



Entrepreneurial Discovery

Back to the Classroom

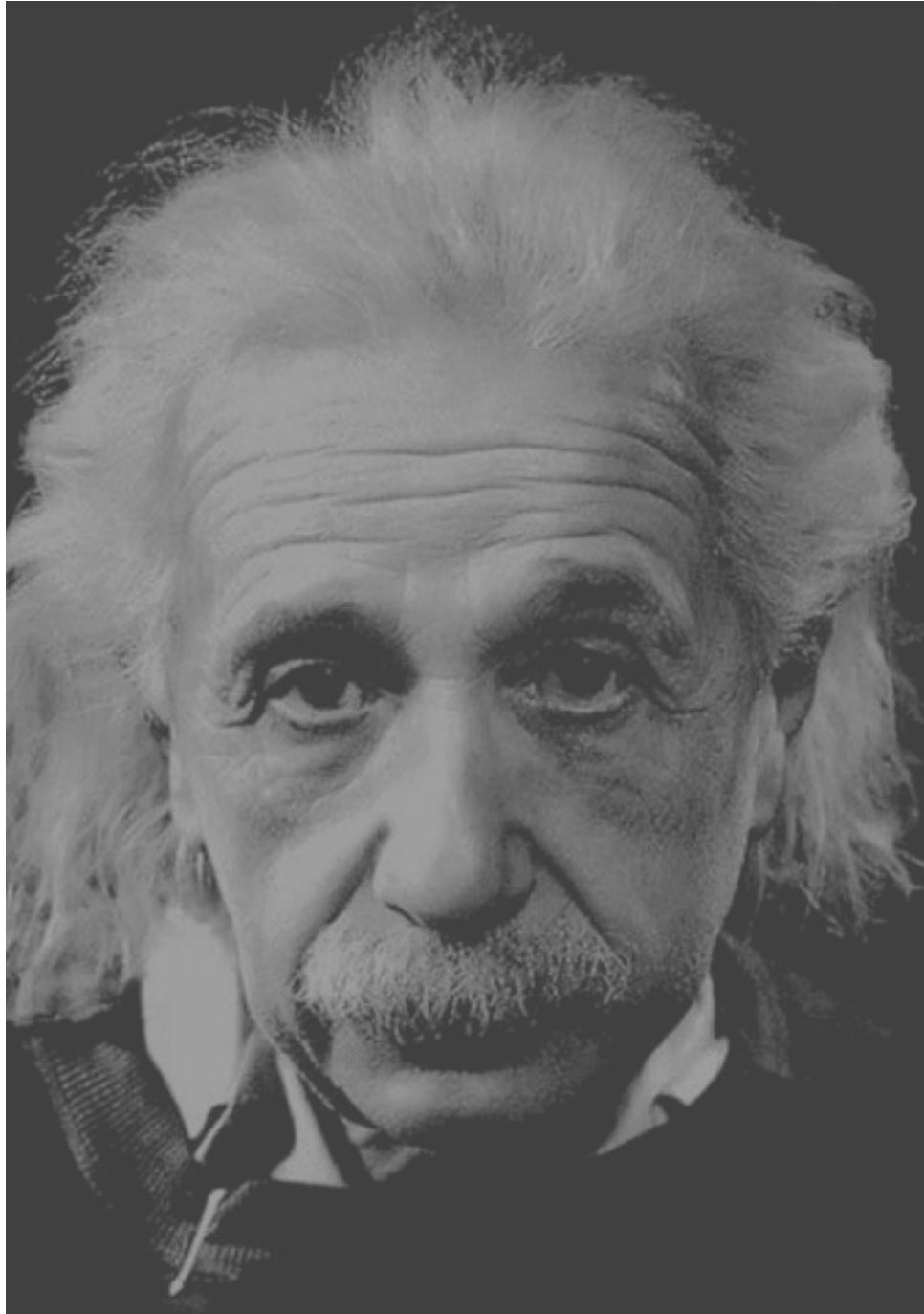
Mark Tebbe (mark@tebbe.com)
November 16, 2015

“Real entrepreneurs have what I call the three Ps (and, trust me, none of them stands for 'permission').

Real entrepreneurs have:
a **passion** for what they're doing,
a **purpose** that drives them forward, and
a **problem** that needs to be solved.”

Michael Dell

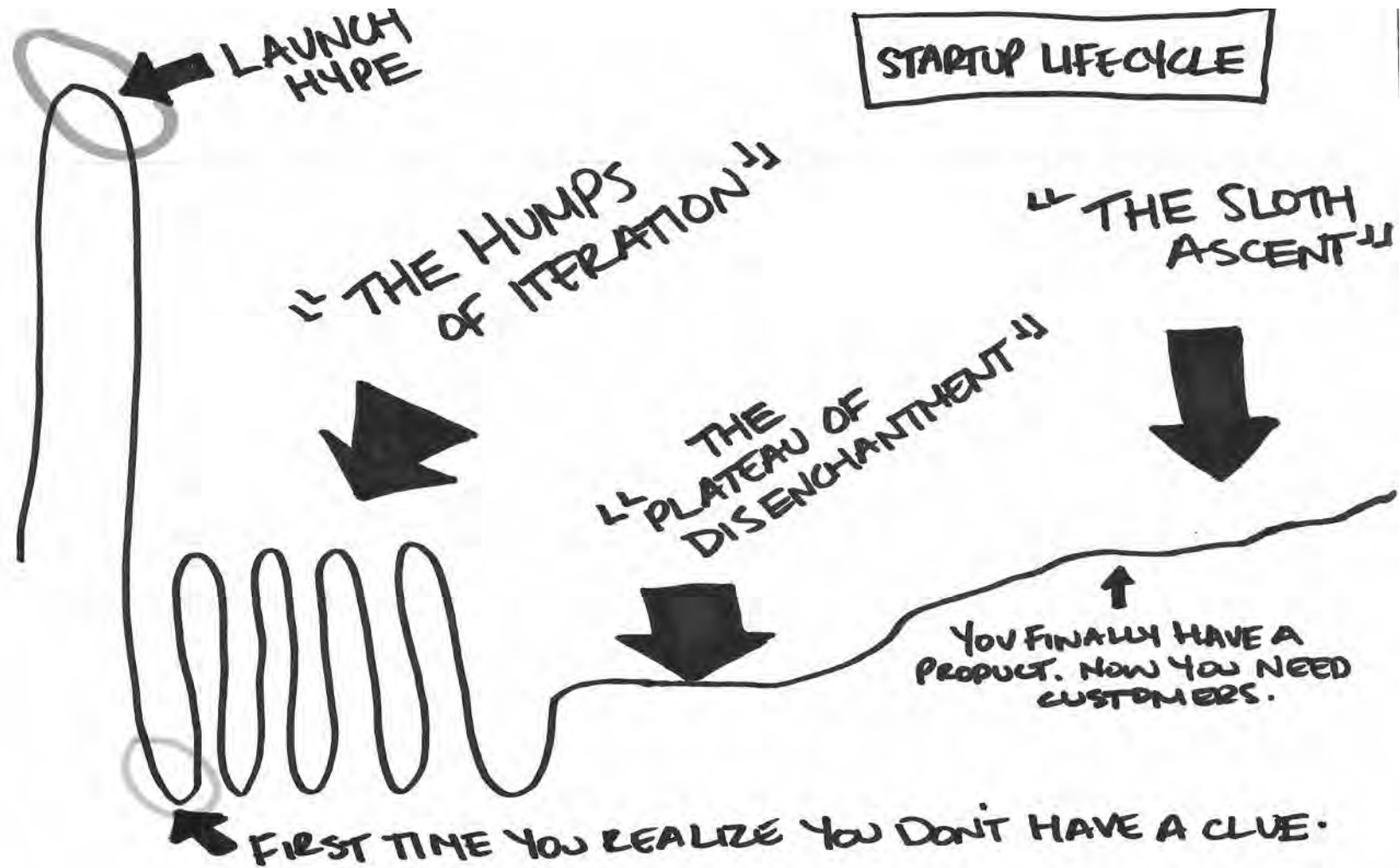


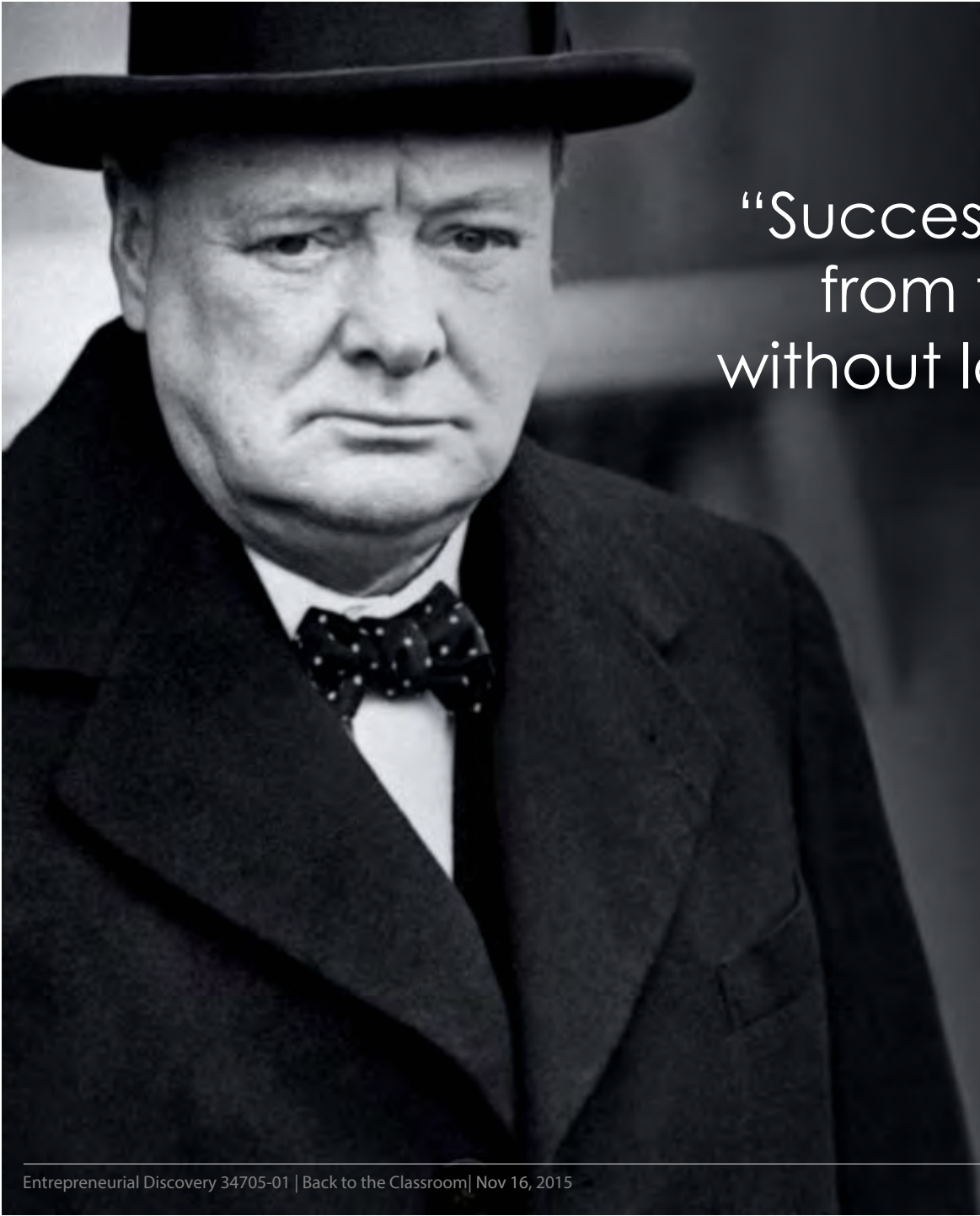


“If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than five minutes.”

Albert Einstein

The Start-up Path is Never Clear Nor Easy





“Success consists of going
from failure to failure
without loss of enthusiasm.”

Winston Churchill

D4

Discover • Design • Develop • Do

Discover • Design • Develop • Do

.....



To **look at the world in a fresh way**, noticing new things and seeking inspiration. Gather insights, developing an opinion about what they see, deciding what is new and interesting, and **what will inspire new ideas.**



To **make sense of all the possibilities** identified in the 'Discover' stage. Which matters most? Which should we act on first? The goal here is to **frame the opportunity**.

Discover • Design • Develop • Do

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A period of development where **solutions are created, prototyped, tested and iterated**. This process of trial and error helps to improve and refine ideas.

 Make **impact**.



Discover • Design • Develop • Do

The real act of discovery
consists not in finding new
lands, but in seeing with
new eyes.

Marcel Proust

Innovation is the Core Driver

- Innovation often beats Pure R&D Invention
 - Not process but disruptive innovation
 - Quicker, easier and more profitable
 - “Small Ball”
- Innovation isn’t hard provided you can:
 - Look beyond the past
 - See what others see
 - Think what no one else has thought



Barriers

Channels

Customer

Pain

Usability

Stakeholders

Need

Access

Competition

Price

As•ump•tions *(n)*

a thing that is accepted as true or as certain to happen, without proof.

Money

Features

Market

Problem

Technology

Opportunity

Gains


Team

Budget

Ability

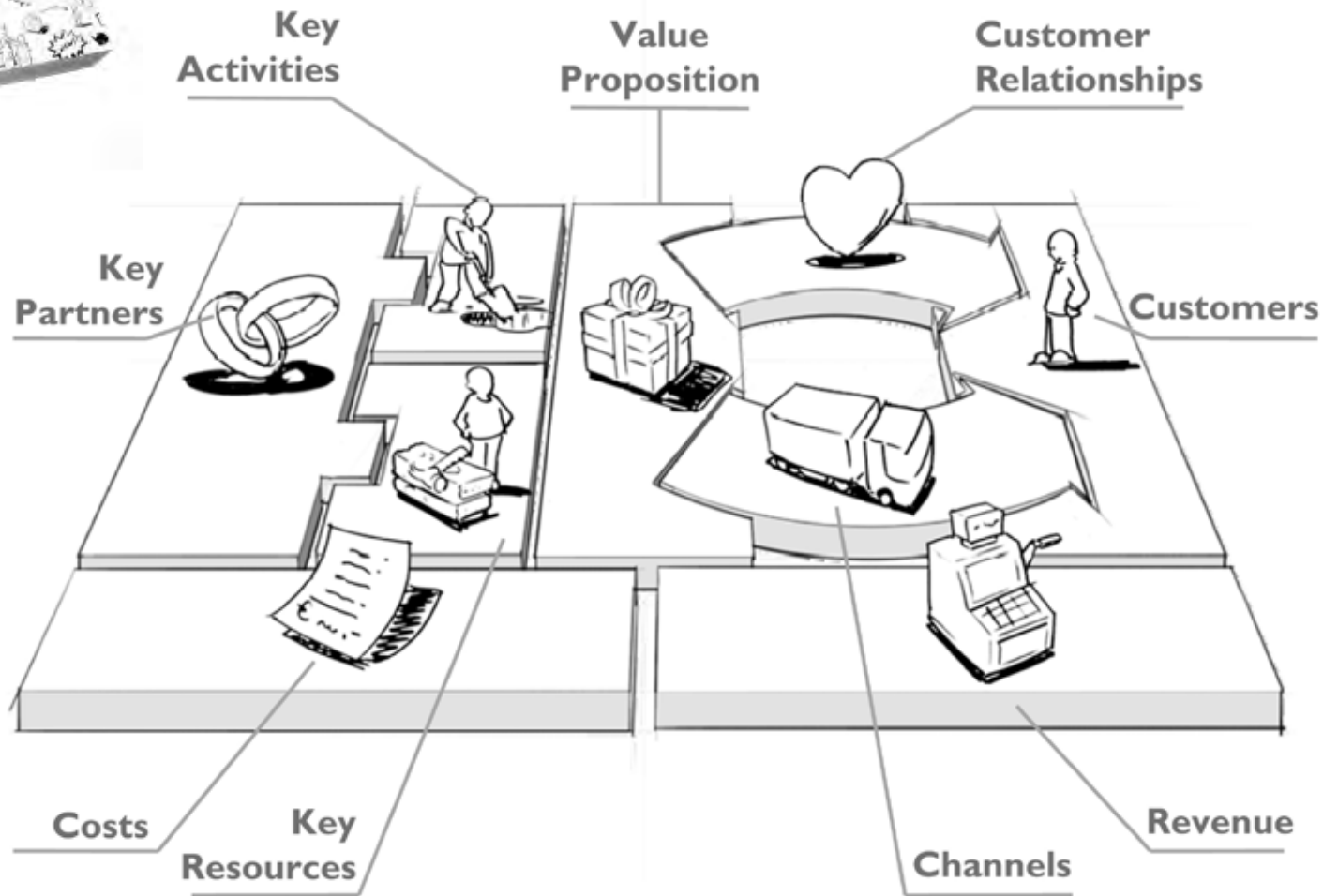
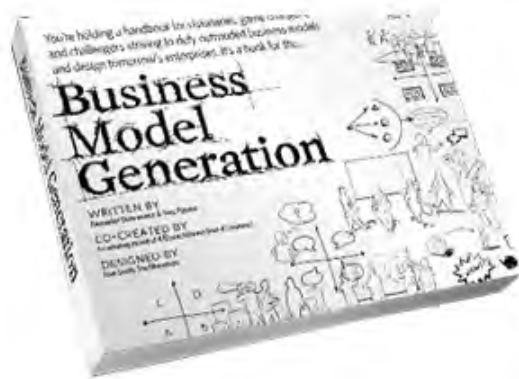
Credibility

Timing



“The world is changing very fast. Big will not beat small anymore. It will be the fast beating the slow.”

Rupert Murdoch



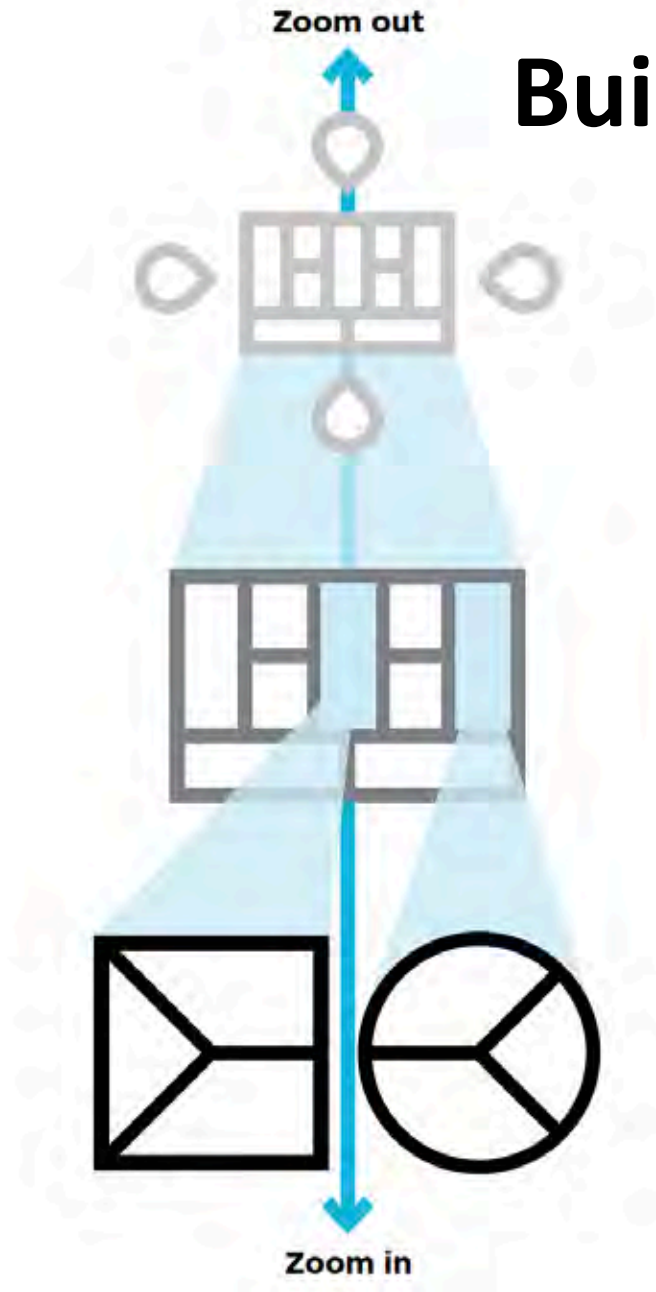
drawings by JAM

Building Upon Each Other

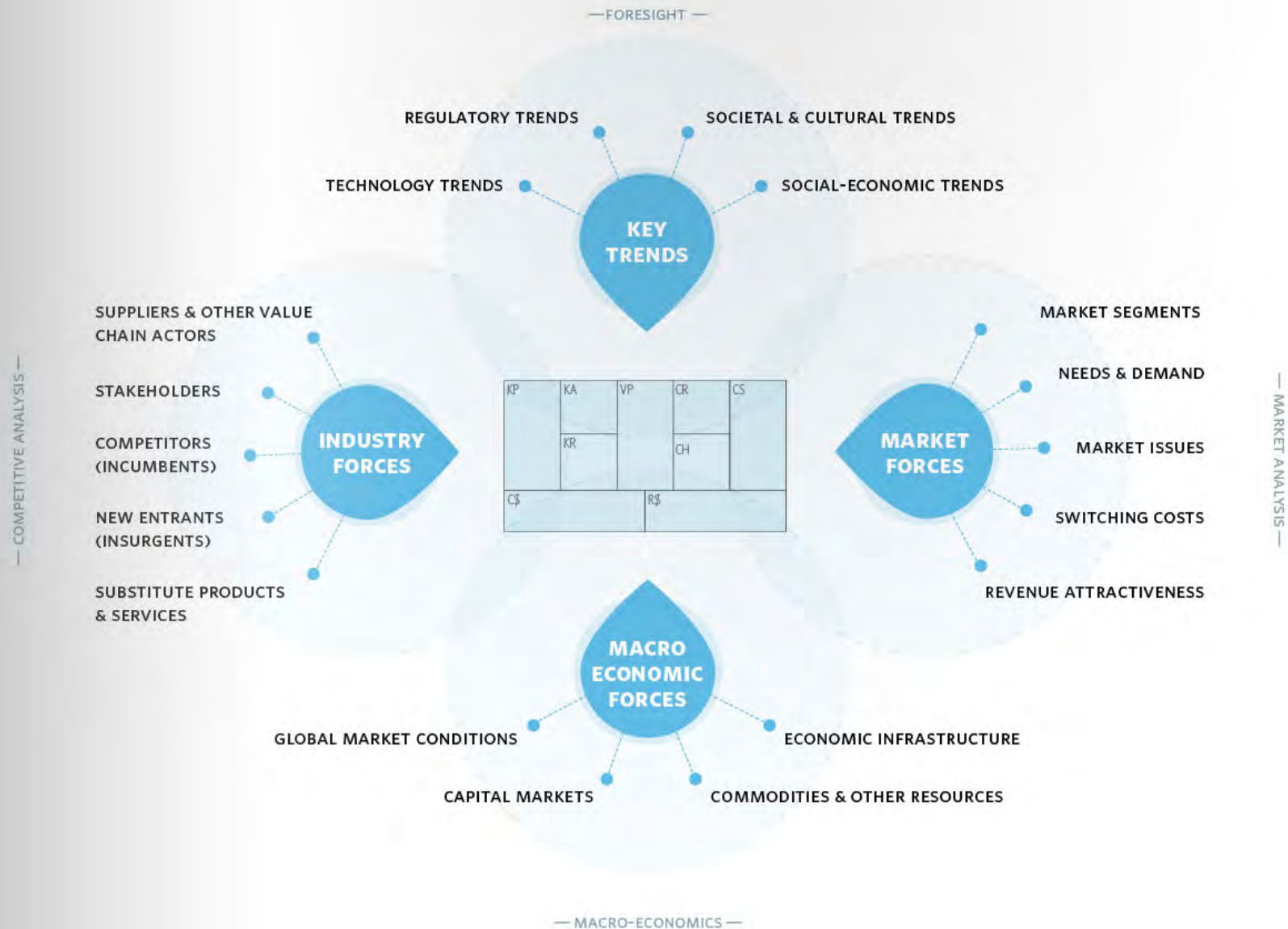
Environment Map


Business Model Canvas










Value Proposition Canvas

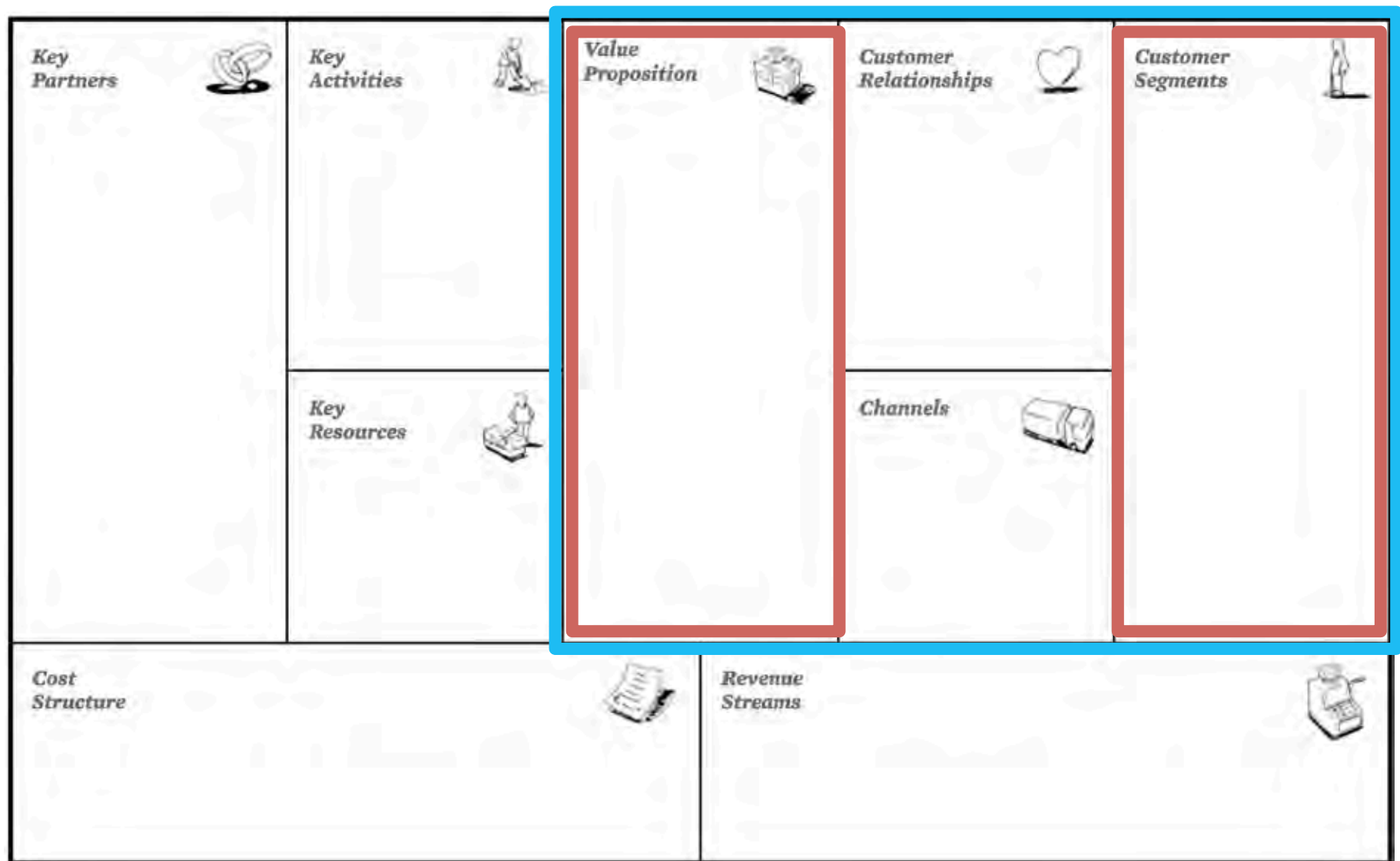


Executing in the Environment



Key Partners 	Key Activities 	Value Proposition 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	

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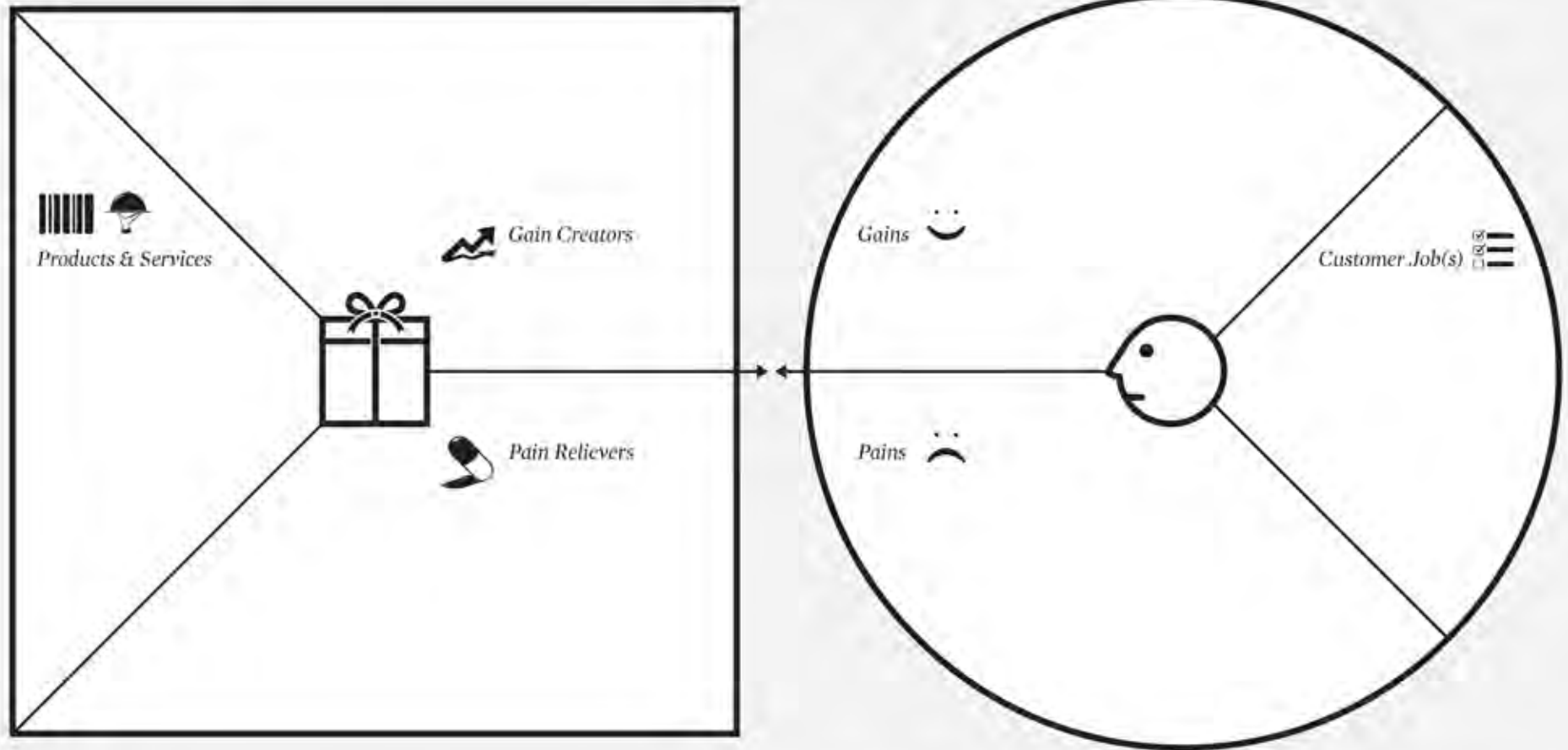
The Value Proposition Canvas

Designed for:

Designed by:

Use:

Iteration:



Value Proposition


Create, Deliver, Capture Customer Value

Customer Segment

www.businessmodelgeneration.com



Use in Conjunction with the Business Model Canvas

A black and white photograph of John Maynard Keynes. He is seated at a desk, gesturing with his right hand as if in the middle of a lecture or discussion. The desk is cluttered with papers, books, and a small box. In the background, a tall bookshelf filled with books is visible. The lighting is dramatic, with strong highlights and deep shadows.

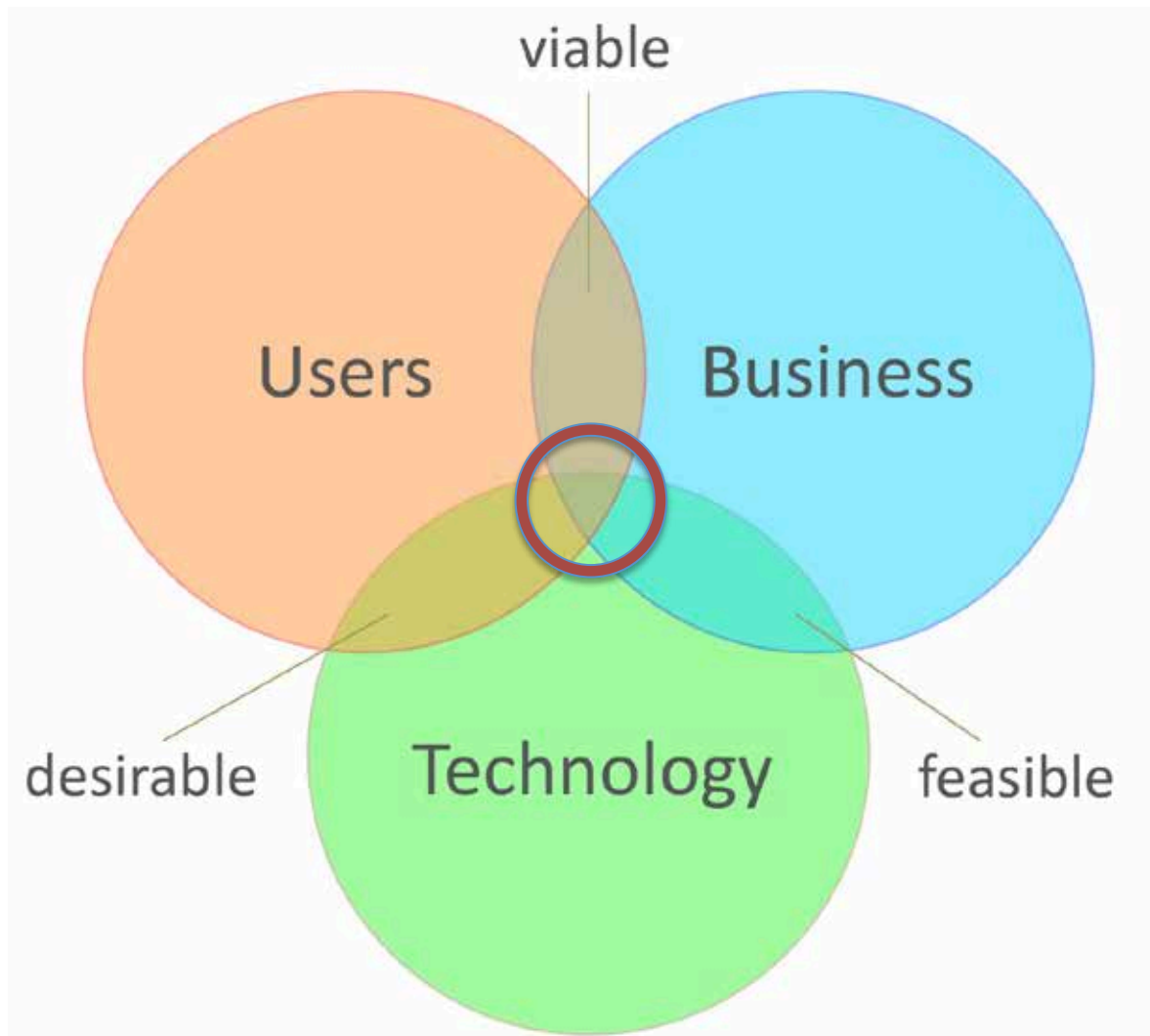
The difficulty lies not so much in developing new ideas as in escaping from old ones.

John Maynard Keynes



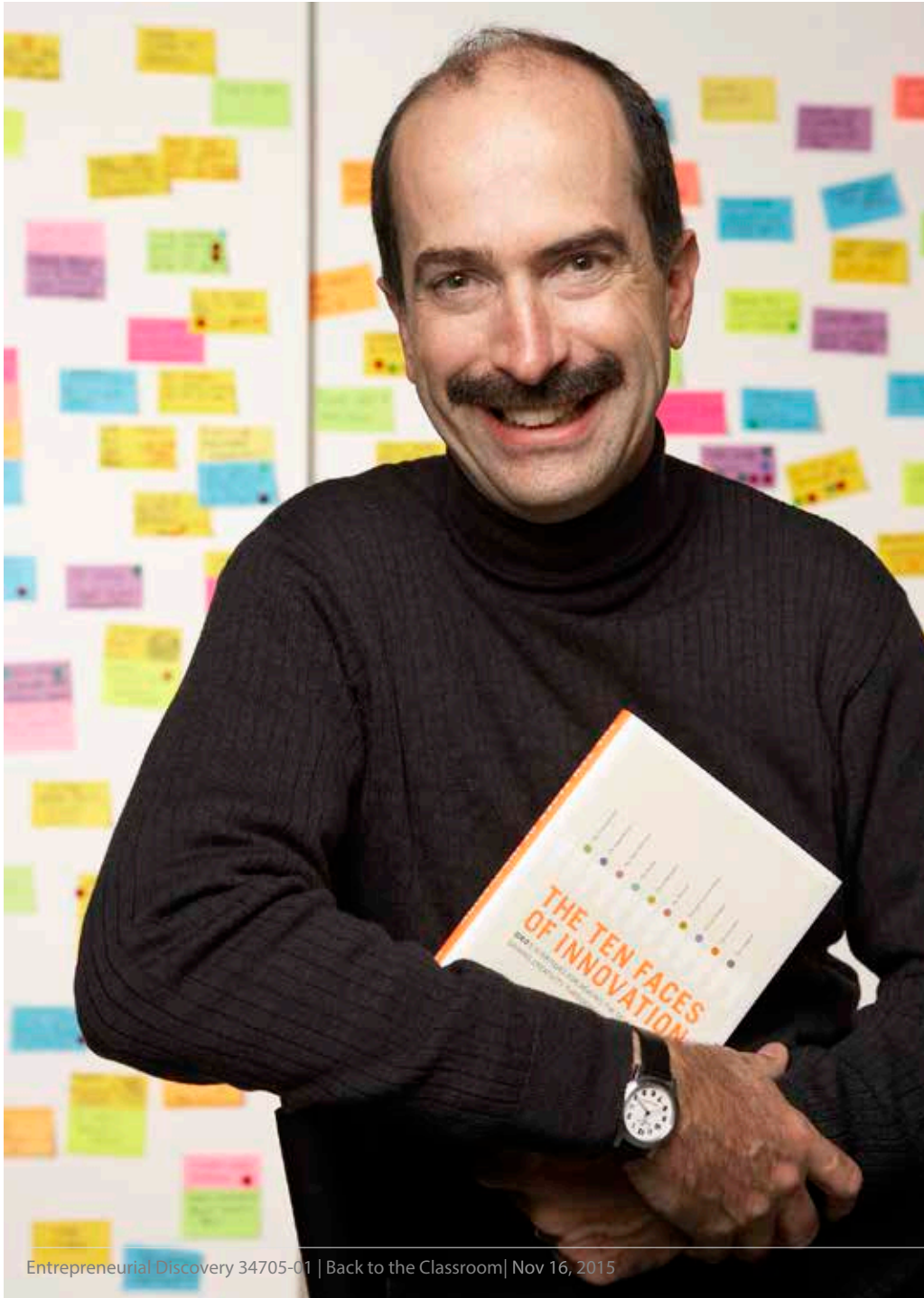
Why?

Finding the Elusive Sweet Spot



See, See, Listen, Listen, Speak!





“Go out and find some real people. Listen to their stories. Don’t ask for the main point. Let the story run its course.”

Tom Kelley

Observe From Various Customer Layers



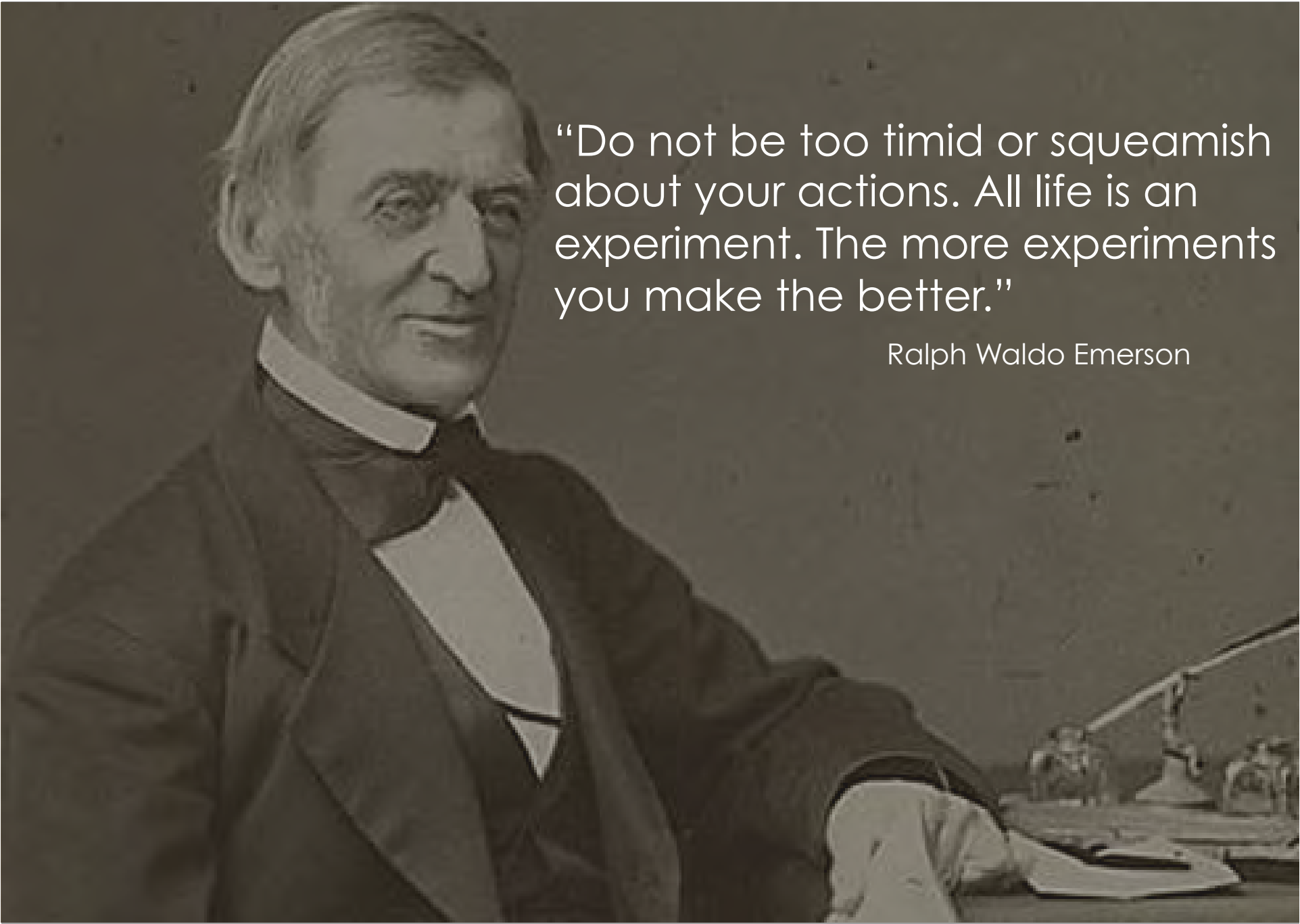
Evidence-based Entrepreneurship

Problem

Understand

Stakeholders

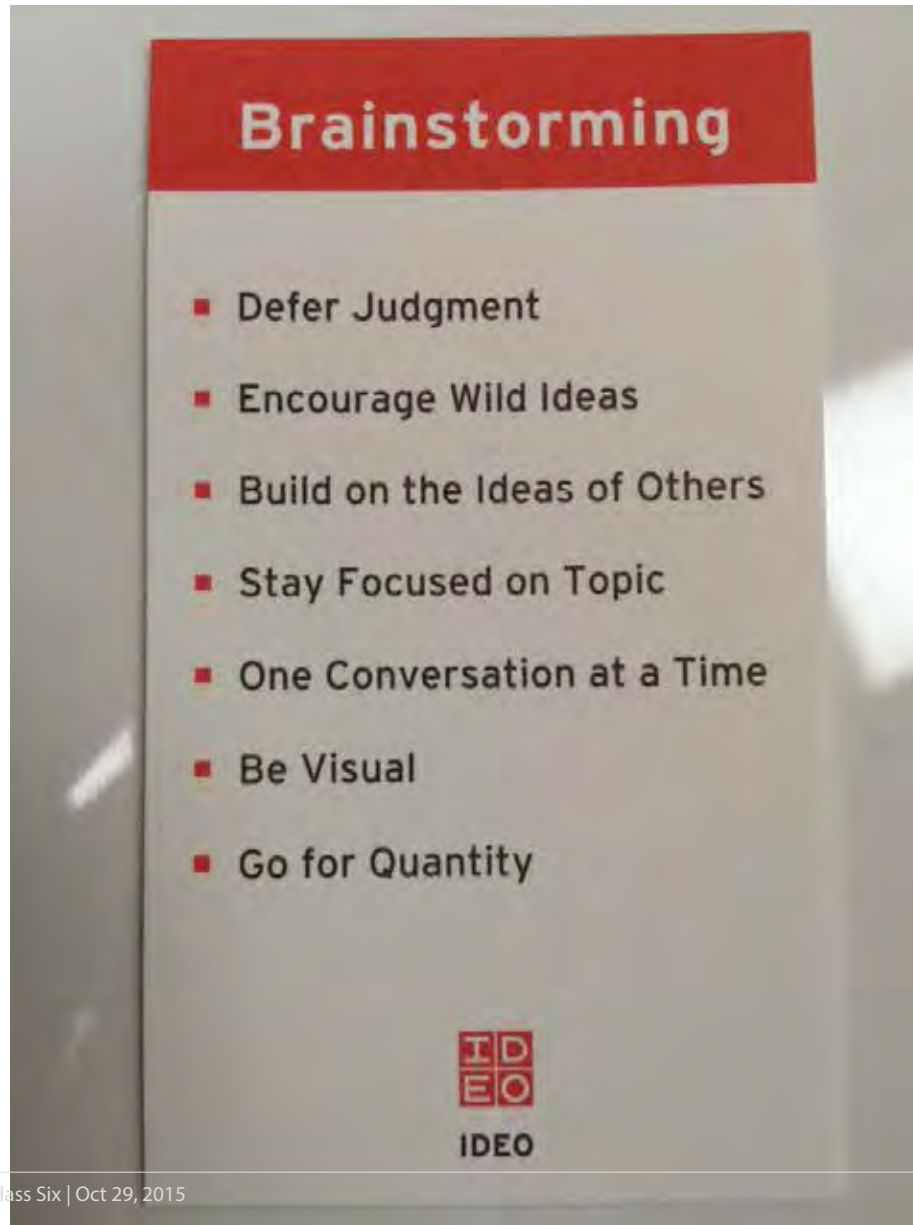
Hypotheses

A sepia-toned portrait of Ralph Waldo Emerson, an older man with white hair and a high-collared coat, seated at a desk with papers and a quill pen. The portrait is the background for the quote.

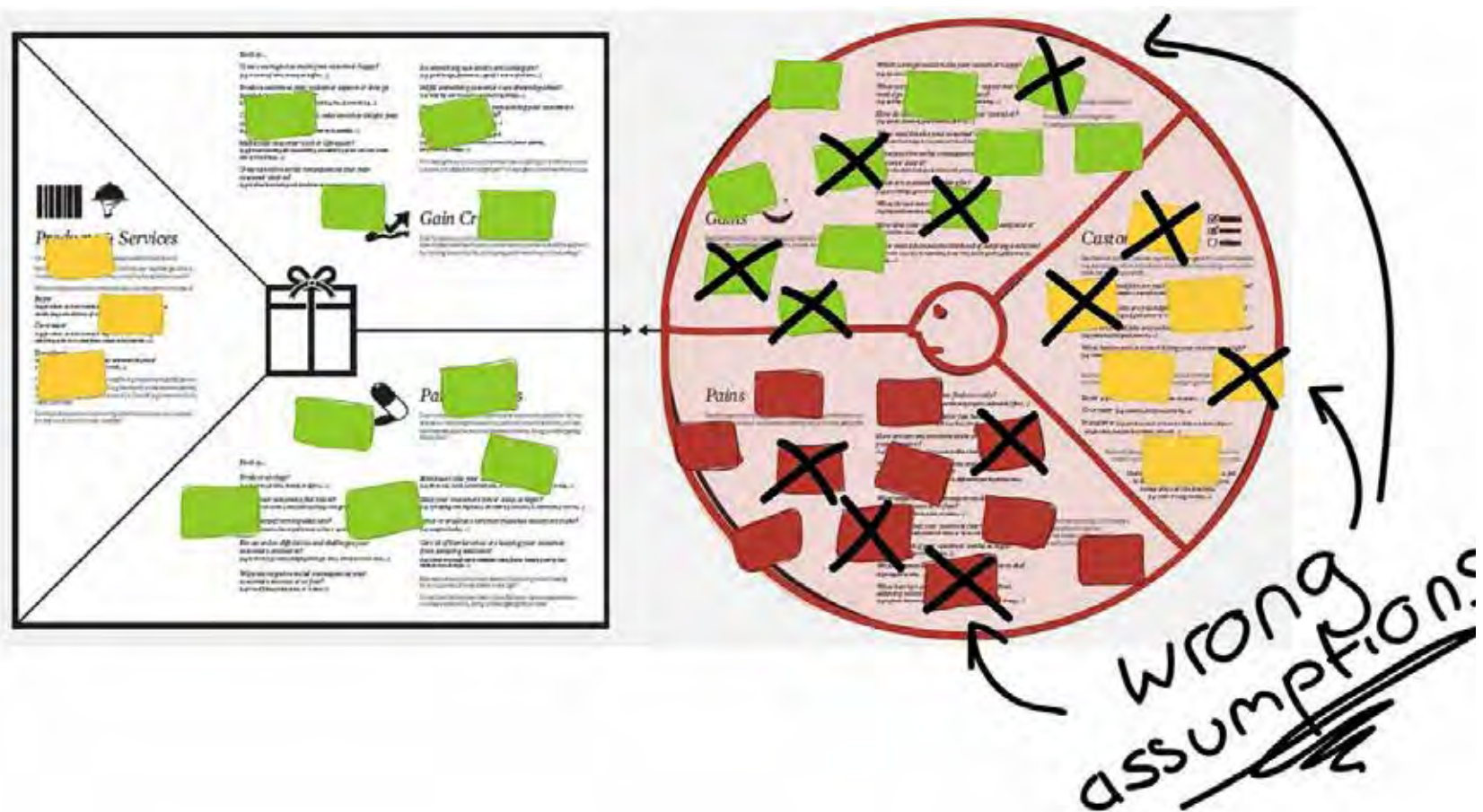
“Do not be too timid or squeamish about your actions. All life is an experiment. The more experiments you make the better.”

Ralph Waldo Emerson

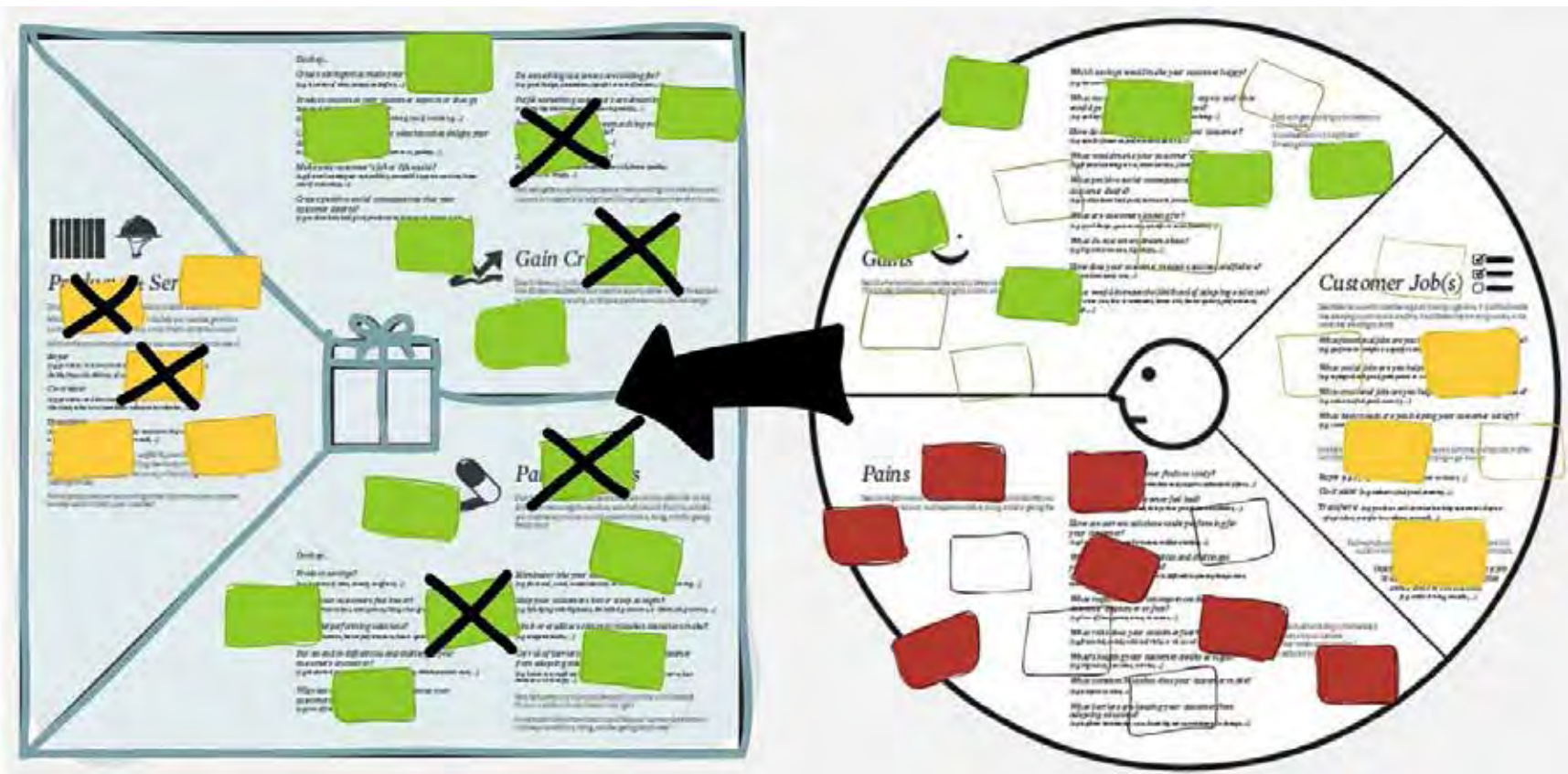
IDEO's Brainstorming Rules



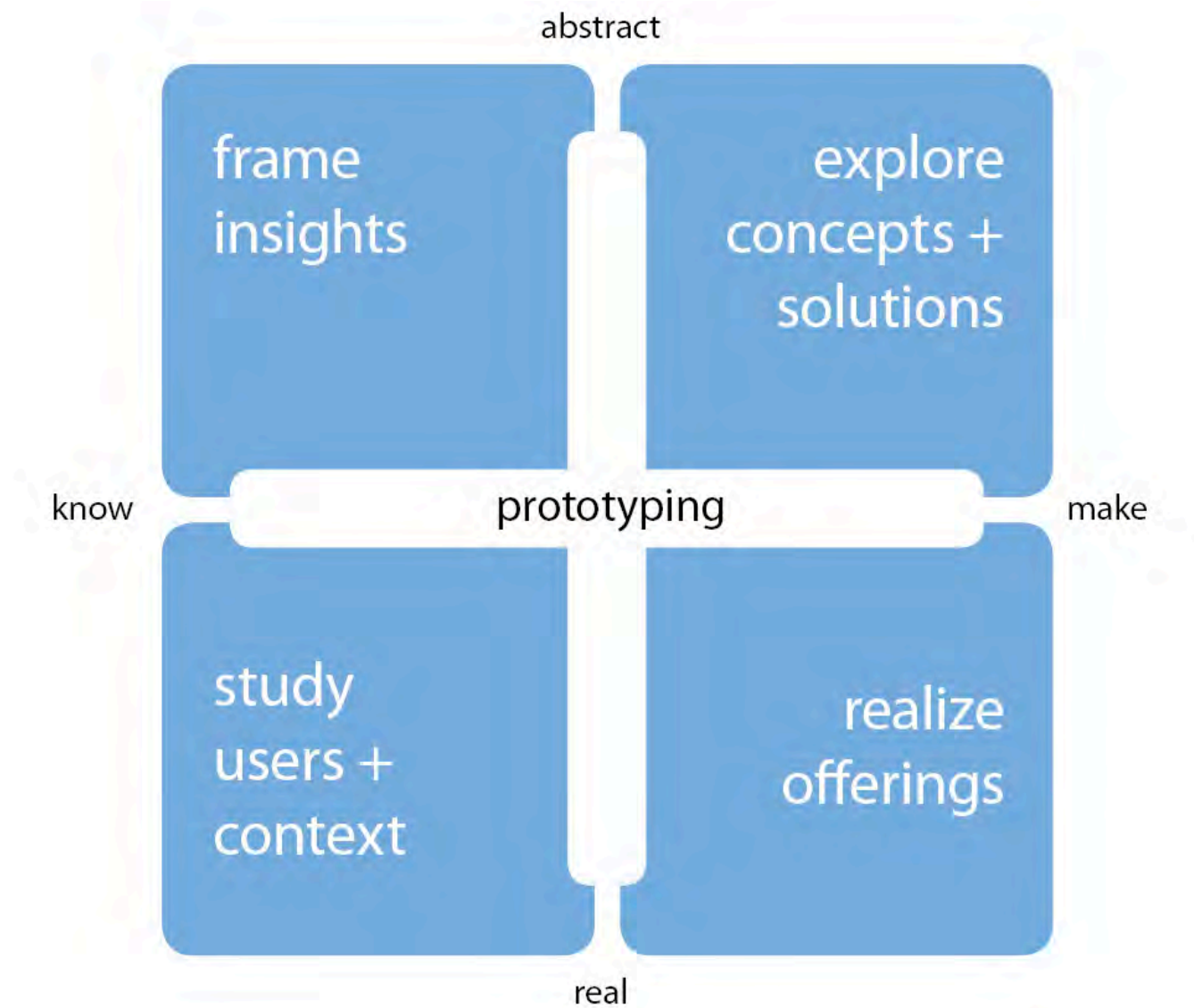
Test with Customers. Learn What's Wrong!



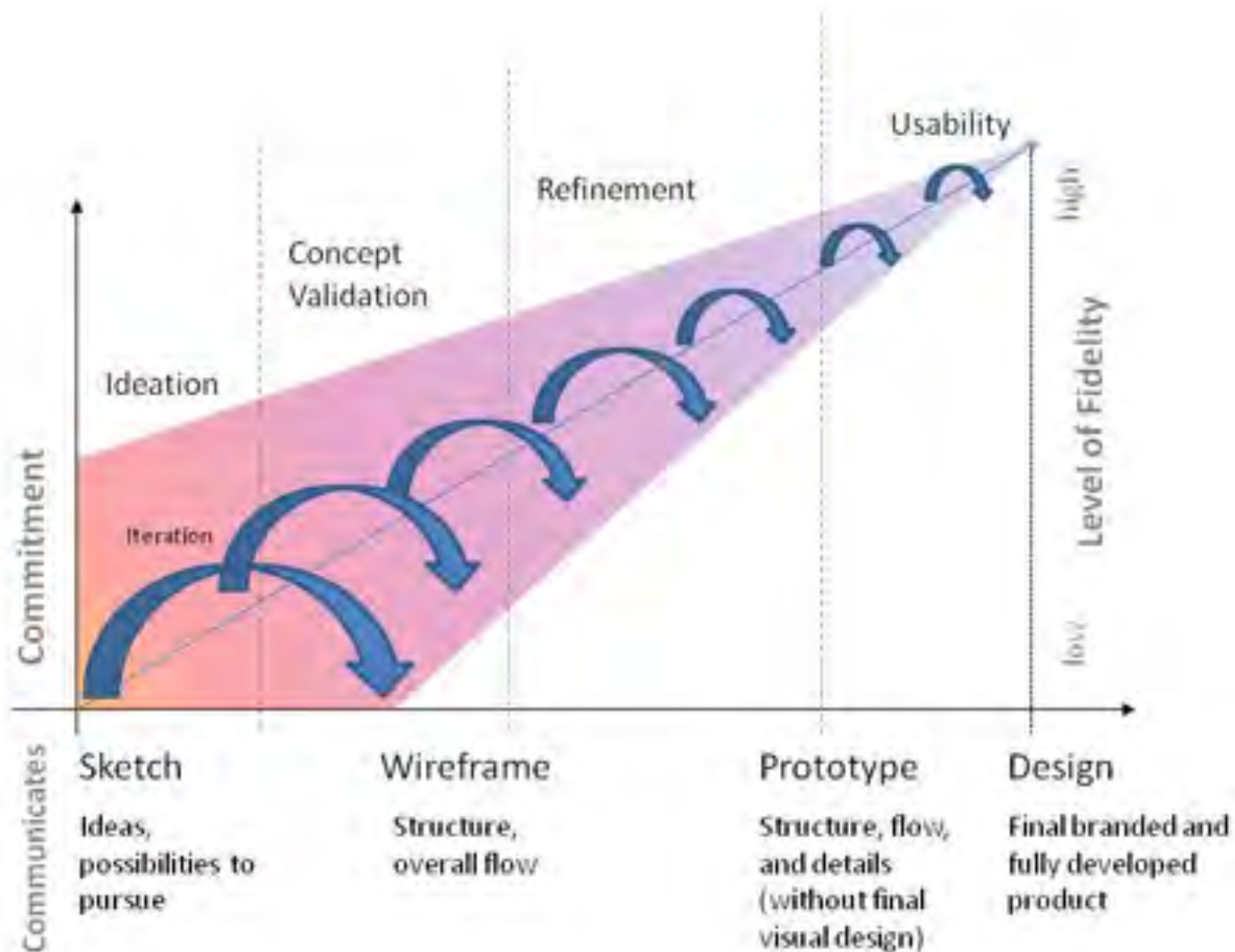
Redesign VP Based on Updated Insights




Learning via Prototyping.



Constantly Iterate to Solution





New ideas pass through
three periods:

- 1) It can't be done.
- 2) It probably can be
done, but it's not worth
doing.
- 3) I knew it was a good
idea all along.

Arthur C. Clarke

Start Simple with template...

Our

 Products and Services

help(s)

 Customer Segment

who want to

 jobs to be done

by

 verb (e.g., reducing, avoiding)


 and a customer pain

and

 verb (e.g., increasing, enabling)

 and a customer gain

(unlike

 competing value proposition

)

Developing Your Value Proposition

Your value proposition is a statement of the functional, emotional and self-expressive benefits delivered by your solution that provides value to the target customer(s).

A black and white photograph of Steve Jobs. He is shown from the chest up, wearing his signature round glasses and a dark turtleneck. His hands are clasped together in front of his face, with his fingers interlaced. He has a slight smile and is looking off to the side. The background is blurred, showing what appears to be a bookshelf.

“The journey is the reward!”

Steve Jobs