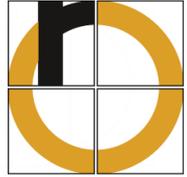




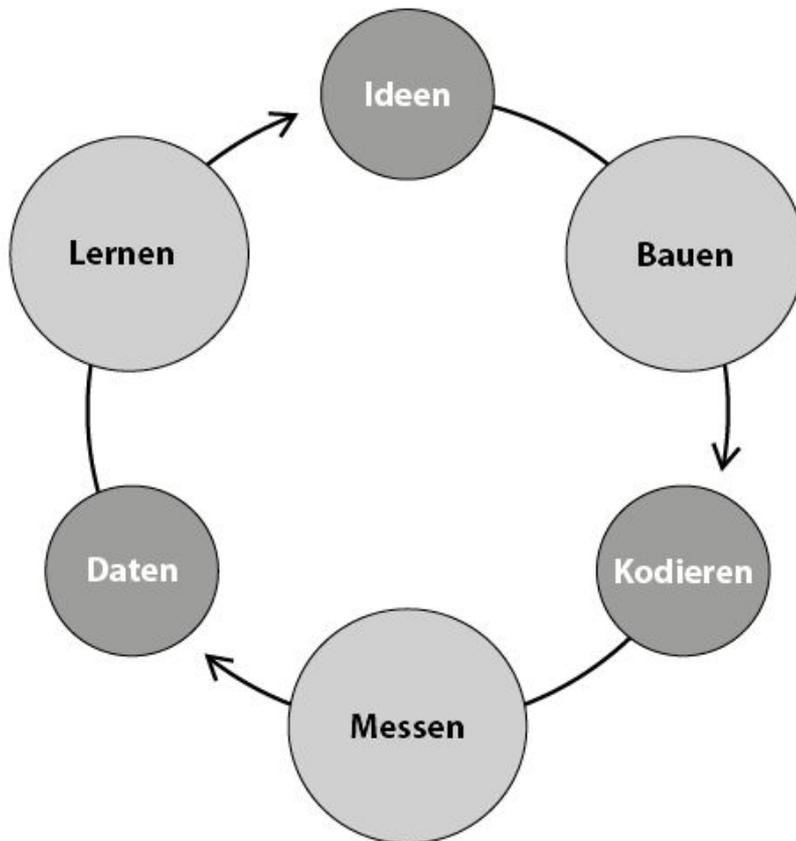
Gründerfrühling: Validierung der Geschäftsidee und Geschäftsmodellierung

Prof. Dr. Stephanie Kapitza



Lean Startup

Bauen-Messen-Lernen-Feedbackschleife



GESAMTZEIT des Durchlaufs durch die Schleife minimieren

1. Formulierung der „Leap-of-Faith Assumption“
2. Bauen des MVP
3. Messen der Reaktionen
4. Lernen aus den Reaktionen
5. Repeat...!



Lean Startup

Minimal funktionsfähiges Produkt

Definition:

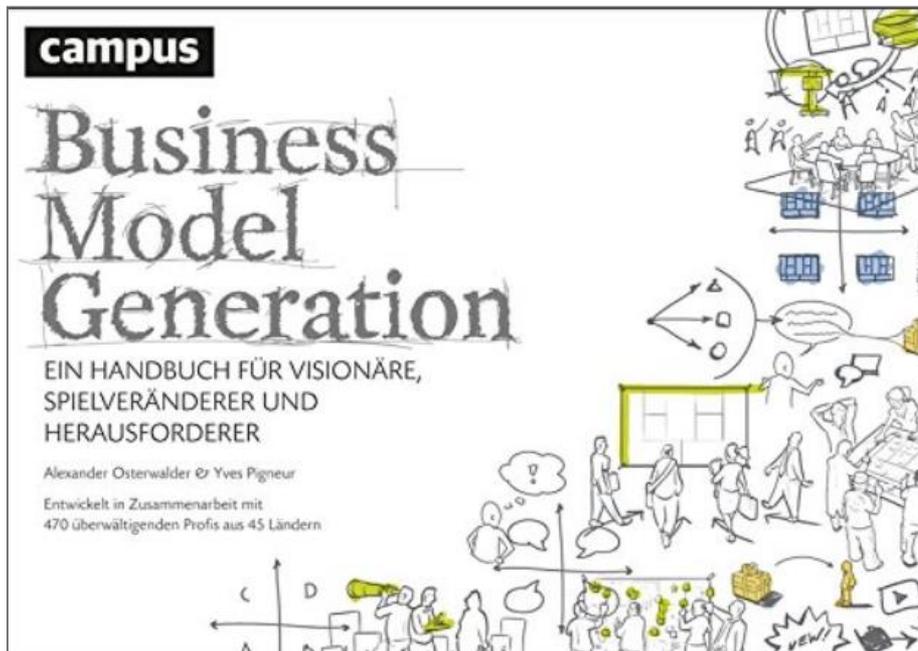
Produkt mit den **minimalen** Anforderungen und Eigenschaften, die zum Testen der aufgestellten Hypothese(n) nötig sind (minimum viable product)).

Ziel:

- **Risiko** einer vollwertigen Produktentwicklung minimieren
- **Zeit** und **Kosten** sparen
- Nicht am **Kundenbedürfnis** vorbei entwickeln

Geschäftsmodell

Business Model Canvas als Framework



„Eine gemeinsame Sprache zur Beschreibung, Visualisierung, Bewertung und Veränderung von Geschäftsmodellen.“

The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year

Iteration: No.

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?

NOTES ABOUT KEY PARTNERSHIPS:
Dependencies and contracts
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

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:
Novelty
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
Self-Service
Automated Services
Communities
Co-creation

Customer Segments



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

Basic Market:
Niche Market
Segmented
International
Multi-Sector Platform

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

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?

BY COST STRUCTURE MODEL:
Cost Drivers (impact cost structure, key price-value proposition, maximum assumptions, estimate uncertainty)
Value Drivers (impact on value creation, premium value proposition)

KEY COST STRUCTURE CATEGORIES:
Fixed Costs (rent, salaries, 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?

FORMS:
Asset sale
Usage fee
Subscription Fee
Licensing
Freemium, Pay
Advertising

BY BUSINESS MODEL:
Lump Sum
Product/Service dependent
Customer segment dependent
Business dependent

BY MARKET:
Organizational (B2B/B2G)
B2C Management
Real-time Market

