_New companies’ designs

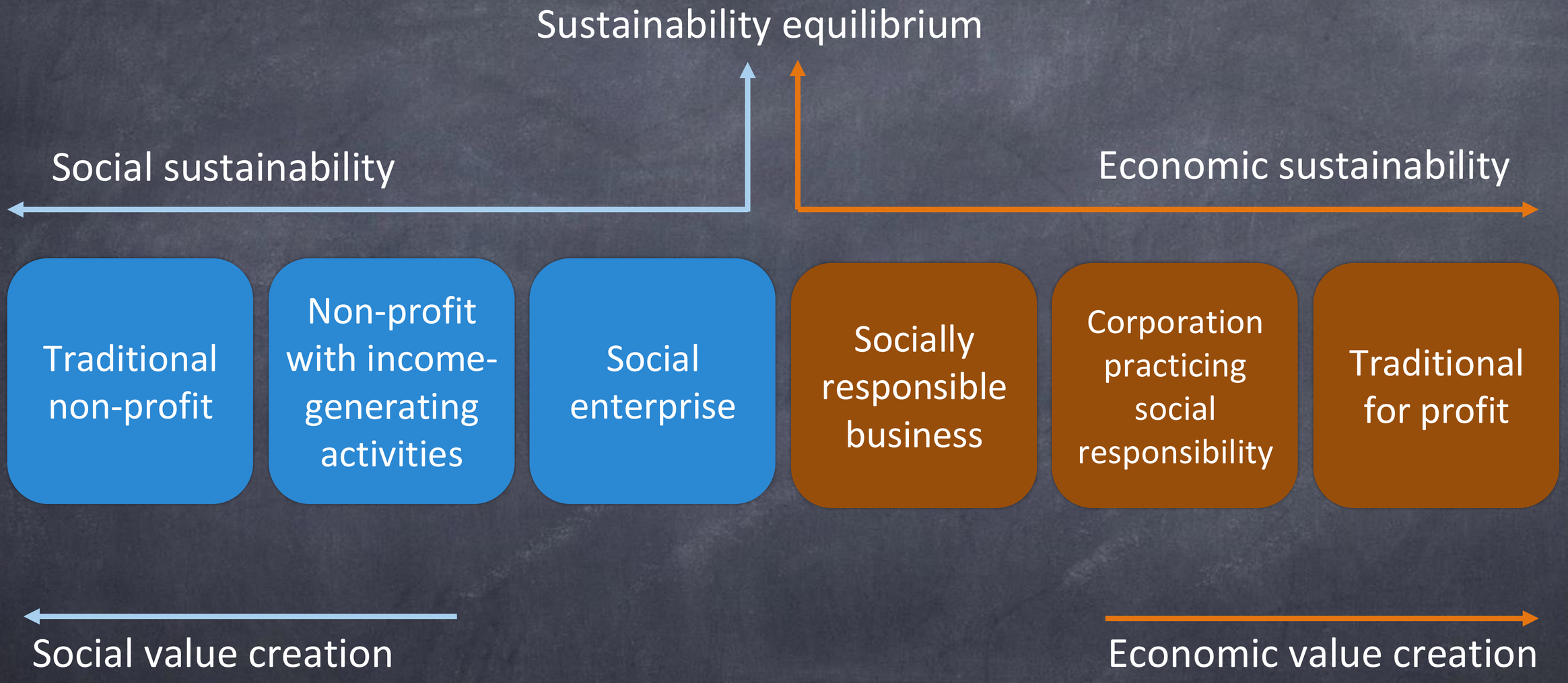
Abrao Kulaif | Week 13
Principles of Management | 2025

NOVA SCHOOL OF BUSINESS & ECONOMICS

To recap

- ✓ Hybrid organizations
  (combining social and economic value creation)
- ✓ How to turn antagonistic assets into valuable resources?
- …

_hybrid spectrum



_startups

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https://youtube.com/shorts/Z4BC6XALzzA?si=c3oS9fqMelBPrc3f

_startups

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With the use of TECHNOLOGY (!!!)

e.g. Restaurants x Uber eats

A few general characteristics...

✓ Problem solving (gaps, inefficiencies...)
✓ Flexibility and adaptability
✓ Innovative business models
✓ Focus on customers feedback
✓ High risk and uncertainty

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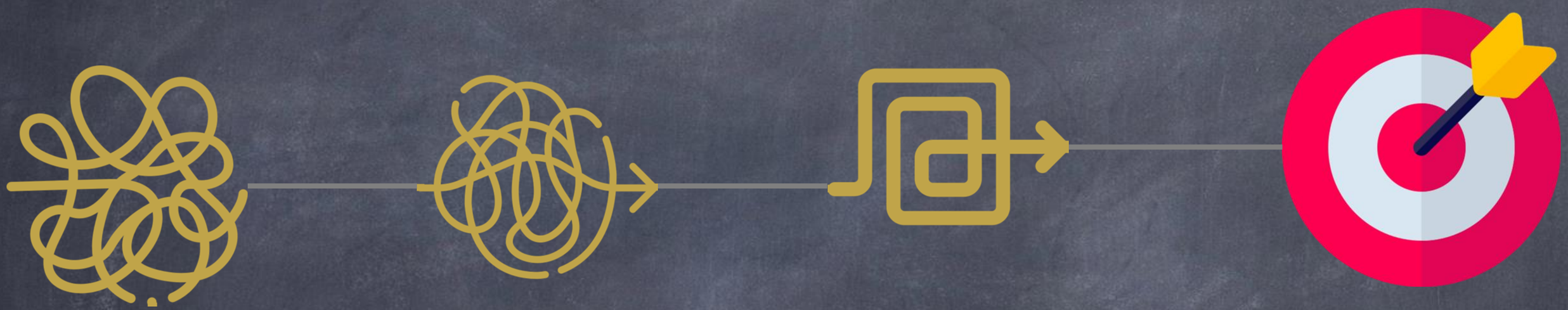
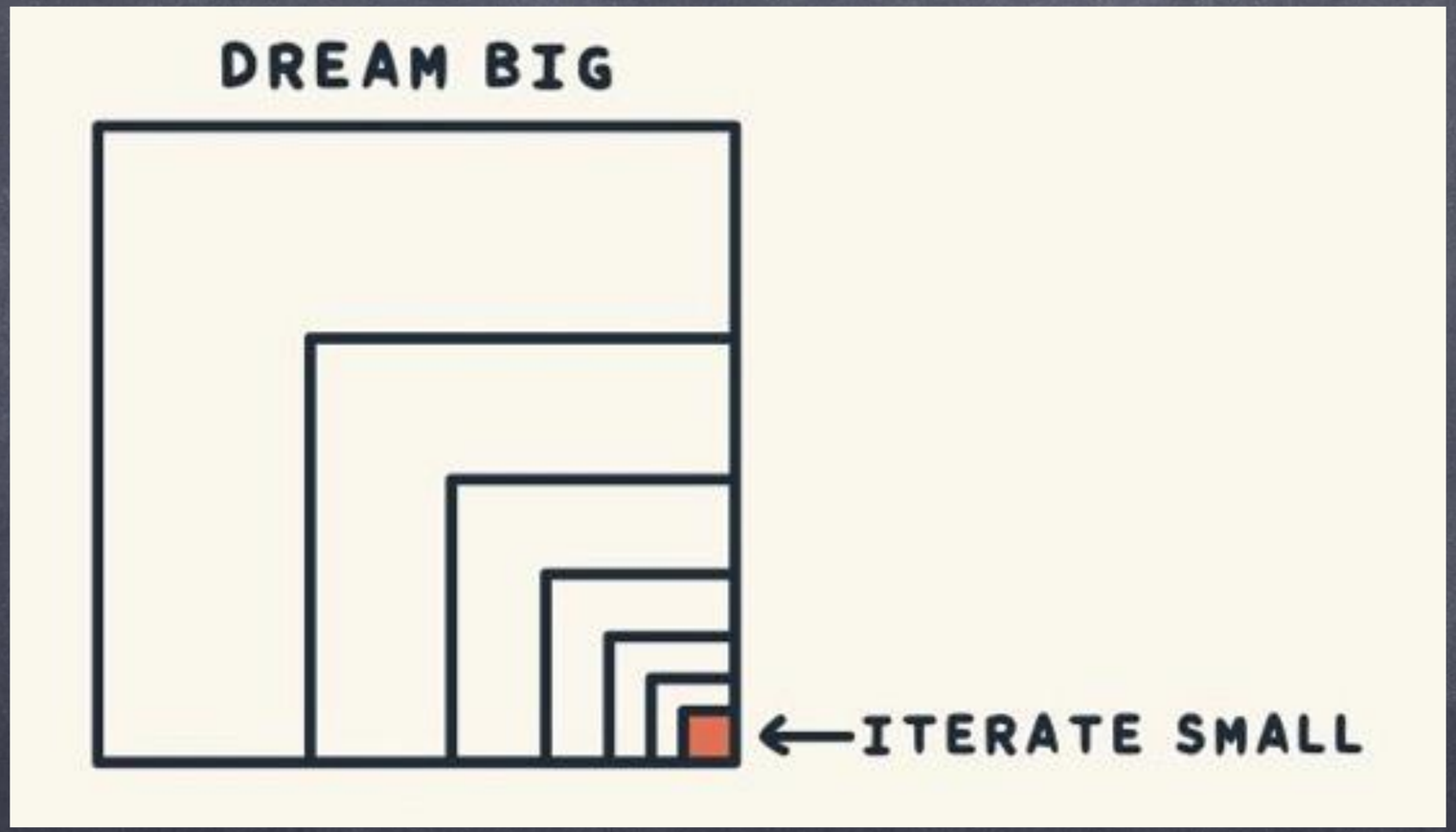


90% of startups fail within 3 years (!!!)

_startups

Why?

Why?



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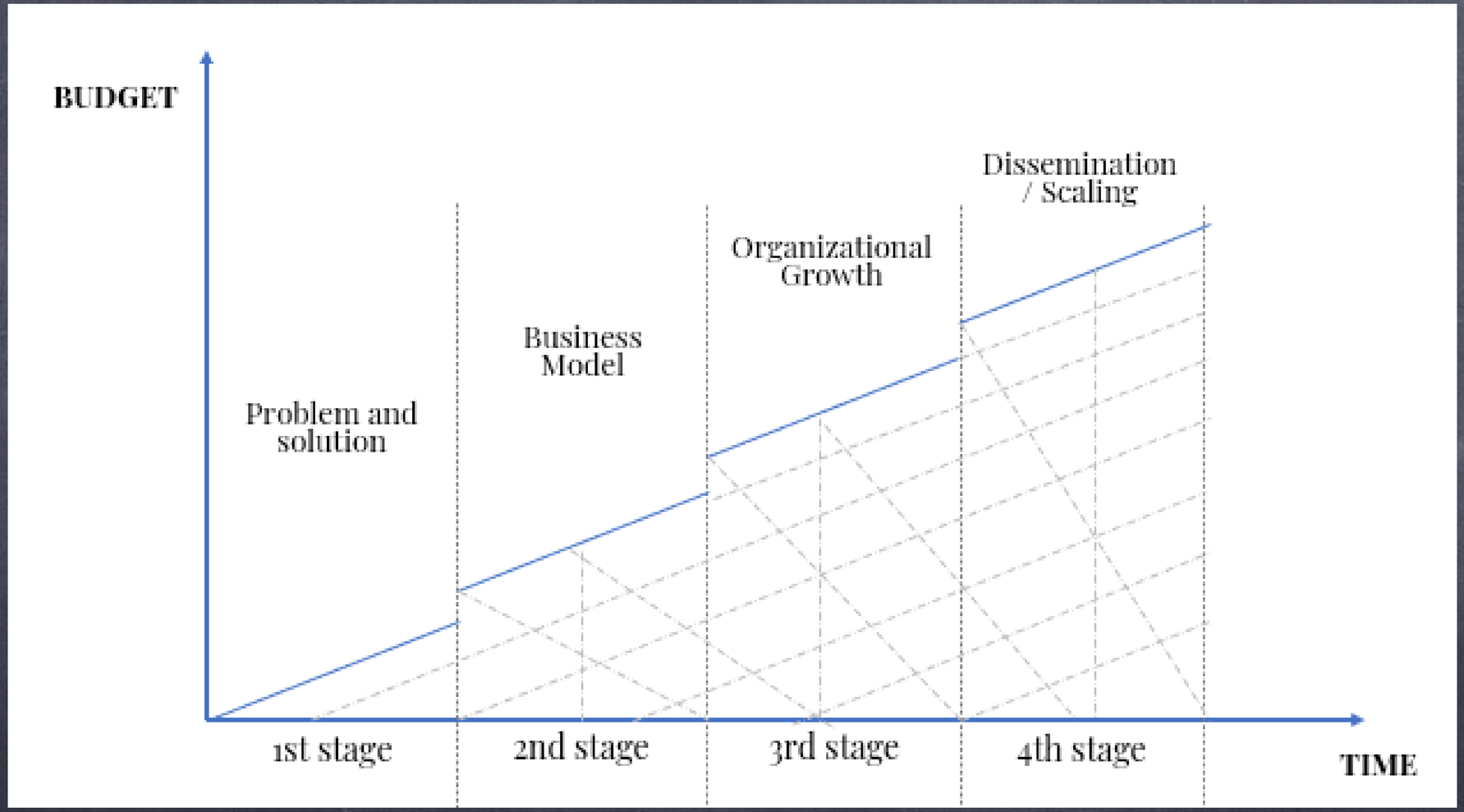
✓ Build a strong and balanced team

_venture lifecycle



Source: IES – Social Business School; Filipe Santos

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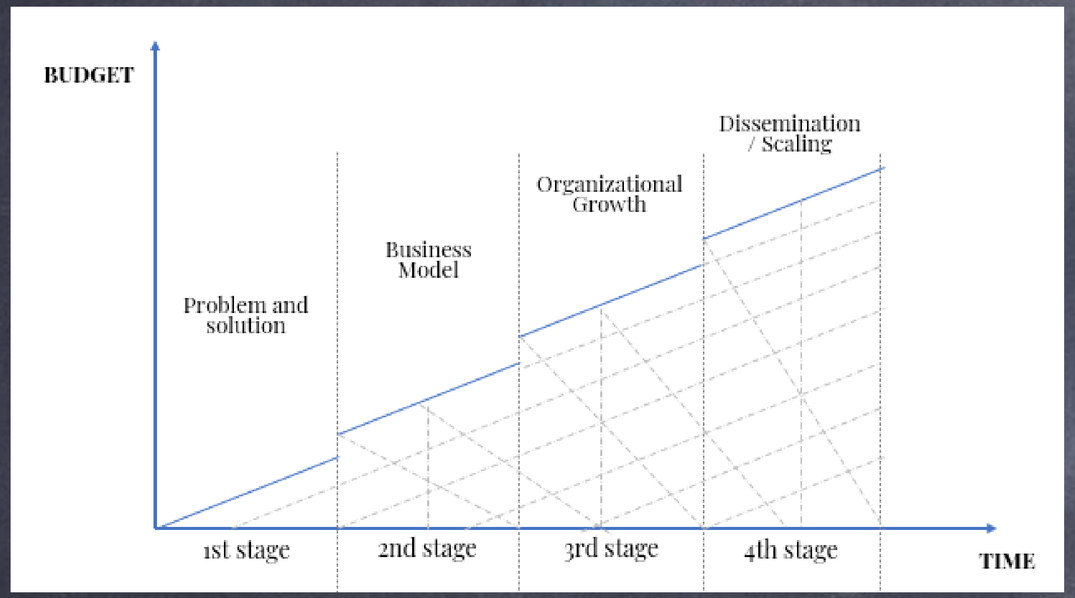

1st stage:

- Customer/user/problem focus
- Creativity
- Pilots/Validation
- Challenge assumption (get out of the box)

Source: IES – Social Business School; Filipe Santos

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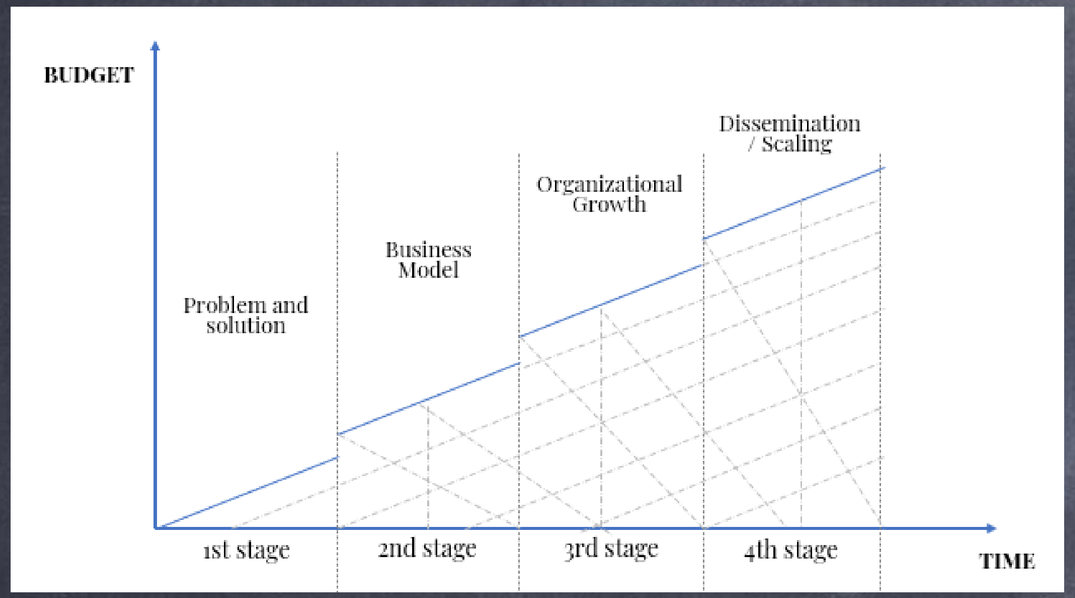

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2nd stage:

- Modelling
- Codification
- Metrics
- Partnering

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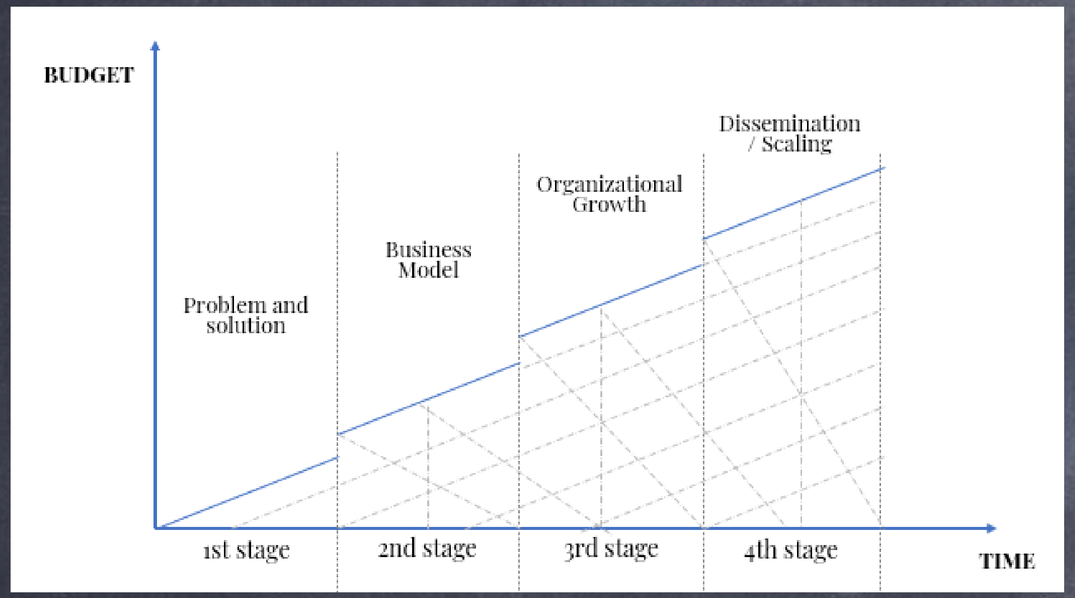

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- Ecosystem
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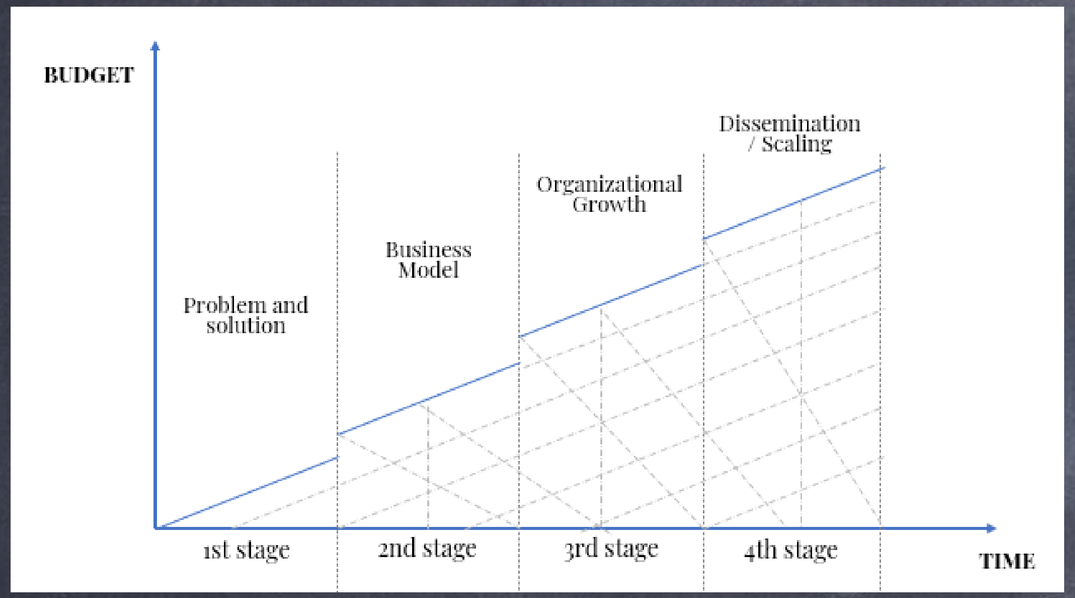

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4th stage:

- Influencing
- Advocacy
- Public Policy

Source: IES – Social Business School; Filipe Santos

_unit economics

_*unit economics*

The economics of the “1 unit”

_unit economics

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Does the company profit from its user unit?

_*unit economics*

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So:

✓ How much the company spends to acquire a user?

_*unit economics*

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Does the company profit from its user unit?

So:

✓ How much the company spends to acquire a user

and

✓ How much the company makes from that user?

_*unit economics*

Cost of Acquiring a Customer (CAC)
+ Marketing
+ Sales
/ # of customers
= the value of acquisition of a new customer

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Lifetime Value (LTV)
+ revenues from a customer

_*unit economics*

Why is it important?
To check whether the business is ready to sustain.

Tricky question: what's THE unit?
Uber?
Airbnb?
Spotify?

_unit economics

- LTV > CAC = positive unit economics.

You make more money from users than you spend on acquiring them

- LTV < CAC = negative unit economics

The money you make from each user is less than the amount spent to acquire them

To come:

✓ A bit more about startups

See you on next session :)