

Modelos de Negócio Inovadores

Billy Nascimento

Fonte: Adaptação de Steve Blank, Jon Feiber e Jon Burke

<http://i245.stanford.edu/>

O que é um empreendimento?

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Empreendimento (do latim imprehendere = "apanhar, prender com as mãos" + sufixo substantivador) é o ato, efeito ou resultado de empreender algo com fim determinado

Como os empreendimentos são organizados?

Como os empreendimentos são organizados?

Os empreendimentos são organizados ao redor de modelos de negócios

O que é um modelo de negócios?

O que é um modelo de negócios?

O modelo de negócios descreve todas as partes de um empreendimento que são necessários para se gerar valor

O que é valor?

O que é valor?

**Valor é quando você consegue resolver
um problema**

O que é uma Startup?

O que é uma Startup?

Uma Startup é uma organização temporária desenhada para procurar um modelo de negócio replicável e escalável

Como construir uma Startup?

Ideia

Modelo de Negócios

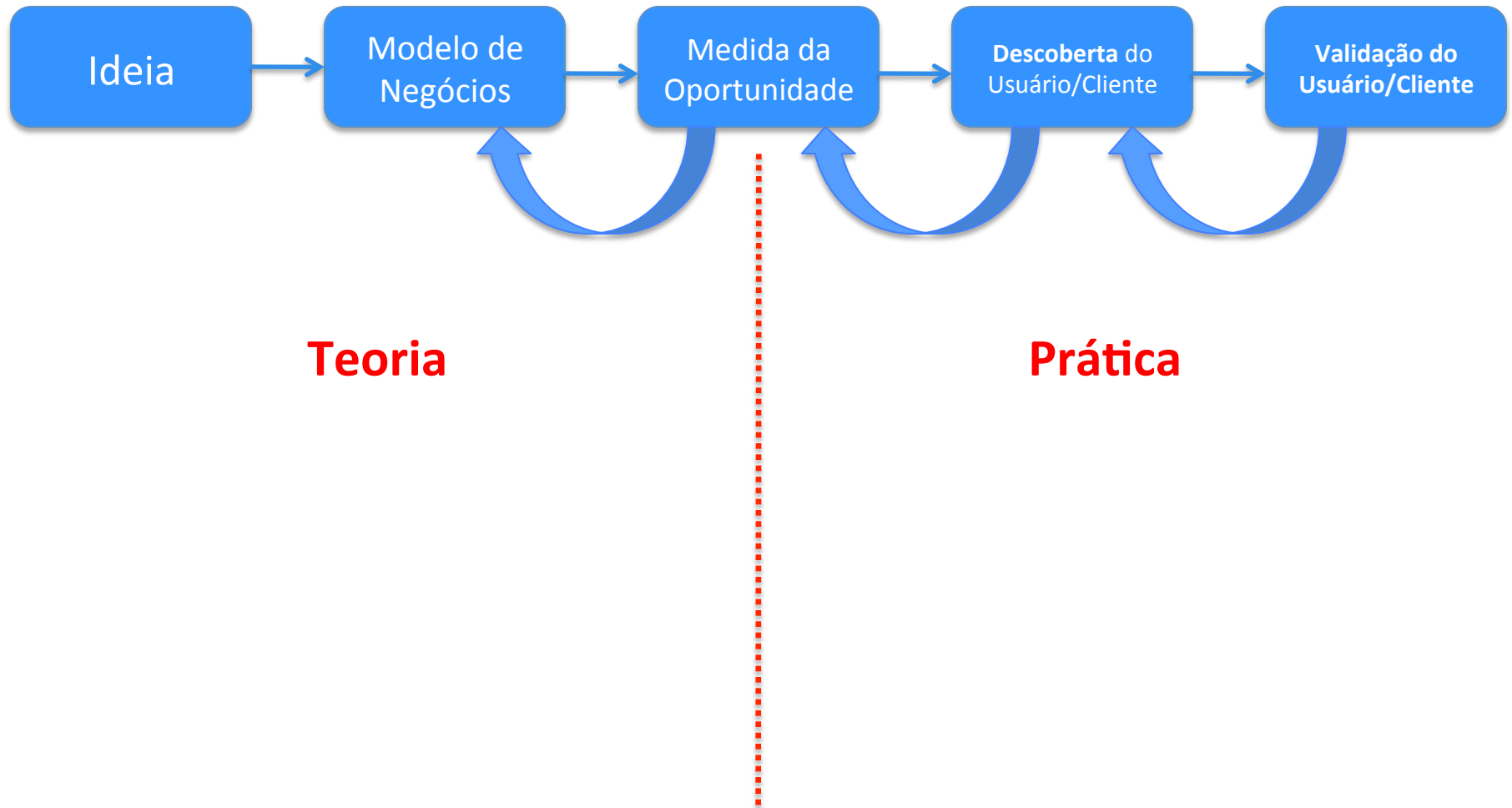
Oportunidade

Desenvolvimento de Clientes

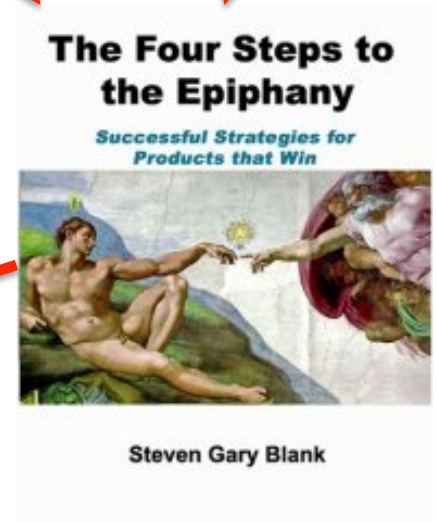
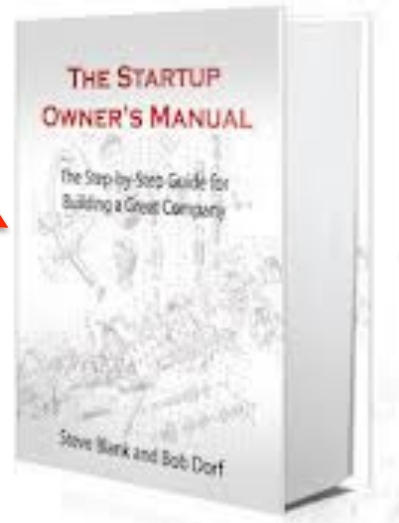
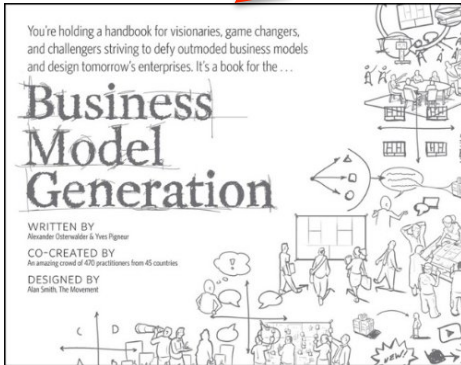
Como construir uma Startup?



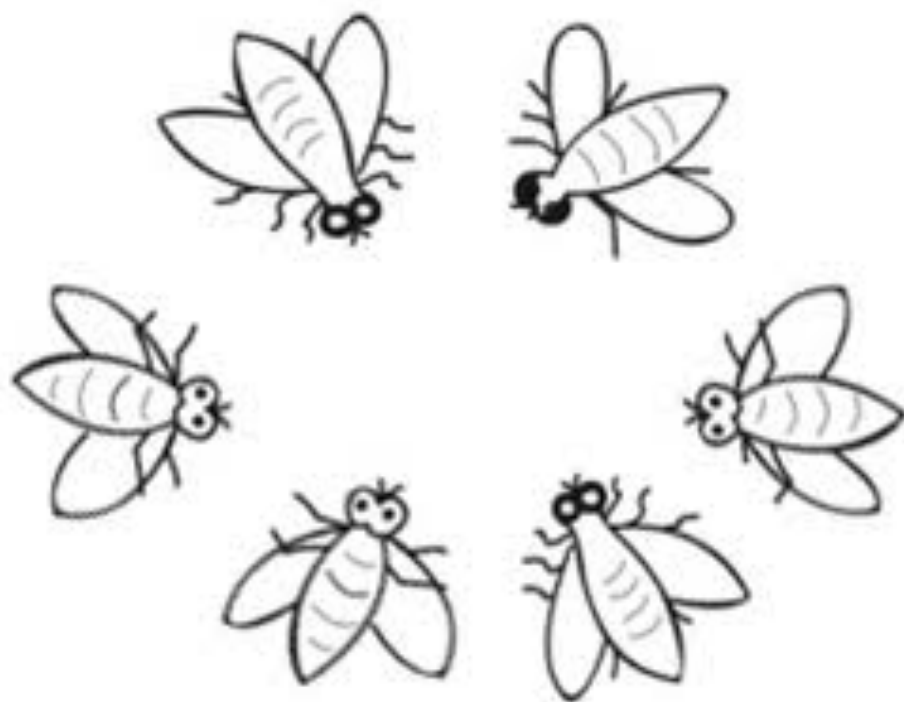
Como construir uma Startup?



Como construir uma Startup?



Buzz Group



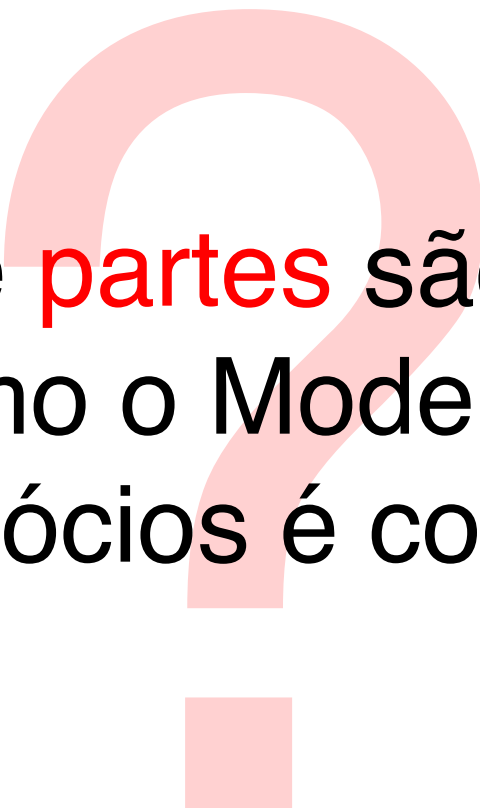


O que é um *buzz group*?

- Pequeno grupo formado para solução de problemas;
- Envolve entre 2 e 3 pessoas ao redor de uma questão;
- Há intensa discussão e o nome *buzz* é porque lembra o som das abelhas.



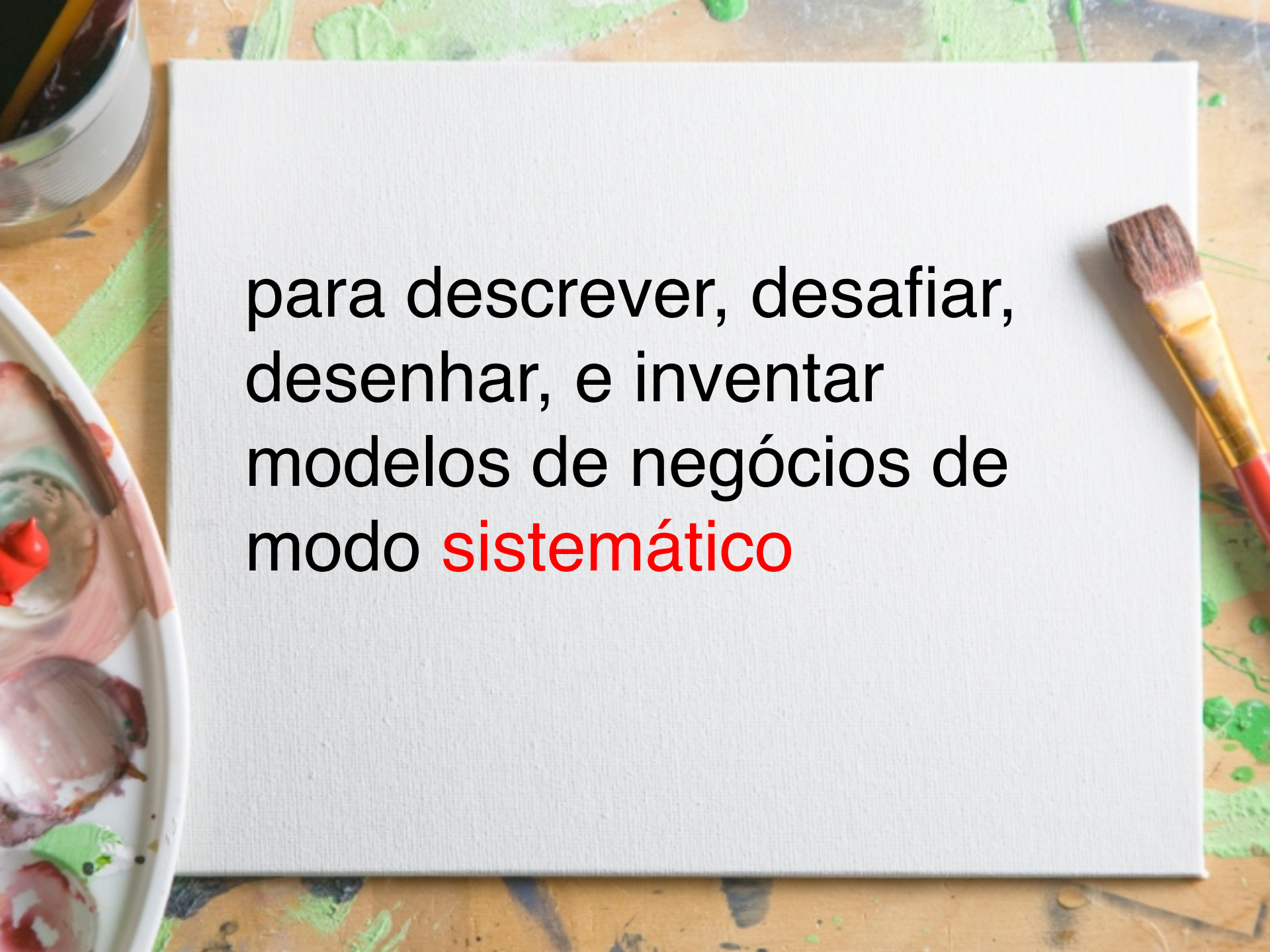
O modelo de negócios descreve
todas as partes necessárias de
um empreendimento gerar valor



Que **partes** são essas?
Como o Modelo de
Negócios é composto?

A blank white canvas is centered on a wooden surface. The surface is decorated with green and red paint splatters. To the left, a white palette holds various colors of paint, including red, green, and brown. To the right, a paintbrush with a wooden handle and a red grip is visible. The text 'Business Model Canvas' is written in a large, bold, black font across the center of the canvas.

Business Model Canvas

A blank white canvas is centered on a wooden table. The table surface is covered with various paint splatters, including green and brown. To the left of the canvas, there is a white palette with several wells of paint, including red, green, and brown. To the right of the canvas, a paintbrush with a wooden handle and a red grip is lying on the table. The text is written in black, with the word 'sistemático' highlighted in red.

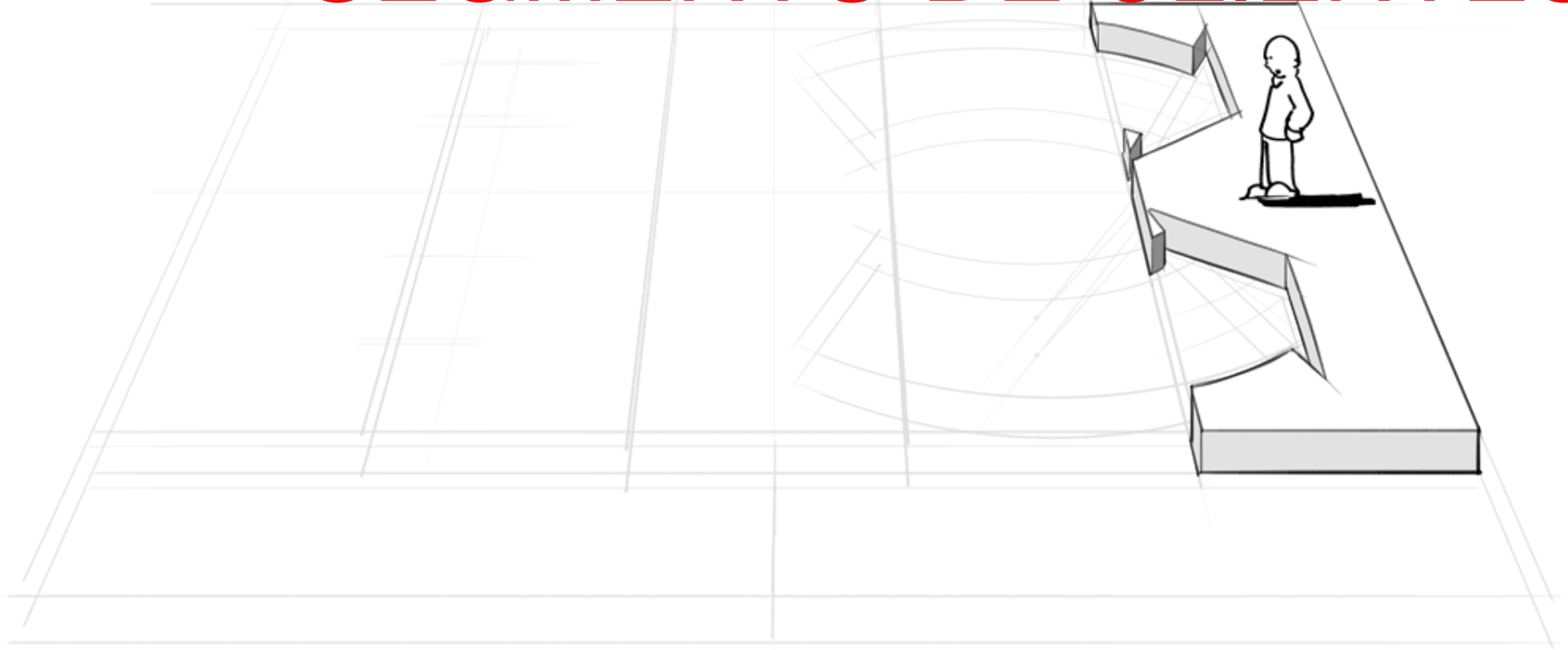
para descrever, desafiar,
desenhar, e inventar
modelos de negócios de
modo **sistemático**

A large, bold, red number '9' is positioned on the left side of a white canvas. The canvas is set on a wooden surface with green paint splatters. To the left of the canvas is a white palette with various colors of paint, and to the right is a paintbrush with a wooden handle and a red ferrule.

Blocos de
Construção

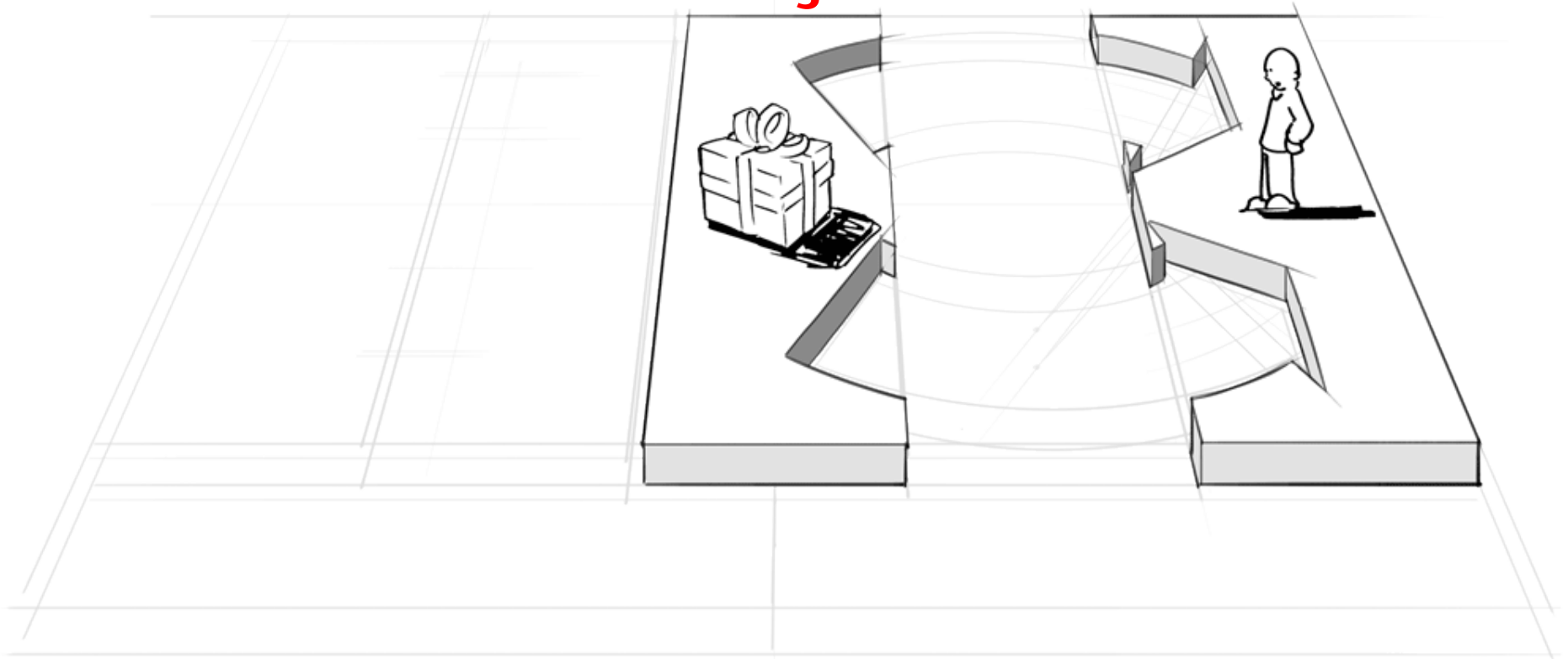
CUSTOMER SEGMENTS

SEGMENTO DE CLIENTES



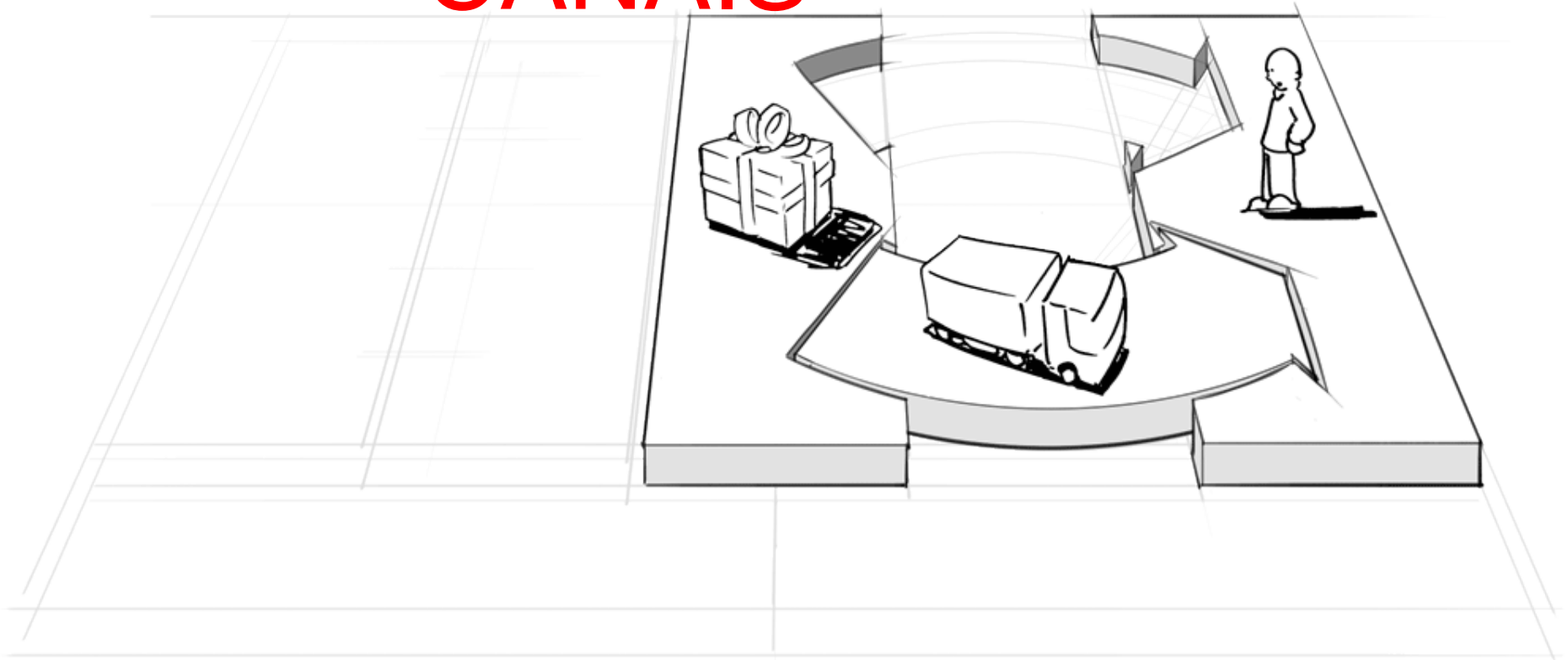
VALUE PROPOSITIONS

PROPOSIÇÃO DE VALOR



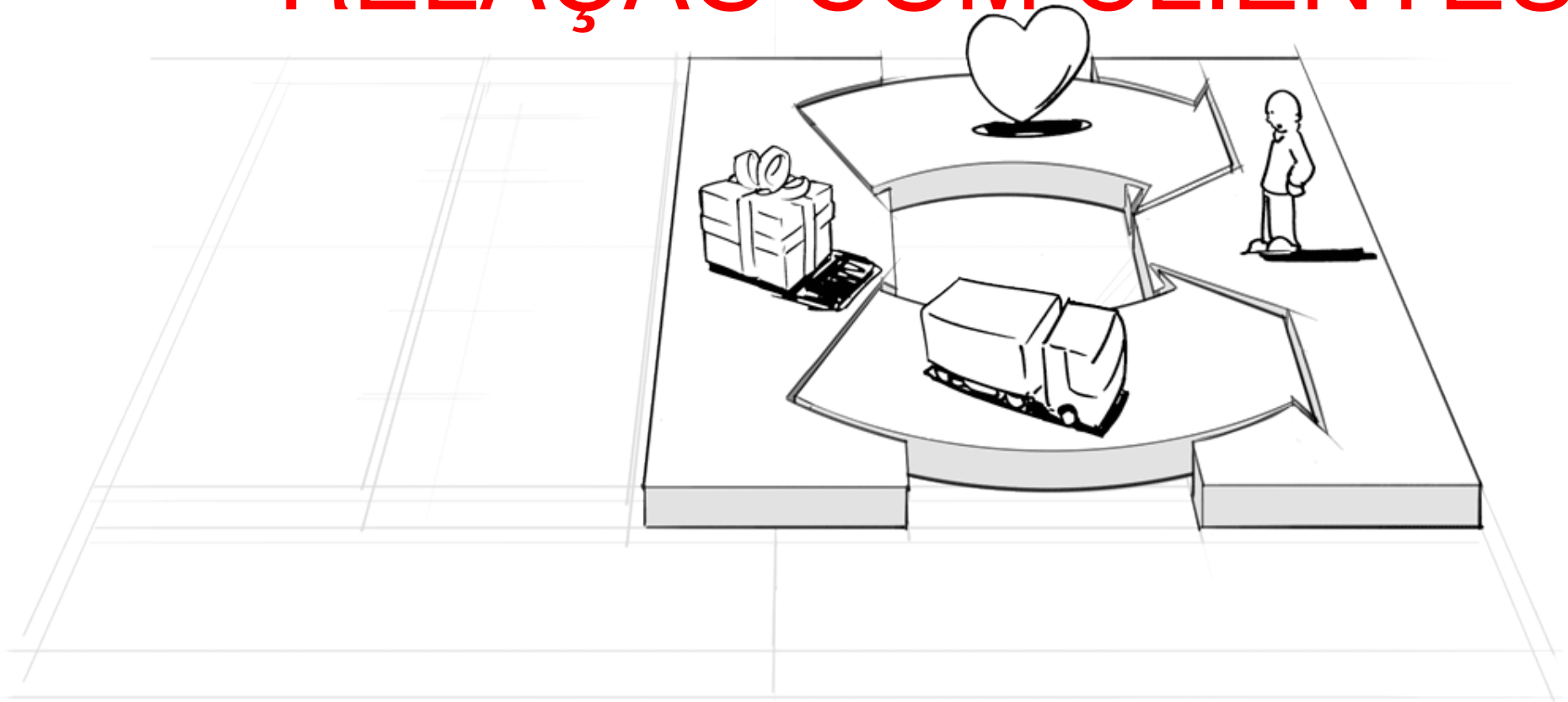
CHANNELS

CANAIS



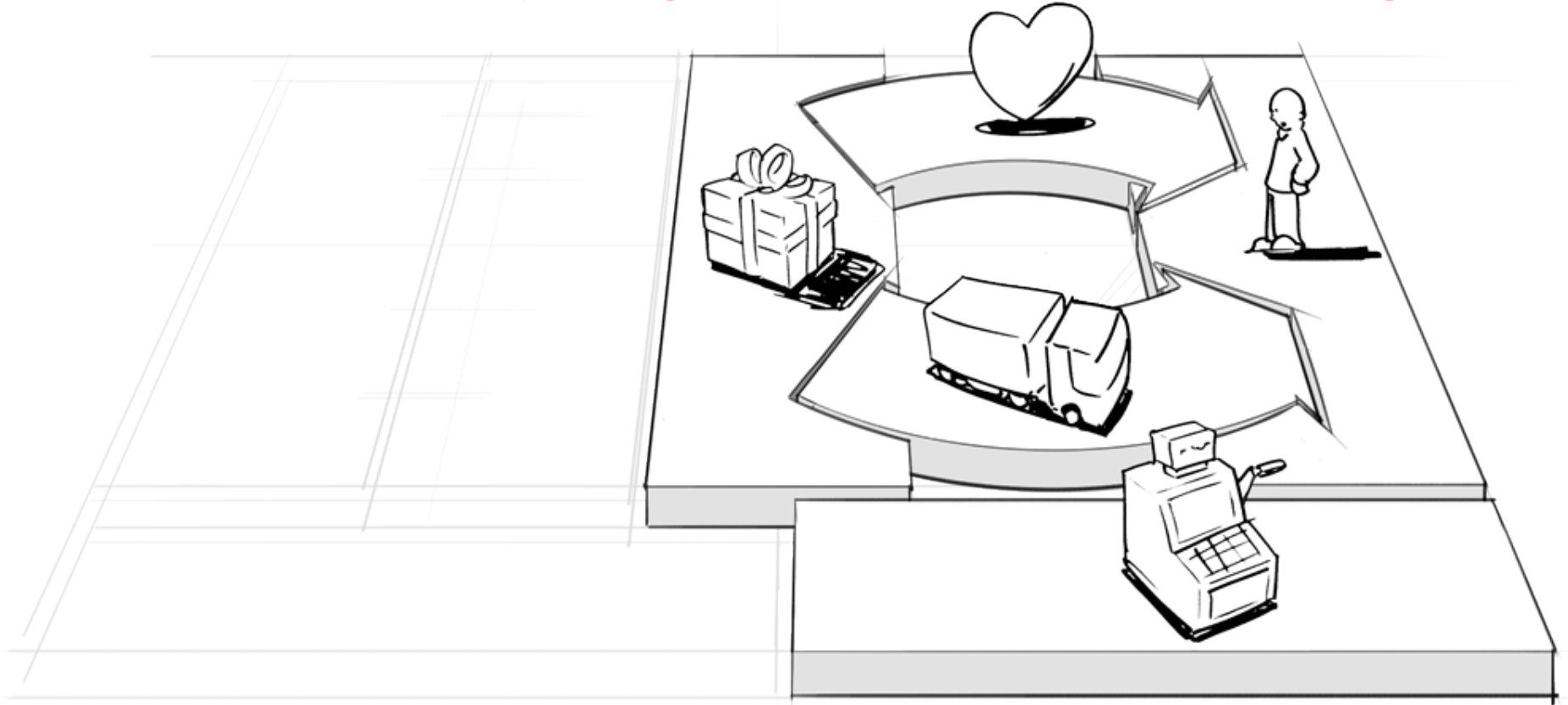
CUSTOMER RELATIONSHIPS

RELAÇÃO COM CLIENTES



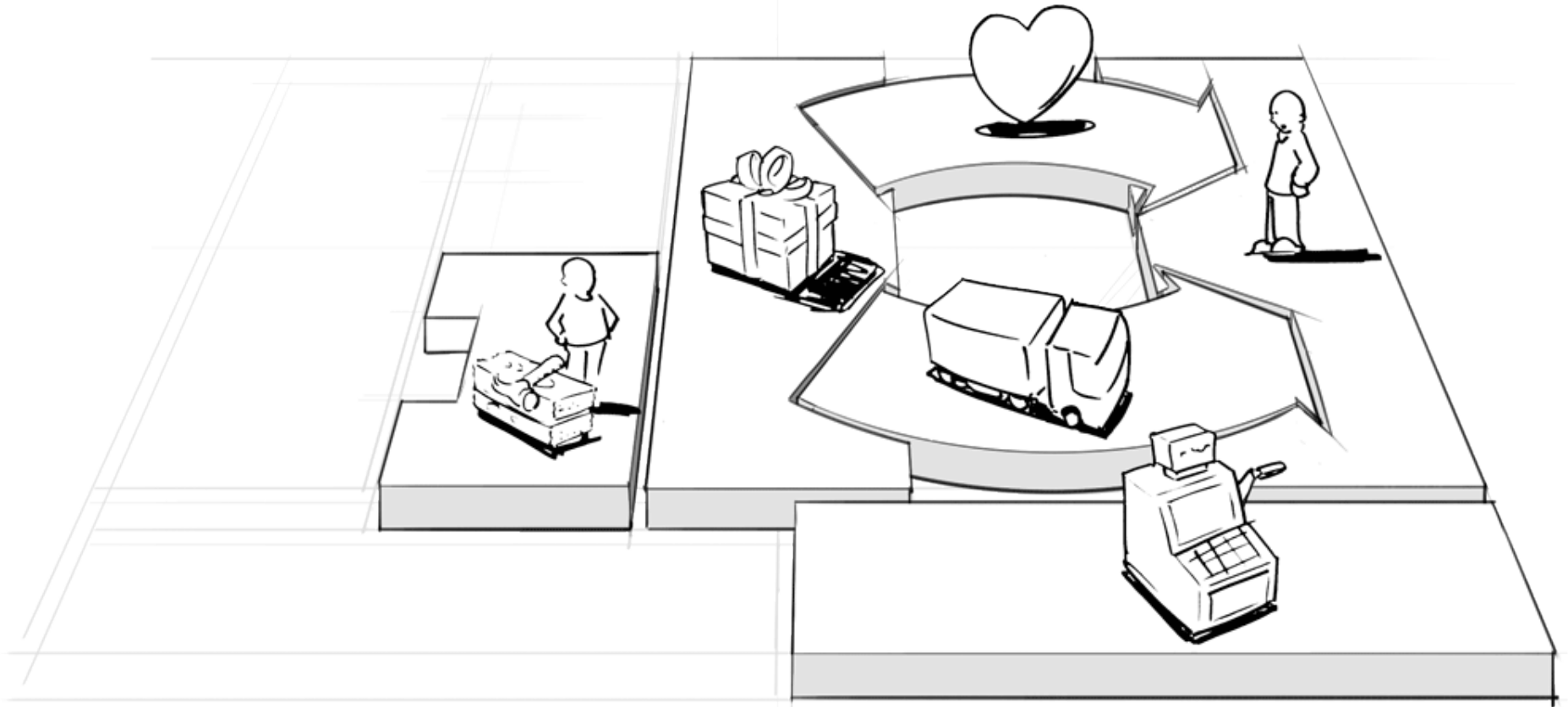
REVENUE STREAMS

FLUXO DE RECEITAS



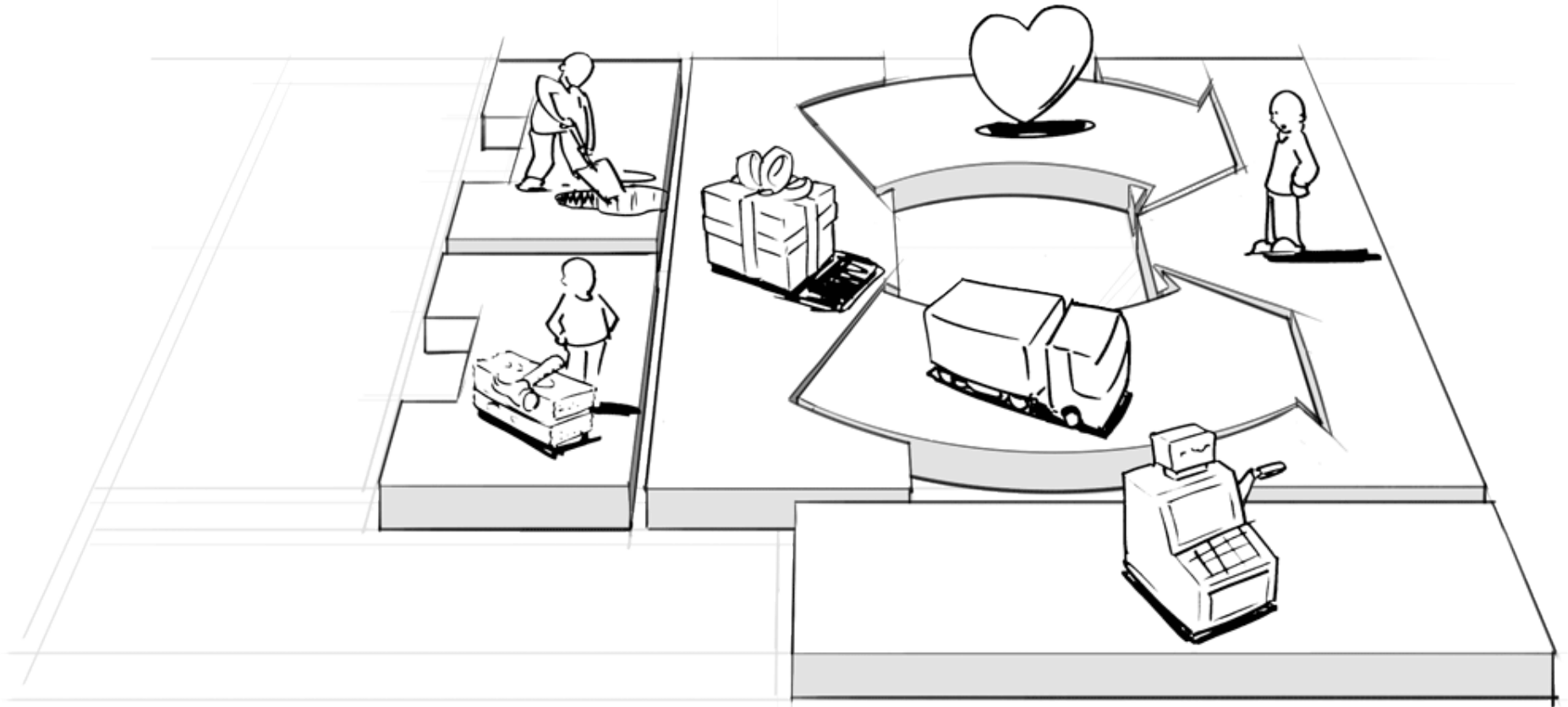
KEY RESOURCES

RECURSOS CHAVE



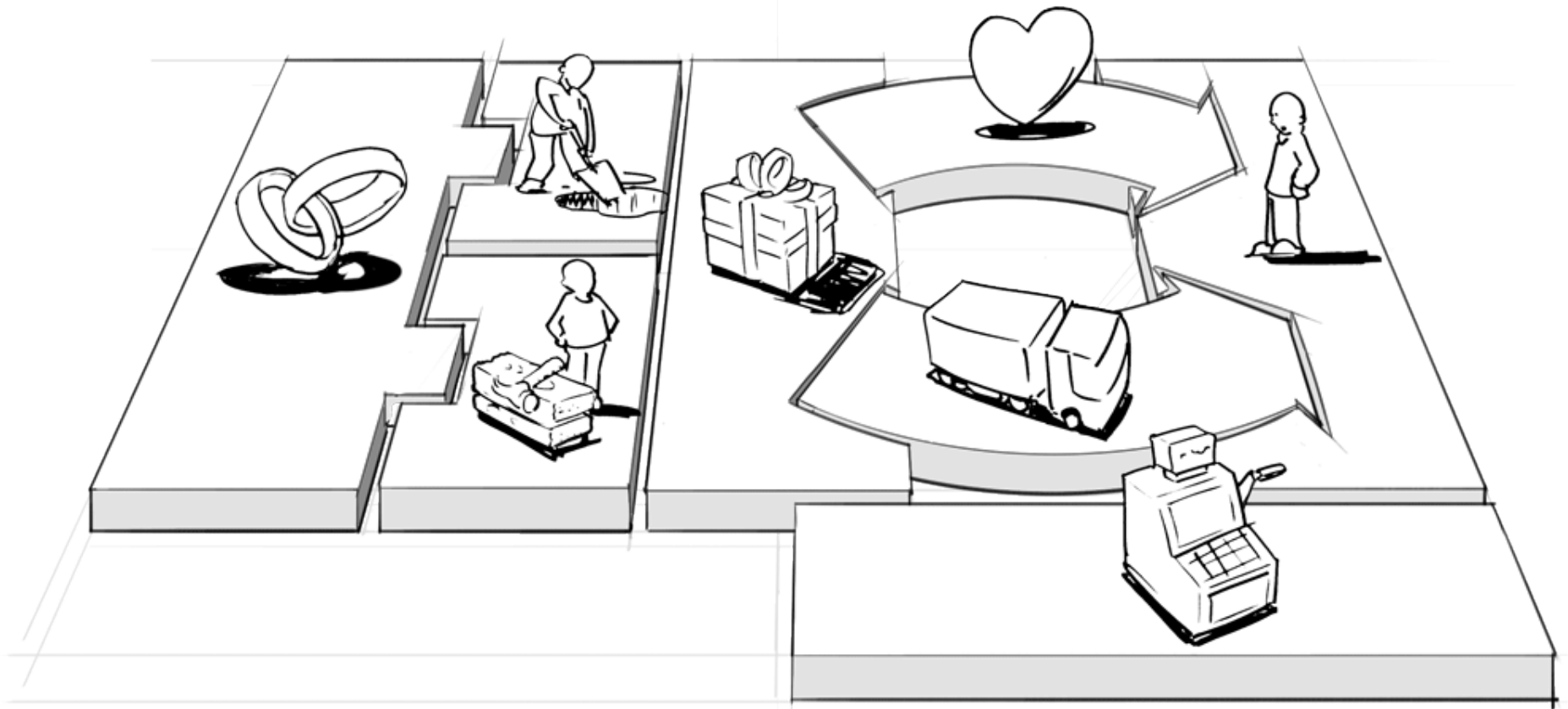
KEY ACTIVITIES

ATIVIDADES CHAVE



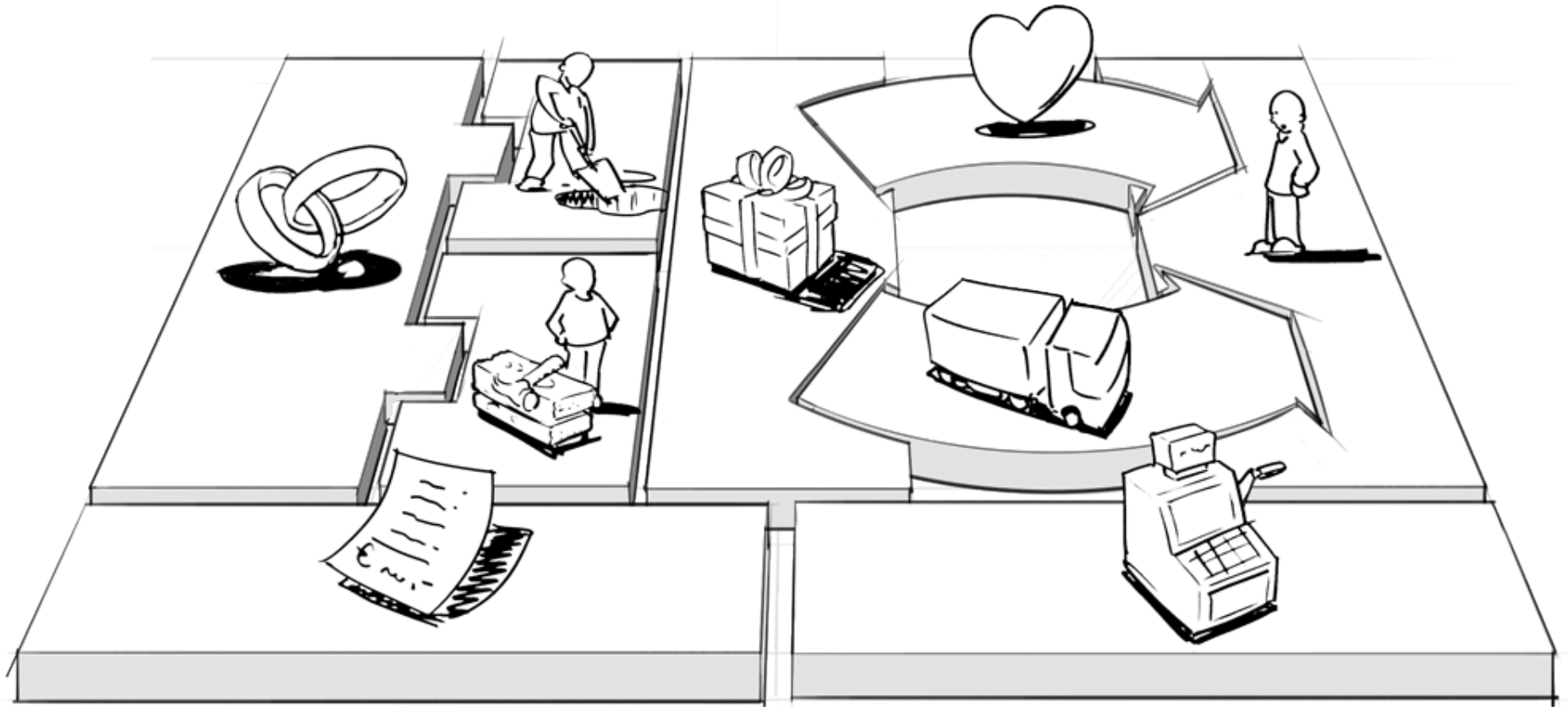
KEY PARTNERS

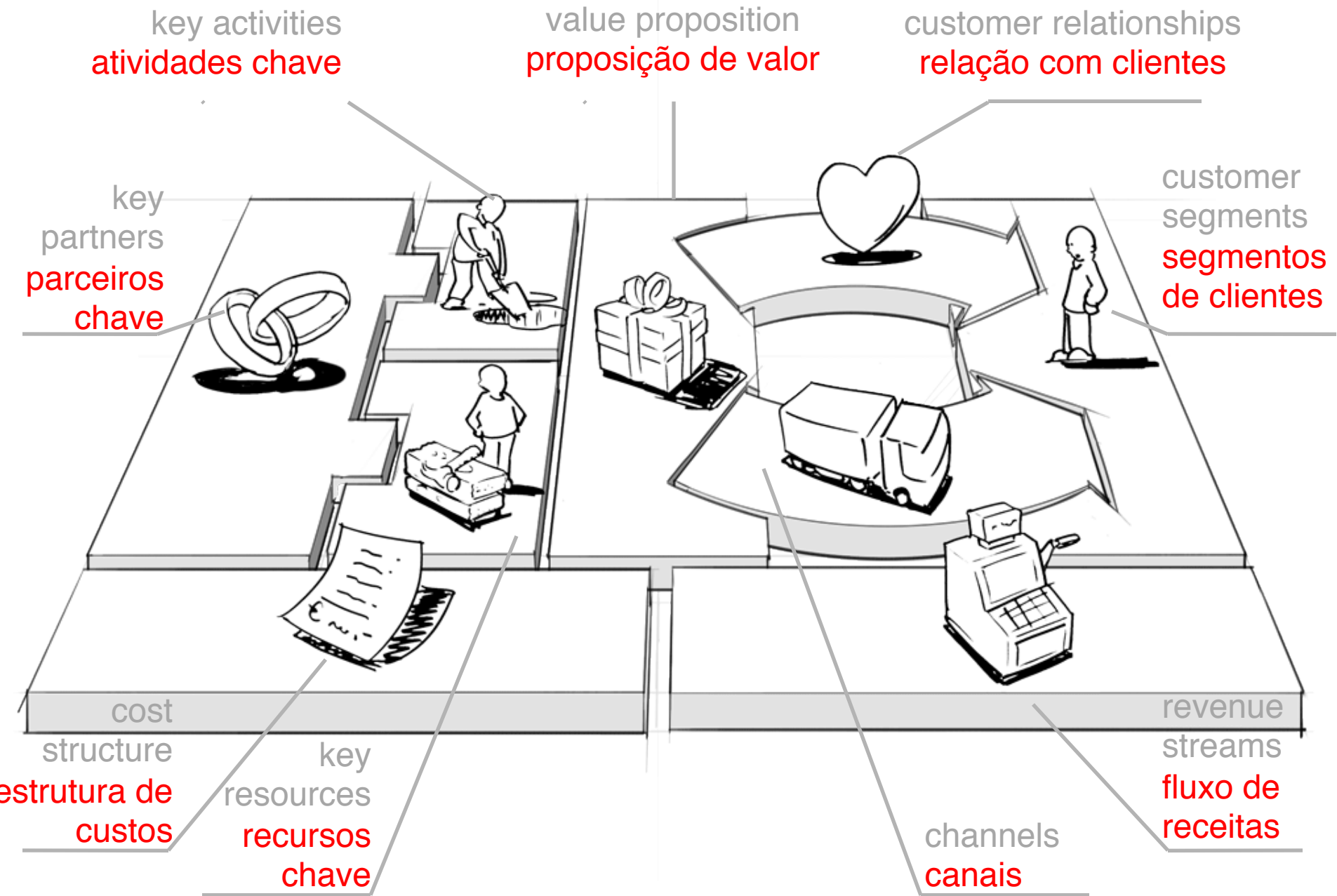
PARCEIROS CHAVE

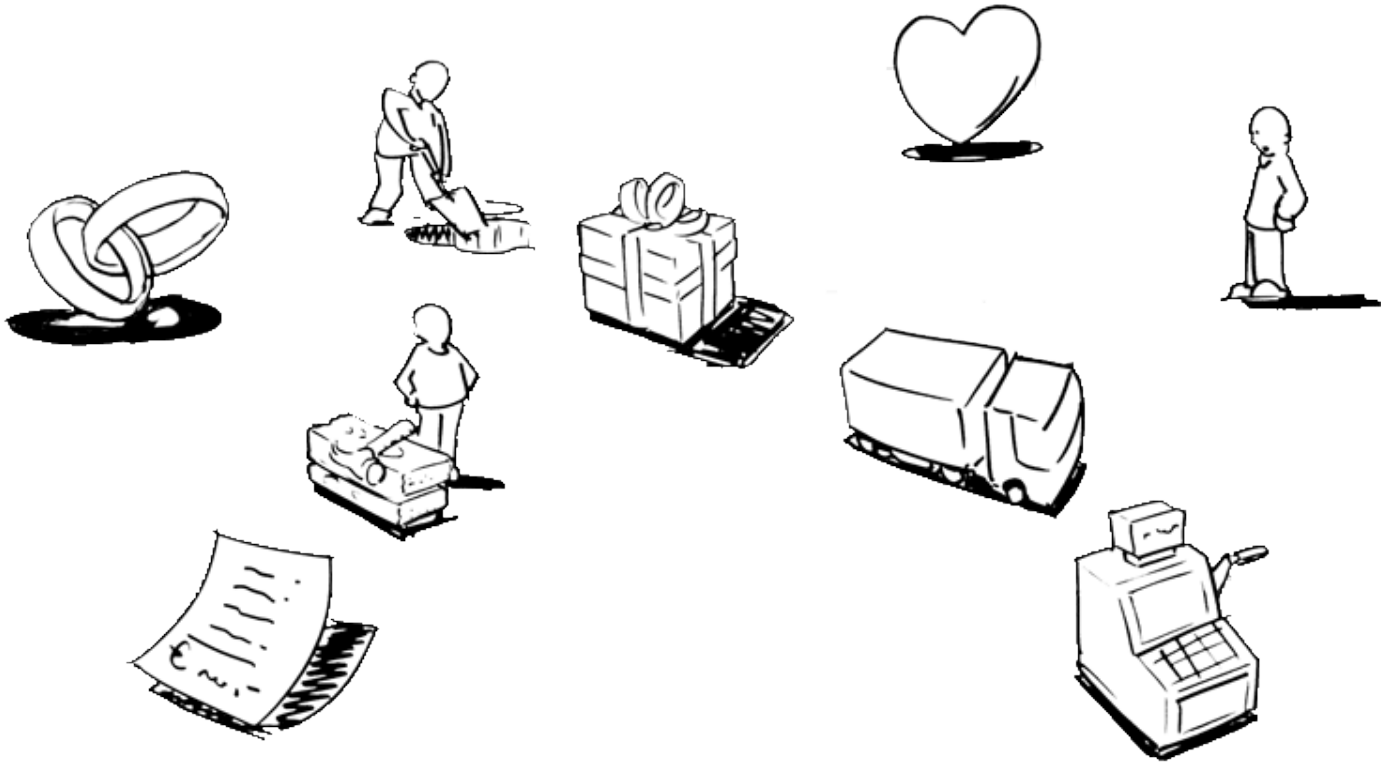


COST STRUCTURE

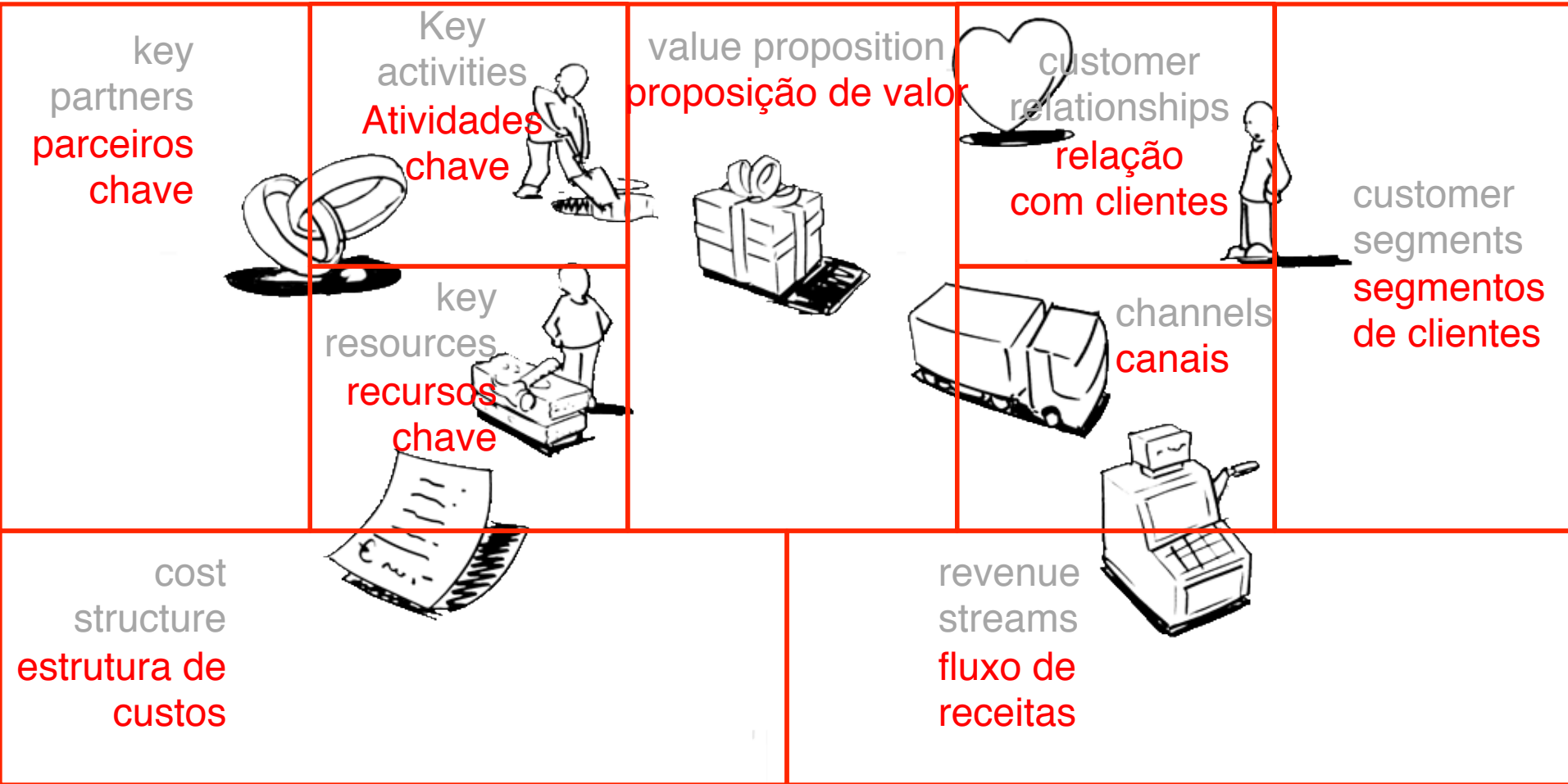
ESTRUTURA DE CUSTOS



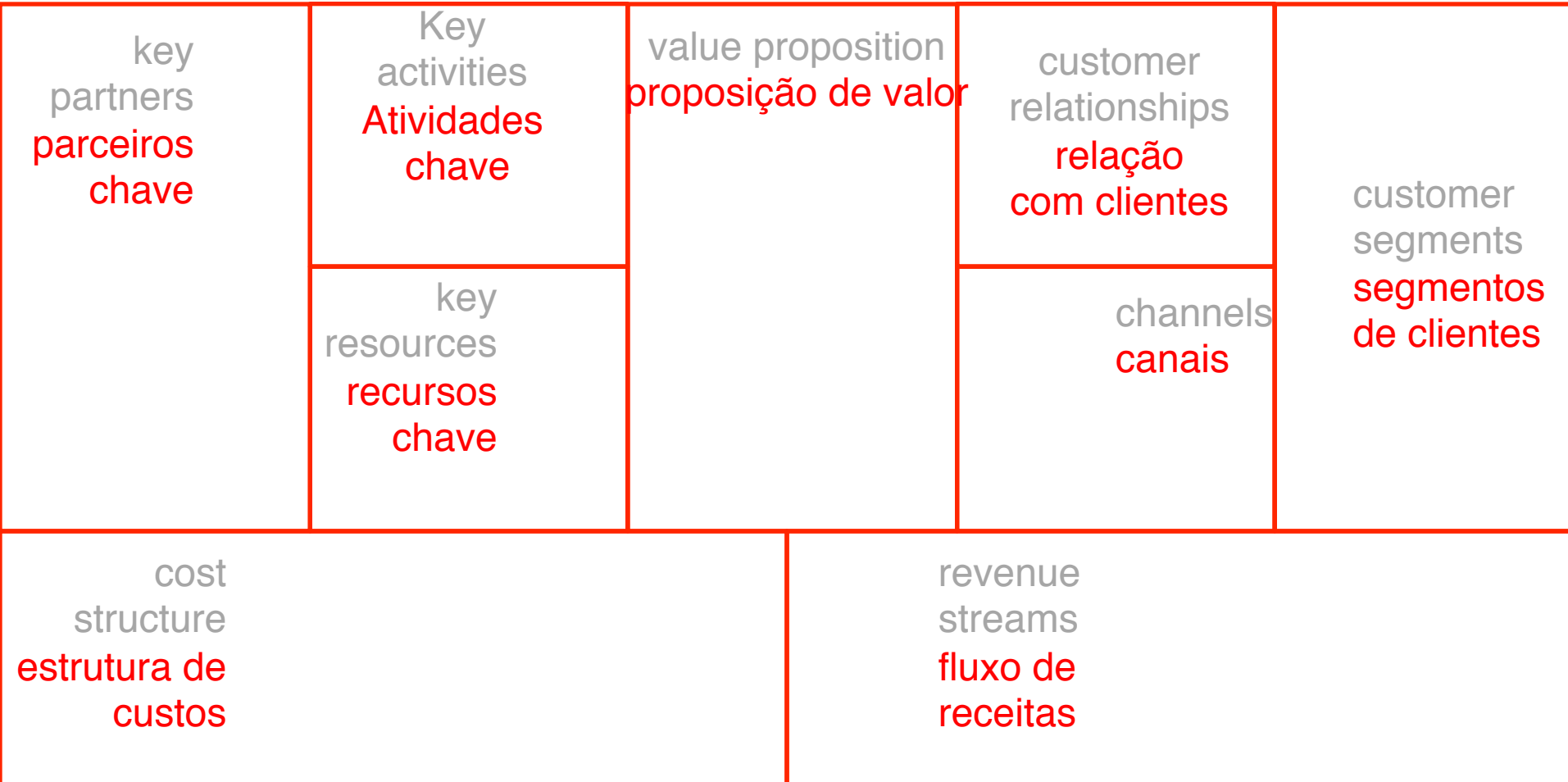




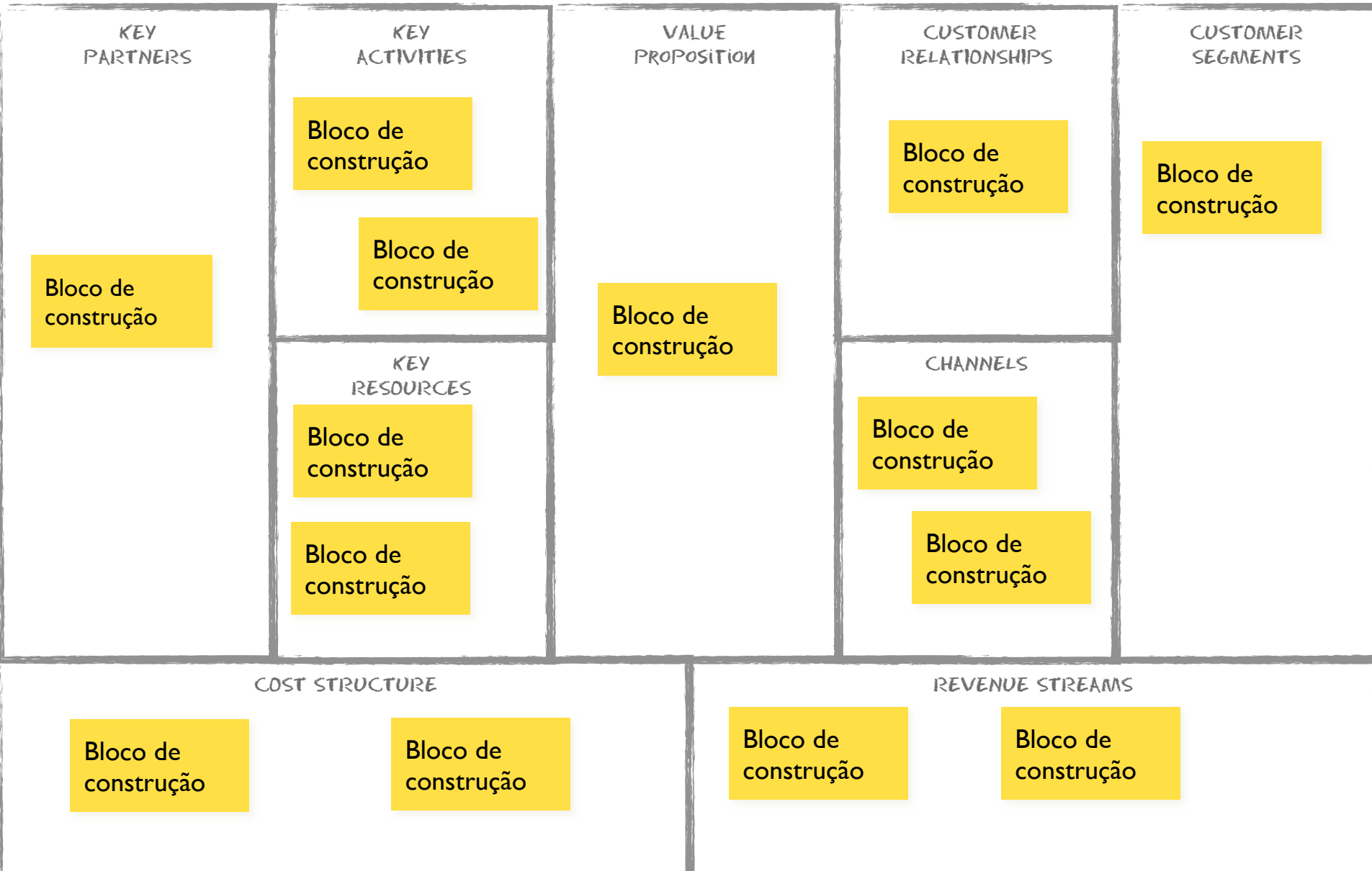
A MÁSCARA CANVAS



A MÁSCARA CANVAS



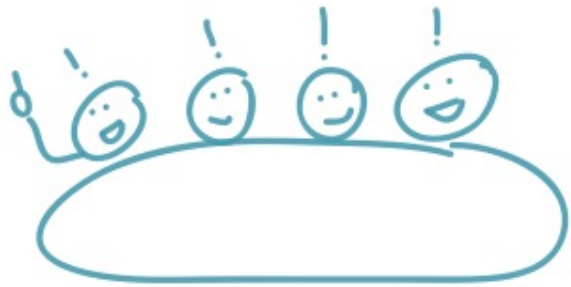
Business Model Canvas



buzz group







discuta e descreva como você
poderia desenhar um modelo de
negócios para Ministérios Cristãos



The Business Model Canvas

Designed for:

Designed by:

On: Day: Month: Year:

Iteration:

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?

KEY PARTNER ACTIVITIES
Complementary activities
Activities of our key suppliers
A portfolio of partner resources and activities



Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

KEY ACTIVITIES
Production
Problem Solving
Platform Network

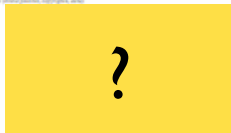


Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

KEY RESOURCES
Physical
Intellectual
Human
Financial
Social (brand, customer loyalty, etc.)
Channels
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?

VALUE PROPOSITIONS
Reliability
Performance
Customization
"Nothing We Can Do"
Cheap
Simple
Fast
Easy Adoption
Risk Reduction
Flexibility
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?

CUSTOMER RELATIONSHIPS
Personalized
Self-Service
Automated
Communities
Co-creation



Channels



Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-effective?
How are we integrated with our Key Partners?

CHANNELS
Direct
Partners
Retail
Distribution
Resellers
Agents
Company Website
Company Store
Company Events
Company Social Media
Company Email
Company App



Customer Segments



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

CUSTOMER SEGMENTS
New Market
Existing Market
Segment
Market
Market of Potential



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?

KEY COST STRUCTURE
Fixed Costs
Variable Costs
Semi-variable Costs
Cost of Sales
Operating Costs
Overhead Costs
Selling Costs
Administrative Costs



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?

REVENUE STREAMS
Usage Fee
Subscription
Licensing
Advertising
Sales Commission
Referral Fee
Freemium
Usage Fee
Subscription
Licensing
Advertising
Sales Commission
Referral Fee
Freemium



possíveis
alternativas

Mas,

**Tenha em mente que são
apenas hipóteses**










9 Hipótesis

The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year
Iteration: No.

<p>Key Partners </p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>IMPACTS OF KEY PARTNERS: Optimization of resources Reduction of risk and uncertainty Aggregation of particular resources and activities</p> <p>hipótesis</p>	<p>Key Activities </p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform Network</p> <p>hipótesis</p>	<p>Value Propositions </p> <p>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?</p> <p>CHARACTERISTICS Novelty Performance Customization "Convenient to use later" Design/Access Price Cost Reduction Risk Reduction Accessibility Environmental Sustainability</p> <p>hipótesis</p>	<p>Customer Relationships </p> <p>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?</p> <p>CATEGORIES Personal Assistance Personal Personal Assistance Self-Servicing Automated Services Communities Concierge</p> <p>hipótesis</p>	<p>Customer Segments </p> <p>For whom are we creating value? Who are our most important customers?</p> <p>Types of Segments New Markets Segmented Demographic Multi-sided Platform</p> <p>hipótesis</p>
	<p>Key Resources </p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (Brand, patents, copyrights, data) Human Financial</p> <p>hipótesis</p>		<p>Channels </p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CATEGORIES Direct Indirect Partners (How can you use resources other than your own to reach your market?)</p> <p>hipótesis</p>	
<p>Cost Structure </p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS THIS A BUSINESS MODEL? Cost Structure defines cost structure, low price value proposition, maximum automation, extremely outstanding Value Drivers (Depend on value creation, premium value proposition)</p> <p>MAJOR COST STRUCTURES: Fixed Costs (salaries, rent, utilities) Variable costs Economies of scale Economies of scope</p> <p>hipótesis</p>		<p>Revenue Streams </p> <p>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?</p> <p>TYPES Asset Sale Usage Fee Subscription Fee Licensing/Royalty/Licensing Advertising</p> <p>STREAMS Asset Price Product/Service dependent Customer experience dependent Market dependent</p> <p>REVENUE STREAMS Usage-based (usage-based) Fixed Fee Real-time Market</p> <p>hipótesis</p>		

Como isso realmente funciona?

Classes de Lançamento

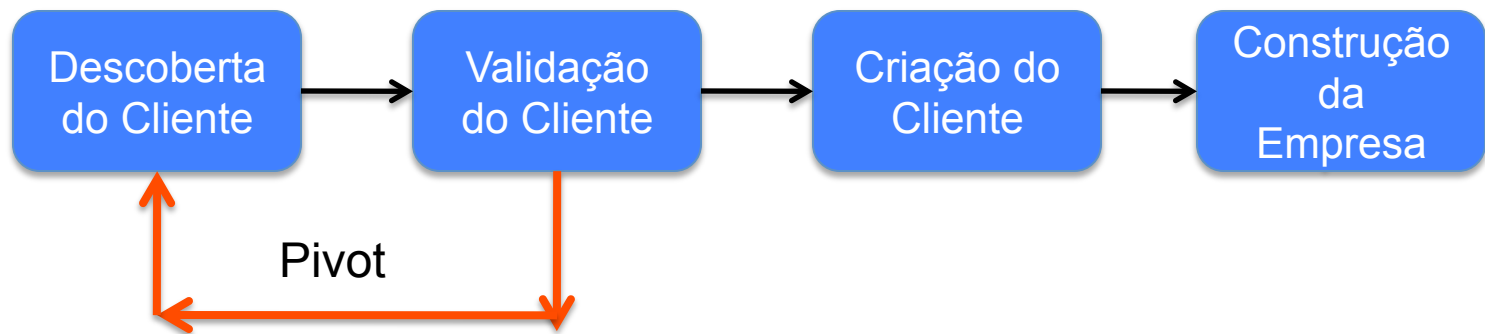
8 semanas da Ideia ao Negócio

Desenvolvimento do Cliente

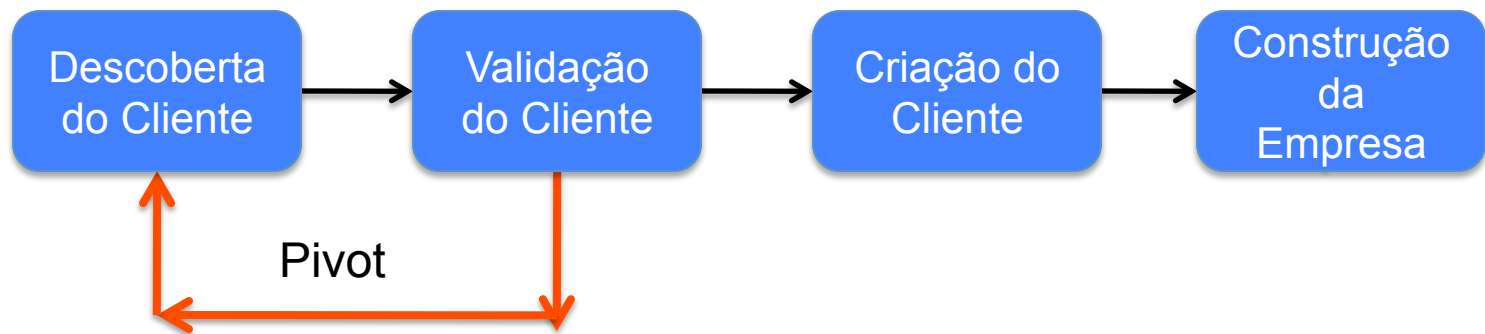
Fundamentos

Saia de Casa/Igreja/Escritório e
procure por um Modelo de
Negócios

O Processo de Desenvolvimento do Cliente



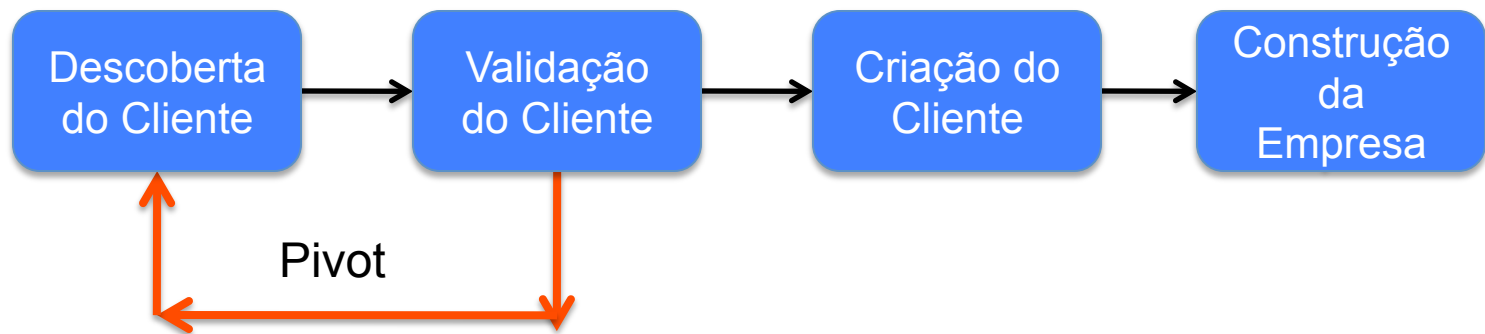
Minimo Produto Viável (MVP)



- **Pequena quantidade de atributos** que geram para você a maioria de ...
 - pedidos, aprendizado, feedback, falhas...

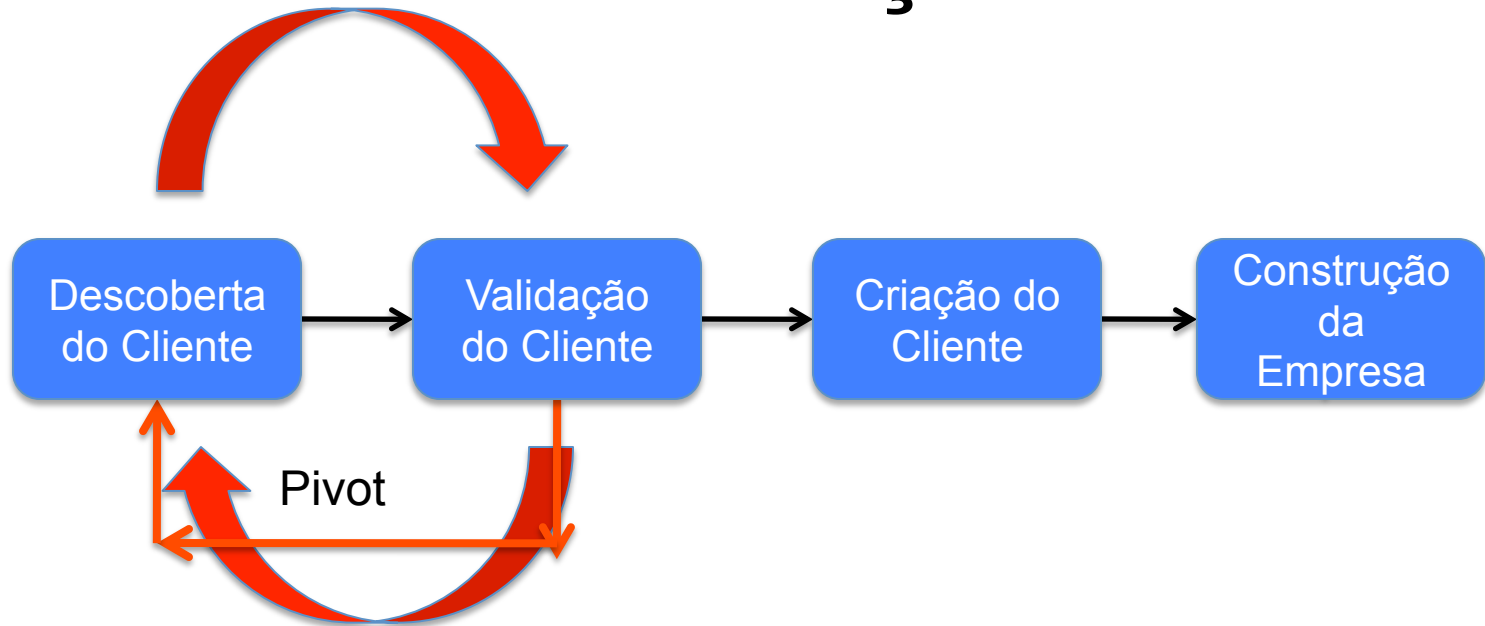
O Pivot é a **mudança** de um ou mais componentes do **Modelo de Negócios**

O Pivot



- É o coração do Desenvolvimento do Cliente
- **Interação sem crise**
- **Rápido, ágil e visão de oportunidade**

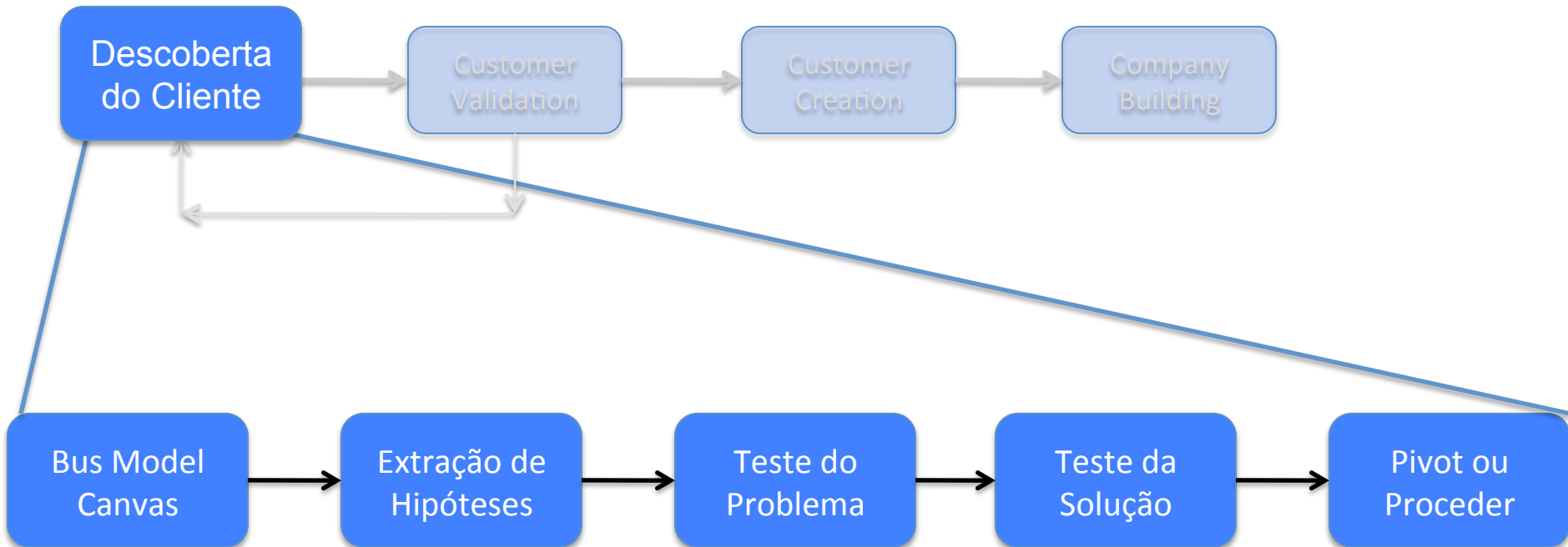
O Ciclo de Tempo do Pivot faz diferença



- A **velocidade** do ciclo minimiza a necessidade de investimento
- **Poucos atributos** aumentam a velocidade do ciclo
- O **feedback quase instantâneo dos clientes** direcionam os atributos subsequentes

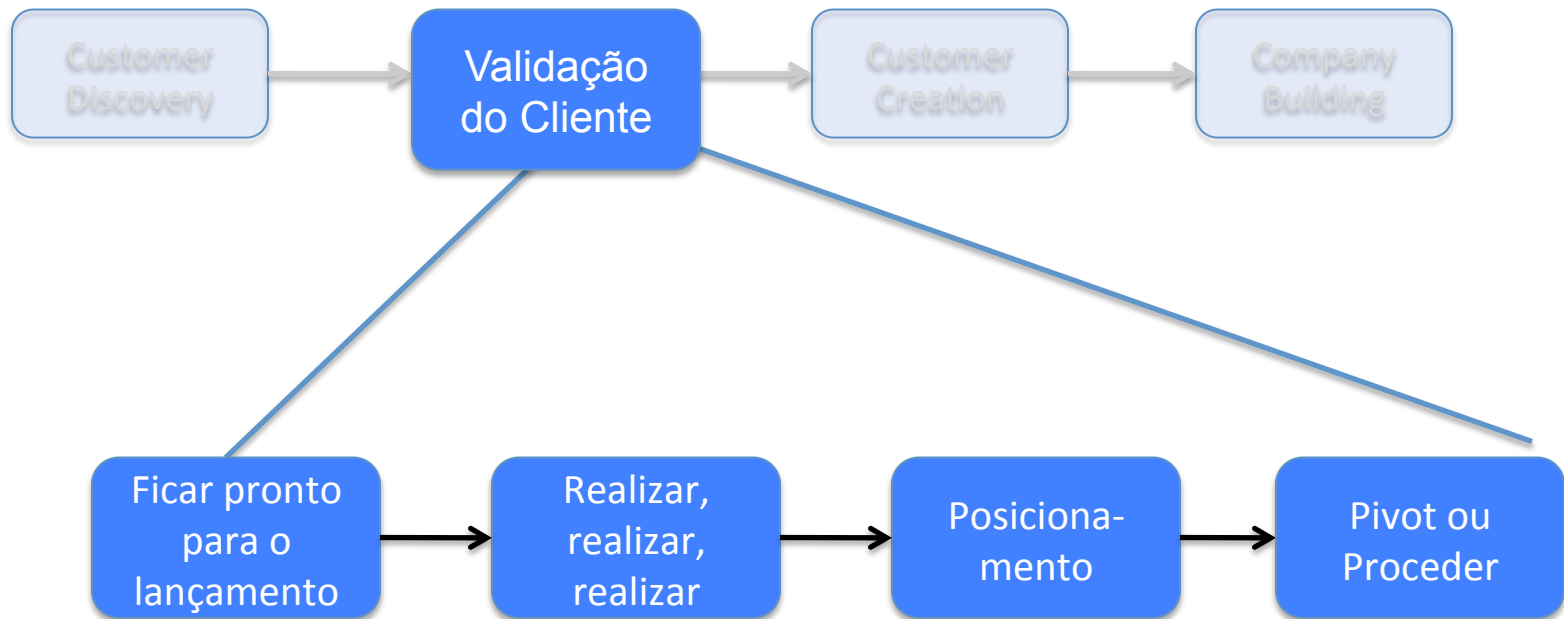
O Processo de Desenvolvimento do Cliente

A Descoberta do Cliente



O Processo de Desenvolvimento do Cliente

Validação do Cliente



Registre seu Progresso

Como?

- Desenvolvimento do Cliente
 - O Processo
- Narrativa
 - Entrevistas
 - Pesquisas
 - Vídeos
 - Protótipos
- Business Model Canvas
 - Manutenção do desenvolvimento
- Real-time Feedback
- Checks de contato físico
 - Telefone, Skype, Vídeo conferência, etc.
 - Cara-a-Cara

ISSO MUDA TUDO

Rainbow Orchards

Entrevistas

Rainbow Orchards – Organic Apple and Squash Farm

Interview with Fred Ford

I spoke with two people who worked for the farm at the Saratoga Farmer's Market on Saturday 1/15/11. The owner was not available, but I did get some interesting feedback from them. They own approximately 80 acres of apple trees and 20 acres of squash. They don't weed the orchards, just mow. They manually weed the squash once or twice during the growing season, but it is difficult due to the sprawling nature of the plant. Also the squash is quite prodigious and seems to grow fine with minimal weeding. When asked about the value of an automatic weeding machine, they thought it would help some, but not enough to justify the cost. Their main labor concern is thinning the fruit trees – in fact they throw out approximately 75% of the fruit early in the growing season so the remaining fruit grow large and sweet.

One person had an interesting take: she said "people have been farming for 1000s of years and we've never needed machines before..." She went on, but in effect, her point was that there is a spiritual side to manually working the fields that would be lost with a machine – it is good for both the people and the food.

Another worker was also skeptical about how well the machine would perform, having been burned in the past with "new technology" that actually ended up harming more than helping and reducing productivity.

Hypothesis test: Are farmers interested in an autonomous weeding system?

Result: Not likely for small farmers/orchards.

It may be obvious, but tree farms do not weed their fields. Squash also seems to thrive with minimal weeding. As found with Paloutzian Farms, it could be a harder sell to the small farmer due



Fotos



The video give **Vídeos**

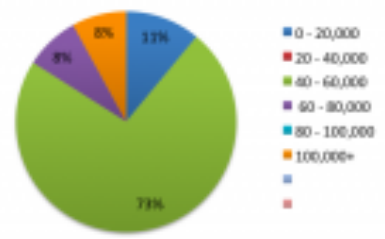


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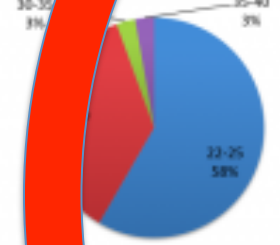
Profession or Field of Study



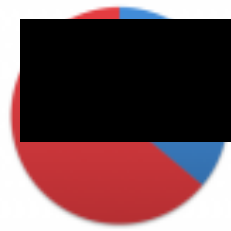
Average Salary Range



Age



Gender



Pesquisas

Which Features Are Most Useful When Shopping Online?



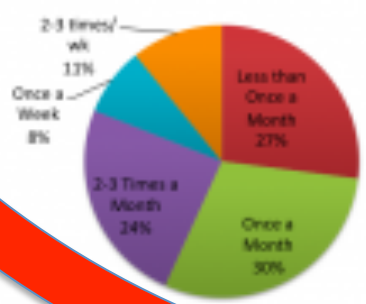
What Are Your Biggest Complaints With Online Shopping?



Where Do You Find Products to Buy?



How Often Do You Make Purchases Online?



Average Amount Spent in Past Year



Los Altos Parks Supervisor - Damon



Entrevistas & Fotos

Damon Cockerham – Supervisor of Parks Maintenance – Los Altos Parks and Recreation
650-947-2870

In-Person Interview with Joe Bingold

Los Altos has 20 acres of turf spread across several parks (biggest park ~3.5 acres), which are mowed once a week by 2 operators with 2 ride-on mowers. It takes 1 day (Wednesday) 9 hour shift to mow the entirety of the Los Altos parks. Thus, it takes about 18 hours to mow the parks. Of this time, about 5 hours is actually spent on the mowers – a lot of time is spent in travel between parks, clearing the mowers, etc.

They currently have a John Deere and a Toro mower. The mowers last about 10 years and cost about \$60K. Residual value of the mowers at the end of the 10 yrs is \$3K.

Given the smaller amount of turf that Damon is responsible to mow, there is probably not a business case for an automated mower. It is unlikely that they will reduce their manpower with this technology. That said, Damon did believe that an individual could start a mower going in a park and then go do other maintenance in the meantime (edging, park inspection, etc.)

Surveying Competitors Pricing Model

Posted on [February 15, 2011](#) by [gabrielhyu](#)

Análise Competitiva

ent software to track performance and availability
product include a single dashboard to view
ents. It provides solution for capacity
scaling, and real time alerts.

Pricing Model:

- * \$695 per server per year for windows box
- * \$395 per server per year for windows box
- * maximum of 40% bulk discount
- * support fees: 20% of the list cost, which includes technical support and upgrade to newest software

NimSoft

* Description: Company featured in Rackspace as one of its partners. It provide solutions to monitor virtualized datacenter, on hosted or managed infrastructure, IaaS, PaaS, or SaaS services, public and/or private clouds.

* Pricing Model:

- * Cold called their sales department, but they refused to give specific quotes
- * They mentioned that their pricing model is very flexible:
- * license by server/network device count
- * or can also license by hour; usage, meter usage, bulk pricing, volume

Neptun / BMC

* Description: Recently acquired by BMC. Products capacity management for all data center resources, including physical and virtual servers, databases, storage, applications, middleware, networks, facilities, etc. The product also provides automated capacity analysis and reporting to help its client optimize performance and capacity.

* Pricing Model:

- * Cold call and refused to provide specific quotes
- * Did mentioned that they licensed per sockets, and the price applies across all client types.

Key finding this week: Reviews & popularity highly disproportionate

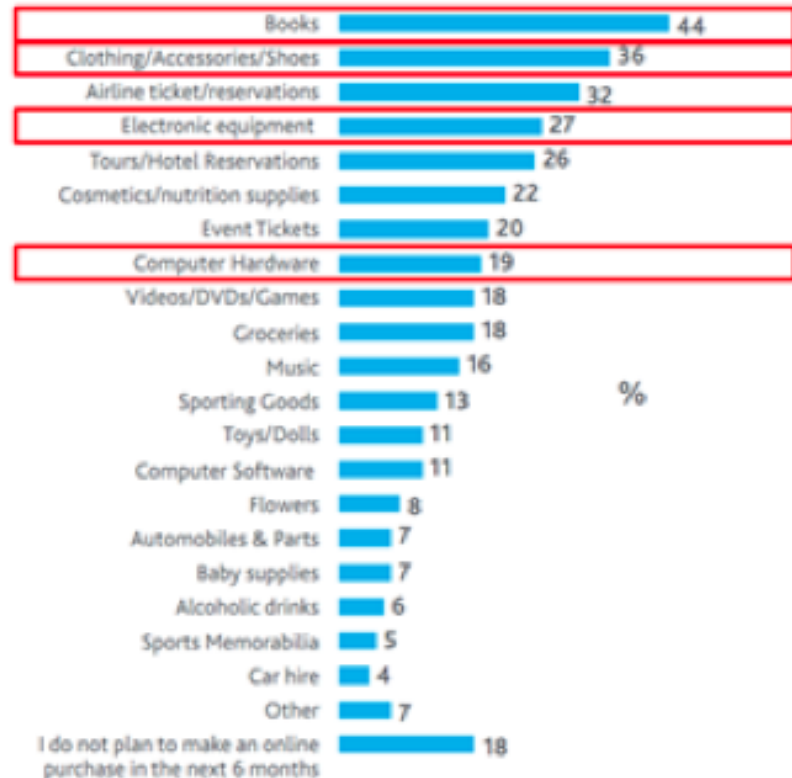
**Descobertas
chave**



Base: All respondents n=27,665
Consumer Confidence Survey - Q1 2010 - Field dates March 8, 2010 - March 28, 2010

What product/services do you intend to purchase online in the next 6 months?

Global Average



Base: All respondents n=27,665
Consumer Confidence Survey - Q1 2010 - Field dates March 8, 2010 - March 28, 2010

Winning landing page design should increase conversions by 80%

Results of A/B tests are in. Based on 26,000 page views and 119 conversions, we have a 97.8% probability of getting a conversion rate of 58.7% to 58.9% (an 80% increase!) by using the below design:

**Resultado de
testes A/B**

...ly use our software

...note's paid version

Putting navigation items to be in small text so it's not distracting



Peaya1
Running

Google Website Optimizer

Created: Jan 29, 2011 PST | Launched: Jan 30, 2011 PST

Combination 2 has a 97.8% chance of outperforming the original
Run a follow-up experiment to validate the results

Page variations (5):

Variation	Status	Est. conv. rate	Chance to Beat Orig.	Observed Improvement	Conv. Visitors
Original	Enabled	32.6% 10%	—	—	14/40
Combination 2 has a 97.8% chance of outperforming the original. Run a follow-up experiment					
Variation 2	Enabled	58.7% 10%	97.8%	80.3%	27/46
Variation 4	Enabled	53.3% 10%	94.3%	63.8%	24/46
Variation 3	Enabled	40.4% 10%	72.9%	24.2%	19/47
Variation 1	Enabled	35.4% 10%	58.9%	8.78%	17/48

1 to 4 of 4

Posting credit: Abhishek

Obrigado!