PODNIKÁNÍ A INOVACE

Leonard Walletzký

- Inovace, vize a cíle
- Lean Startup – learning by doing
- Analýza a průzkum trhu, experiment board

OSNOVA
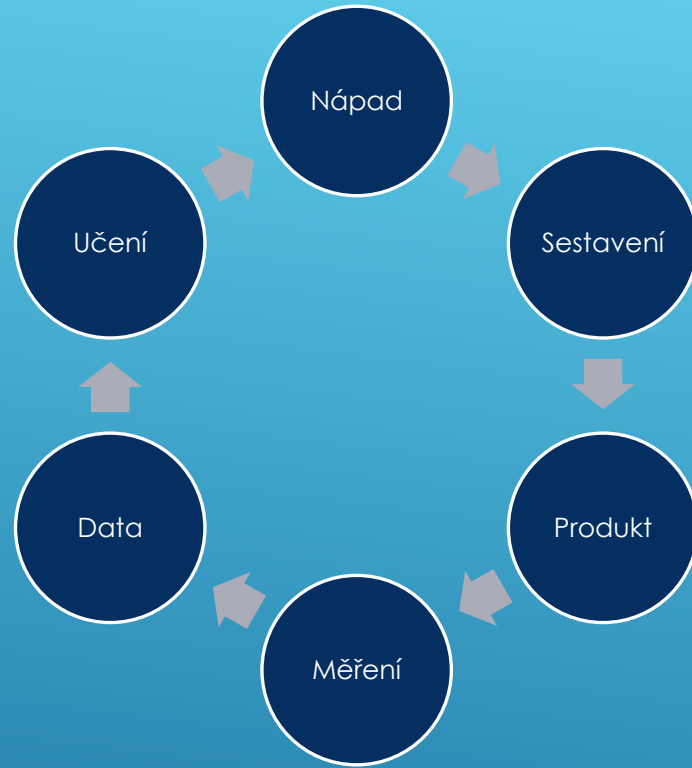
- Proč podnikat?

- Proč podnikat v IT službách?

PODNIKÁNÍ

- Co je to inovace?
- Na čem je založena?
- Proč jsou zejména startupy inovativní?

INOVACE

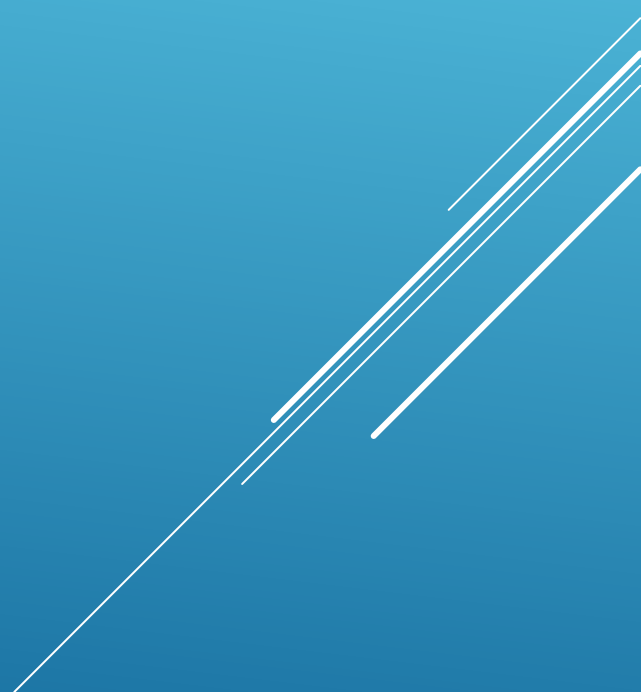# LEAN PRINCIP

Past předčasné optimalizace

Rychlost

Neučím se

Učení

Soustředění

Pes, který honí vlastní ocas

EXPERIMENTY

Lean Canvas

Podnikatelský plán na jedné straně papíru
Online kurz zdarma na www.leancanvas.cz

Projekt:

Autor:

Datum:

Verze #

Problém
Jaké jsou 1-3 nejpalčivější problémy vašich zákazníků?

Řešení
Jaké vlastnosti vašeho produktu řeší problémy vašich zákazníků?

Unikátní nabídka hodnoty
Čím upoutáte pozornost? V čem jste jiní? Jaká je výsledná hodnota pro zákazníka?

Neférová výhoda
Co vám nemůže nikdo snadno zkopírovat nebo si to koupit? Proč byste to měli dělat zrovna vy?

Zákazníci
Kdo jsou vaši zákazníci, resp. uživatelé?

Indikátory
Co pro vás znamená úspěch a jak jej budete měřit? Jaká další čísla jsou pro vás teď důležitá (akvizice, aktivace, loajalita, tržby, doporučení)?

Cesty k zákazníkům
Jak se dostanete ke svým zákazníkům?

Existující alternativy
Jak zákazníci řeší své problémy dnes?

Srozumitelný opis
Jak jednoduše opíšete vaše řešení pomocí již existujících?

První vlaštovky
S kým můžete začít nejdříve?

Struktura nákladů
Za co budete platit a kolik? Jaké jsou vaše fixní a variabilní náklady?

Cenový model
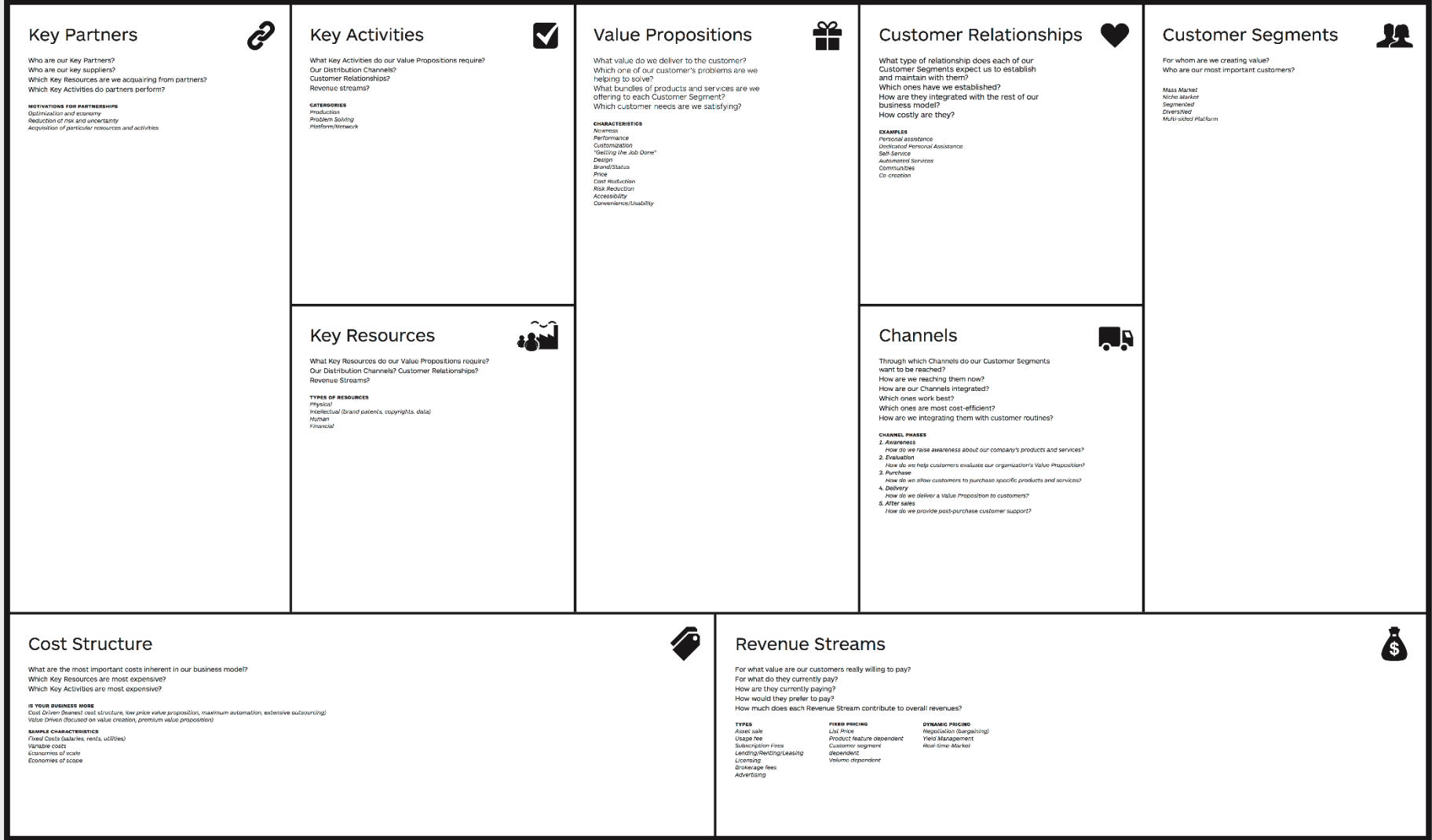Jak nacéníte vaše řešení problému?

The Business Model Canvas

Key Partners 🔗

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities ☑

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES
Production
Problem Solving
Platform/Network

Key Resources 🏭

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand patents, copyrights, data)
Human
Financial

Value Propositions 🎁

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?

CHARACTERISTICS
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships ♥

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?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Channels 🚚

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?

CHANNEL PHASES
1. Awareness
   How do we raise awareness about our company's products and services?
2. Evaluation
   How do we help customers evaluate our organization's Value Proposition?
3. Purchase
   How do we allow customers to purchase specific products and services?
4. Delivery
   How do we deliver a Value Proposition to customers?
5. After sales
   How do we provide post-purchase customer support?

Customer Segments 👥

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

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

Cost Structure 🏷

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope

Revenue Streams 💰

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?

TYPES
Asset sale
Usage fee
Subscription Fees
Lending/Renting/Leasing
Licensing
Brokerage fees
Advertising

FIXED PRICING
List Price
Product feature dependent
Customer segment dependent
Volume dependent

DYNAMIC PRICING
Negotiation (bargaining)
Yield Management
Real-time-Market

Strategyzer
strategyzer.com

- https://youtu.be/F-5Iyj9A1MU

- https://youtu.be/-_MH8TENpwc

EXPERIMENTAL BOARD

- https://youtu.be/dlUP3yrv9rQ

- https://www.youtube.com/channel/UCazGeTLAIWu6iz60E89WVvw

CASE STUDY