Welcome to Vol Court!

Fall 2012

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Business Models (vs. Business Plans)

• Business model innovation is about creating value for companies, customers and society.
• Describes the rationale of how an organization creates, delivers and captures value.

“Business Model Generation” ©2010 Andrew Osterwalder & Yves Pigneur
Four of Nine Deadly Sins of New Product Introduction

1. Assuming “I know what the customer wants”
2. The “I know what features to build” flaw
3. Emphasis on execution instead of hypotheses, testing, learning, and iteration
4. Business plans presume no trial and no errors
Customer Development Process

**Search**

- Customer Discovery
  - Hypothesis
  - Plan for test

- Customer Validation
  - Repeatable?
  - Scalable?

**Execute**

- Customer Creation
  - Build demand
  - Scale up

- Company Building
  - Execute the model

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“The Startup Owner’s Manual Vol. 1™” by Steve Blank and Bob Dorf
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Customer Development Process

- Customer Discovery
  - Hypothesis
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Pivot

Search

Vol Court Focus

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