



Co-funded by  
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# Academics preparatory course - Part 2

January, 2023

# Introduction to the Preparatory course

## Purpose

- Learn about entrepreneurial skills, mind-set and how opportunities arise
- Learn about getting research findings into user-informed solutions
- Be able to devise organizational structures for collaboration with industry partners
- Get familiar with the Enterprise Residence Program

## Structure

**4 parts of each 2 hours in 2 weeks**

- **Part 1: Ideas and opportunities**
- **Part 2: Resources**
- **Part 3: Into action**
- **Part 4: Final workshop with business innovators**

# Wrap up from last Tuesday

- Building the startup opportunity
- Iterative approach to learning
- Testing with users
- Focus on the value proposition, the user's business case
- Inclusion of stakeholders



**Value Creation: what  
is the opportunity**

# Focus today is on

Personal questions:

Motivation and skills needed

Resources needed

Mobilising others

**Value Creation:**  
what is the opportunity?

**Value Delivery:**  
Do we have the resources?

**Value Capture:**  
can we put it into action



# Resources

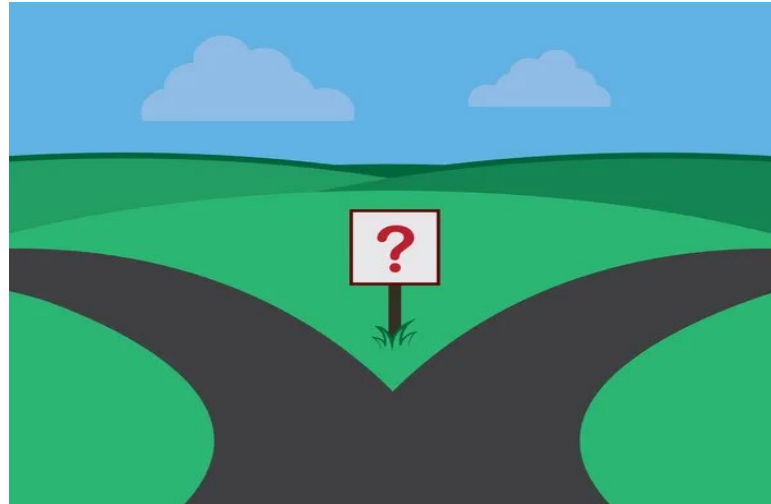


Cristal has received information about the opportunity.

The market seems to be out there and there is a clear need for energy harvesting.

An important question comes to her mind.

Starting her own company, with all uncertainty



Work as an academic and focus on the details





# Personal traits

It comes down to her believe in herself, what is her ambition and is she **able** and **willing** to cope with it.

It is about personal traits and personal capacity





# Personal traits

Personal traits

Self awareness and  
self efficacy in the  
face of uncertainty

Understand and recognize the  
knowledge and skills needed for  
entrepreneurial behaviour





# Act Entrepreneurially

**Self-Efficacy** is the belief in one's ability to succeed in achieving an outcome



**Performance experience** – previous and related experiences

**Vicarious experience** – observed it with others (parents/ role models)

**Social persuasion** – verbal encouragement

**Imaginal experience** – one's imagination, visualization

**Physical and emotional states** – excitement of the challenge





# Act Entrepreneurially

**Self-Efficacy** is the belief in one's ability to succeed in achieving an outcome



But how can Cristal test her self-awareness and self-efficacy?

Just do it and find some guidance

Just do it –  
Out of comfort, steep learning and  
experiential learning

Guidance –  
help you avoid making the common  
mistakes



# Reflection on the search process

## The road ahead

Self awareness  
Self-efficacy  
Motivation



# Reflection on the search process

Self awareness  
Self-efficacy  
Motivation

**Cristal is rethinking the process of starting a business.  
The process of starting a business, is ...**

**A search for a viable and scalable business model.**

**Also with a goal to remain flexible and adaptable**



# Reflection on the search process

Self awareness  
Self-efficacy  
Motivation

If the search need to be flexible and adaptable, what principles are important to Cristal?



...

# Reflection on the search process

Self awareness  
Self-efficacy  
Motivation

## Effectuation: heuristics for making decisions under uncertainty



### Causation

- Rationale analyses
- Static and linear development
- Multiple options but predictable
- Focus on predicting future rather than controlling it
- Risk is focussed on expected returns





# Reflection on the search process

Self awareness  
Self-efficacy  
Motivation

Cristal is thinking about the principles of running a startup



## Effectuation

- Only some resources and tools are given
- Outcome is dependent on entrepreneur's traits
- Dynamic and non-linear developments
- Focus on controlling future rather than predicting it
- Focus is on affordable losses
- Emergent markets

# Reflection on the search process

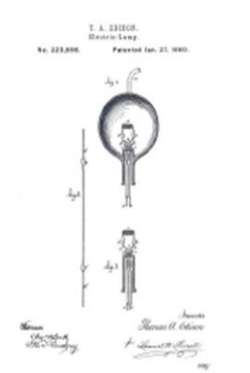
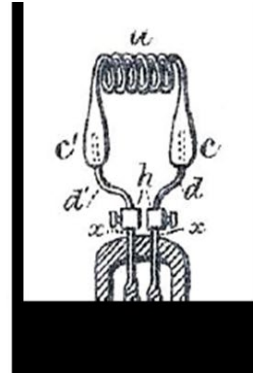
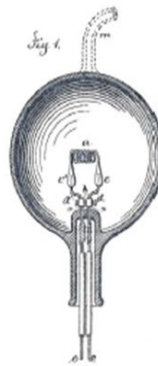
Self awareness  
Self-efficacy  
Motivation

## Tolerance for ambiguity

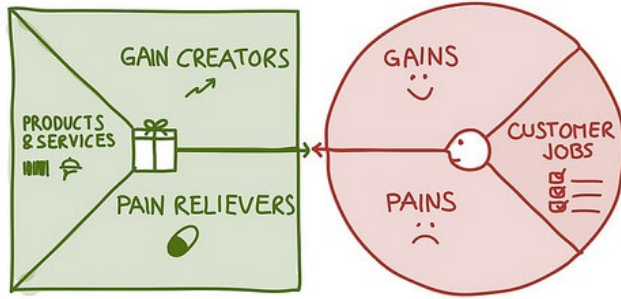
Defined as the tendency to perceive ambiguous situations as desirable rather than threatening.

**“Genius is 1% inspiration and 99% perspiration.”**

- Light-bulb  
Filament: 6,000+  
experiments
- Nickel/Iron Battery:  
10,000+  
experiments



# Reflection on the search process



Start with the value proposition canvas  
How do they take value from it?

What is your user's top priority?

- provide the evidence to justify your actions
  - Main feature of the technology
  - Identify how enthusiastic customers are?
  - What do they really value in the product?
- 
- Focus on the minimum value that is important to them
  - Not building a cathedral but first, a small chapel



Mobilising  
resources



# Minimum Viable Product (MVP)

Mobilising  
resources

What is a minimum viable product?

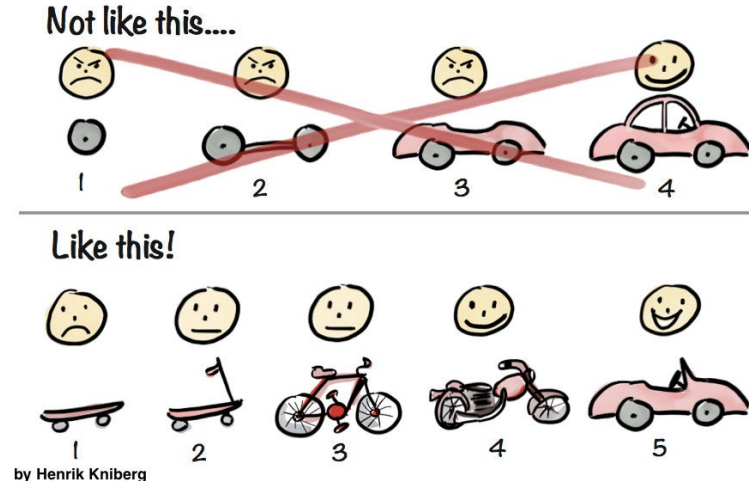
A product that includes just enough features to allow useful feedback from early adopters

- Increases speed to market with customer-driven product versions
- Reduces likelihood of wasting time on useless features
- Maximize learning per Euro spend
- Probably much more minimum than you think!!

Why is MVP important?

Through a series of MVPs, a startup can validate a specific and comprehensive set of hypotheses

The top priority of buyers and if the product meets that  
Test if it fits the job of the user  
Test the value and pricing of a product



# Minimum Viable Product (MVP)

Example startup **Momo Medical**

Current Pressure Ulcer Prevention:  
Repositioning – in time 😊



Problem: no insight in patient position and movements over time



## Undertreatment

pressure ulcer

formation In under

3 hours

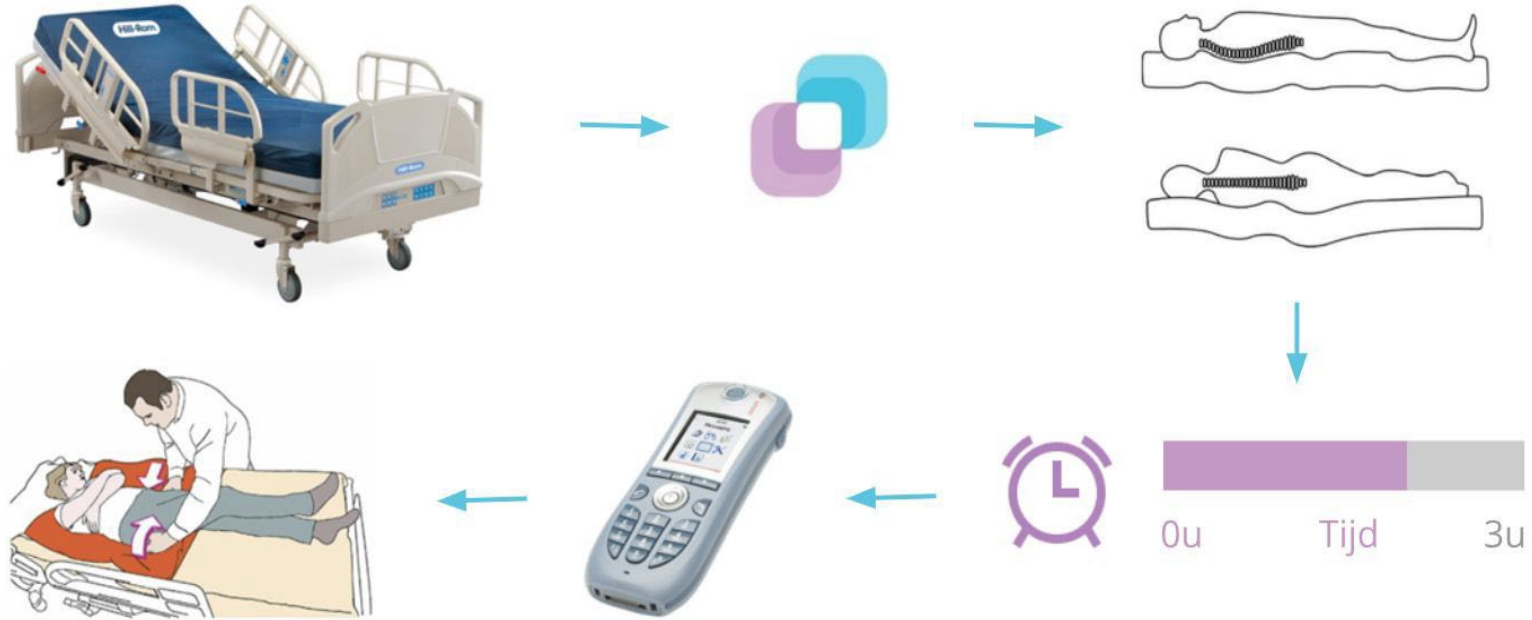
## Overtreatment

Waste of time

Patient  
inconvenience

# Minimum Viable Product (MVP)

Solution: giving insight and smart alarms



# Minimum Viable Product (MVP)

## The product

Control Unit



Sensor beneath mattress



# Minimum Viable Product (MVP)

The product – but first problem testing

What was the problem?

Timing of repositioning

How to test the product minimum viable?





User testing

# Minimum Viable Product (MVP)



Early prototype



~20 iterations further

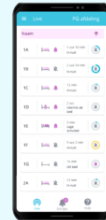


# Minimum Viable Product (MVP)

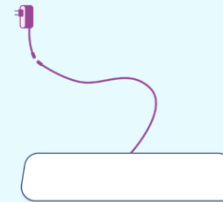


again ~20 iterations further

App



BedSense



Connect





# Minimum Viable Product (MVP)



**Mobilising  
resources**

What exactly is 'minimum'?

There is usually one or two core problems that products are trying to solve and you have to deliver on these!

- Facebook lets you find friends and share information
- eBay lets you sell or buy used stuff
- Google lets you find information on the Web

# Minimum Viable Product (MVP)



## Define the Core

The Core brings the key benefits to your customers with much greater effectiveness than any other competitor.

- What is the single thing why customers like your idea?
- Is it something which is very difficult for the next company to do?
- Even if it is a very small part of the overall solution?
- What is it that you do better than anyone else?

# Minimum Viable Product (MVP)

Mobilising  
resources

What do you need to deliver goods?

- ...
- ...

What drives the customers to turn to you?

- smart routing
- smart combining
- value added activities (storing,

ETA..)

Do you need the trucks?

Maybe better to focus on the core: the algorithms and work with partners who provide the complementary services

Now think of PostNL and Selektvracht  
And how much does it differ from Uber?



# Define the core



Key resources for key value drivers

But also think about the

- Supportive resources
- Complementary resources and compatability

# Order winners



**Mobilising  
resources**

What are 'Order Winners?'

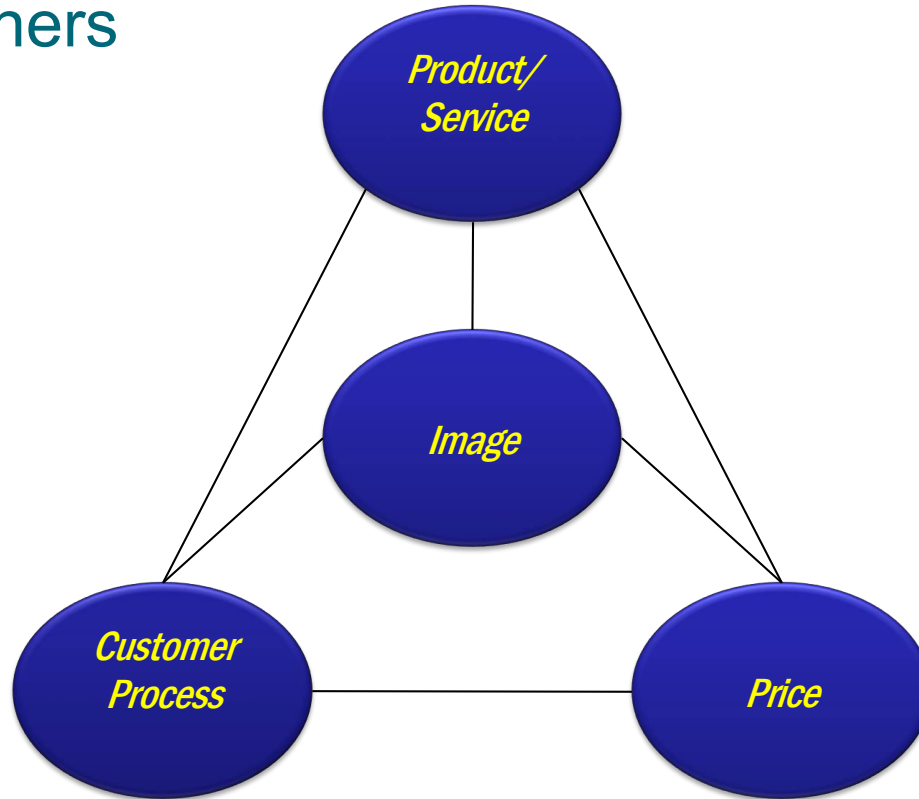
# Order winners



- An Order Winner is a compelling reason for a customer to do business with you, and not with your competitor.

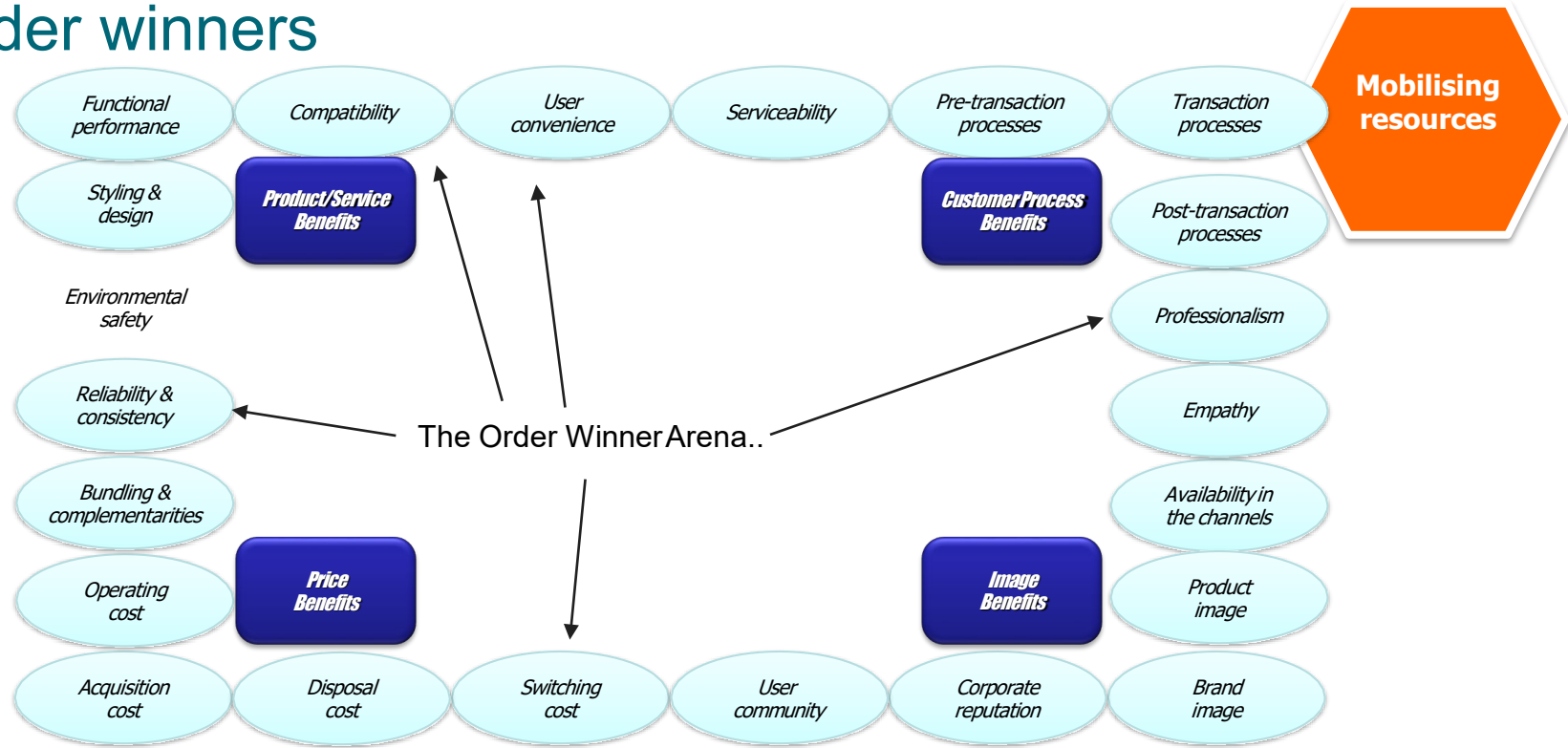
(not to be confused with USP's)

# Order winners



**Mobilising  
resources**

# Order winners





# Order winners



Mobilising  
resources

## *FIRST*

- *Order Winners*: reasons to choose for your company/offering, and not for the competition(s offering)
  - In the eye of the beholder (the customer/client)
- *Enablers*: support an OW-er.

# Order winners

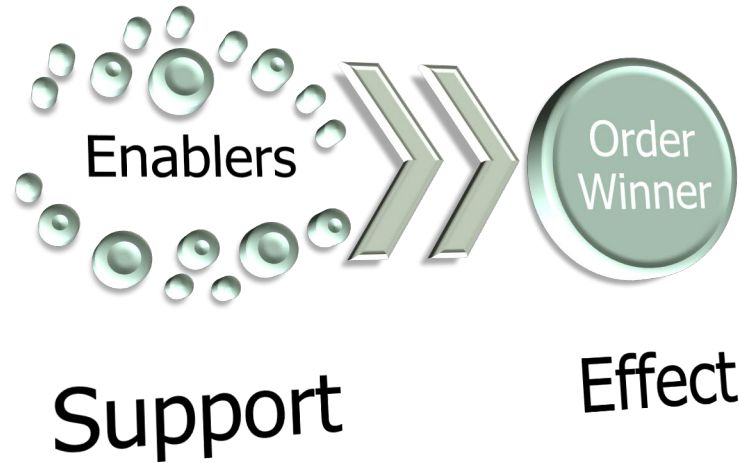


Mobilising  
resources

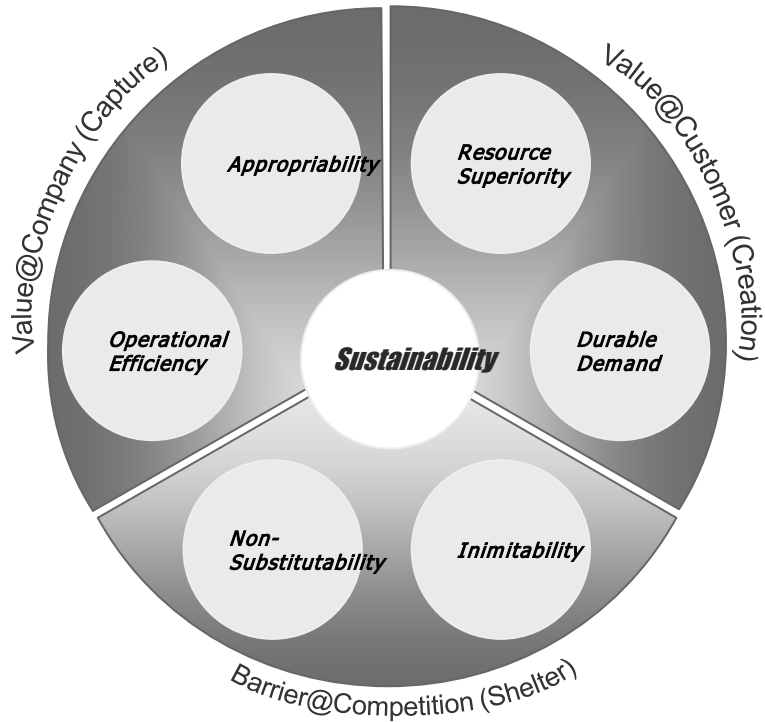
*Combining of Order Winners and ‘Enablers’  
(resources”) in a diagram*

*The result: your ‘activity system’  
AKA business model*

# Order winners



# Order winners



**Mobilising  
resources**



# Mobilising Others

Cristal has a clear focus on the core activities she needs to do, but how to find people, business partners that can help?

She again turns to her mentor.

What do you think the mentor will advise her?

What is also important when searching for resources

**REMAIN FLEXIBLE**



# Mobilising Others

How to remain Flexible?

- Stay small
- Do not invest; use other's people's resources

# Wrap up

Today was about the resources

- Personal resources of the founder
- Self awareness and self efficacy
- Resources that are important to deliver the value
- Others that can help complement the resources you need

