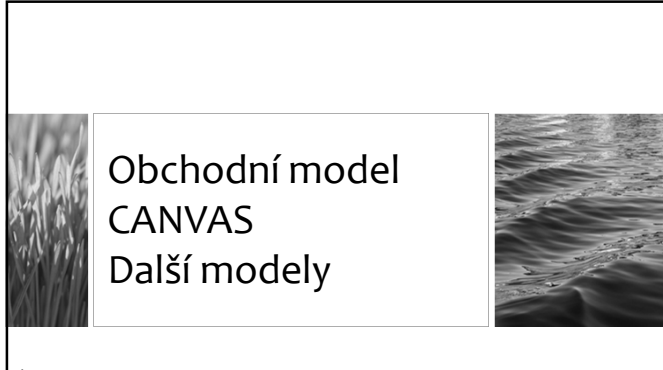




Podnikové inovace

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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

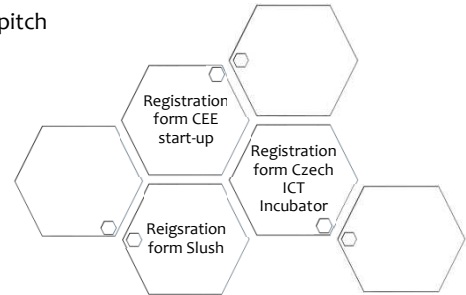
- Executive Summary
- Elevators Pitch
- Investors Pitch

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

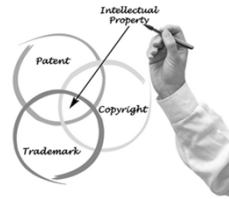
- ☞ First Sentence:
 - ☞ For (target customer)
 - ☞ What (statement of the need or opportunity),
 - ☞ the (product/service name) is a (product/service category)
 - ☞ that (statement of benefit).
- ☞ Second Sentence:
 - ☞ Unlike (primary competitive alternative),
 - ☞ our product (statement of primary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

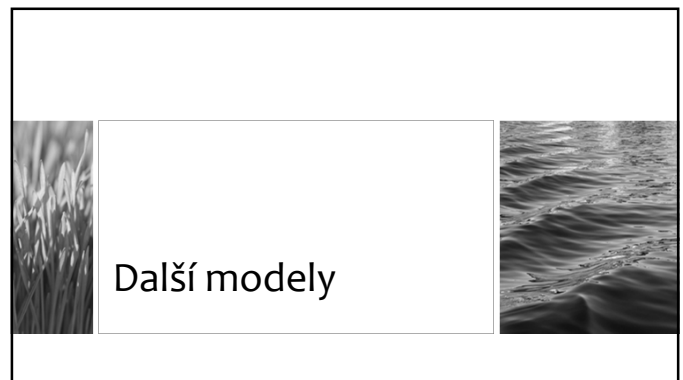
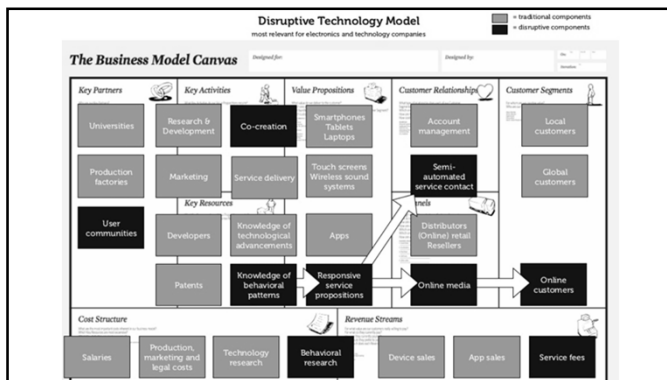
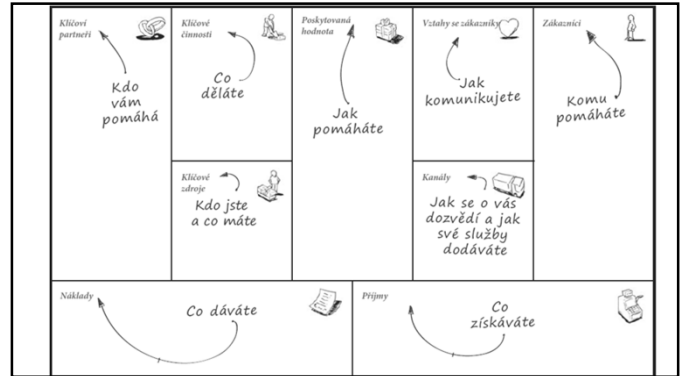
Good Business Model ☒ Big \$

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

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