

ENTREPRENEURSHIP

FALL 2024/2025



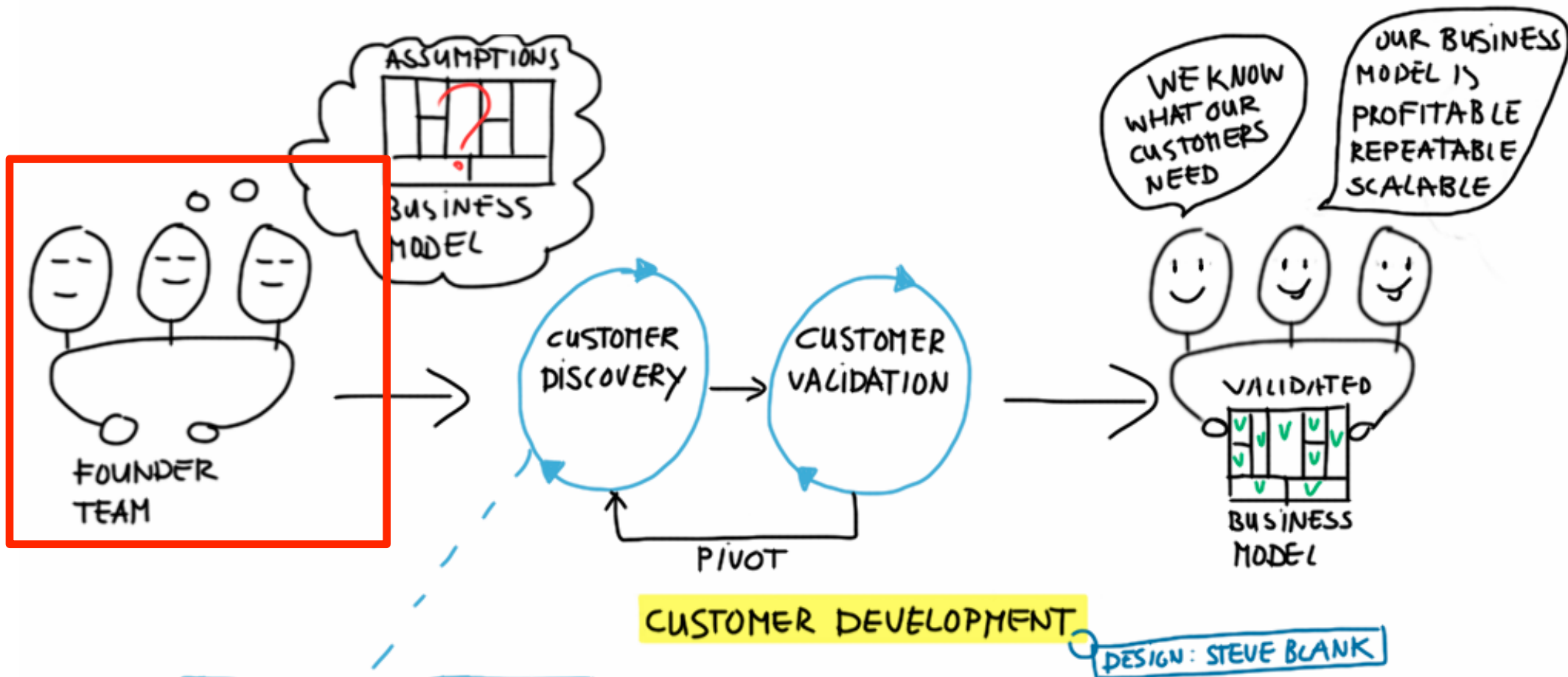
NOVA SCHOOL OF
BUSINESS & ECONOMICS

REMEMBERING.

**A Startup is a temporary organization
designed to search for a repeatable and
scalable business model**

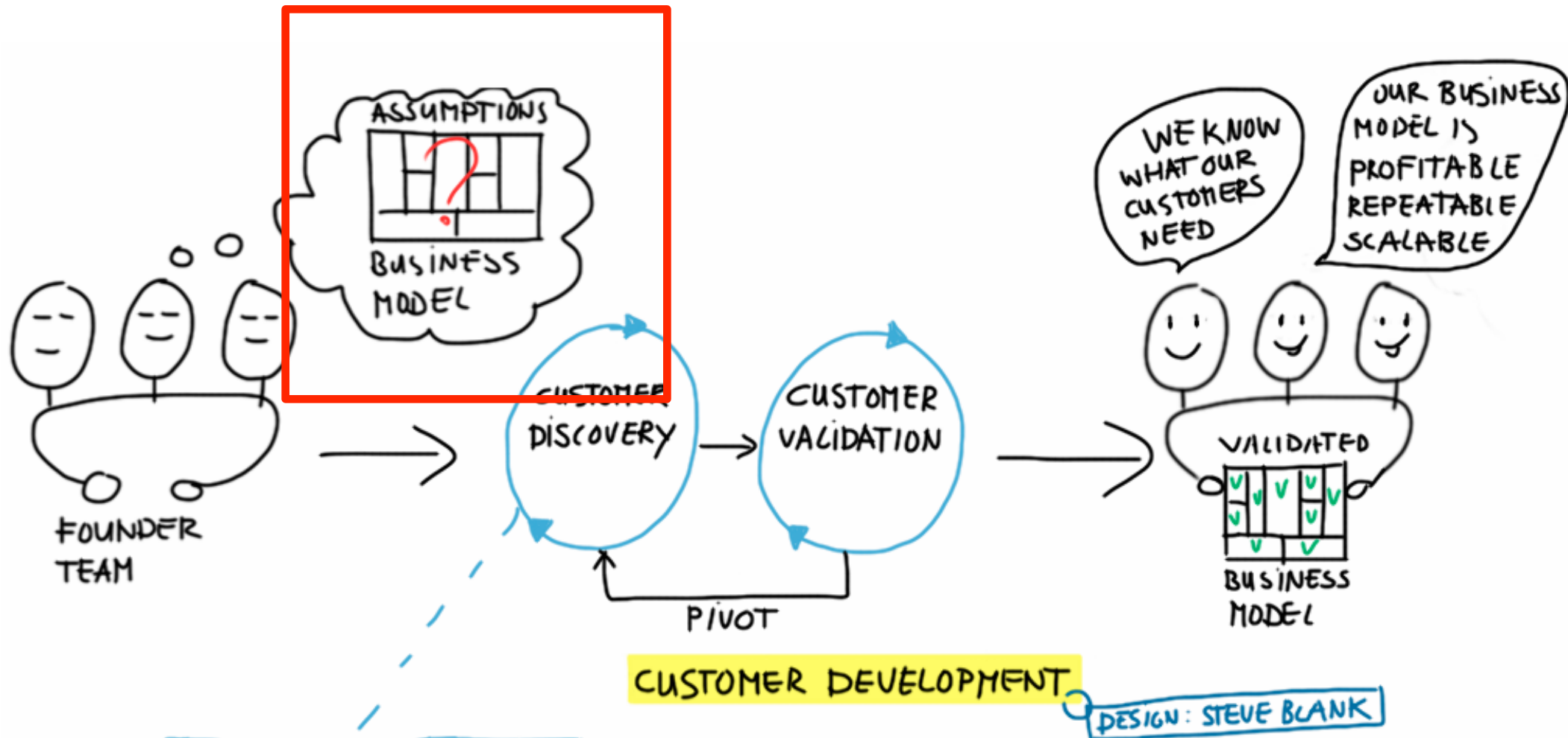
Uncertainty / patterns / insights

Clarity / Focus



Uncertainty / patterns / insights

Clarity / Focus












The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year

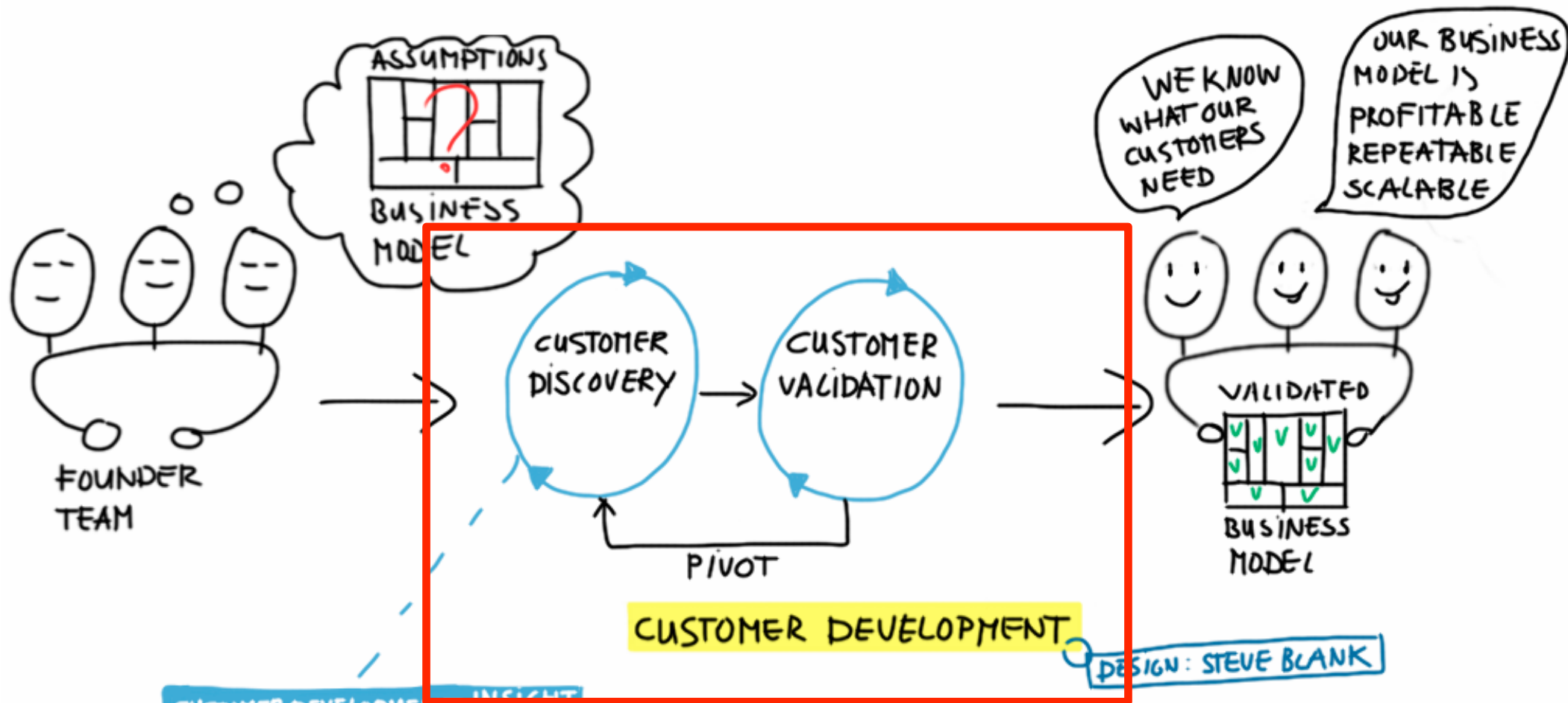
Iteration: No.

<h3>Key Partners</h3> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>KEY PARTNERS MAY INCLUDE: Distributors and retailers Providers of critical and proprietary ingredients or particular resources and activities</p> 	<h3>Key Activities</h3> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>KEY ACTIVITIES: Production Problem Solving Platform Network</p> 	<h3>Value Propositions</h3> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>VALUE PROPOSITIONS: Accessories Personalized Customization Convenience "Smoothing the Job Done" Design Brand Name Price Fast Refurbish Self-Refurbish Reliability Comprehensive Training</p> 	<h3>Customer Relationships</h3> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>CUSTOMER RELATIONSHIPS: Relationship Management Personalized Attention Self-Servicing Automated Services Communities Co-Creation</p> 	<h3>Customer Segments</h3> <p>For whom are we creating value? Who are our most important customers?</p> <p>CUSTOMER SEGMENTS: Mass Market Early Adopter Segmented Micro-Segment Multi-sided Platforms</p> 
	<h3>Key Resources</h3> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>KEY RESOURCES INCLUDE: Physical Intellectual (brand names, copyrights, data) Human Financial</p> 		<h3>Channels</h3> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNELS INCLUDE: A. Direct sales B. Indirect sales C. Distribution D. Retailers E. Online F. Other sales G. Other sales H. Other sales</p> 	
<h3>Cost Structure</h3> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>COST STRUCTURE INCLUDES: Cost of Sales (materials and services, low-price value propositions, marketplace intermediaries, extensive manufacturing) Sales Expenses (travel for sales teams, promotion video production)</p> <p>OTHER KEY COSTS INCLUDE: Fixed Costs (rent, taxes, utilities) Variable Costs Overhead Costs Research & Development</p> 	<h3>Revenue Streams</h3> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>REVENUE STREAMS: One-time Subscription Usage-based Performance-based Licensing Advertising Other</p> <p>REVENUE STREAMS INCLUDE: One-time Subscription Usage-based Performance-based Licensing Advertising Other</p> 			



Uncertainty / patterns / insights

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A person is walking barefoot on a red tightrope. The person's legs, wearing light-colored trousers with cuffed hems, are visible. The background shows a city skyline across a body of water, with mountains in the distance under a cloudy sky.

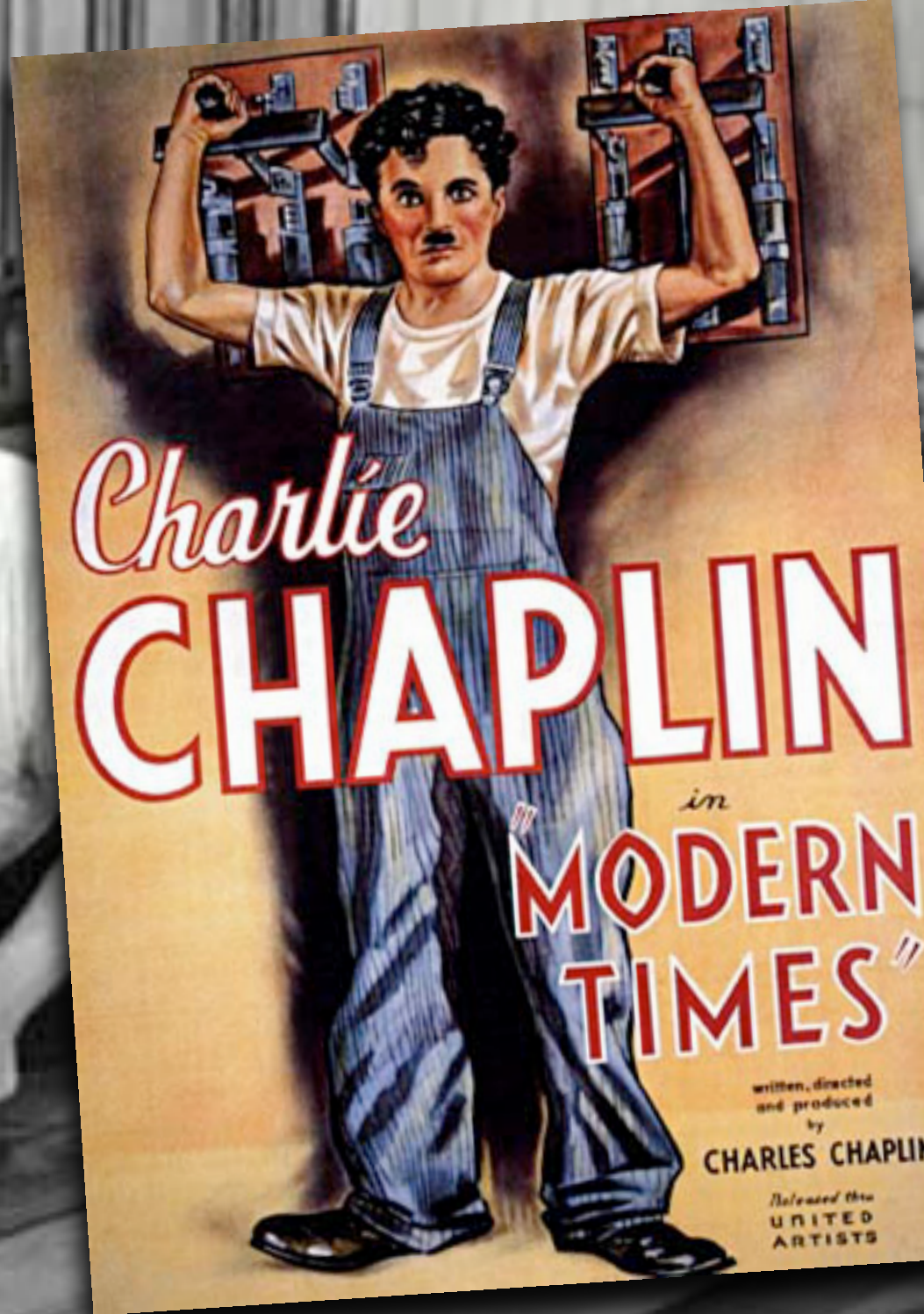
**GET OUT
OF THE
F... BUILDING!**



ONE PREVIOUS WORD...

1908





EVERYTHING CHANGED.

EXCEPT EDUCATION.

AND MANAGEMENT.

1

FOUNDERS.

2

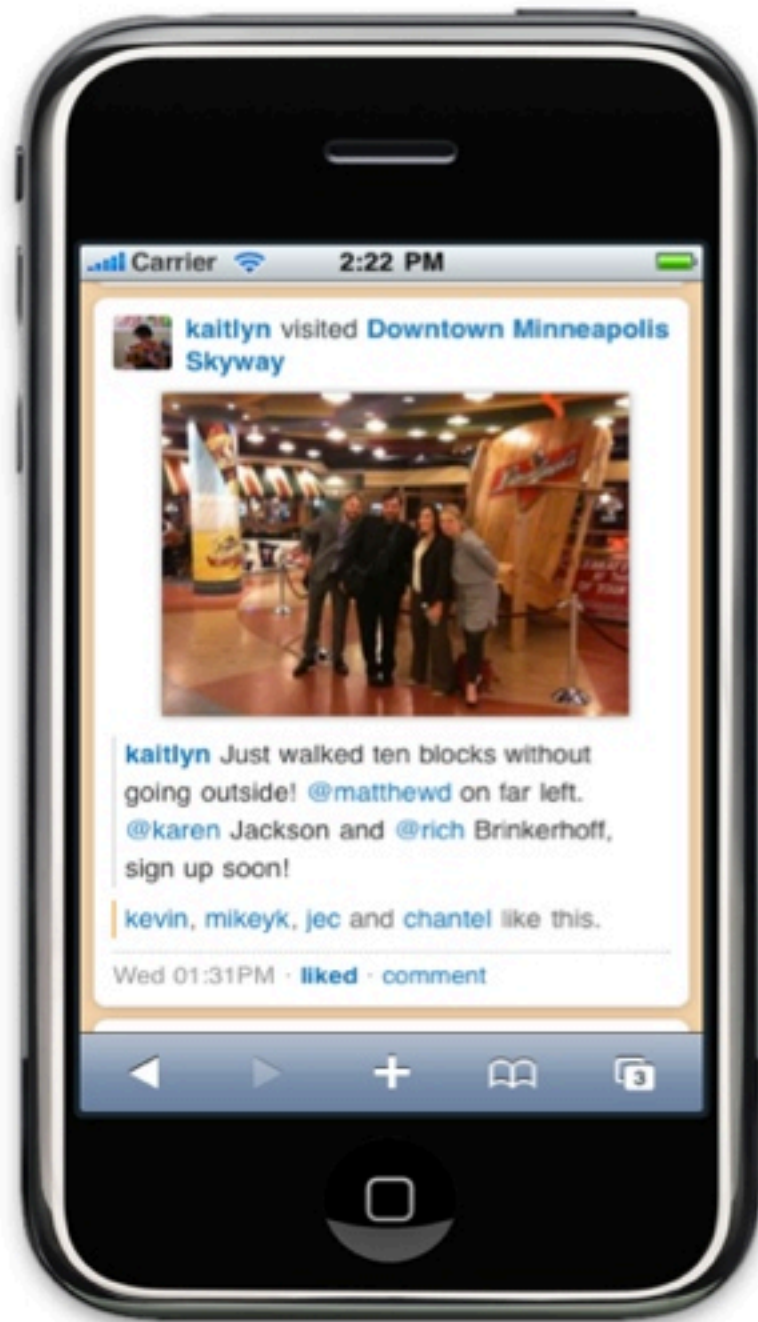
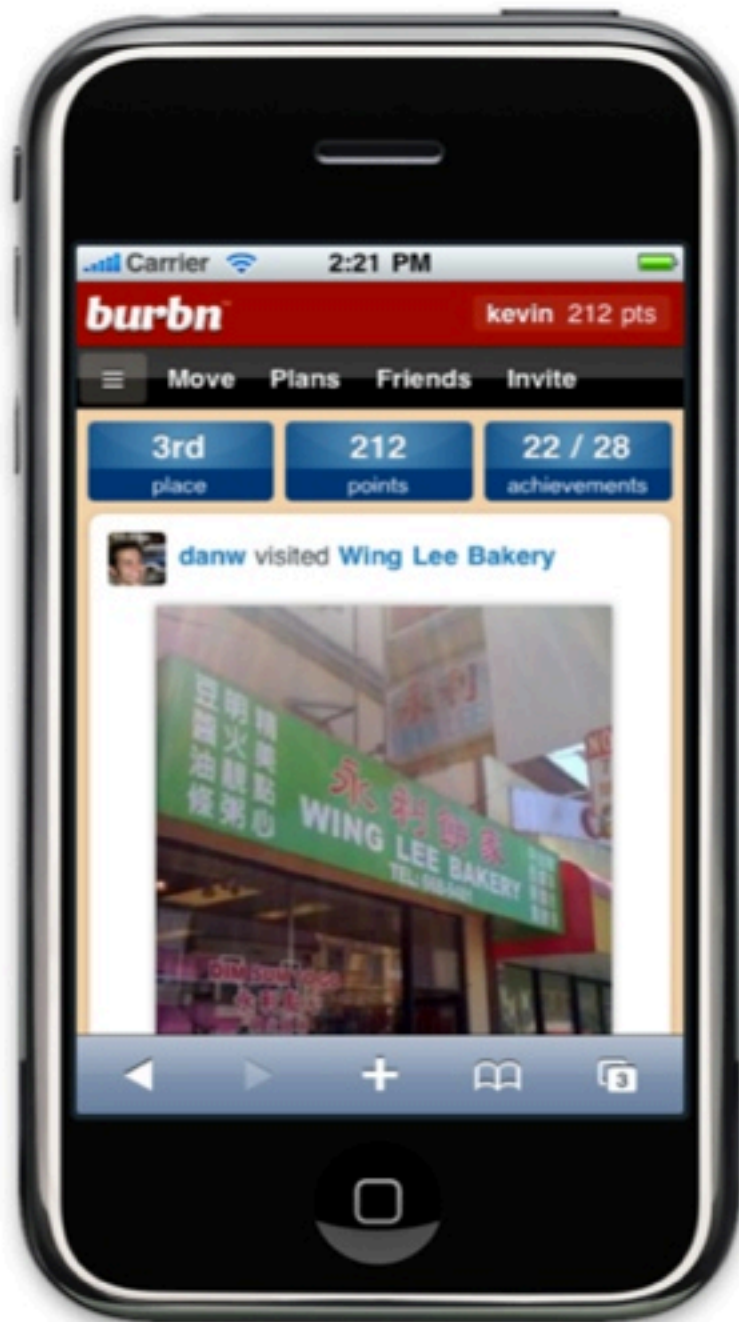
**INDUSTRY
ZOOM-IN.**

3

**LOOKING FOR
PROBLEMS**

A black and white photograph of a toilet. The toilet seat is up, and the bowl is visible. The tank has graffiti on it, including the words "High School" and "70". The word "BLABLABLA" is overlaid in large, bold, white capital letters across the center of the bowl. The background is a dark, textured wall.

BLABLABLA

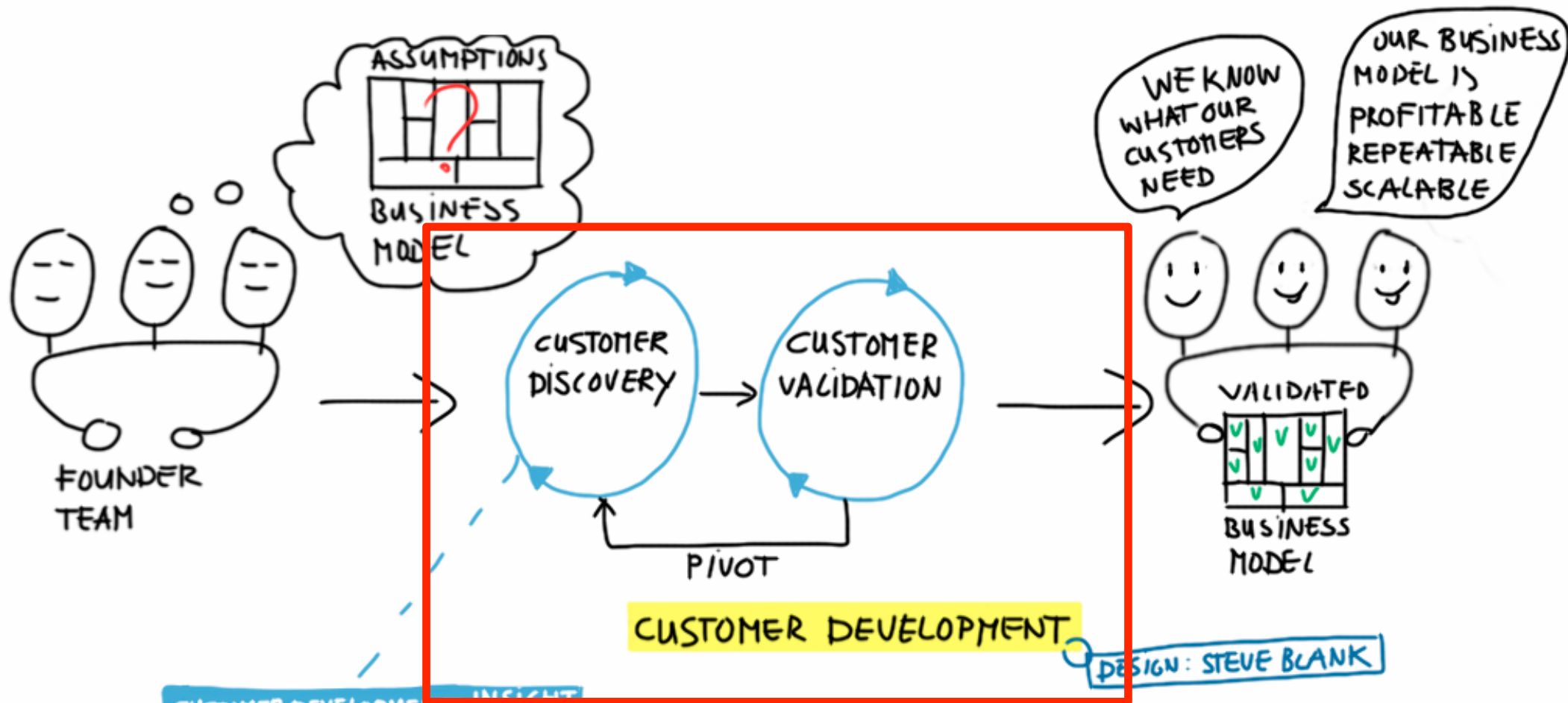




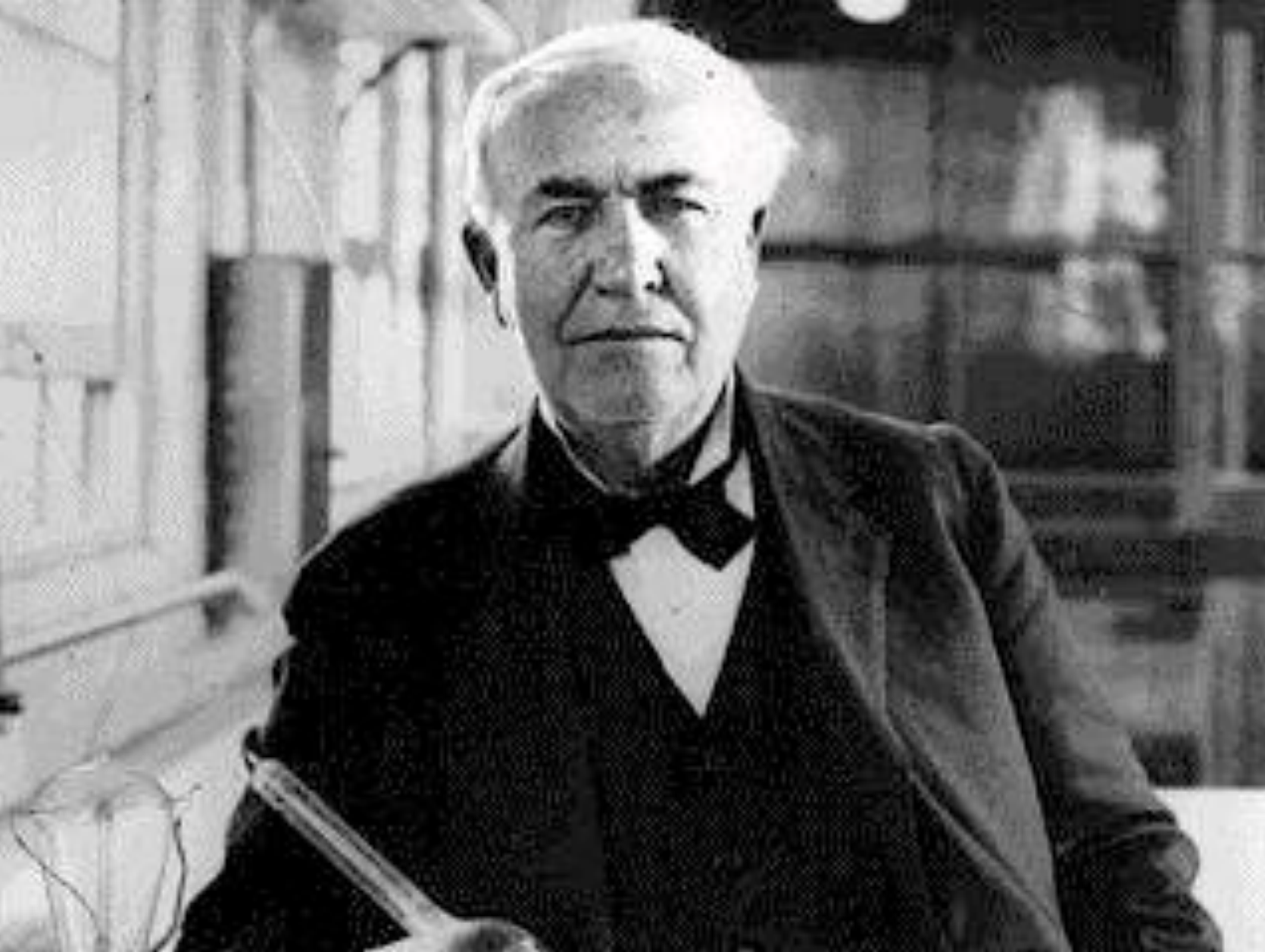
**TODAY WE'RE
GOING TO LOOK
AT THE PROCESS**

Uncertainty / patterns / insights

Clarity / Focus



BUSINESS MODEL DESIGN



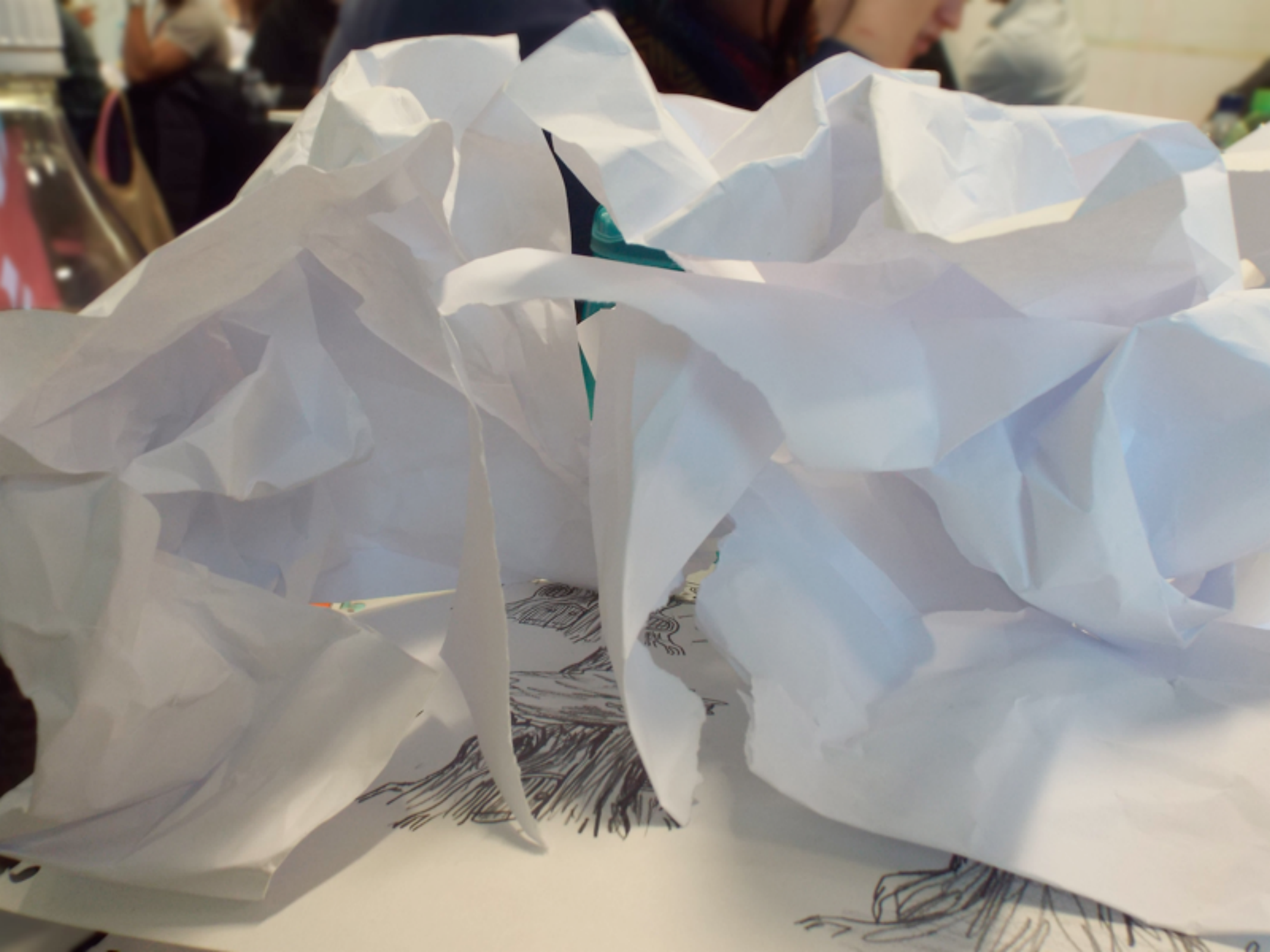
many of life's failures
are people who did
not realize how close
they were to success
when they gave up





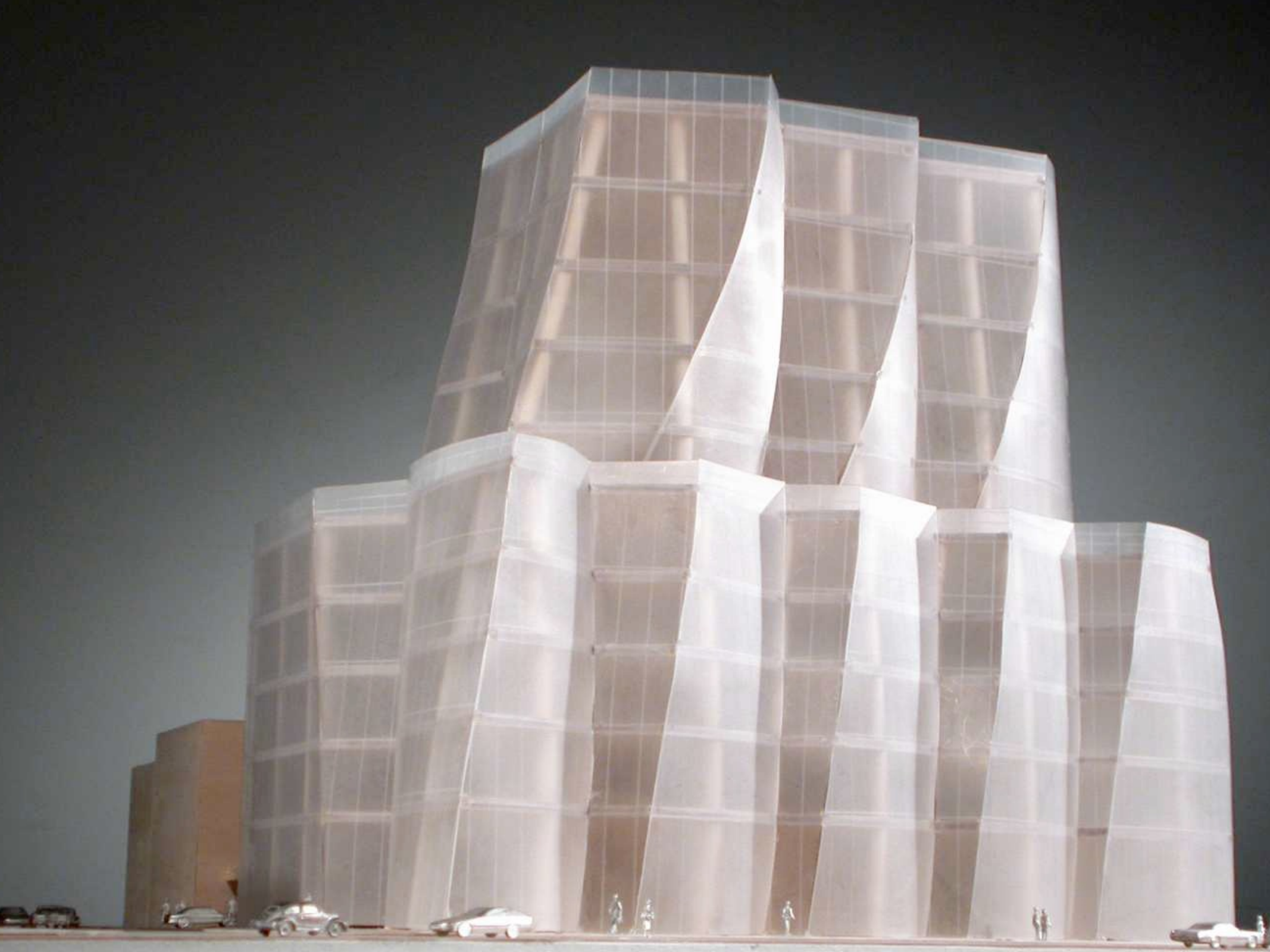
Handy Handy tree midland











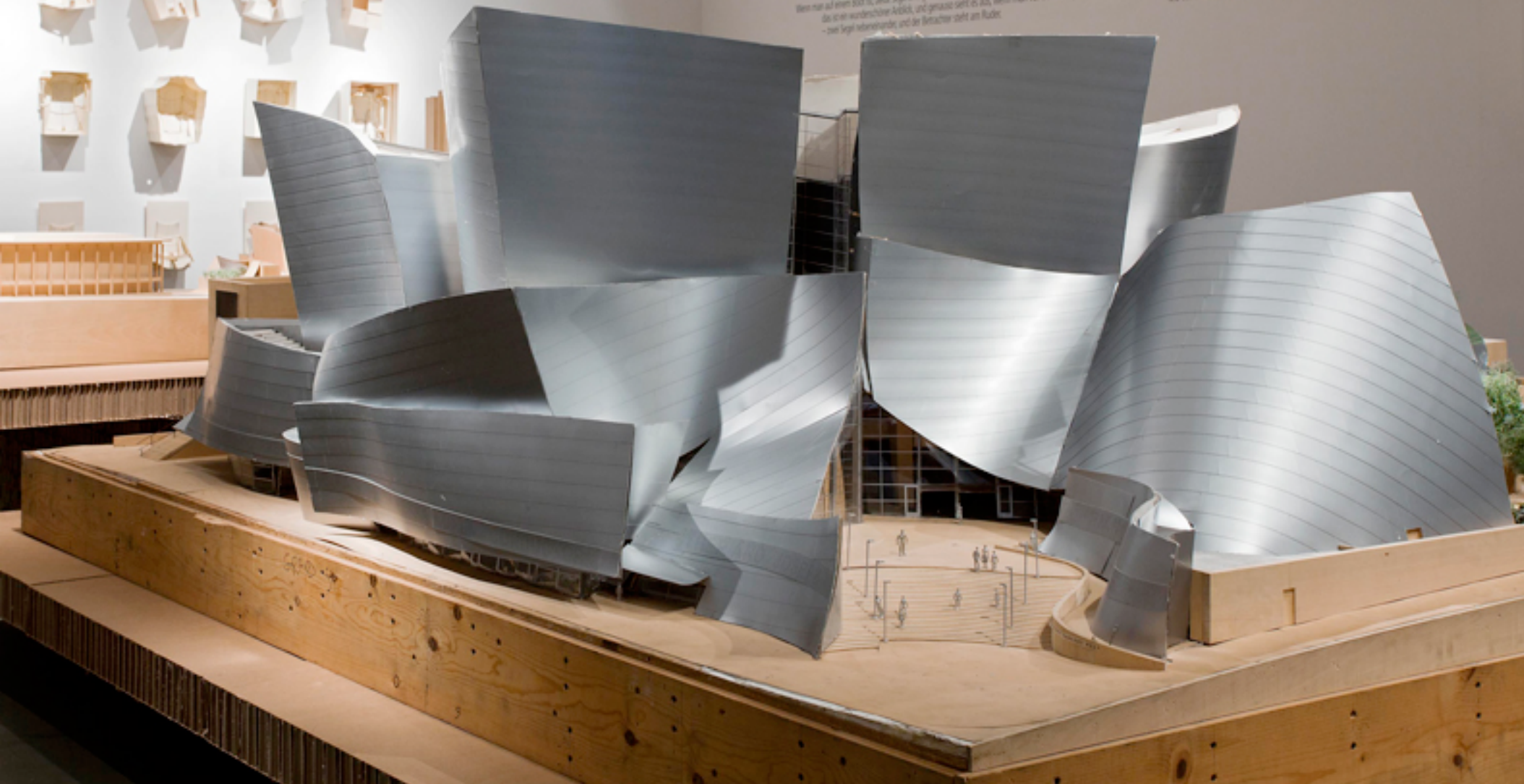


Walt Disney Concert Hall, Los Angeles, California

Was die Wirkung eines Gebäudes mit seiner Umgebung angeht,
da kann ein Architekt nur hoffen: er kann überhaupt selber, es kann sich stochernd einfügen,
es kann auch ein ständiger Mitspieler sein.

Die Grundformen der Disney Hall sind Segeln nachempfunden.
Wenn man auf einen Boot ist, beide Segel sind gesetzt und man hat den Wind im Rücken,
das ist ein wunderschöner Anblick, und genauso sieht es aus, wenn man vor der Disney Hall steht
– zwei Segel nebeneinander und der Betrachter steht am Ruder.

The only thing an architect can do is be optimistic about how his building
interacts with the surrounding constructions: it can be a pa
it can be a stoic player, it can be a passionate player.
... Now the shapes of the exterior of Disney Hall are based on sailing.
When you are wind on wing with the wind behind you,
it forms a beautiful space and if you look at the front of Disney Hall,
it's wind on wing. It's like two sails and you are at the helm.

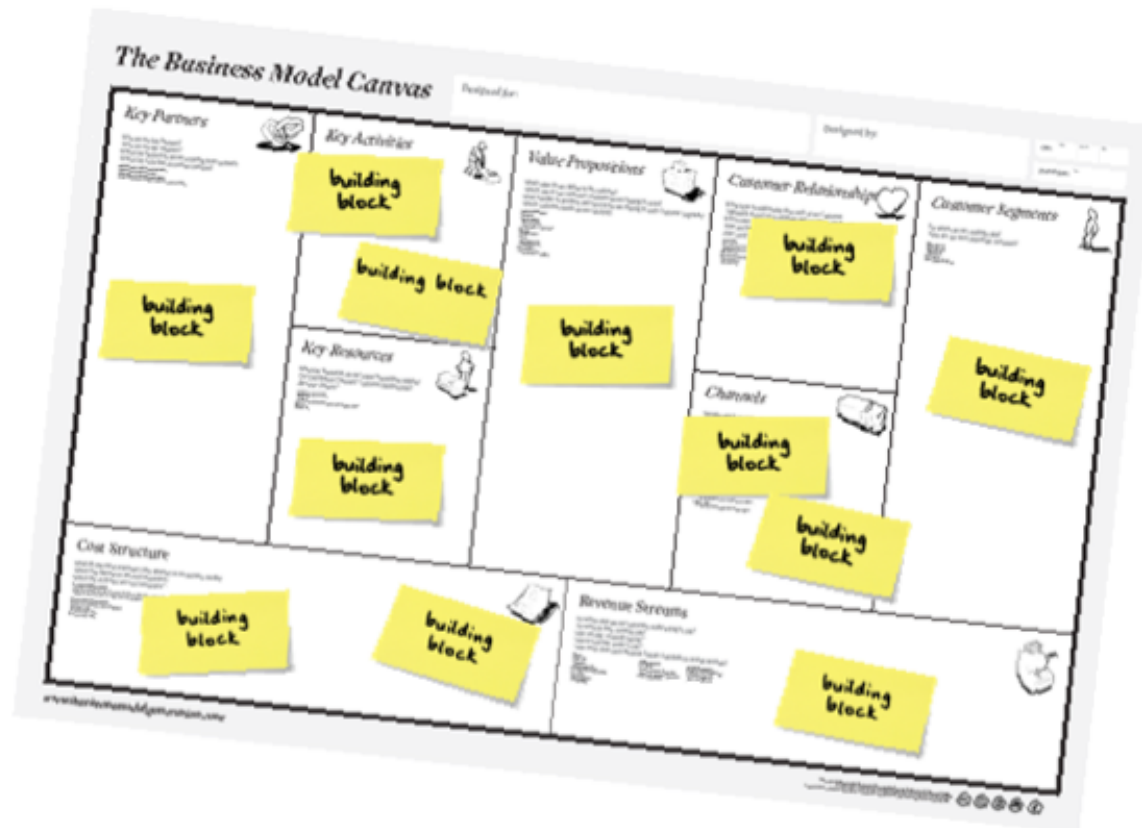




no architect would
build something that
resembles his first
sketch

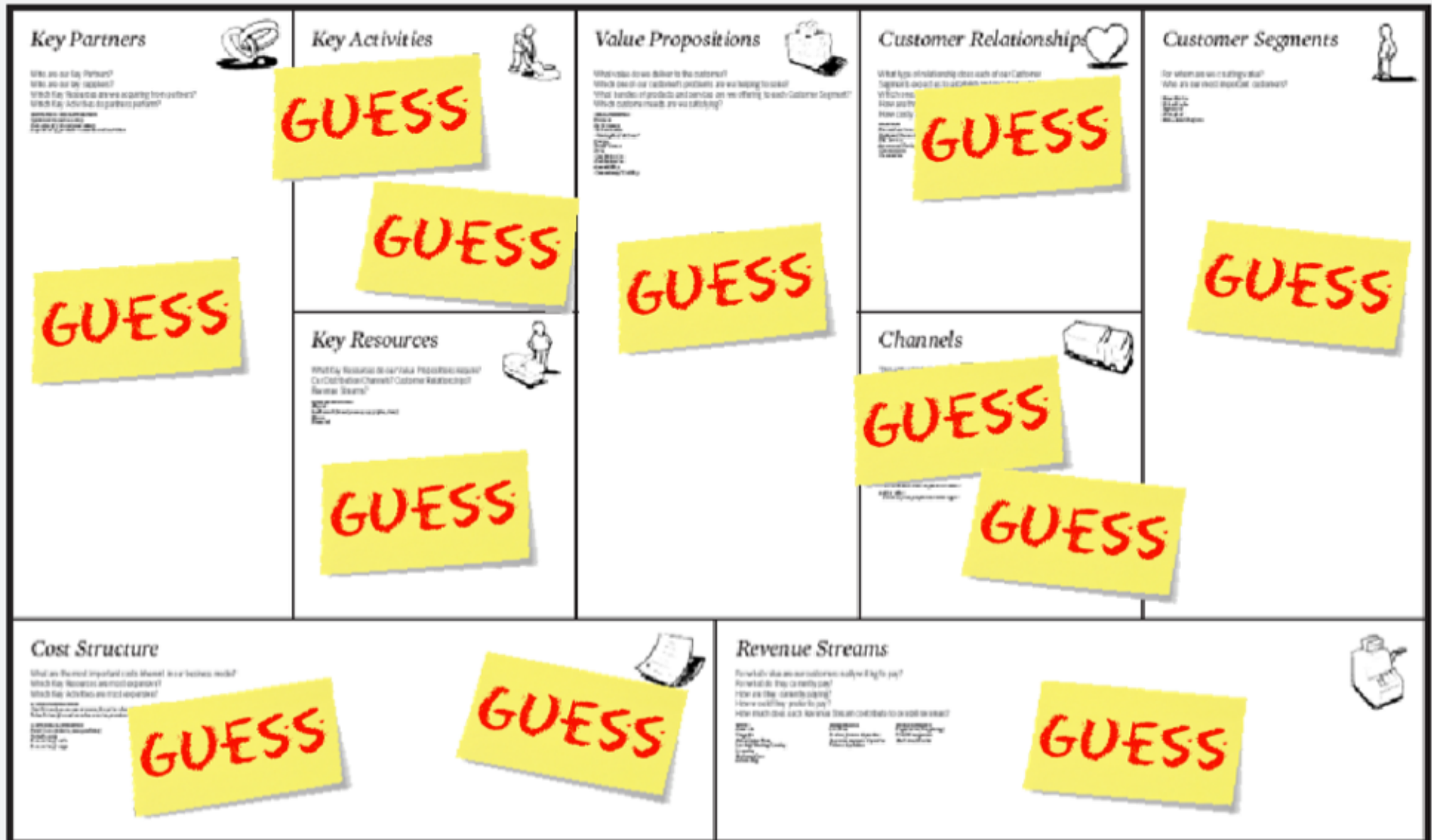
your business model is your first sketch.

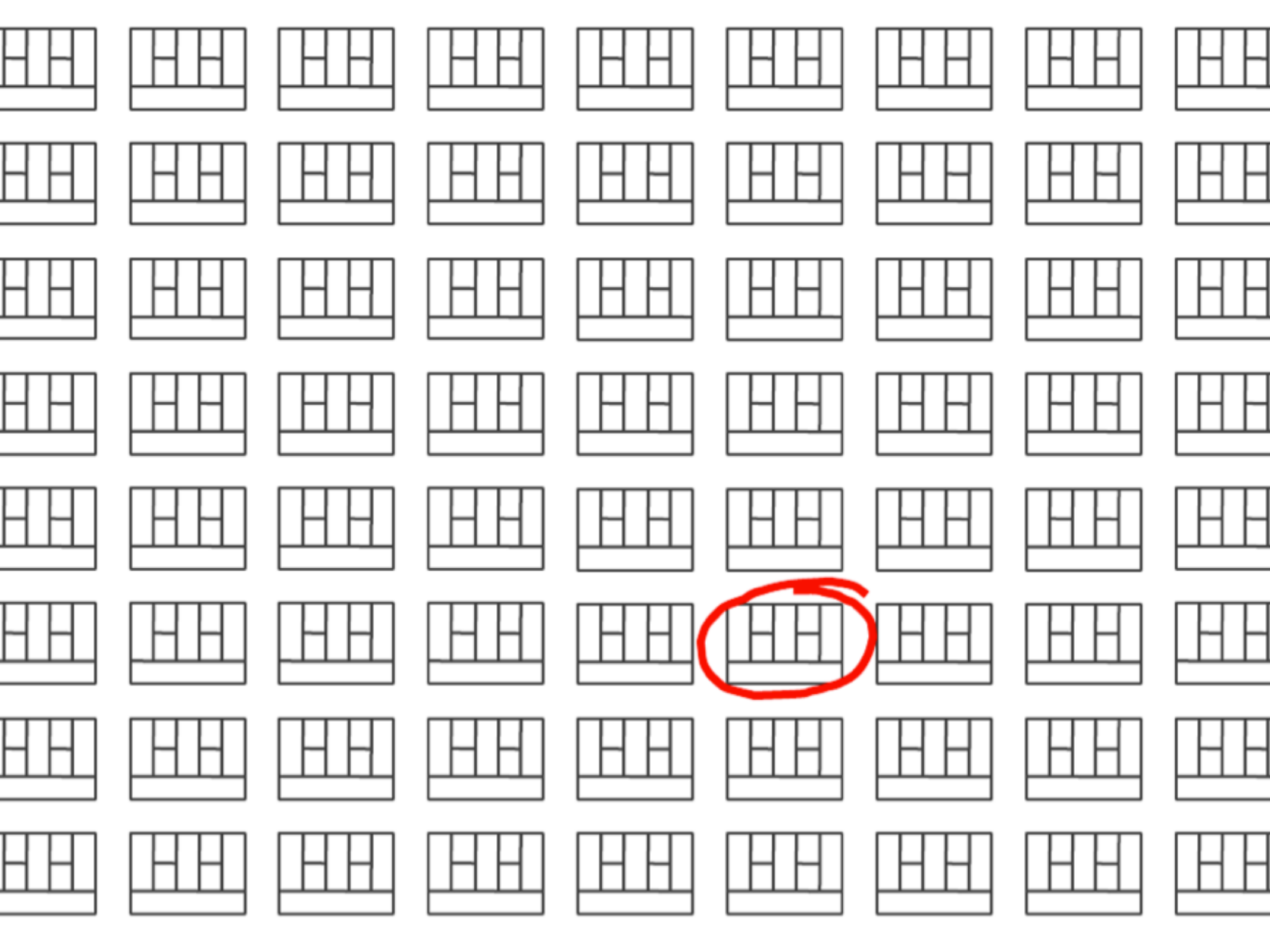
a business model might look great on paper...



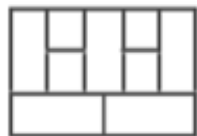
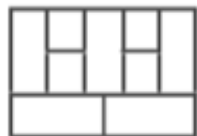
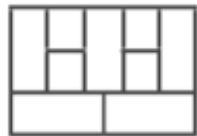
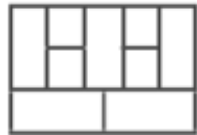
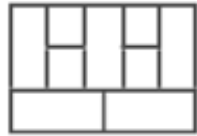
.. but after all it is only a...

... a set of hypotheses

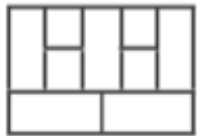
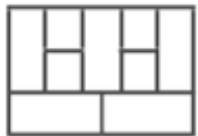
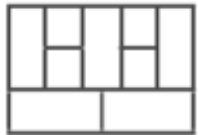
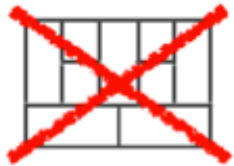




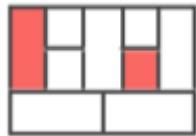
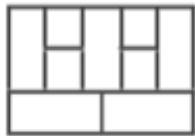
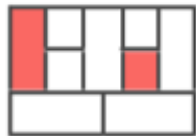
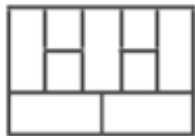
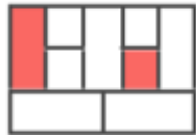
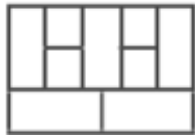
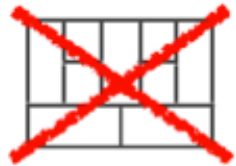
Brainstorm possible models



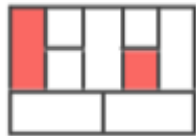
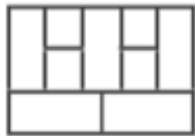
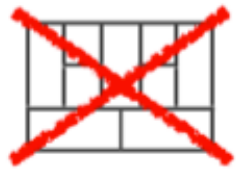
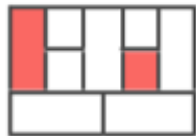
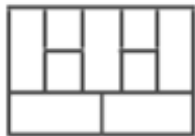
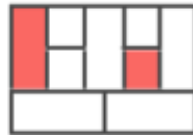
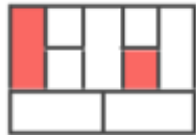
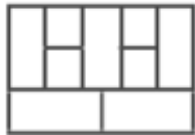
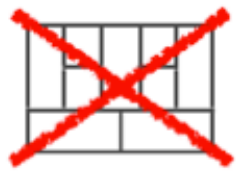
Prioritize where to start



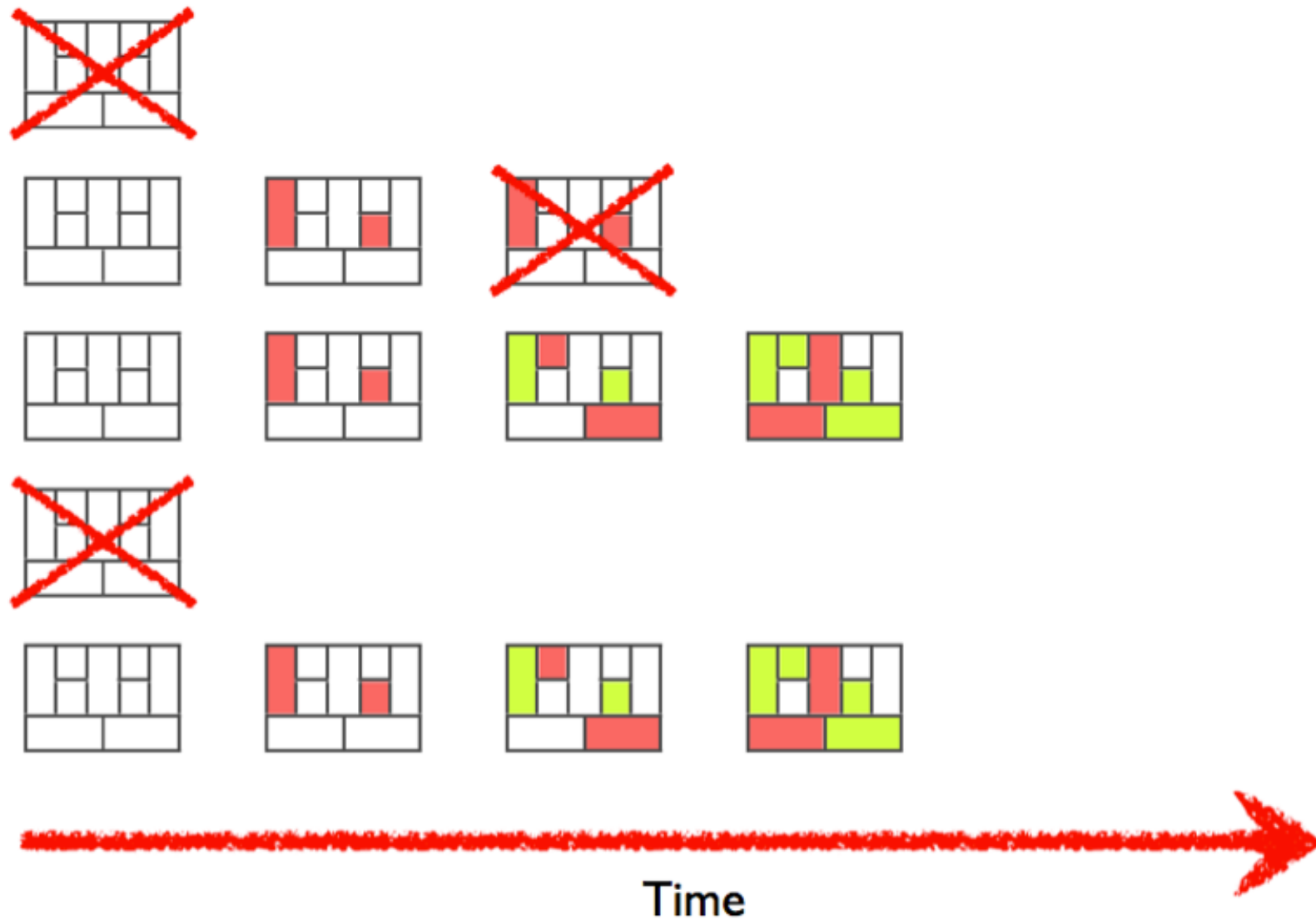
Identify the riskiest parts of your model



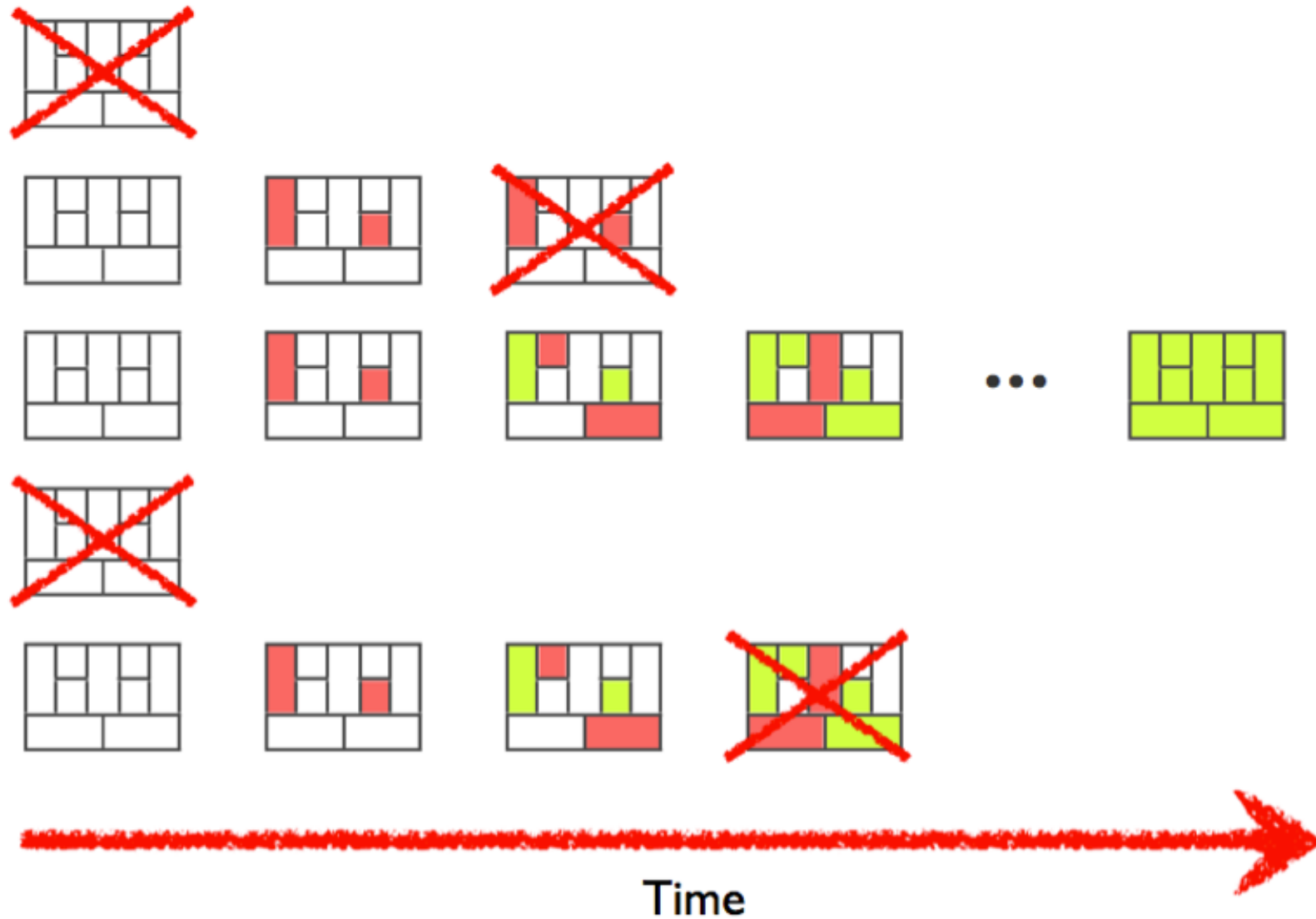
Systematically test your model



Systematically test your model

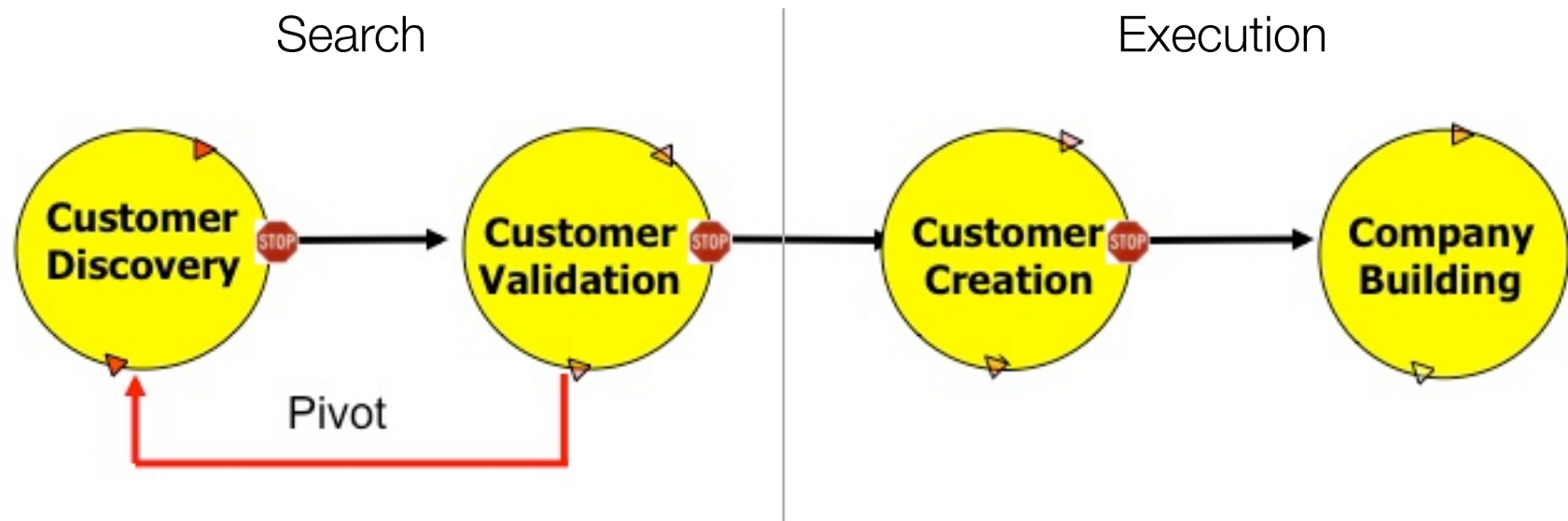


Systematically test your model





Customer Development Process



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THANK YOU.



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