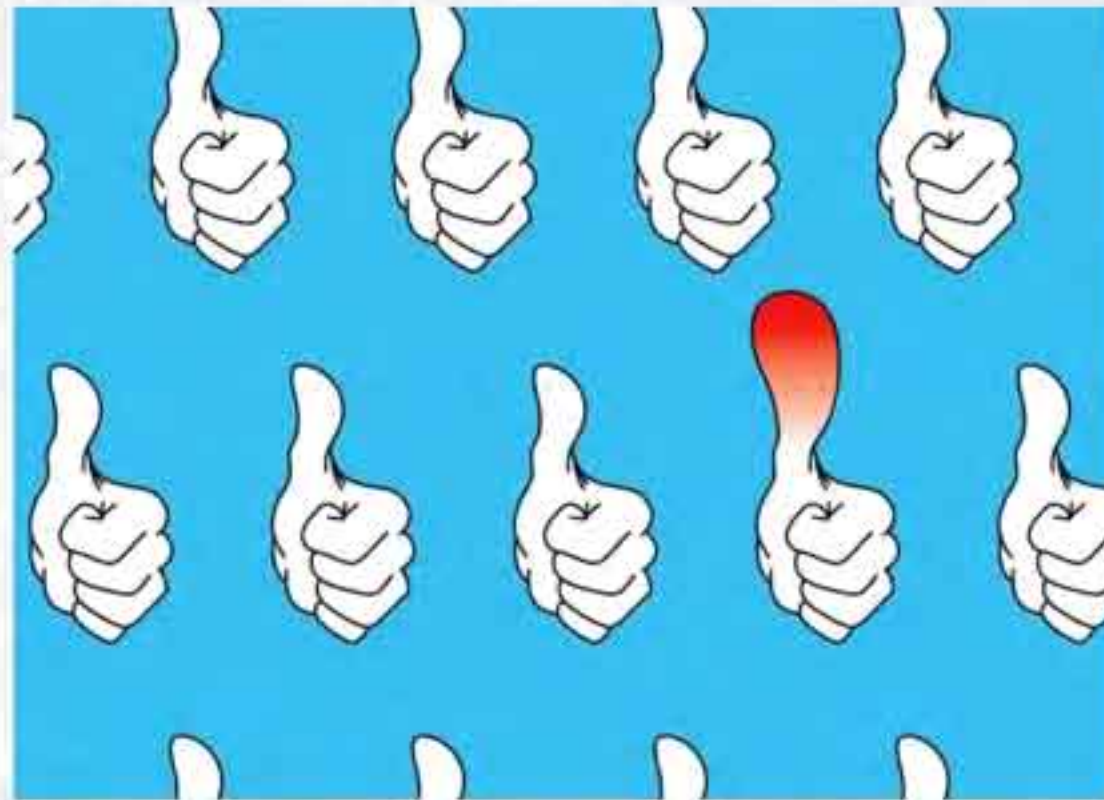


BRAND EXPERIENCE

Visual and sensory identities

Color coordination and conversions

The psychological principle known as the **Isolation Effect** states that an item that “stands out like a sore thumb” is more likely to be remembered.

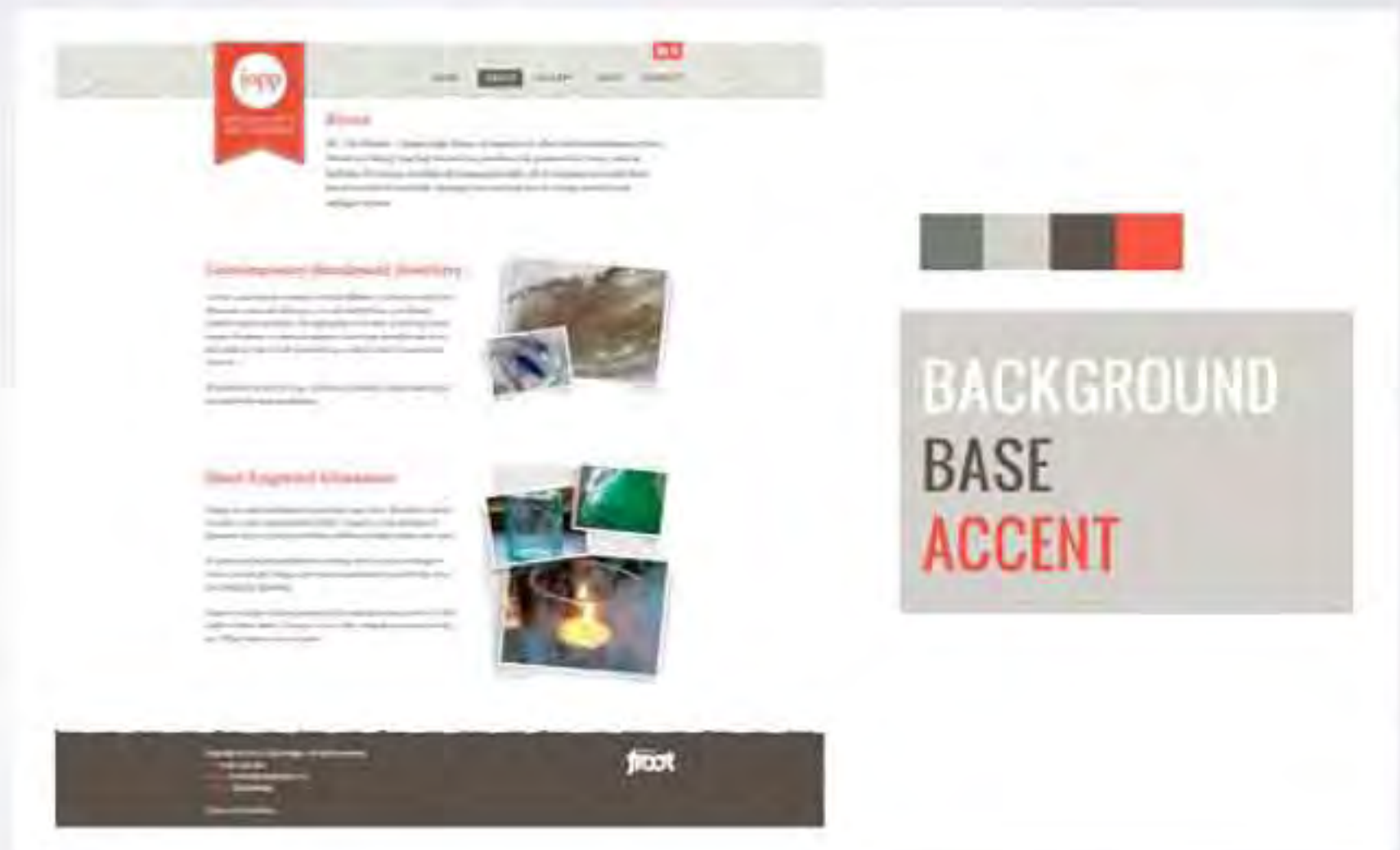


BRAND EXPERIENCE

Visual and sensory identities

Color coordination and conversions

In terms of color coordination, this means creating a visual structure consisting of base analogous colors and contrasting them with accent complementary (or tertiary) colors:



BRAND APPLICATIONS

What happens when your brand goes live?



BRAND APPLICATIONS

Brands only come alive when their audiences get to *interact* with them.

Applications in various mediums (paper, screen, billboards, etc.) often mark the beginning of a customer's relationship with a brand.



BRAND APPLICATIONS

Your **identity system** must come through via a variety of vehicles:

- Outdoor/Indoor Signage
- Websites & Landing Pages • Business Cards
- Letterhead & Stationery
- Menus & Catalogs
- Flyers & Brochures
- Email Headers & Signatures
- Social Media & Other Forms of Content Marketing
- Packaging
- Online/Offline Ads
- Annual & Other Types of Reports
- Merchandising
- Uniforms
- Tradeshow/Event Displays
- Stamps & Stickers

BRAND APPLICATIONS

With which applications of the brand will a potential customer interact throughout his entire experience?

Draw the entire **customer life cycle** and figure out which touch points require branded instruments. A useful graphic tool to think about this journey is the **Get-Keep-Grow framework**.

CUSTOMER LIFECYCLE STAGE	WHAT IT ENTAILS	SAMPLE BRAND APPLICATIONS TO CREATE
GET	Generating awareness, interest, consideration, and purchase.	Ads, merchandising, business cards, event displays, signage, flyers, and brochures, menus and catalogs, content marketing imagery (blog, social media, etc.), websites and landing pages, among others.
KEEP	Doing everything in your power to retain the customer: loyalty programs, product updates, satisfaction surveys and check-in calls, among others.	Letterhead & stationery, email headers & signature, merchandising, reports, content marketing imagery, among others.
GROW	Generating additional revenue from a single customer by stimulating upsell, next-sell, cross-sell, and referrals.	Letterhead & stationery, menus and catalogs, ads promoting discounts for repeat buyers, landing pages that stimulate upsell for existing customers.

BRAND APPLICATIONS



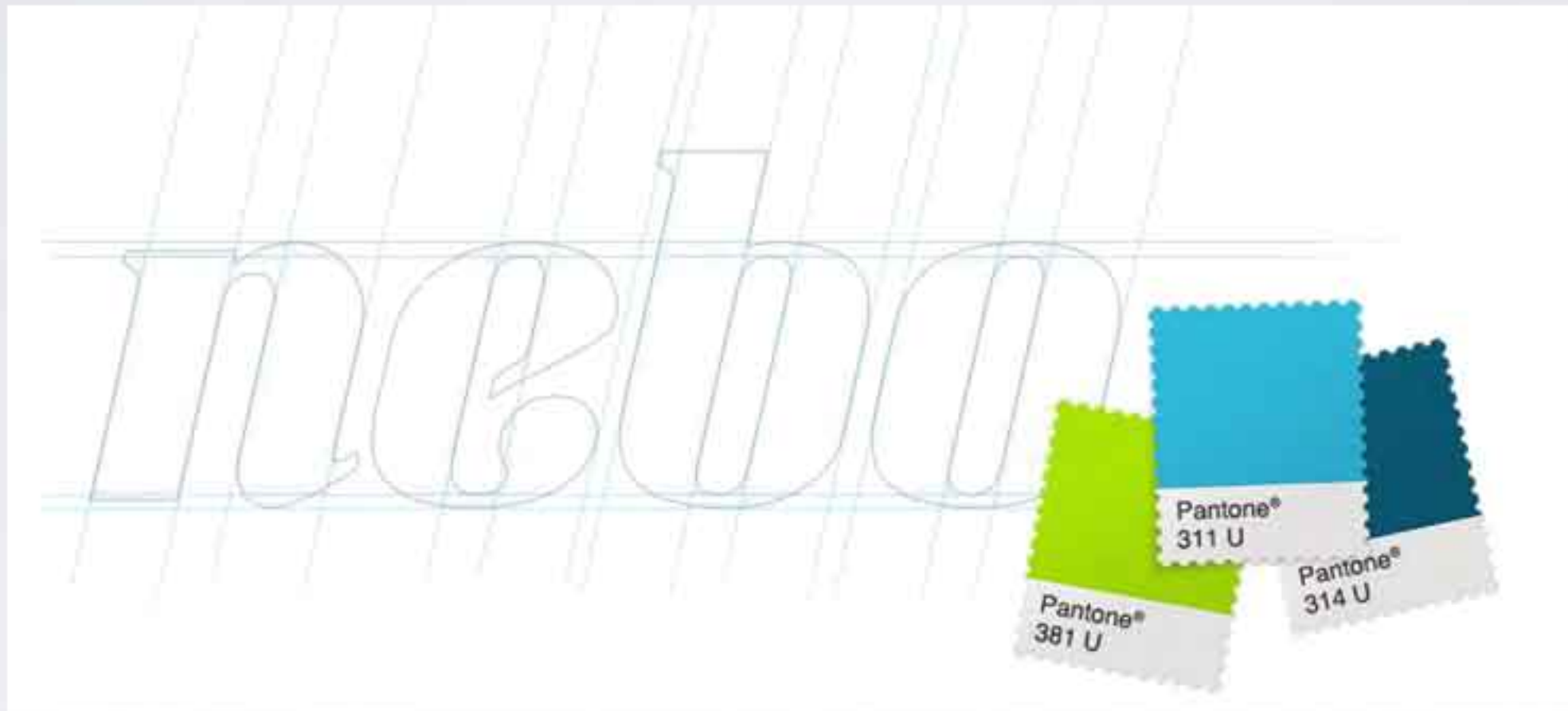
BRAND APPLICATIONS



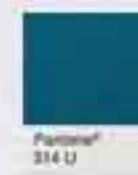
BRAND APPLICATIONS



BRAND APPLICATIONS



BRAND APPLICATIONS





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