

OPPORTUNITIES AND UNCERTAINTY

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THE MOST COMMON QUESTION

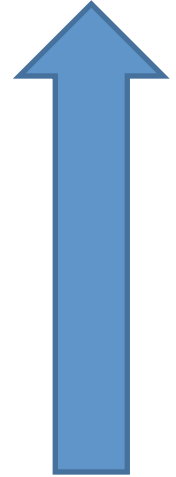


Opportunities, uncertainty, and entrepreneurship

- Entrepreneurship requires an opportunity: an innovation, idea, or market need that is currently unsatisfied
- Opportunities are rarely obvious or risk-free, or someone else would have done it
- ...but you can reduce the uncertainty

Sources of uncertainty: Startup strategy versus regular strategy

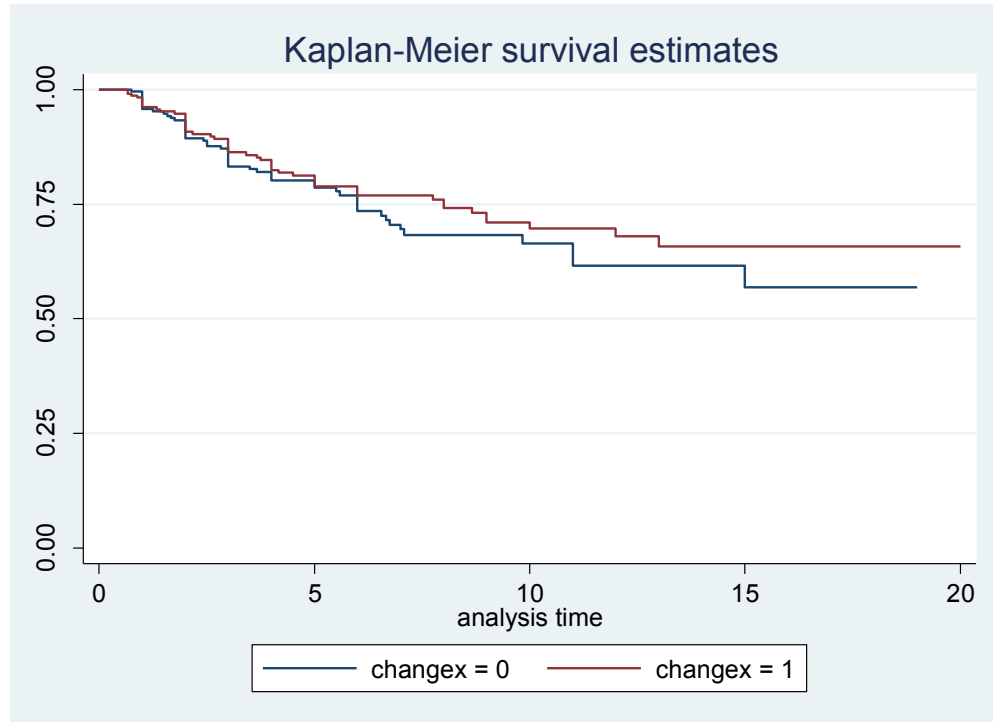
	Conventional Strategy	Entrepreneurial Strat.
What is known	<u>Many</u> : Past performance, competitor action, analyst reports, etc.	<u>Minimal</u> : Nothing is built, no evidence yet
Uncertainties	<u>Some</u> : Exact customer response, competitor actions	<u>Many</u> : Fit between product and market, feasibility of product, funding, competition, pitch, approach
Unknown Risks	<u>Minimal</u> (Hopefully)	<u>Many</u> : Little clarity about what future challenges will be



Point of
planning is
to reduce
risk

Entrepreneurs need to learn as they go

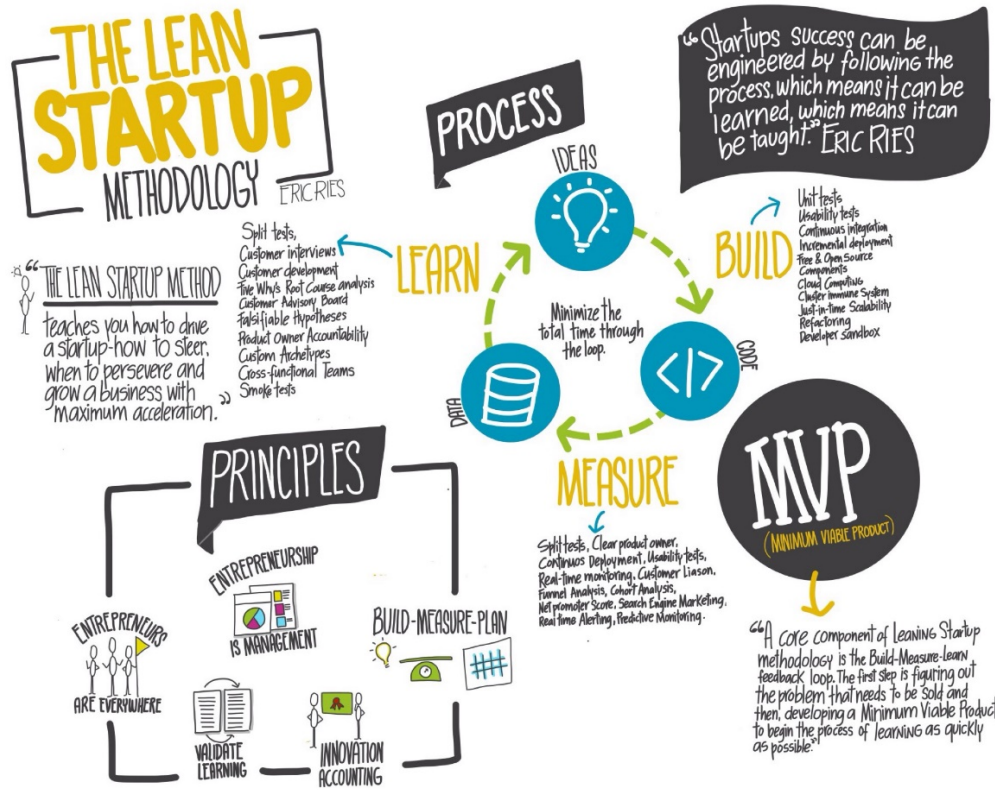
- Changes in direction (“pivots”) are normal



There are several ways to plan startups that are built on learning

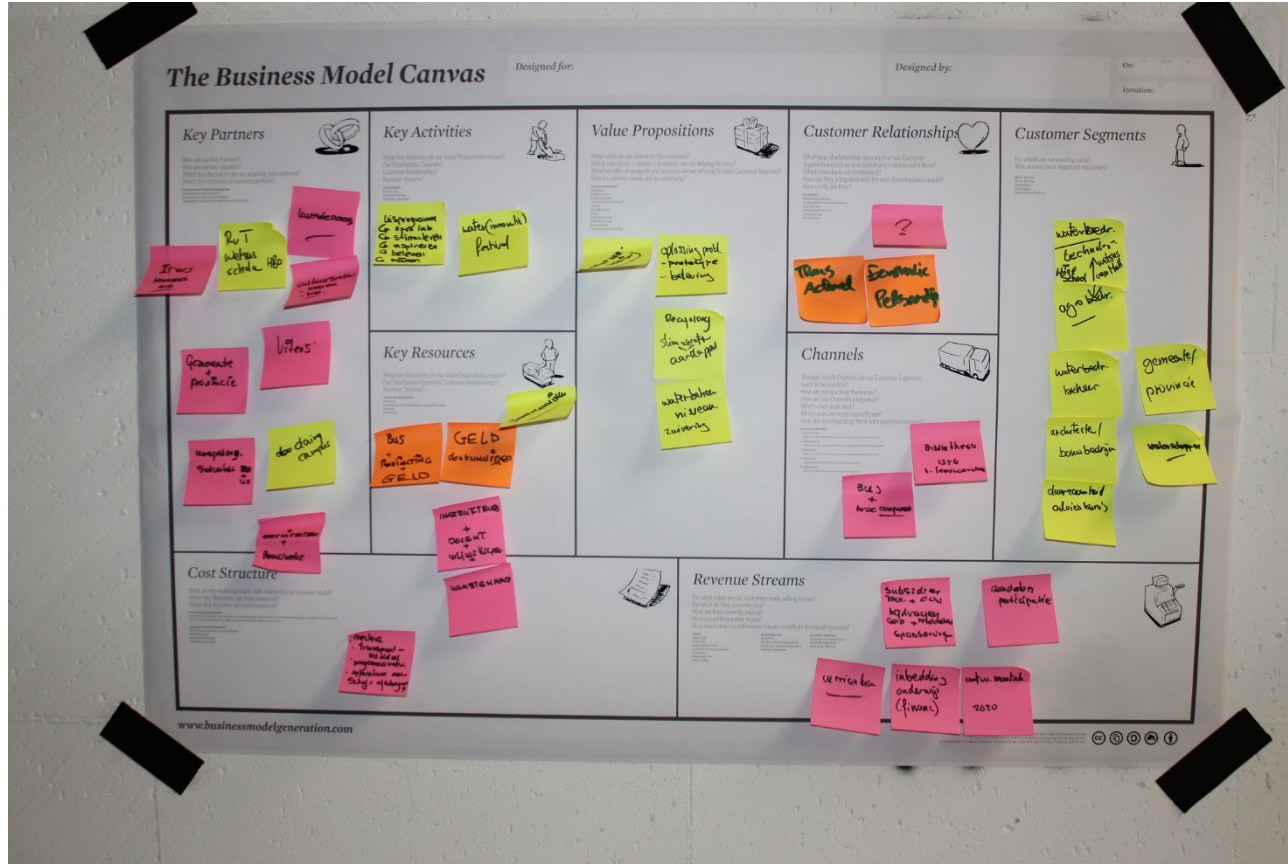
- No one way has been proven to be better than others
- The key is to test often and early, and update your assumptions in a formal way

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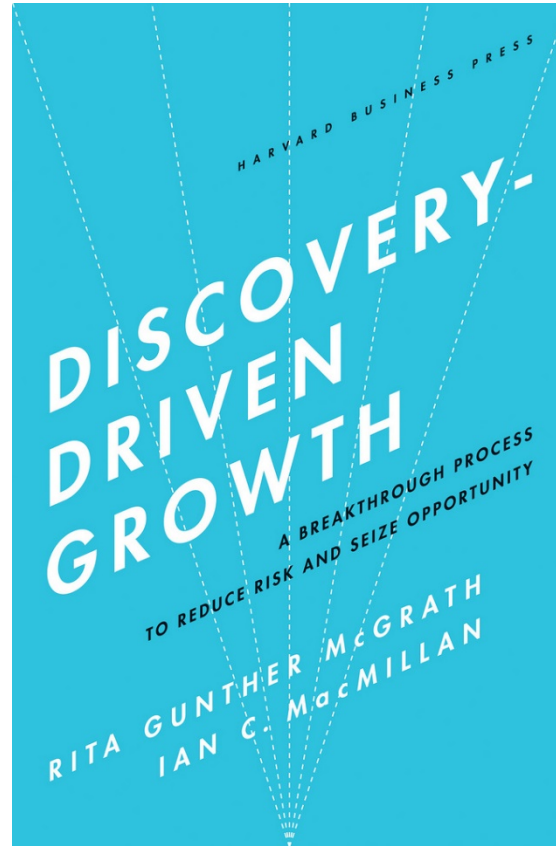
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There are several ways to plan startups that are built on learning



FryskLab Business Model Canvassessie Rotslab Utrecht

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