



Four tools to support your puzzle

SPARK Europe Webinar, 6 September 2023



Background



lectoraat innovatie •
publieke sector
Hogeschool van Arnhem en Nijmegen



University of California
Berkeley
Haas School of Business

cyclotronroad

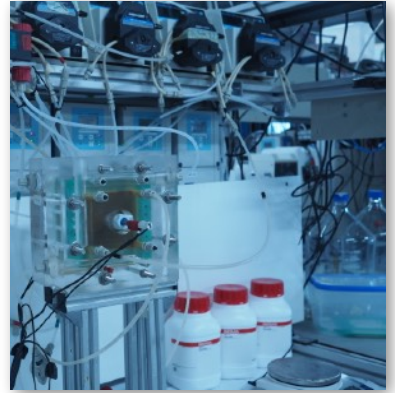


Climate
Launchpad



Faculty of Impact Program

- 2 year fellowship to commercialize your research
- Researchers keep contract with university
- Open to researchers that work at a Dutch university
- Stay in their research group, keep lab access, etc
- Groups of \approx 15 fellows
- Intense training & coaching for entrepreneurship skills



Research programmes > Faculty of Impact

Faculty of Impact

One of the ambitions of the Netherlands is to ensure that scientific research is also used to address societal issues and realise economic growth. Many scientific discoveries do not reach the market, partly because researchers often lack the experience and knowledge needed to make an innovation market-ready and set up a commercial organisation. Therefore, the Faculty of Impact offers an intensive, two-year programme for scientists who want to make an impact with their research and start their own business.

[Purpose and objectives](#) (+)

[Budget and lead time](#) (+)

[Partners](#) (+)


[Commissions](#) (+)

Characteristics

Status
[In progress](#)

Start
2021

Contact



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Your Puzzle

Definition of Entrepreneurship

~ORIGIN early 19th cent. from French, from *entreprendre*
'undertake'

*~one who organizes, manages, and assumes the risks of a
business or enterprise*

-ial: ~not afraid to undertake a challenge

Definition



The pursuit of opportunities without regard
to resources currently controlled

Stevenson, 1989





BIRTHPLACE OF "SILICON VALLEY"

THIS GARAGE IS THE BIRTHPLACE OF THE WORLD'S FIRST HIGH-TECHNOLOGY REGION, "SILICON VALLEY." THE IDEA FOR SUCH A REGION ORIGINATED WITH DR. FREDERICK TERMAN, A STANFORD UNIVERSITY PROFESSOR WHO ENCOURAGED HIS STUDENTS TO START UP THEIR OWN ELECTRONICS COMPANIES IN THE AREA INSTEAD OF JOINING ESTABLISHED FIRMS IN THE EAST. THE FIRST TWO STUDENTS TO FOLLOW HIS ADVICE WERE WILLIAM R. HEWLETT AND DAVID PACKARD, WHO IN 1938 BEGAN DEVELOPING THEIR FIRST PRODUCT, AN AUDIO OSCILLATOR, IN THIS GARAGE.

CALIFORNIA REGISTERED HISTORICAL LANDMARK NO. 976

PLAQUE PLACED BY THE STATE DEPARTMENT OF PARKS AND RECREATION IN COOPERATION WITH HEWLETT-PACKARD COMPANY, MAY 19, 1989.

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DEPARTMENT OF THE INTERIOR

Five main areas of managing resources

- Customers & Market
- Product & Technology
- Management, Team & Culture
- Financials & Funding
- Legal, IP, governance



Tool 1

The Deal

The Deal in short

- One sentence to describe the essence of your startup to an outsider
- Especially: the customer
- Looks easy, is actually quite hard

The shortest pitch of your idea

What

Do You

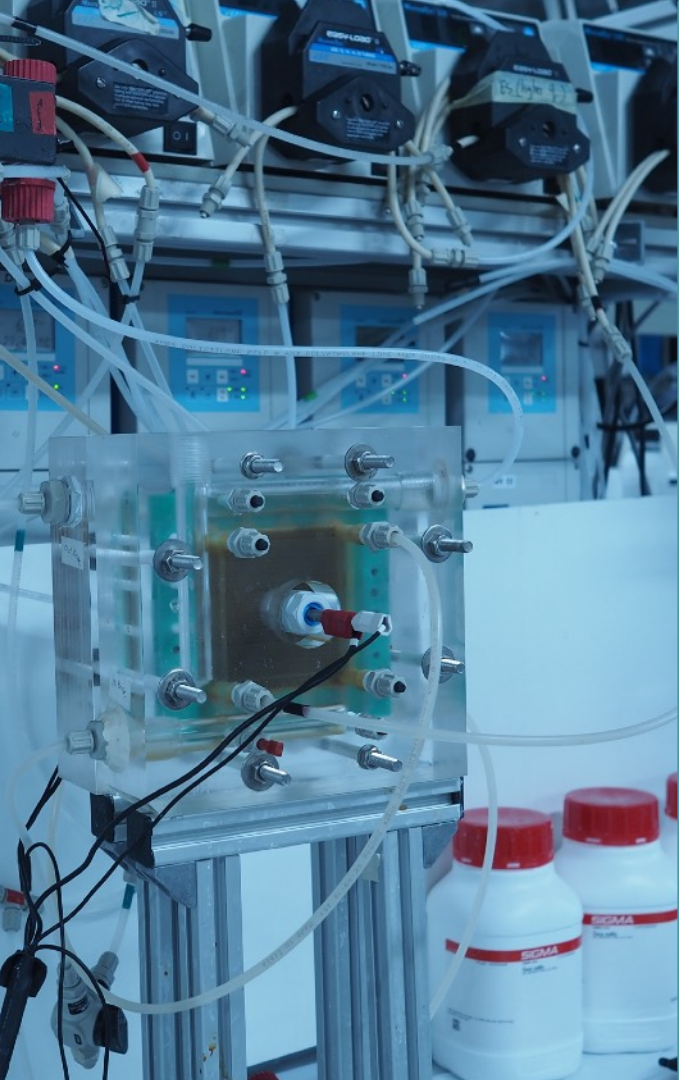
Sell To Whom

For How Much

The Deal

- **The start-up:** that's you
- **The customer:** the one you're selling to (either business or consumer)
- 📦 **The product:** what your selling
- 💰 **The price:** what the consumer pays you in return





Tool 2

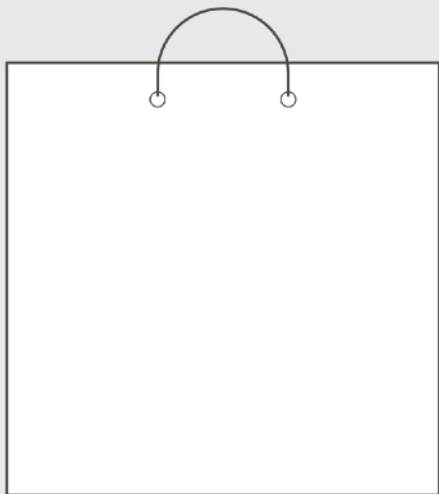
Where to Play



THE MARKET OPPORTUNITY NAVIGATOR

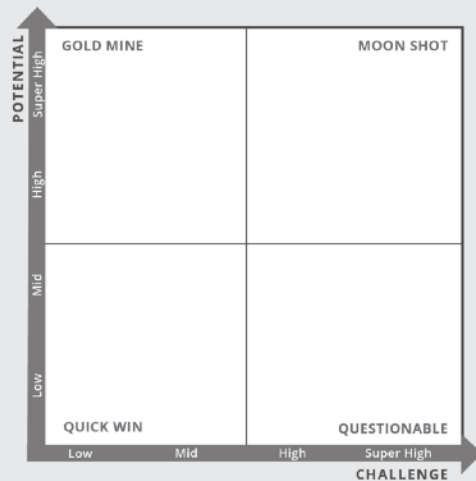
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DATE _____



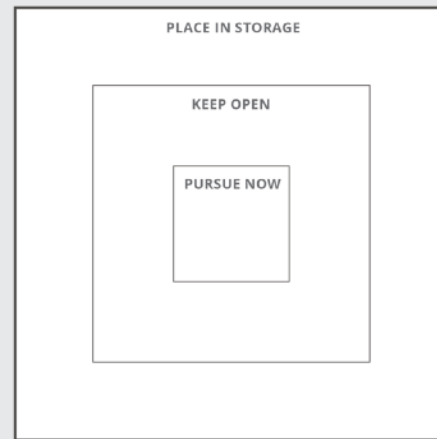
MARKET OPPORTUNITY SET

- 1 Use Worksheet 1 to identify potential market opportunities, and place them in the set



ATTRACTIVENESS MAP

- 2 Use Worksheet 2 to evaluate the attractiveness of each market opportunity, and place each one on the map



AGILE FOCUS DARTBOARD

- 3 Use Worksheet 3 to design your Agile Focus strategy, and mark it on the dartboard



market opportunity = any combination of application + customer
Use sticky-notes™ to represent each market opportunity



GENERATE YOUR MARKET OPPORTUNITY SET

NAME

DATE

List the venture's core abilities or technological elements

Characterize them based on their functions and properties. Describe them in a general manner, independent from your (envisioned) product.

ABILITIES











Identify your market opportunities

Which applications can you offer with your core abilities? Which customers may need them? Zoom in to further segment each customer group.

APPLICATIONS



CUSTOMERS



application



customer



market opportunity



Place the market opportunities that you would like to evaluate in the Market Opportunity Set.

List the venture's core abilities or technological elements

Characterize them based on their functions and properties. Describe them in a general manner, independent from your (envisioned) product.

ABILITIES



Unique Accessibility

Collision tolerance (humans/ walls)
Decoupled & light protection cage
Roles on any surface
Operates in a range of temperatures & pressures



Aviation Abilities

On-site video piloting
Dark/ smoked/ dusty environments
Limited flight duration



Imagery System

HD recording
Thermal recording
Real time video streaming
Remotely adjustable
Post mission analysis



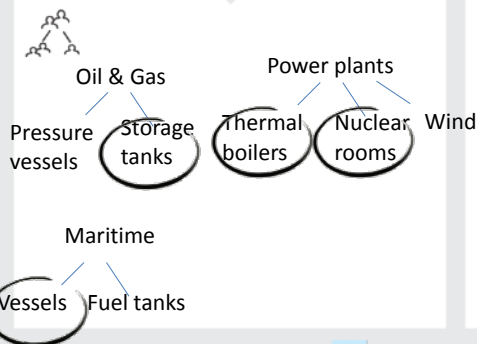
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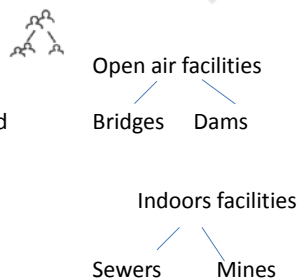
APPLICATIONS



Industrial Inspection



Infrastructure Inspection



Security / Search and Rescue



CUSTOMERS



application + customer = market opportunity



Place the market opportunities that you would like to evaluate in the Market Opportunity Set.

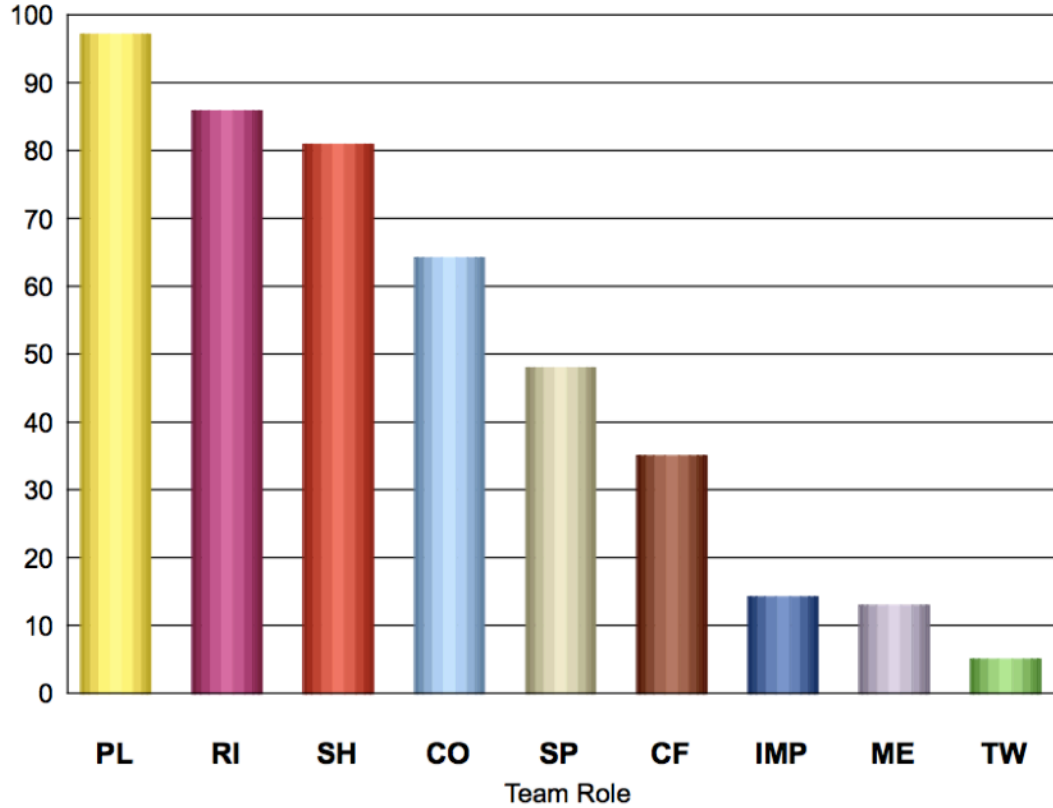


Tool 3 Belbin

Belbin in short

- Great way to get founders thinking started on diversity in the team
- Also a great way to think about roles that need to be played in a team, even if the team is <5 people
- And a great way to learn to reflect on your strengths (and inevitable weaknesses)

Percentile



Key

PL Plant

RI Resource Investigator

SH Shaper

CO Co-ordinator

SP Specialist

CF Completer Finisher

IMP Implementer

ME Monitor Evaluator

TW Teamworker

Preferred
roles

Manageable
roles

Allergy
roles

TED talk 'How to start a movement'



A group of approximately 15 people, including men and women of various ages, are standing in a line on a light-colored wooden floor. They are positioned in front of a large blue wall. On the wall, there is a large white circle containing the text "Faculty of Impact" in a dark blue, sans-serif font. The people are dressed in a variety of casual and business-casual attire, including shirts, blouses, a dress, and a sweater. The background also shows a glass door or window to the right and a ceiling with recessed lighting on the left.

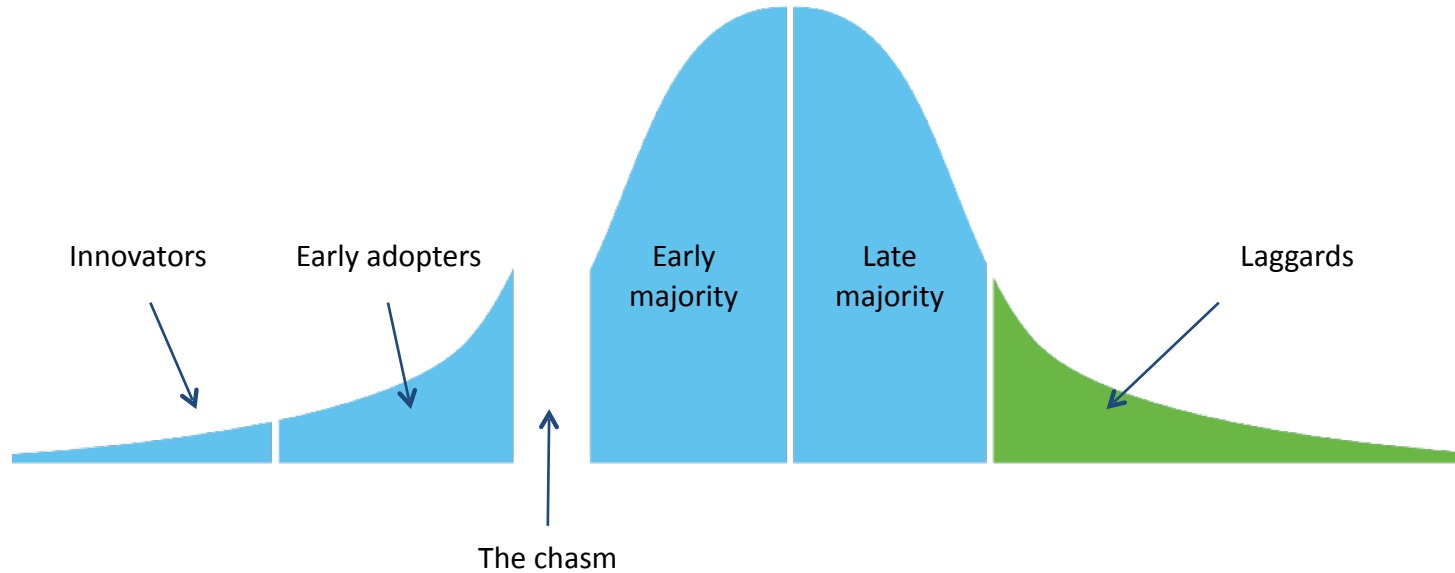
Faculty
of Impact

Tool 4 The Mom Test

Mom Test in short

- Interview technique
- Better understand one of your biggest risks: false positives
- Train yourself to listen, listen, listen
- Much (much much) more important than giving amazing elevator pitches

Not everyone is your customer



Focus on Early adopters

- Has a **problem**
- Is **aware** of having a problem
- Has been **actively looking** for a solution
- Has **put together** a **solution** out of piece parts
- **Has** or can acquire a **budget**

Figuring out if they are your customer

- Identify **potential customers** in your beachhead market
- Set up **meetings** with them (in person, phone, Zoom, Skype, etc.)
- Find out if they **have a pain**
- Find out if they are **early adopters**

Customer interviews

Interview set-up

1. Find out if they are the **customer**
2. Explore what keeps them **awake** at night
3. Get **commitment** or advancement

There is one problem ...

There is one problem ...



Everybody Lies!



(People tell us what we want to hear, if we ask the wrong questions)



