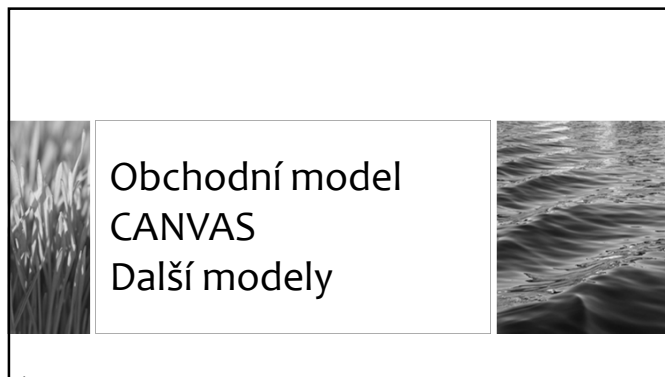




Podnikové inovace

Jitka Sládková

Skype: studenikova.jitka
E-mail: jitka.sladkova@nsmcluster.com



Obchodní model
CANVAS
Další modely

Klíčové oblasti Business plánu

- What's the product or service?
- Who will pay for it, why, and how much?
- How much it costs to make or deliver
 - How much is left (profit)
- Who are partners, suppliers, competitors
- Structure and processes
 - Marketing
 - Distribution
 - Operating / manufacturing
 - Supply chain
- Finance (sources of funds, returns to investors)
- Other Stakeholders



Business Plán I.

Business Plán - struktura

1. Executive Summary	6. Marketing and Sales
2. Problem	7. Competition
3. Solution	8. Management Team
4. Business Model	9. Financials
5. Secrets	10. Current Status

Summary

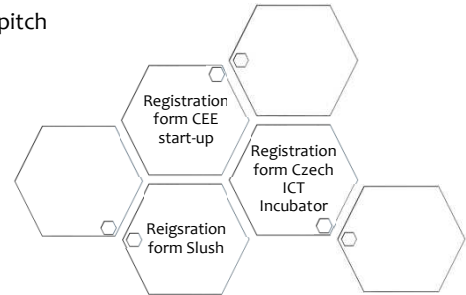
- Executive Summary
- Elevators Pitch
- Investors Pitch

Executive Summary

- ☞ Definujte problém, řešení, obchodní model, a **proč** vaše řešení je lepší
- ☞ Napište to poslední
- ☞ Zajměte čtenářovu pozornost
- ☞ Ne více než 2 stránky !
- ☞ To nejdůležitější součástí vašeho plánu a obvykle napsáno jako poslední...



Elevator pitch



Problem

- ✦ What problem are you solving?
- ✦ Describe how the **"state of the art"** is **insufficient**
- ✦ Get your reader to agree that the current situation isn't optimal
- ✦ If there isn't a problem, take your idea back to the drawing board

Solution

- ✓ How do we solve the "Problem"?
- ✓ Explain **what** you sell
- ✓ State your value proposition

Value Proposition Worksheet

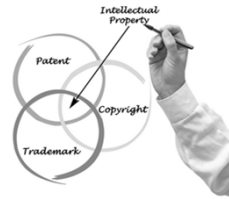
- ☞ First Sentence:
 - ☞ For (target customer)
 - ☞ What (statement of the need or opportunity),
 - ☞ the (product/service name) is a (product/service category)
 - ☞ that (statement of benefit).
- ☞ Second Sentence:
 - ☞ Unlike (primary competitive alternative),
 - ☞ our product (statement of primary differentiation).

Business Model – Revenue model

- ☞ Explain **how you make money**
 - ☞ Who pays you?
 - ☞ What are your channels of distribution?
 - ☞ How do you integrate suppliers?
- ☞ Use examples if necessary
- ☞ Be complete

Secrets

- ☒ Describe your technology, process improvement, etc.
- ☒ Use charts, diagrams, schematics, as much as possible
- ☒ Understand your **Intellectual Property**



Marketing and Sales

- ☒ Define your primary, secondary, and other audiences
- ☒ Show some numbers
- ☒ How will you find, sell, and retain customers?
- ☒ **Advertising and promotion budget**
- ☒ Identify your BEP



Competition

- 🏢 Everyone **has** competitors!
- 🏢 Provide a **complete view** of the competitive landscape
- 🏢 **Direct** and **indirect competitors**
- 🏢 Current and **anticipated competitors**
- 🏢 Competitor **strengths** and **weaknesses**
- 🏢 Your **competitive advantages**

Pohádka o tom, jak si

Ferruccio Lamborghini si koupil Ferrari.

Měl ale připomínky. Nebyly brány vážně od výrobce traktorů. A tak Ferruccio vyrobil vlastní traktor co jezdí 320 km/h.

Ponaučení: když se nebudete učit od svých zákazníků, můžete ztratit je i svůj business...

Management Team

- 👤 Describe your **key players**
- 👤 Management Team
- 👤 Board of Directors
- 👤 Board of Advisors
- 👤 Major Investors
- 👤 Who are you *missing*?

Financial Projections

- § Cash Flow Projections
- § Income Projections
- § Balance Sheets
- § Assumptions

Current Status

- ☞ Describe your **major milestones** and tasks
 - ☞ Technology
 - ☞ Fundraising
 - ☞ Customer Development, etc.
- ☞ Where are you now?
- ☞ Brag about your accomplishments
- ☞ Talk about the **next steps – fulfill with schedule**

Investor Pitch Slides

10/20/30 Rule

1. Title
2. Problem
3. Solution
4. Business Model
5. Secrets
6. Marketing and Sales
 - Competition
 - Management Team
 - Financials
 - Current Status

10 slides, 20 minutes, 30 point font
These are the slides you will need



Business Plán II.

Přesvědčivý příběh potřebuje pokrýt klíčové prvky

Market Need	Sustainability
Alternatives	Product / Service Delivery & Execution
'Go to Market' Strategy	Financing & Capital Needs
Management Team	Plan to Scale & Leverage
Exit Plan	Financial Projections

Key Element: Defining Market Need

*Begin with the **need**
not the product or service*

Key Element: Alternatives

How is need being satisfied or addressed today

Key Element: Meeting Needs

How will your product / service meet identified needs?

Why it is better than alternatives from the customer's perspective?

What will compel them to buy?

Key Element: Go to Market

Why is the plan (the distribution channel, the marketing plan, the sales message, etc.) the best / most logical?

Key Element: Identifying Critical Factors

Which aspects of the business are most critical?
 Which aspects need to be done well and which ones exceptionally well?
 Which aspects, if done marginally, could sink the business?

Key Element: Management

What talent / expertise is needed to meet critical needs of business?
 How will you attract that talent?
 Begin with needs and align talent with it
Don't start with people available

Key Element: How will it make \$

- Who pays what and why?
- Cost Structure

Process: How to Build a Viable Plan

Onion Method

Check & Recheck Connections

Versions:
 2 minutes
 20 minutes
 2 hours

Srovnejte obchodní model s cíli

- ☛ Co se snažíte dosáhnout s tímto plánem ?
- ☛ Vyhrát soutěž ?
- ☛ Pass a Class?
- ☛ Start a Business?
- ☛ Make a living?
- ☛ Fame & Fortune?
- ☛ Make a difference?
- ☛ Learn?

Omyly

Invention ☒ Innovation

Good Plan ☒ Winning Plan ☒ Good Business Model ☒ Successful Business

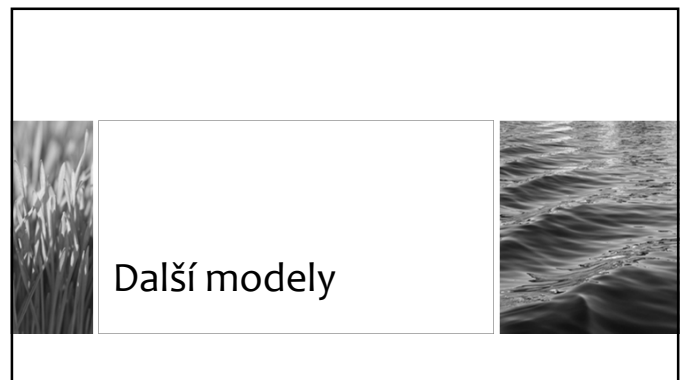
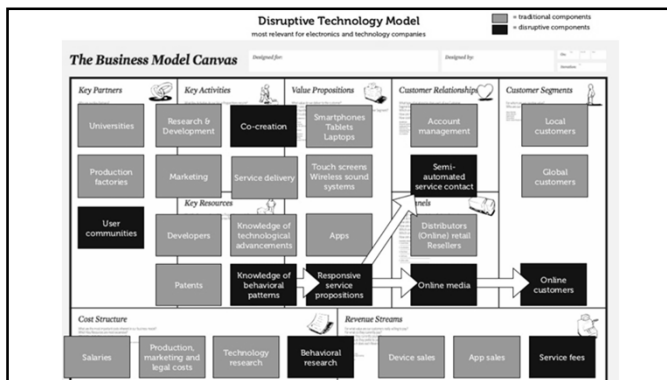
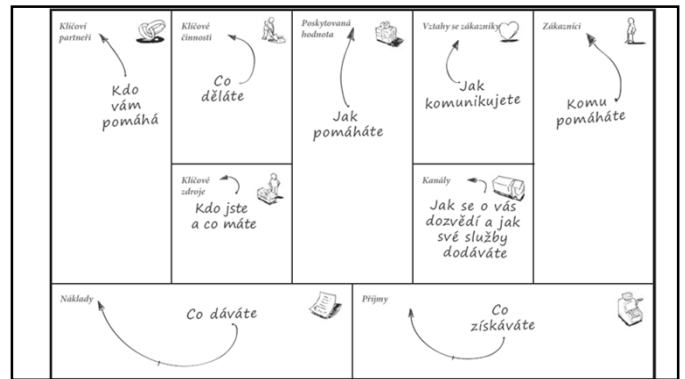
Good Business Model ☒ Big \$

A Plan ☒ The Answer



Business Model Canvas

grafické znázornění modelu - tzv. plátno byznys modelu
hlavní výhody přístupu patří zdůraznění tvorby hodnoty a provázanost finančních toků na jednotlivé prvky modelu



Další business přístupy

Affinity club	MBNA
Bundling	Fast-food value meals, iPod/ iTunes
Crowdsourcing	Wikipedia, You Tube
Freemium	Skype, LinkedIn, Pandora
Leasing	Xerox, Luxury cars, Machinery Link
Low-touch	Southwest, Wal-mart, Xiameter
Negative operating cycle	Amazon
Pay-as-you-go	PG&E, metered ISPs
Razors/ blades	Gillette, personal printers
Reverse razors / blades	iPod/iTunes, Amazon Kindle
Product-to-service	IBM, Hilti, Zipcar

Tipy

1. Constantly learn and adjust
2. Define the Bet
3. Realize the product / service is only relevant through the market's eyes
4. Sell one (or more)
5. Get testimonials / references from those in the know
6. Answer the question: "How would I find out?"
7. Answer the question: "How do I know ...?"
8. Make sure the numbers add
9. Be an actor
10. Talk to yourself