

Wie entwickelt man ein Geschäftsmodell?

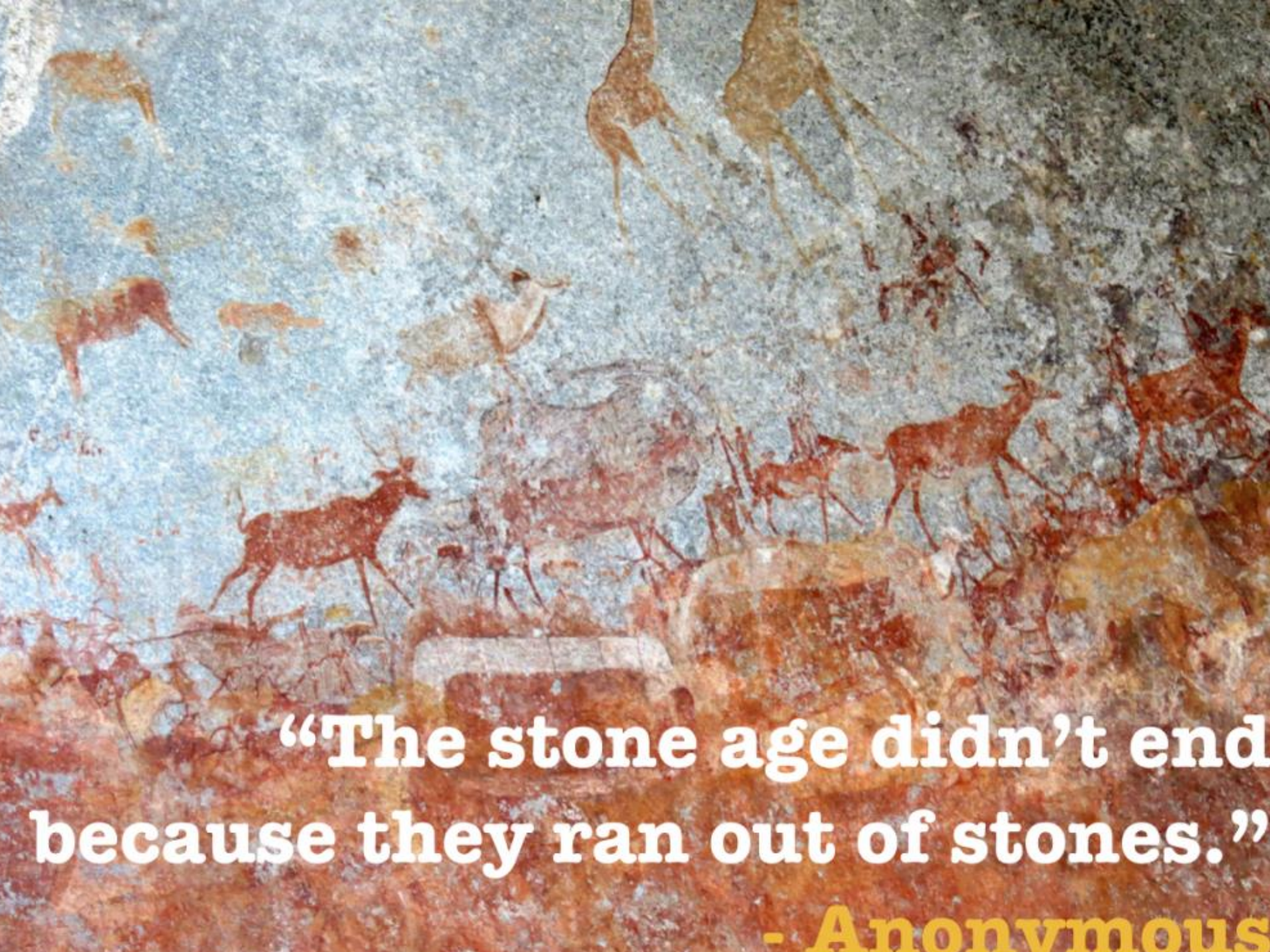
Vortrag im Rahmen der
bwcon: Entrepreneurship-Roadshow 2016
im TTI Technologie-Transfer-Initiative GmbH

Prof. Dr. Nils Högsdal,
HdM Stuttgart, 11.05.2016

WAS WIR HEUTE WISSEN

Thesen

1. Wir stehen vor einem gewaltigen Wandel
2. Es geht immer weniger um Produkte, sondern um Geschäftsmodelle
3. Klassische BWL gibt keine Antwort, wie Innovationen und neue Geschäftsmodelle entstehen
4. Entrepreneurship ist mehr als Existenzgründung, es ist die Lehre von der Entwicklung neuer Geschäftsmodelle
5. Entrepreneurship ist eine Kernkompetenz und wir verstehen erst heute, was es eigentlich ist
6. Es gibt Werkzeuge und Methoden, welche sehr wohl erlernbar sind



**“The stone age didn’t end
because they ran out of stones.”**

- Anonymous

Every business model has an expiration date - like a yogurt (Steve Blank)

t3n digital pioneers

Newsticker Heftartikel Jobbörse Shop & Abo Fragen Marktplatz

Ressorts: Entwicklung | Design | Marketing | E-Commerce | Startups | Software | ...

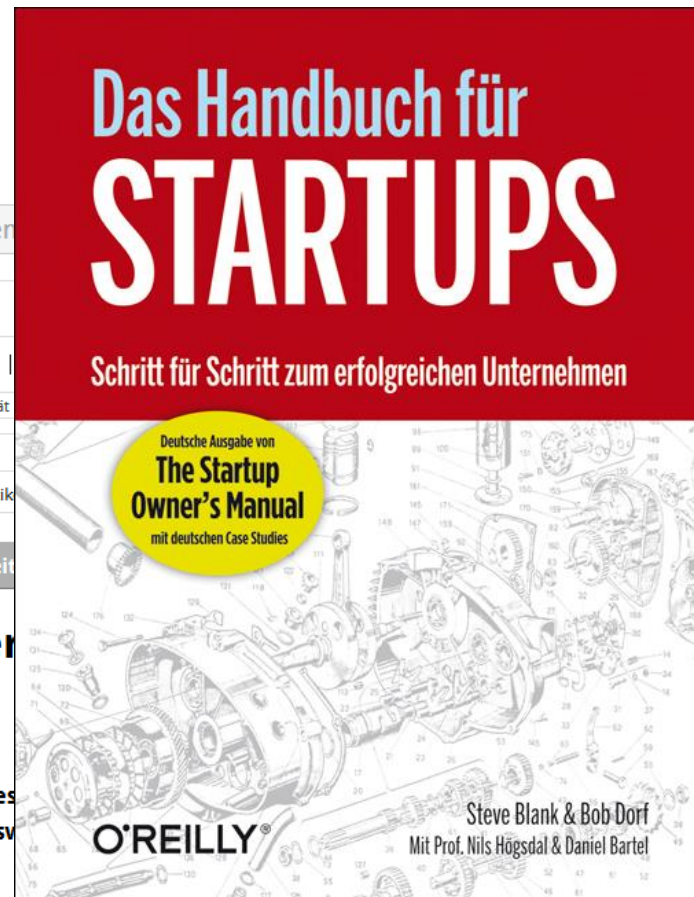
Trending: Facebook SEO Responsive Webdesign iOS 8 Content-Marketing Netzneutralität

← Vorheriger Artikel Nächster Artikel →

f 142 likes **t** 71 tweets **g+** 27 shares **e** weiterleiten

Frankfurter Buchmesse: 6 neue Bücher die ihr unbedingt lesen solltet

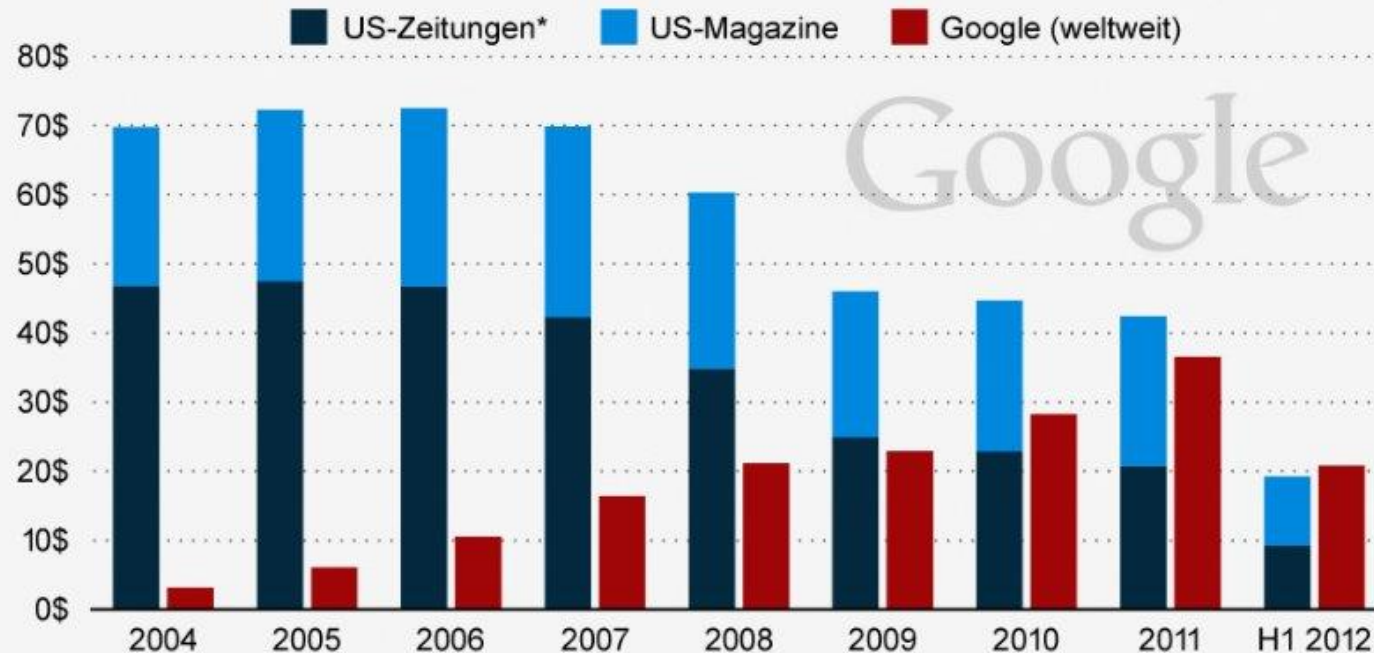
Auf der Frankfurter Buchmesse werden jedes Jahr 400.000 neue Titel vorgestellt und von ihren Autoren beworben. Dass darunter auch einiges spannender Literatur für Digital Pioneers ist, beweist unsere kleine Ausw...



Medien als Geschäftsmodell?

Google übertrifft Print in den USA

Werbeumsätze von 2004 bis 2012 in Milliarden US-Dollar



* ohne Werbung auf Zeitungs-Webseiten

“Innovation is the ability to convert ideas into invoices.”

- Lewis Duncan



History Of The Corporation



WHAT about
TOOLS for
STARTING
a busi

MID-20th
Century



The Business Modell as the new holy grale

Incremental innovation has been and continues to be main performance engine, but business model innovation expected to play a bigger role moving forward

	In the past	Going forward	Change	
The improvement of existing products or services	83%	79%	-4pts	 <p>The improvement of existing products or services</p>
The development of entirely new products or services	63%	66%	+3pts	
The development of new business processes to improve profitability	61%	63%	=	
The development of more affordable new products and services	56%	56%	=	
The development or improvement of products customized to local needs	55%	53%	=	<p>The development of new business models</p> 
The development of new business models	46%	52%	+6pts	
The development of more sustainable processes, products or services	44%	48%	+4pts	
The development of new customer services	39%	42%	+3pts	

WIE ENTWICKELT MAN GESCHÄFTSMODELLE?

Braucht man eine geniale Idee?



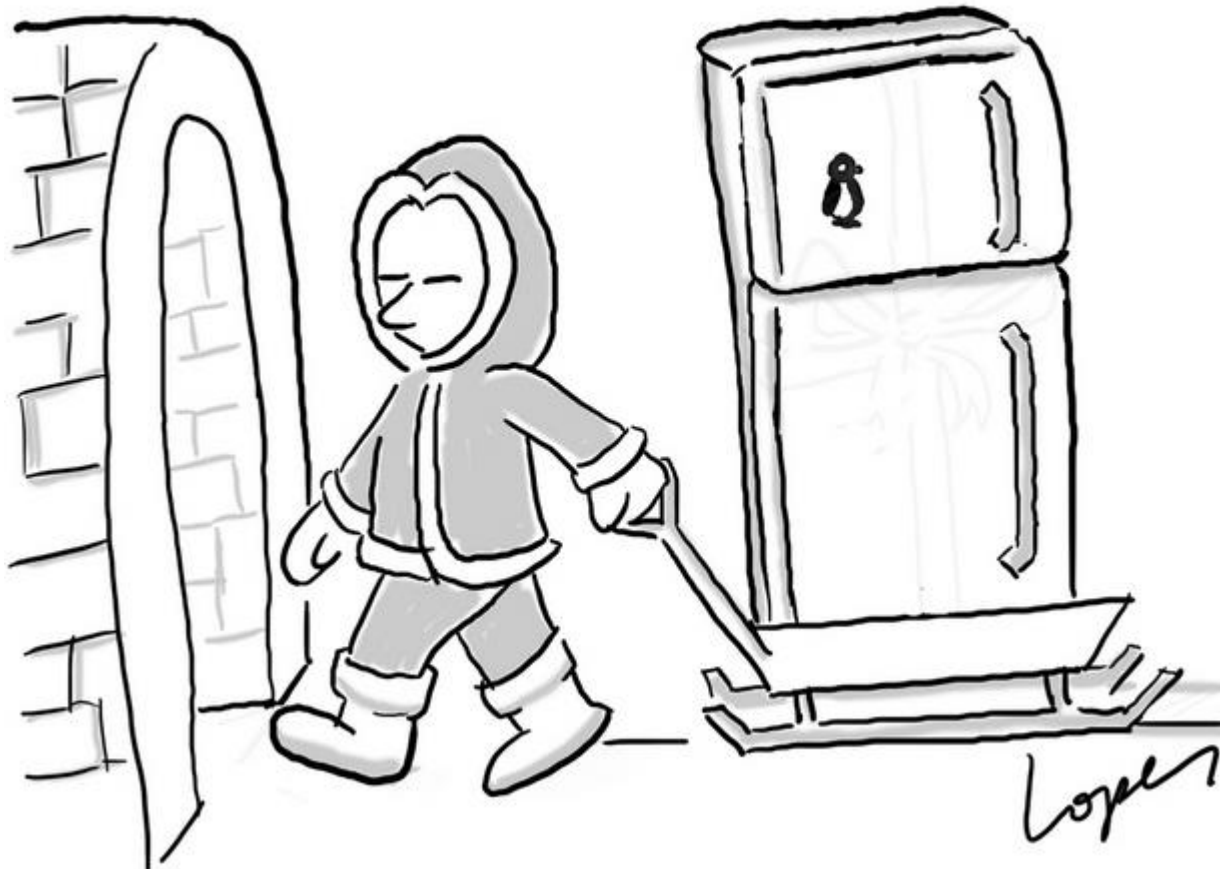
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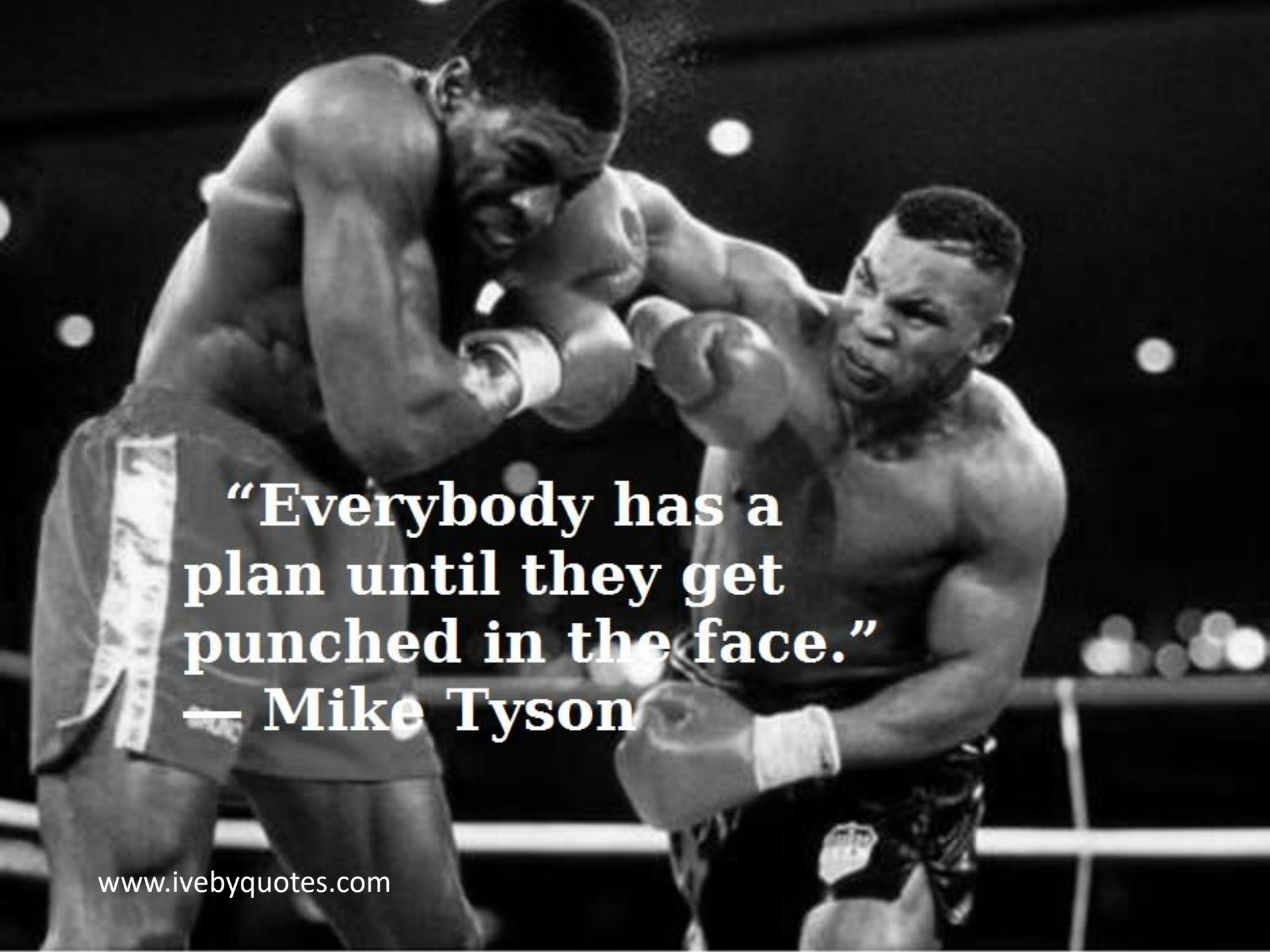
Oder einen strukturierten Prozess



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Auf dem Weg zum Produkt-Market-Fit





**“Everybody has a
plan until they get
punched in the face.”
— Mike Tyson**

Einige Gedanken

- Frage 1: welcher Anteil an Gründungen verfehlt ihr Ziel?
 - Antwort: je nach Statistik:
zwischen 60% und 95%
 - Nur 5% der Startups setzen ihren Business Plan um
 - Aber: Nur ca. 10-20% der Startups “müssen” aufgeben!
- Question 2: Warum werden Ziele nicht erreicht?
 - Zu wenig Kapital? Liquidität?
 - ...
 - Ein Geschäftsmodell, welches nicht funktioniert!

Report: 75% of Venture-backed Start-ups Fail

BY JOHN MCDERMOTT

One Harvard Business School professor says that a high number of venture-backed start-ups kick the bucket, while the industry says otherwise.



91 SHARES

<http://www.inc.com/john-mcdermott/report-3-out-of-4-venture-backed-start-ups-fail.html>

When it comes to venture capital, maybe you shouldn't believe the hype.

About 75% of U.S. venture-backed start-ups fail, according to Harvard Business School senior lecturer Shikhar Ghosh.

The failure rate [Ghosh reported to the *Wall Street Journal*](#) is far higher than industry reported failure rates, which range from 20% to 30%. The National Venture Capital Association, for instance, estimates that only 25% to 30% of venture-backed start-up fail completely.

Ghosh told the outlet that venture capitalists "bury their dead very quietly."

But the discrepancy may be due to different definitions of failure, he added. Ghosh's research estimates 30% to 40% of high potential start-ups end up liquidating all assets--a failure by any definition. But if a start-up failure is defined as not delivering the projected return on investment, then 95% of VC companies are failures, Ghosh said.

9 Annahmen

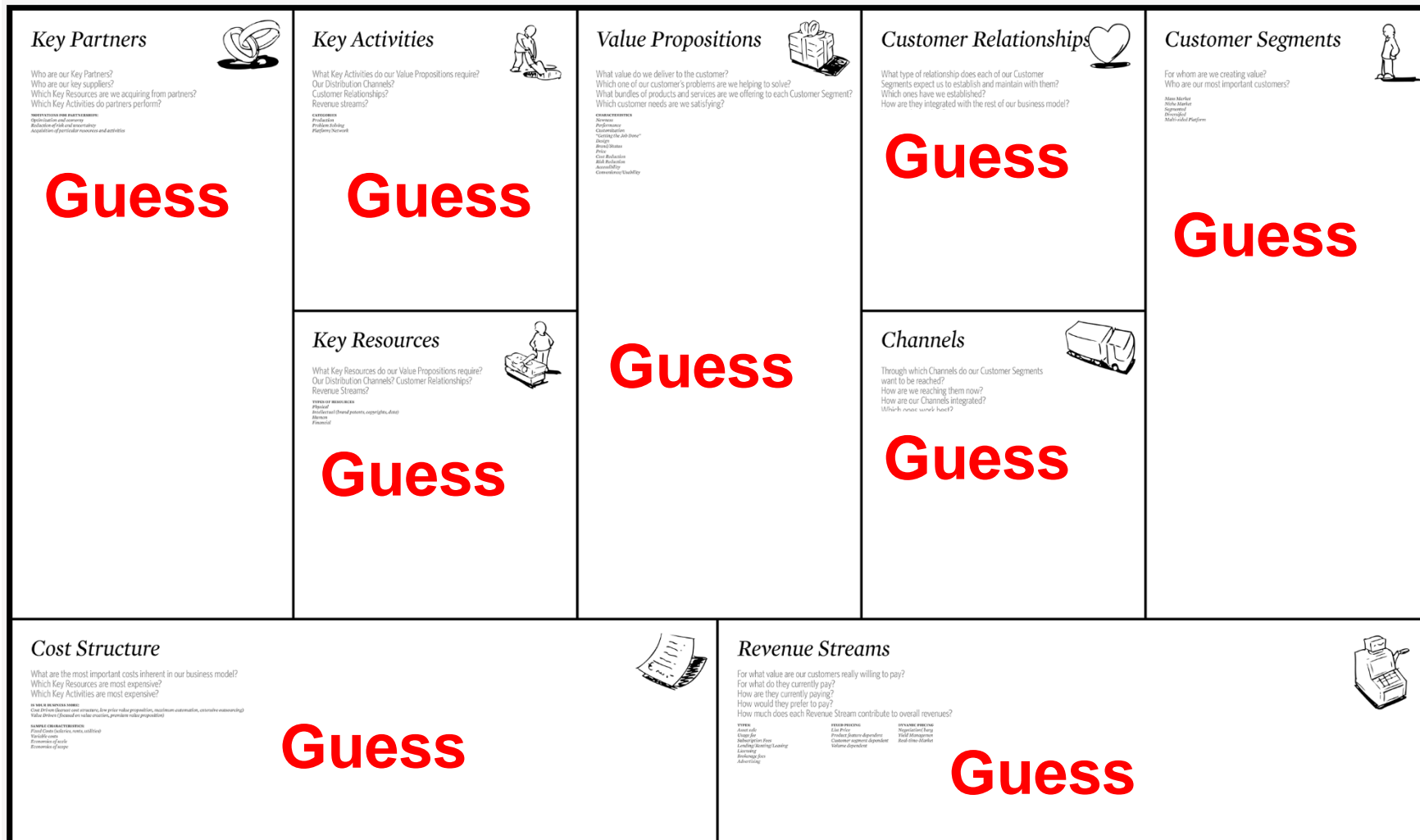
The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year

Iteration: No.



Was sind Startups?

- Definition: a startup is
 - **temporary** organization designed **to search**
 - for a **repeatable and scalable business model**
- Startups Fail Because They Confuse *Search* with *Execute*
- The Lean Startup Framework **comprises a set of tools and processes** aimed at **validating hypothesis about customers** early while staying **agile** in the process

Lean Startup

Framework and definition

- Auf Deutsch: ein Startup ist die Suche nach einem skalierbaren und nachhaltigen Geschäftsmodell und nicht die Umsetzung eines Business Plans
- Der Lean Startup-Ansatz stellt Methoden und einen agilen Prozeß bereit zur frühzeitigen Validierung der Hypothesen hinsichtlich der Kunden und weiterer Aspekte des Geschäftsmodells

Ritterschlag in der Harvard Business Review (May 2013)

Harvard Business Review

REPRINT R1305C

SPOTLIGHT ON ENTREPRENEURSHIP

Why the Lean Start-Up Changes Everything

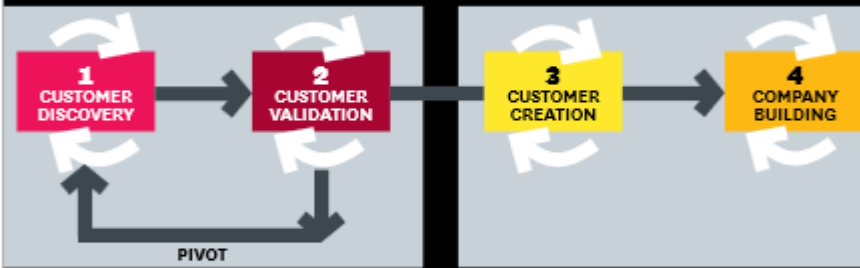
by Steve Blank

Listen to Customers

During customer development, a start-up searches for a business model that works. If customer feedback reveals that its business hypotheses are wrong, it either revises them or “pivots” to new hypotheses. Once a model is proven, the start-up starts executing, building a formal organization. Each stage of customer development is iterative: A start-up will probably fail several times before finding the right approach.

SEARCH

EXECUTION



1

Founders translate company ideas into business model hypotheses, test assumptions about customers' needs, and then create a “minimum viable product” to try out their proposed solution on customers.

2

Start-up continues to test all other hypotheses and tries to validate customers' interest through early orders or product usage. If there's no interest, the start-up can “pivot” by changing one or more hypotheses.

3

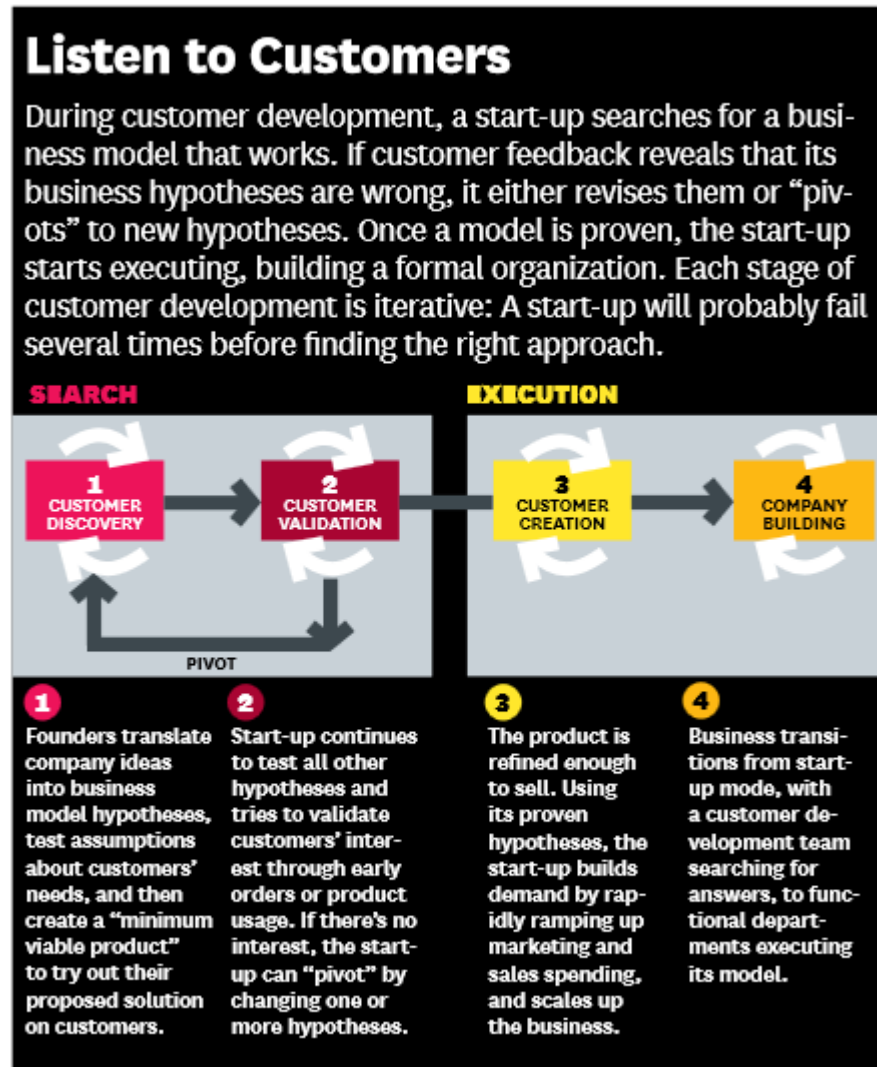
The product is refined enough to sell. Using its proven hypotheses, the start-up builds demand by rapidly ramping up marketing and sales spending, and scales up the business.

4

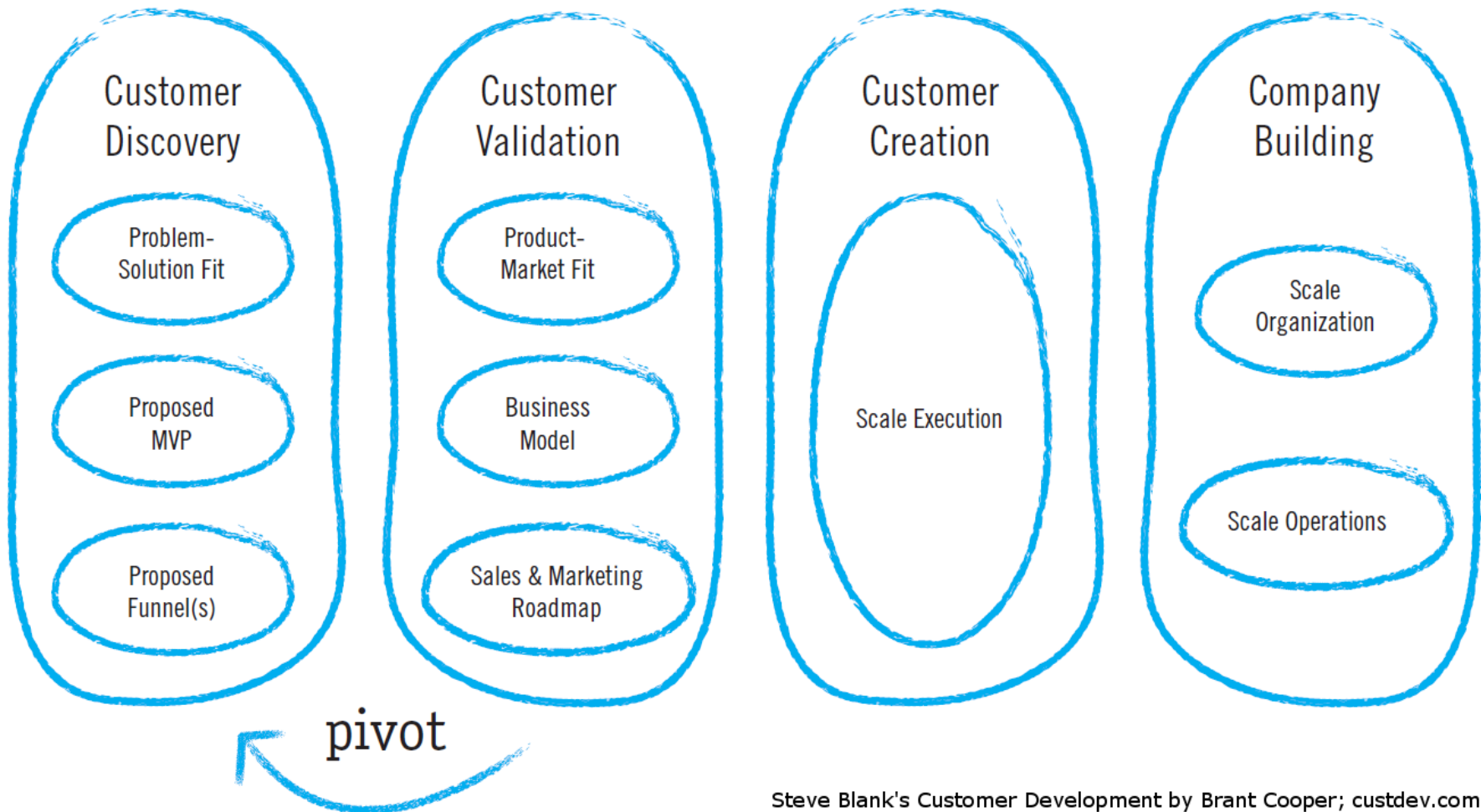
Business transitions from start-up mode, with a customer development team searching for answers, to functional departments executing its model.

Customer Development

1. Aufstellung von Hypothesen & Entwicklung eines MVP
2. Validierung sowohl des Produkts als auch des Sales-Ansatzes [mglw.]
3. Skalierung von Sales & Marketing
4. Company Building

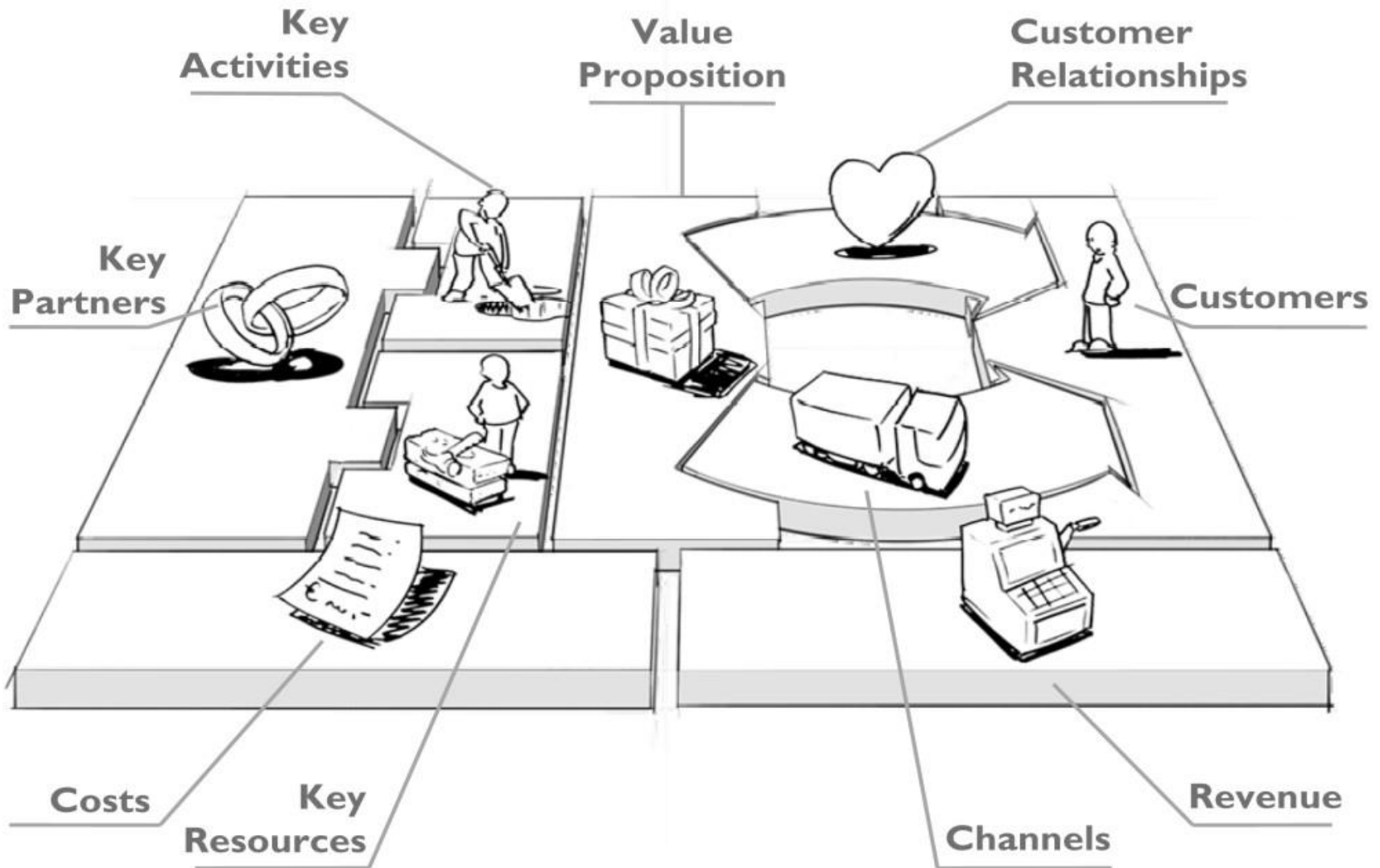


Customer Development is *how you search* for the model



Steve Blank's Customer Development by Brant Cooper; custdev.com

Ein Strukturmodell: Business Model Canvas

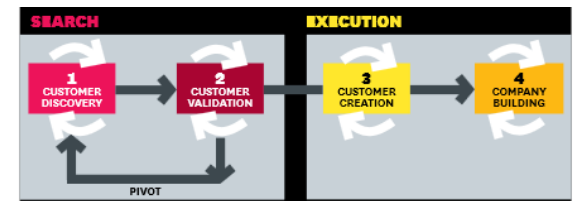
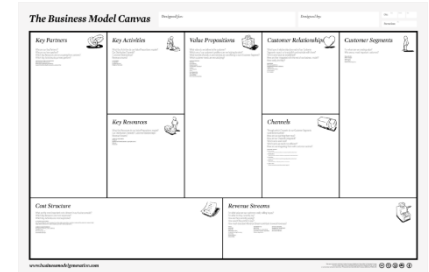


drawings by JAM

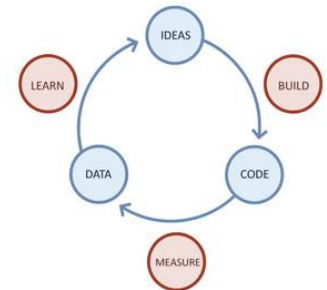
Quelle: <http://www.businessmodelgeneration.com>

Die Gesamtsicht

- Struktur: Die Business Model Canvas
- Prozess: Customer Discovery/ Development /... process
- Individuale Konzepte wie
 - Das „Minimum Viable Product“
 - Der „Pivot“
 - Innovationen in kleinen Chargen (Continuous deployment/split testing) und
 - Build-Measure-Learn (Actionable Metrics)



Minimize TOTAL time through the loop



Thesen des Lean Startup Modells

- Entwickle Dein Produkt mit und für den Kunden
 - Nur wenn ein Produkt einen Markt hat, ist es gut
 - Startups und etablierte Unternehmen verschwenden viel Geld mit unnötigen „Innovationen“
- Prinzipien
 - Das „Minimum Viable Product“ (kurz MVP)
 - „Continuous deployment“: sofort ausprobieren, Innovationen in kleinen „Batches“.
 - „Split Testing“: ausprobieren mit Kontrollgruppen
 - „Actionable Metrics“: Thesen bilden und evaluieren
 - Der „Pivot“: die Geschäftsidee kann und wird kontinuierlich angepasst, z.B. Zoom-in, zoom-out, Customer Segment, Plattform etc.

**Multiple Types of Entrepreneurs and Startups
(Thanks to Steve Blank!)**

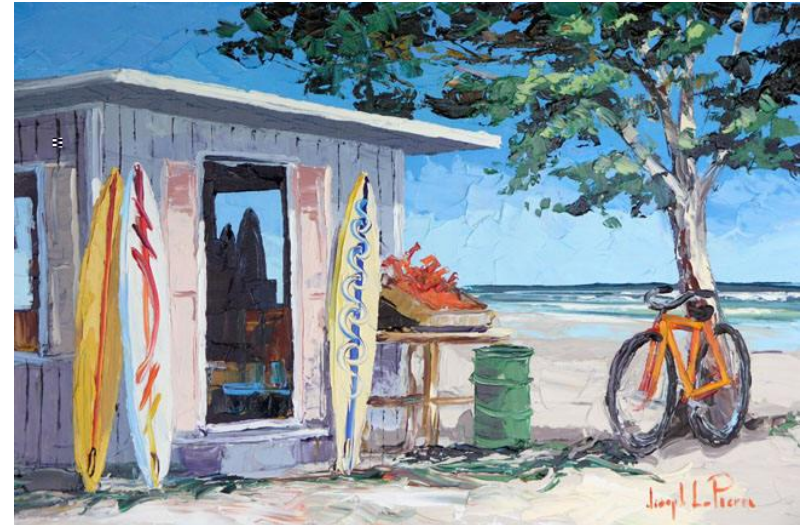
WO WOLLT IHR HIN?

Lifestyle Startups

Work to Live their Passion

Startup

- Serve **known customer** with **known product**
- Work for their passion



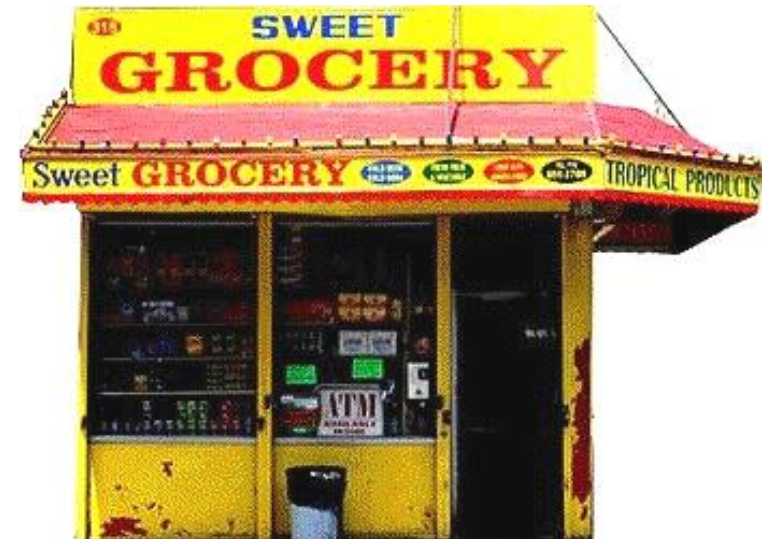
Small Business Startups

Work to Feed the Family

Startup

Small
Business

- Serve **known customer** with **known product**
- Feed the family



Scalable Startup

Search

Scalable
Startup

Execute

Large
Company

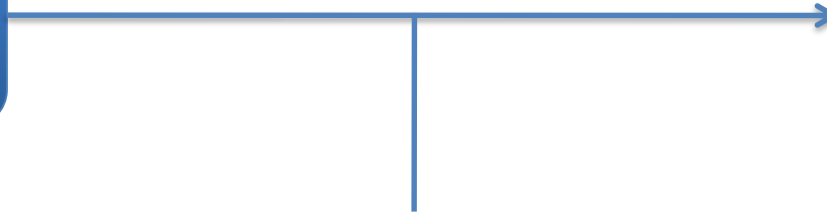


- In contrast a *scalable startup* is designed to grow big
- Typically needs risk capital
- What Silicon Valley means when they say “Startup”

Scalable Startup

Born to Be Big

Search



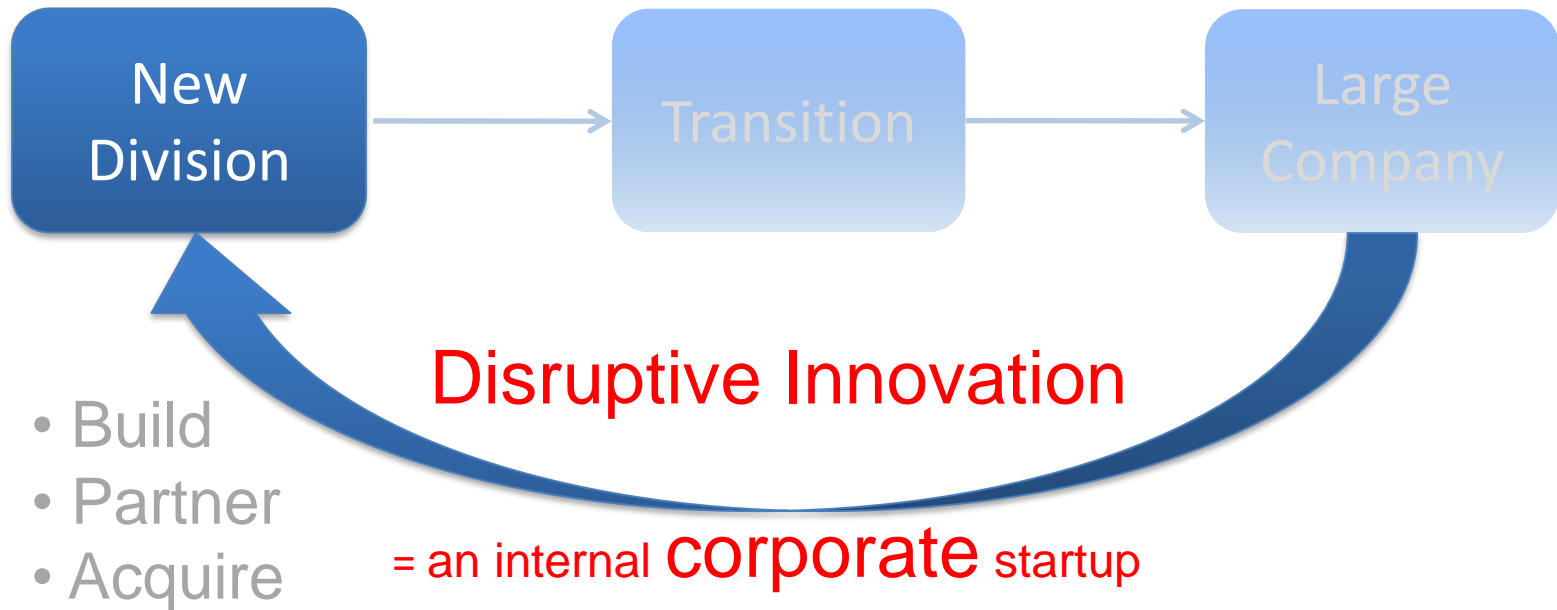
Execute



Exit Criteria

- Business model found
- Total Available Market > \$500M
- Can grow to \$100M/year

Large Company Disruptive Innovation



7. Sense of initiative and entrepreneurship

Definition:

Sense of initiative and entrepreneurship refers to an individual's ability to turn ideas into action. It includes creativity, innovation and risk-taking, as well as the ability to plan and manage projects in order to achieve objectives. This supports individuals, not only in their everyday lives at home and in society, but also in the workplace in being aware of the context of their work and being able to seize opportunities, and is a foundation for more specific skills and knowledge needed by those establishing or contributing to social or commercial activity. This should include awareness of ethical values and promote good governance.

Essential knowledge, skills and



Skills relate to proactive project management (involving, for example the ability to plan, organise, manage, lead and delegate, analyse, communicate, debrief, evaluate and record), effective representation and negotiation, and the ability to work both as an individual and collaboratively in teams. The ability to judge and identify one's strengths and weaknesses, and to assess and take risks as and when warranted, is essential.



An entrepreneurial **attitude** is characterised by initiative, pro-activity, independence and innovation in personal and social life, as much as at work. It also includes motivation and determination to meet objectives, whether personal

Entrepreneur is not a job title. It is a state of mind of people who want to alter the future.

Guy Kawasaki

Kontakt und weitere Hinweise

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