



# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M1):** Why Startups Fail and What You Can Do About It?



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**Department Coordinators**  
(Respective Departments)

**E-Cell**  
Student body  
(EC & RR campus)

## EIE Teaching Assistants (TA)



**Chirag C Shekar**



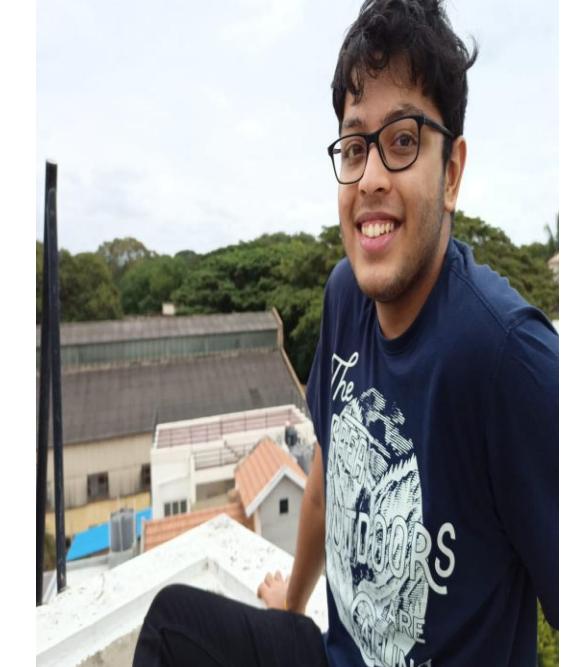
**Chinmay D**



**Dhruv Tandon**



**Ajay Rao**



**Arpan  
Mascarenhas**

# ESSENTIALS OF ENTREPRENEURSHIP AND INNOVATION (EIE) - PART 1: HIGHLIGHTS (AUG-DEC 2024)

 **Course Overview**

**Objective:** Foster I&E mindset, develop creative solutions, and navigate idea-to-market processes.

**Target Audience:** 3rd-semester students across 21 PESU departments.

**Credits:** 2 credits.

**Format:** 11 online sessions + 1 F2F session.

 **Key Learning Outcomes**

- Embrace I&E mindset.
- Learn **idea-to-market** process & business acumen.
- Understand tech **transformations** (AI, Industry 4.0-5.0).
- Gain **basic** business fundamentals.
- Network** with like-minded peers for future I&E activities.

 **Course Modules**

**11 Modules:** From Introduction to I&E to AI & Innovation.

**Highlights:** Design Thinking, Business Model Canvas, Startup Finance, Pitching & Selling.

**Founder Talks:** 8 live interviews with startup founders.

 **Student Feedback**

**85% Satisfaction:** Course met or exceeded expectations.

**Top Liked Aspects:** Founder interviews, YouTube examples, quizzes.

**Improvement Areas:** More F2F sessions, team collaboration, soft skill development.

 **Key Stats**

**Students Enrolled:** ~3200 (RR), ~1200 (EC)

**Departments:** 21

**Sessions:** 11 online, 1 F2F

**Interviews:** 8 live founder interviews

**Panel Discussions:** 2

**Quiz Performance:** 68%-92% correct answers.

 **Recommendations for EIE Part II**

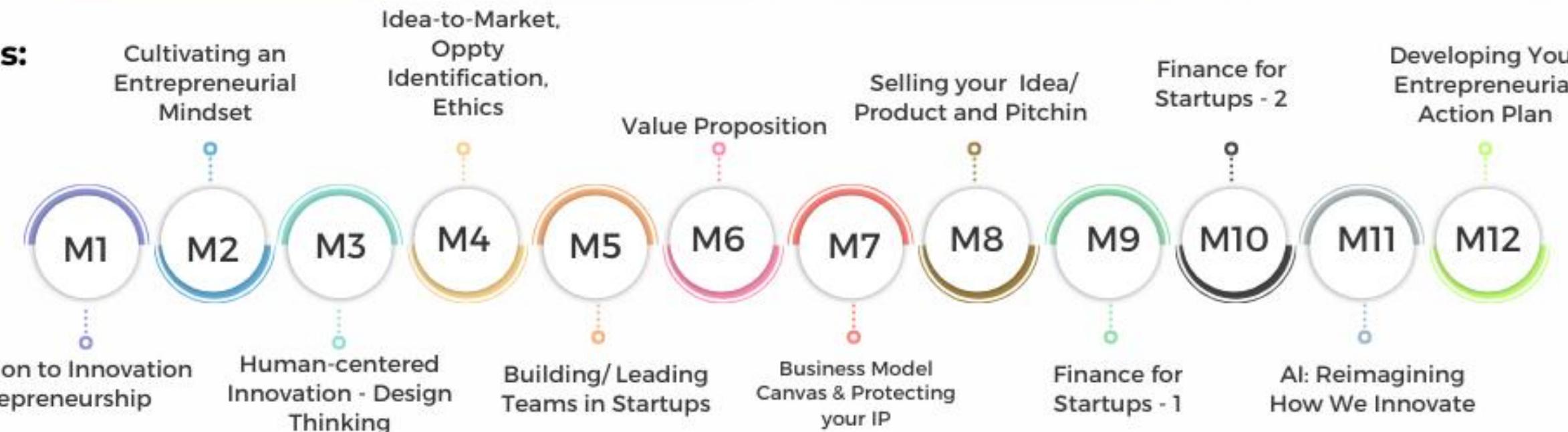
**Ideathon ("CIE-Ignite"):** Hands-on problem-solving.

**Hybrid Classes:** Mix of F2F + live-streamed sessions.

**Enhanced Engagement:** Better two-way interaction.

**Department Involvement:** Deeper engagement in course content.

## Course Contents:



# EIE-PART 2: ESSENTIALS OF INNOVATION & ENTREPRENEURSHIP

"Empowering Future Entrepreneurs with Hands-On Learning and Industry Expertise"

## Course Contents:



## Key Components:



# How Can EIE Help You in Your Education/Career?

We envision this to be more than a 'course':

- Discover your 'True North' / Interests / Passion
- Identify ideas/opportunities that you consider worth pursuing (tech / biz / startup / research / etc)
- Find potential collaborators / teammates / startup founders / innovators
- Get funding / prototyping / mentoring / etc support to build out your idea/team

Sample/Illustrative Example: One possible path (\*not\* the only path)

Semester	3	4	Summer	5	6	Summer	7	8
	EIE-I	EIE-II	CIE / CoE Internship	Pick idea (Capstone?)	Build idea (Capstone?)	CIE / CoE Internship	Incubate* Idea/Product	Accelerate* Idea/Product

Build Tech, Business and Soft skills; Discover their 'True North'/passion, Teammates and more (build prototype/minimum-viable-product, validate, etc.)

Apply to CIE PESU-IITx Co-Innovation-Center (grant, mentorship) Corporate/Govt Incubator/Accelerator, Research Labs, etc.

\* Faculty & Students

## Course Objectives

- Prepare you to **kickstart your I&E Journey *now!***
- Provide a platform to **apply your I&E skills (CIE Ignite)**
- Exposure to **transformative technology-driven innovations**
- Interactions with **Founders/VCs/Startup Ecosystem experts**
- Deeper awareness and understanding of **business acumen**

**Fun way to prepare for an exciting/impactful 3<sup>rd</sup>/4<sup>th</sup> yr PESU journey!**

## Learning Outcomes

- Applying what you learned in EIE-1 (BMC, Design Thinking, etc)
- Opportunity for you to (safely) create a startup by picking a real-world problem (opportunity) & solving it using proven principles
- Use Lean Startup & Customer Development principles for your idea
- “Evidence-based” vs. “faith-based” entrepreneurship
- Discover great teammates – potential/future Co-Founders!

*How will you apply EIE learnings with your other Courses/Projects/Gig(s)?*

# Course Outline\*

#	Theme/Topic	CIE-Ignite Milestone*
M1	Introduction to Startup Challenges/Failure and What you can do?	
M2	Customer Discovery (CD) – Why/What/How	
M3	CD Deep-dive: Interviewing Skills	
M4	CD Deep-dive: Build your Testable/Measurable Hypotheses	Stage0 (S0)
M5	CD Deep-dive: Best practices	
M6	Startup Finance Fundamentals II	
M7	Startup Marketing Fundamentals II	Stage1 (S1)
M8	Digital Business Models	
M9	Digital Marketing and use of GenAI for Innovation	Stage2 (S2)
M10	Startup Pitching II	
M11	Startup Legal Fundamentals	Stage3 (S3)
M12	Developing your Entrepreneurial Action Plan	

## Course Mechanics

**Credits:** **2 Credits (Weekly 2hr)**

**Engagement:** **Mostly Online** (some sessions will be F2F with advance notice)

Will include talks by Startup Founders, Industry Experts, PESU Faculty, etc

**Grading\*:** **S: 90 –100 A: 80 –89 B: 70.-79 C: 60 –69D: 50 –59 E: 40 –49 F: 39 & below**

**Assessment\*:** **CIE Ignite/ideathon (10%), CBT - 2 ISAs (20% each) & 1 ESA (50%)**

**Attendance:** Same as university requirements **(75%+)**

**Dept Support:** Contact the respective *Depts Coordinator (DC)* for assistance (see next slide)

## References:

- Technology Ventures: From Idea to Enterprise, McGraw Hill
- PES University ‘CIE Level 1’ Course - [Getting Started With Entrepreneurship](#)
- VentureLab ([Entrepreneurial Skillset and Mindset](#))
- European Union (EU) [Entrepreneurship Competencies](#)

\* Proposed, subject to modification

# EIE Course Dept Coordinators

Dept	Chairperson	Faculty DC	Mail ID
AIML	Dr. Jayashree R	Prof. Shwetha	shwethakn@pes.edu
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Mech	Dr. Rajesh Mathivanan	Dr. Kiran M	kiranm@pes.edu

## How to Get the Best Out of this Course?

- Discipline, Perseverance & Commitment  
(key ingredients of a successful entrepreneur!)
- Practice the framework/tools: Leverage **CIE-Ignite**  
(develop skills to use the ‘tools’ ; not formulaic, find out what works best for you)
- Lots of ‘doing’ in a **Team setting** (if Team succeeds, you succeed )
- Leverage mentorship from **CIE Industry Mentors** for Team Project
- Use CIE Makerspace to build your **prototype**
- Based on your efforts/results, apply for **CIE Summer Internship**

## Student Engagement / Facilitation

### Online

- Q/A on MS Teams (Moderated by CIE TAs)
- Polls
- Session Quiz on PESU Academy: **Important! (this is how you get attendance)**
- For course related assistance, reach out to [cieoffice@pes.edu](mailto:cieoffice@pes.edu) (Madhukar Sir)

### Offline

- **Department Coordinator (DC)** in your respective Department



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**Essentials of Innovation & Entrepreneurship: M1**

**Why Startups Fail and What Can  
You Do Differently?**



## What is a Startup?

A startup is a temporary

organization designed to search for

a repeatable and scalable business

model

## Why startups fail?

Most Startups want to build this



## Why startups fail?

First build this....

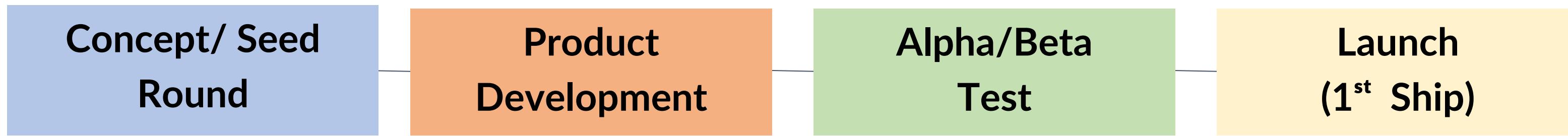


## Why startups fail?

And Eventually Build this ...



## Conventional Approach: Product Development Model



## Conventional Approach: Product Development Model

Marketing	<ul style="list-style-type: none"> <li>• Create Mkt Collateral</li> <li>• Create Positioning</li> </ul>	<ul style="list-style-type: none"> <li>• Hire PR Agency</li> <li>• Early Buzz</li> </ul>	<ul style="list-style-type: none"> <li>• Create Demand</li> <li>• Launch Event</li> <li>• “Branding”</li> </ul>
Sales		<ul style="list-style-type: none"> <li>• Hire Sales VP</li> <li>• Hire 1<sup>st</sup> Sales Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Build Sales Organization</li> </ul>
Business Development		<ul style="list-style-type: none"> <li>• Hire First Bus Dev</li> </ul>	<ul style="list-style-type: none"> <li>• Do deals for for/past launch</li> </ul>

Does this Model work? When ? Why? Why Not?

## Conventional Approach: Product Development Model

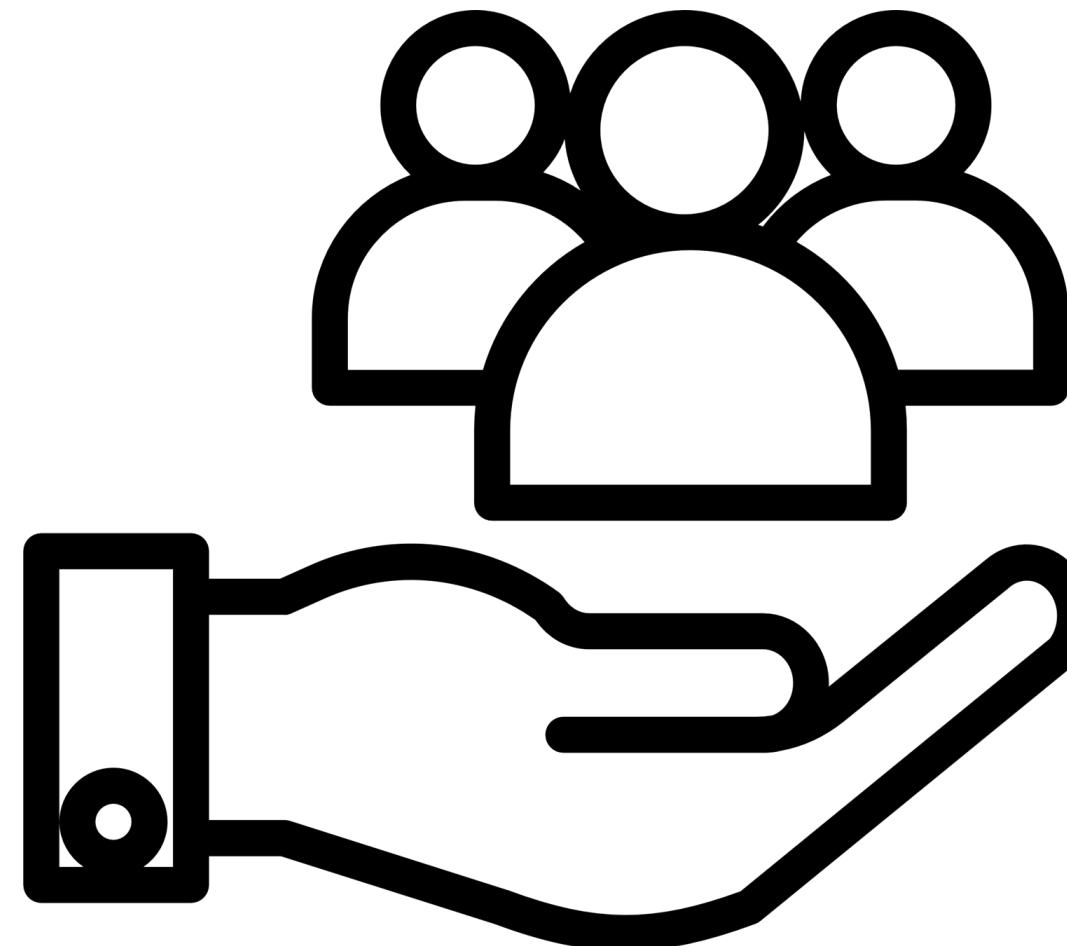
### Challenges with this model:

- 
- Business Plan First (BIG assumption: Customers + Market available/ready)
  - Startups ≠ Smaller version of large companies
  - Linear Process (Idea -> Team -> Product -> Mkt/Sell -> etc)
  - Product Development First (Tech above all else)
  - Followed by Test (alpha/beta)



More Startups **Fail** from a Lack of Customers than from  
a Failure of Product Development

## How Do You Fix This?



Focus on Customers and Markets from 'Day 0'  
by adopting Lean Startup Method

## Required Reading/Viewing

- The Lean Approach – Introduction
  - (<https://youtu.be/vyR1JjS1Duc>) (Steve Blank, 1:05 mins)
- The Lean Method
  - (<https://youtu.be/GPQExuB-lWw>) (Steve Blank, 5:20 mins)
- Customer vs Product Development - How to Build a Startup, Steve Blank
  - ([https://www.youtube.com/watch?v=f\\_LNNnNfpp4&feature=youtu.be](https://www.youtube.com/watch?v=f_LNNnNfpp4&feature=youtu.be))
- Why the Lean Startup Changes Everything (Harvard Business Review [Article](#))
  - <https://hbr.org/video/5712986167001/why-the-Lean-startup-changes-everything> (9 mins)
- Cracking the Code: [Link](#) (Kauffman Sketchbook)
- Visionaries: [Link](#) (Kauffman Sketchbook)

Legend:  
**Required**  
[Recommended](#)

## Lean Startup Components

**Business  
Model Canvas  
(BMC)**

**Customer  
Development**

**Agile**

## Lean Startup Principles

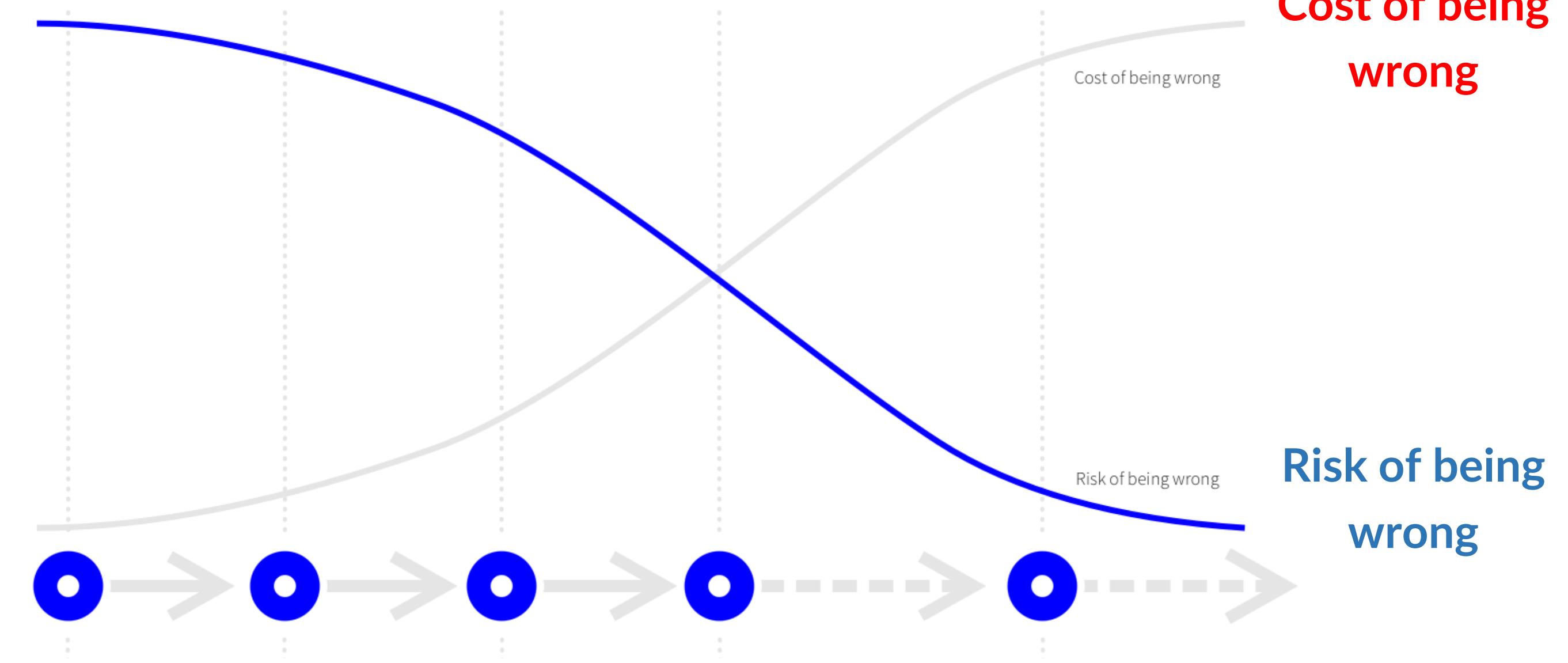
Lean Startups Address this by:

- **1<sup>st</sup> Step: Customer Development**
- **Startup = Temporary Search Organization**
- **Iterative Process**
- **Minimum Viable Product (MVP)**
- **Is there a viable Business Model? Scalable?**

- ~~Business Plan First~~
- ~~Startups = Small Companies~~
- ~~Linear Process~~
- ~~Product Development First~~
- ~~Followed by Beta Test~~

## Why is this called 'Lean'?

**Cost vs Risk:** 'Cost of being wrong' keeps growing over time



'Lean' (opposite of wasteful) attempts to minimize avoidable 'waste' by identifying risks upfront

## Lean Startup Components - BMC

### Business Model Canvas (BMC) – Prototyping (& NOT Planning) Tool

- Key Aspects of BMC

- **Desirability:**



- Customer Value Proposition, Customer Segments, Customer Relationship, Channel

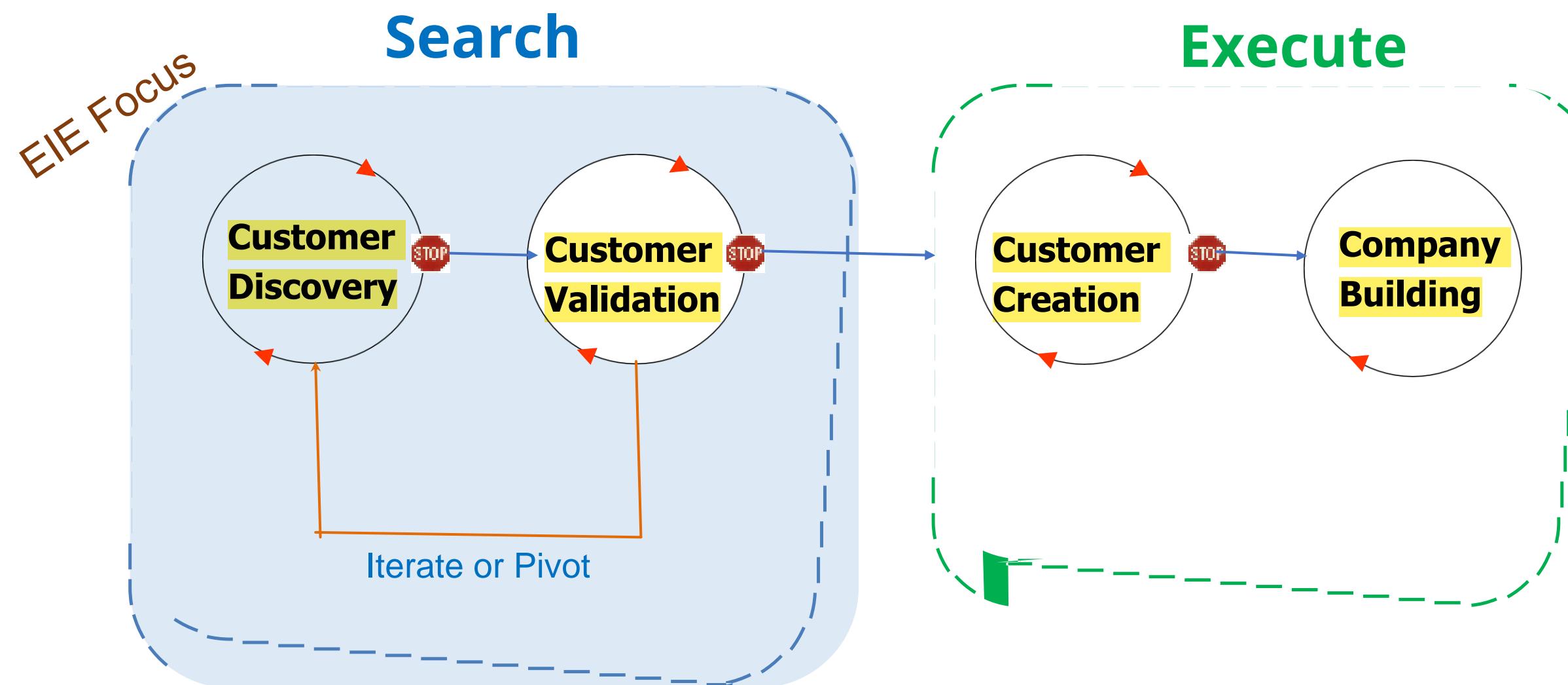
- **Feasibility:**

- Key Activities, Key Resources, Key Partnerships

- **Viability:**

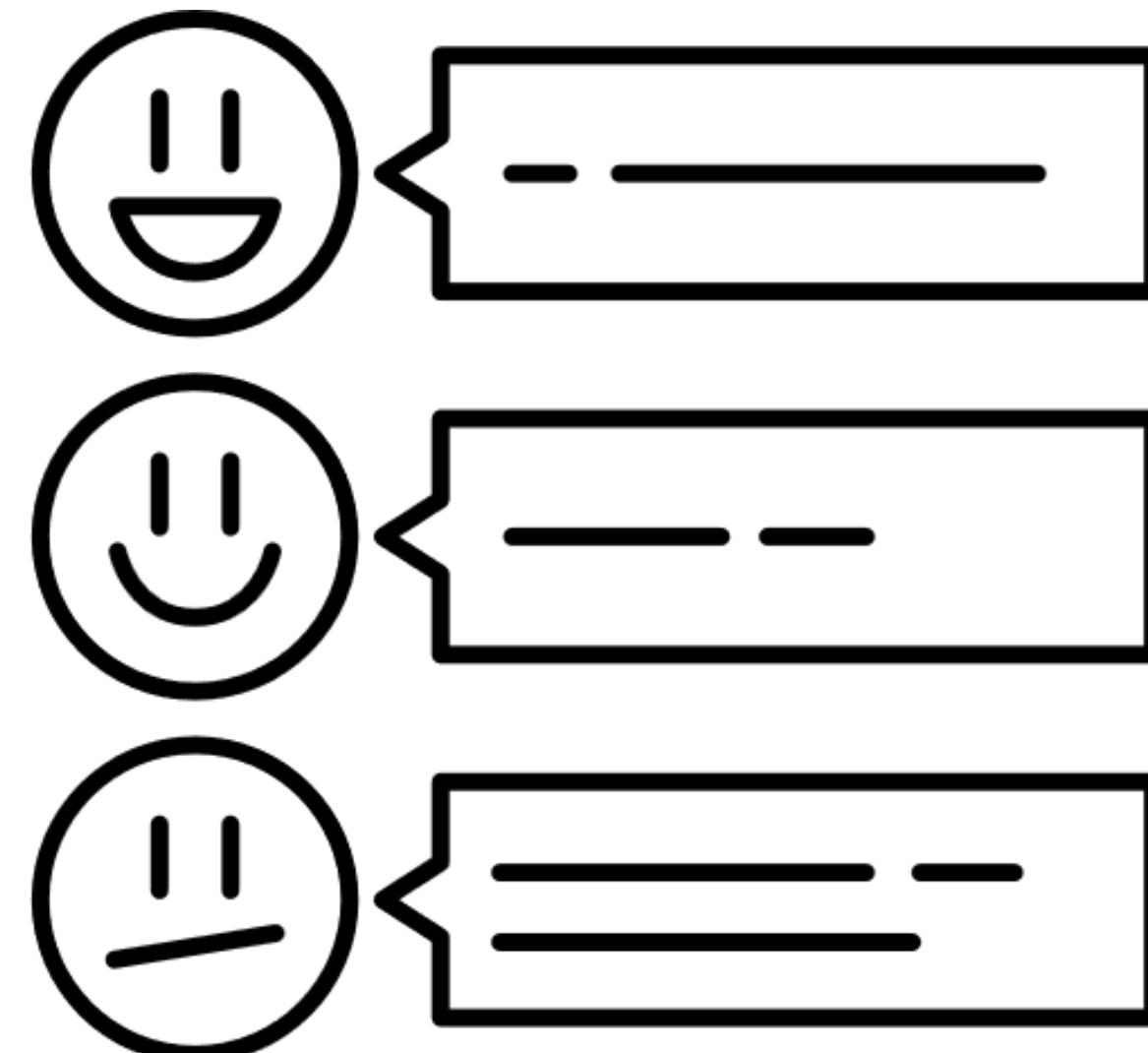
- Cost, Revenue Model

## Lean Startup Components - Customer Development



[Video \(2:41\): The Customer Development Process: 2 Minutes to See Why](#)

## Customer Development Process – Key Points



- Emphasis is on **learning & discovery before execution**
- Customer Dev: **Parallel process** to Product Development
- Measurable Checkpoints
- Not tied to product schedule, but to **Customer Milestones**
- Market Type dictates Customer Development process
- “There are no facts inside your building, so get outside”

## Agile Development



*“Our highest priority is to satisfy the customer*

*through early and continuous delivery of valuable software.”*

<http://agilemanifesto.org>

## Lean Startup Components – Agile Development

- Prefer **flexibility** to perfection
  - Ship **early** and **often**
  - **Test-driven** to find and **prevent bugs**
  - **Continuous improvement** vs. ship-and-maintain
- Embrace **Change**
  - Build what you need ‘today’ (customer-centric)
  - Process-oriented development, so change is relatively painless

## Successful Lean Startups

- A popular team communication and collaboration platform, started as a side project within a game development company called **Tiny Speck**.
- The founders, Stewart Butterfield, Eric Costello, Cal Henderson, and Serguei Mourachov, initially built an internal tool for their game development team.
- However, they soon realized the potential of the tool as a standalone product and pivoted to focus on building Slack.
- They continuously iterated based on user feedback and market demand, leading to its eventual success.



## Successful Lean Startups



- The visual discovery and bookmarking platform, employed lean startup principles in its early stages.
- The founder, Ben Silbermann, started by creating a basic prototype and shared it with a small group of friends to gather feedback.
- He iterated on the product based on user insights, focusing on building a simple and intuitive experience.
- The lean approach helped Pinterest gain traction and refine its features to meet user needs.

- **Customer-Centric Approach:** Prioritise customer needs over product development. Begin with Customer Development to understand and validate your market.
- **Iterative Progress:** Embrace an iterative process:  
Idea → Team → Product → Market; continuously improve and adapt based on feedback.
- **Minimum Viable Product (MVP):** Build the simplest version of your product that validates your business model.  
Test assumptions efficiently.
- **Fail Fast, Learn Faster:** Don't fear failure; it's a stepping stone.  
Focus on learning from failures and pivoting if necessary.
- **Continuous Improvement:** Embrace change and agility.  
Develop a process-oriented mindset that fosters painless adaptation.
- **Take Action Today:** Embrace Lean Startup principles to validate your idea, satisfy customer needs, and build a scalable business model. Iterate, adapt, and transform your startup journey.



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# Module 1:

## Post Session Brief

Centre for Innovation and Entrepreneurship (CIE)

## Required Task - 1

### Activity

- Reflect on what kind of teammates you are looking for?
- Scout for potential teammates (each team will have 5-6 members)
- Be ready to discuss what role fits you best (Mkt, Tech, Biz, Prototyping, etc)
  - Opportunity theme(s):
  - What do you/team like/excited about?
  - Is “Desirable – Feasible – Viable”?
  - Can be completed (course requirement) in ~10 wks?

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## Recommended Audio/Video

- Podcast - 'How to Succeed by Failing ‘Ferrari Fast’: eCorner, STVP (Stanford)
- Video - Improving observation and developing a keen eye: The Monkey Business Illusion
- Video - "Separating Ideas from viable Business Opportunity" (start:0:45 till- 4:37)
- Video - "The Best Way to Find an Idea is to Stop looking for it! (Gary Vaynerchuk interview)



# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M2): Customer Development (CD) Model**

## Today's Topics

### ❖ **Opening**

- ❖ Three-for-Three (TFT) – Key Happenings from Startup/Innovation World
- ❖ Previous Session Quiz Results
- ❖ Recap (Mentimeter)

### ❖ **Announcements** (Related to Course and CIE-Ignite)

### ❖ **Lecture**

- ❖ Customer Development Model
- ❖ Teams in Lean Startup

### ❖ **Expert Talk**

- ❖ Dr. Jaykumar (Hospitality)

### ❖ **Session Quiz** (graded and for attendance)

# Recap

## Interactive Poll (Mentimeter)

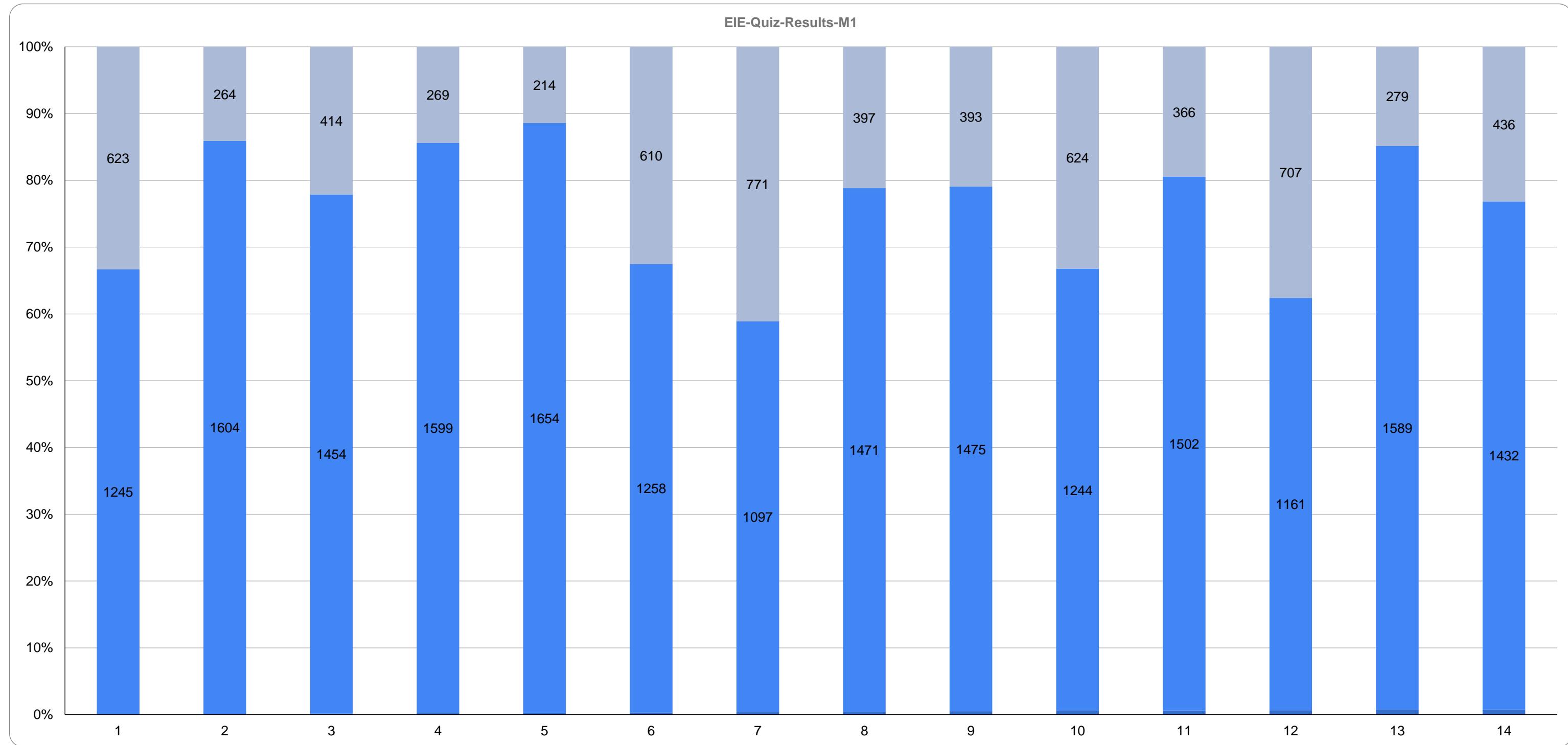
Join at

[www.menti.com](http://www.menti.com)

use the code:

4409 8573

# EIE M1 Session Quiz - Discussion / Recap



## Announcements: Launching CIE Projects for 4<sup>th</sup> Sem Students

1. PAML – Train the Trainer Workshop (CIE-TA positions in Summer '25)
  - 2 teams of 4 each (CSE, AI/ML, ECE/EEE)
  - Mentored by CIE Industry Mentor
2. AI / ML Projects (3 problem statements)
  - 3 teams of 3-4 students each (CSE, AI/ML, ECE/EEE)
  - Mentored by PES Alum, Ms. Samhitha Harish
3. ML-Edge (HW/SW/System) Project
  - 1 team of 7 students (full staffed, FYI only)
  - Mentored by PES Alum, Dheemanth Joshi
4. Project on Algorithmic Trading System & IPO Screening Tool
  - Team of four 4th sem students led by a 6th student (full staffed, FYI only)
  - Mentored by CIE Industry Mentor



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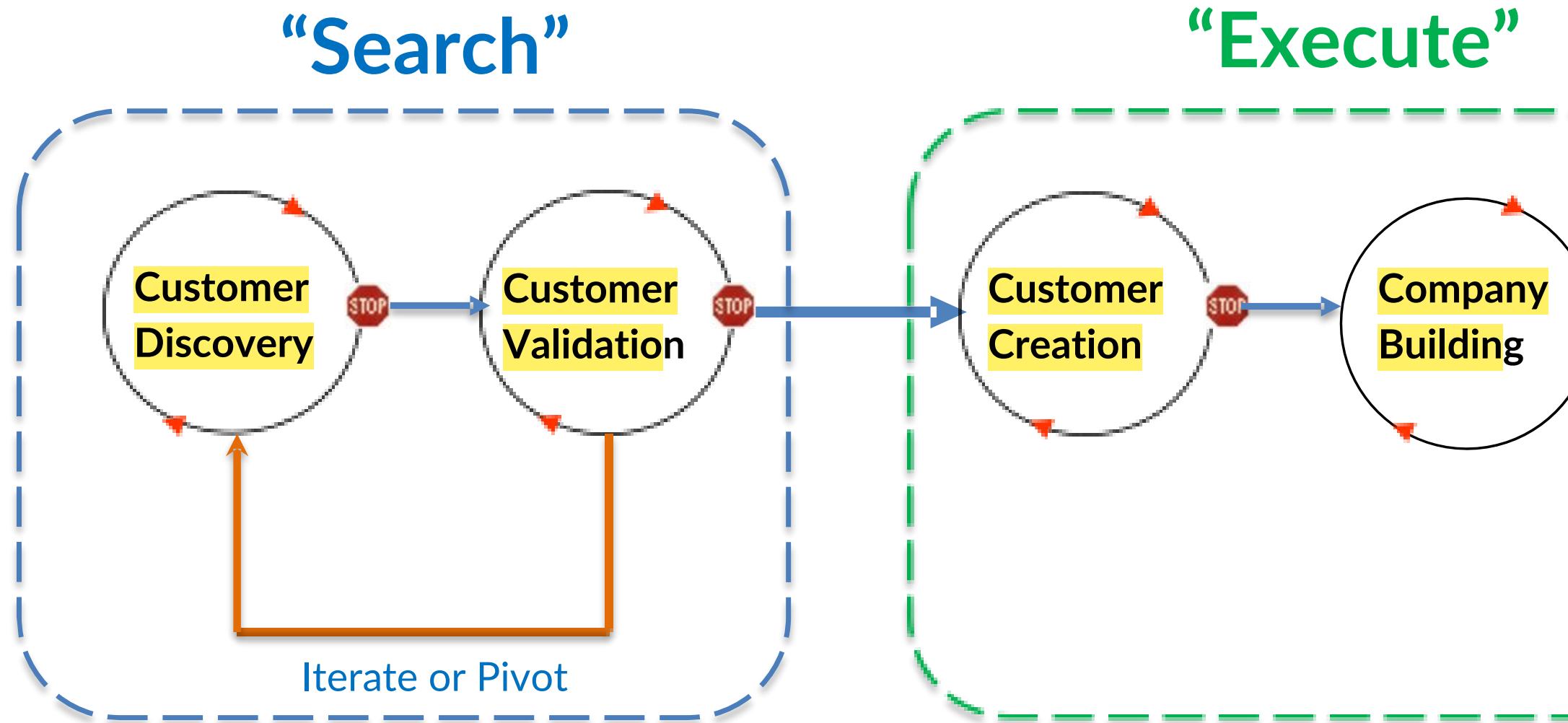


**Essentials of Innovation & Entrepreneurship (EIE) II:**

**Customer Development (CD)  
Model Overview**

## Customer Development Process

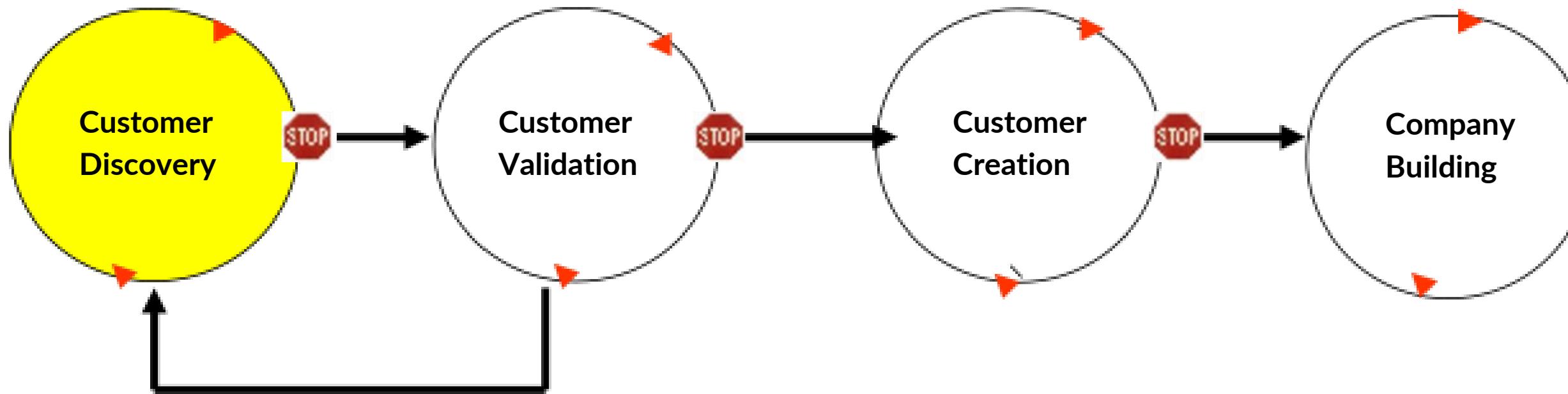
### Customer Development Process



Video (2:41): [The Customer Development Process: 2 Minutes to See Why](#)

## Customer Development

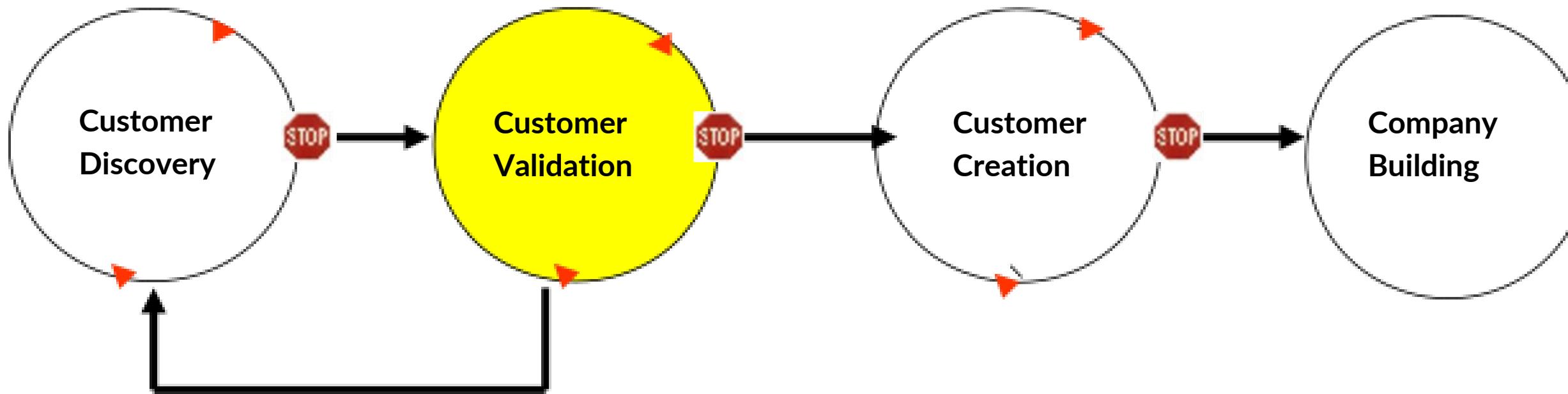
### Customer Discovery Step : 1



- **STOP Selling, START Listening**
  - There are no facts inside your building, so **Get Outside of the Building (GOOB)!**
- **Test your hypotheses**
  - Two main areas: **Problem and Solution** (can be either product &/or service) concept

## Customer Development

### Customer Validation Step : 2

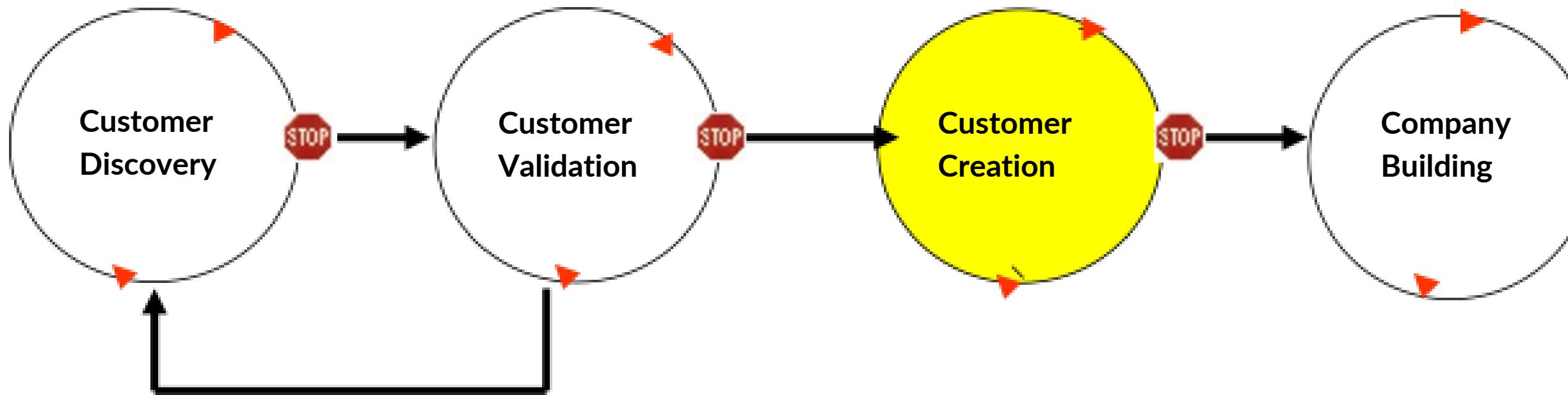


**Validate your proposed solution against the Customer's problem(s)**

- Is there a "Product – Solution" fit? "Product – Market" fit?
- Can you develop a repeatable sales process?
- Can you identify "Early Adopters" (open to trying out new/ semi-tested solutions)

## Customer Development

### Customer Creation Step : 3

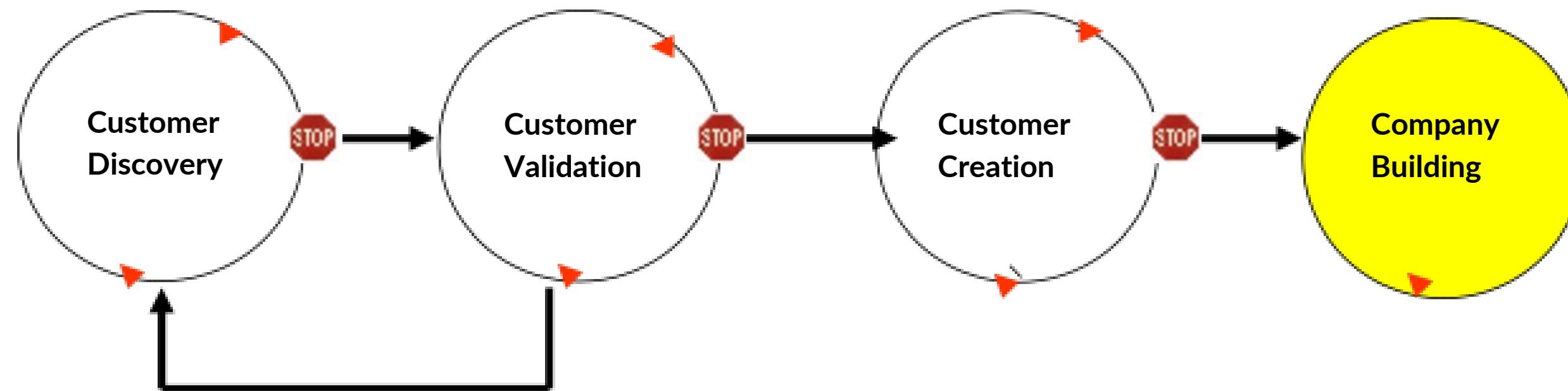


**Creation (market/related) comes after proof of sales**

- Can you **execute** your plan with speed and efficiency?
- Don't create something if you can't show sales!

## Customer Development

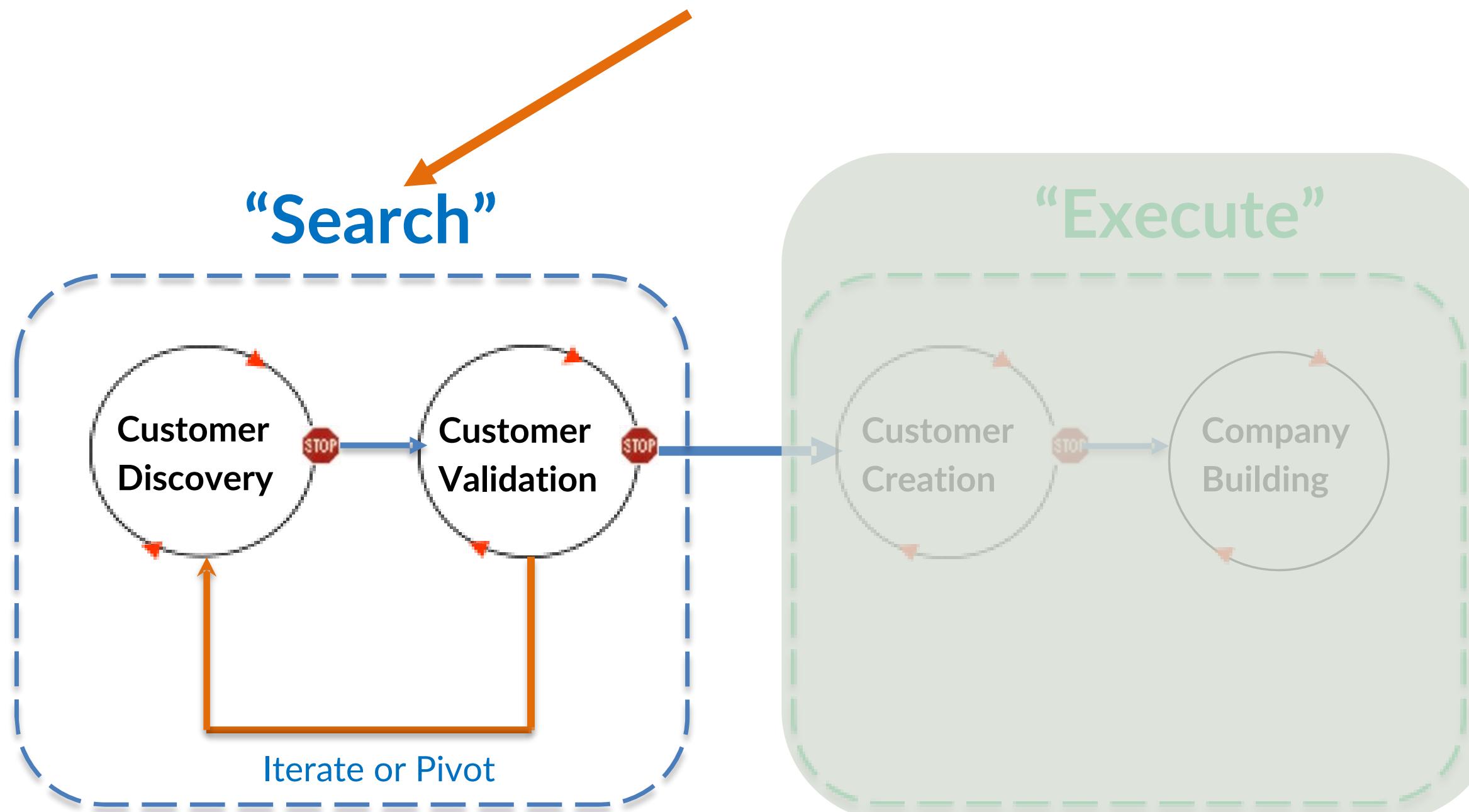
### Company Building Step : 4



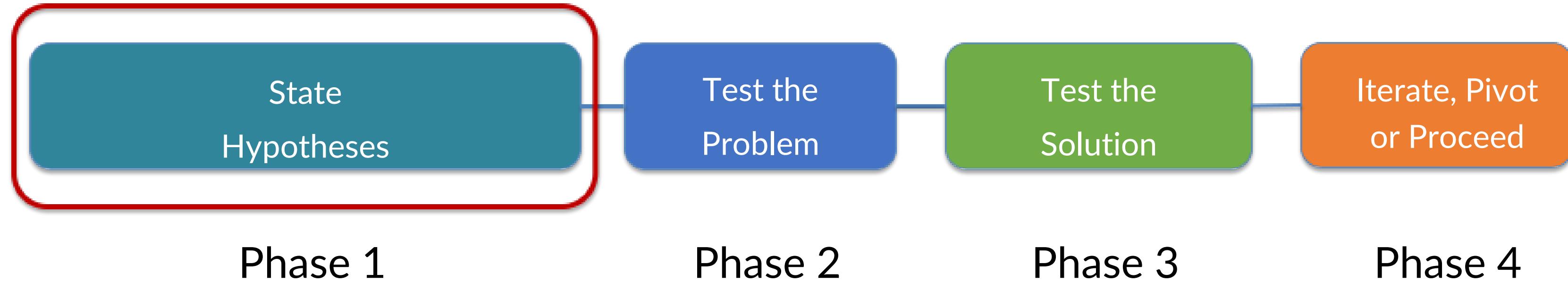
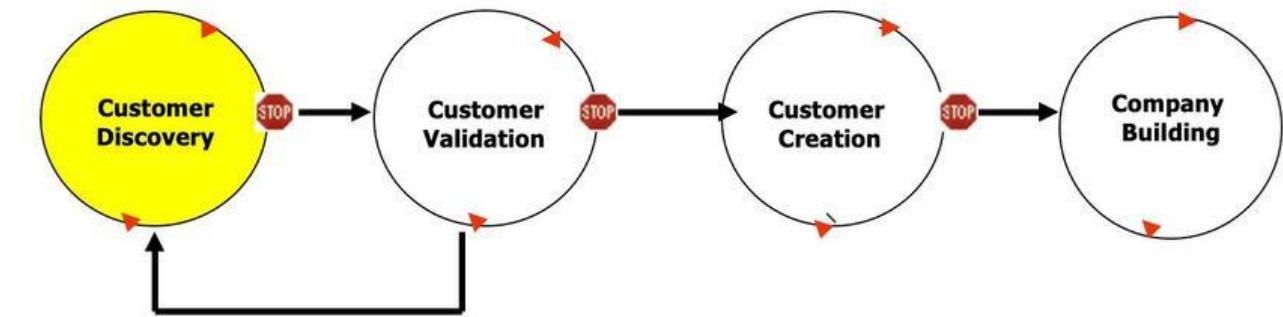
**Start the transition from Startup to a Company**

- (Re)build your company's organization & management...Why?
- Re-look at your mission (what got you here may not be sufficient)...Why?

## Focus Area for EIE2 & CIE-Ignite

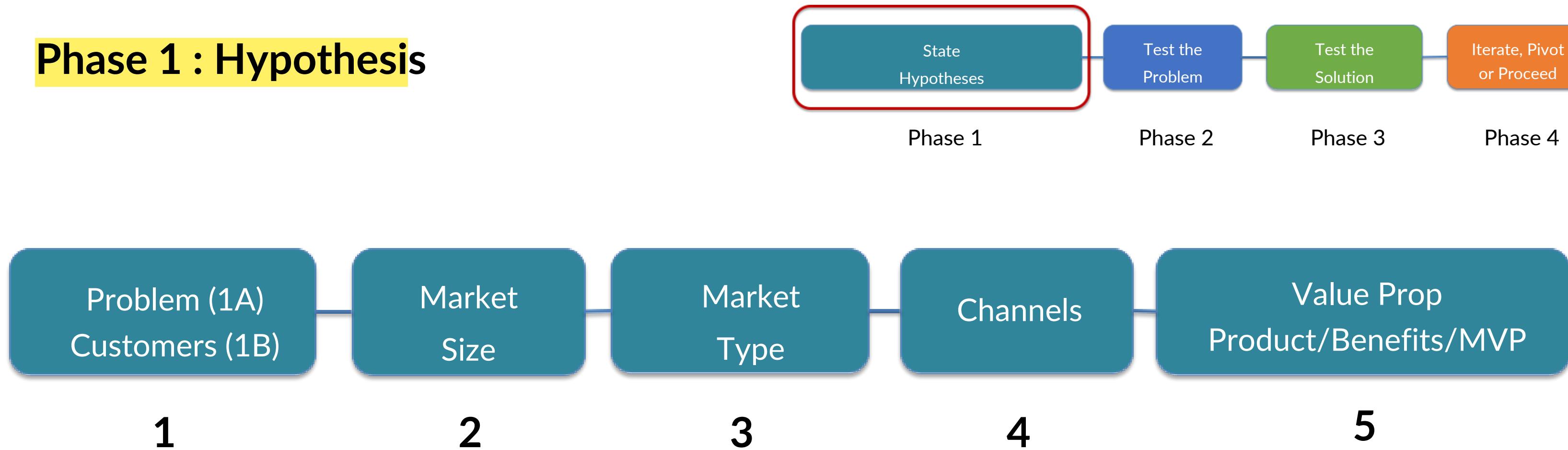


## Customer Discovery Overview



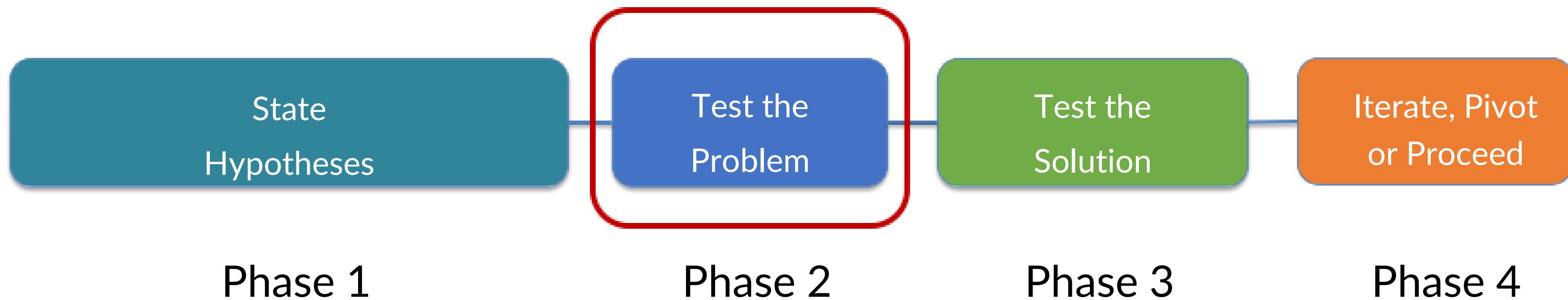
## Customer Discovery Overview

### Phase 1 : Hypothesis



Capture your Hypothesis (Assumptions) on a Business Model Canvas (BMC)

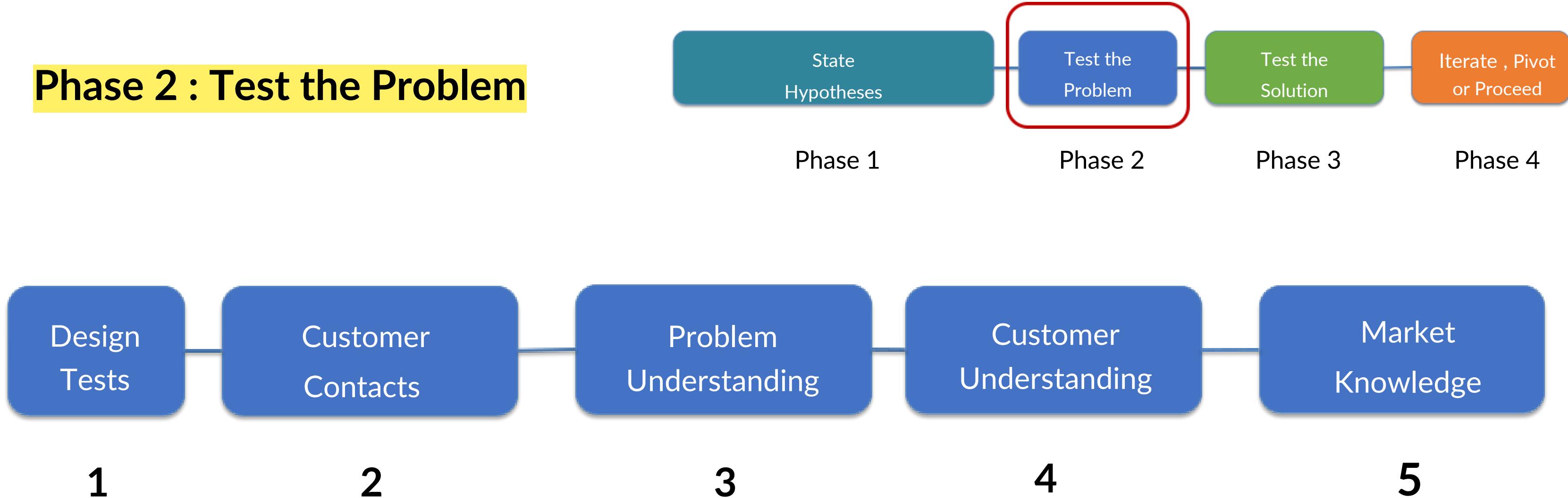
## Customer Discovery Overview



Notice that **testing the Problem** comes before testing the **Solution**

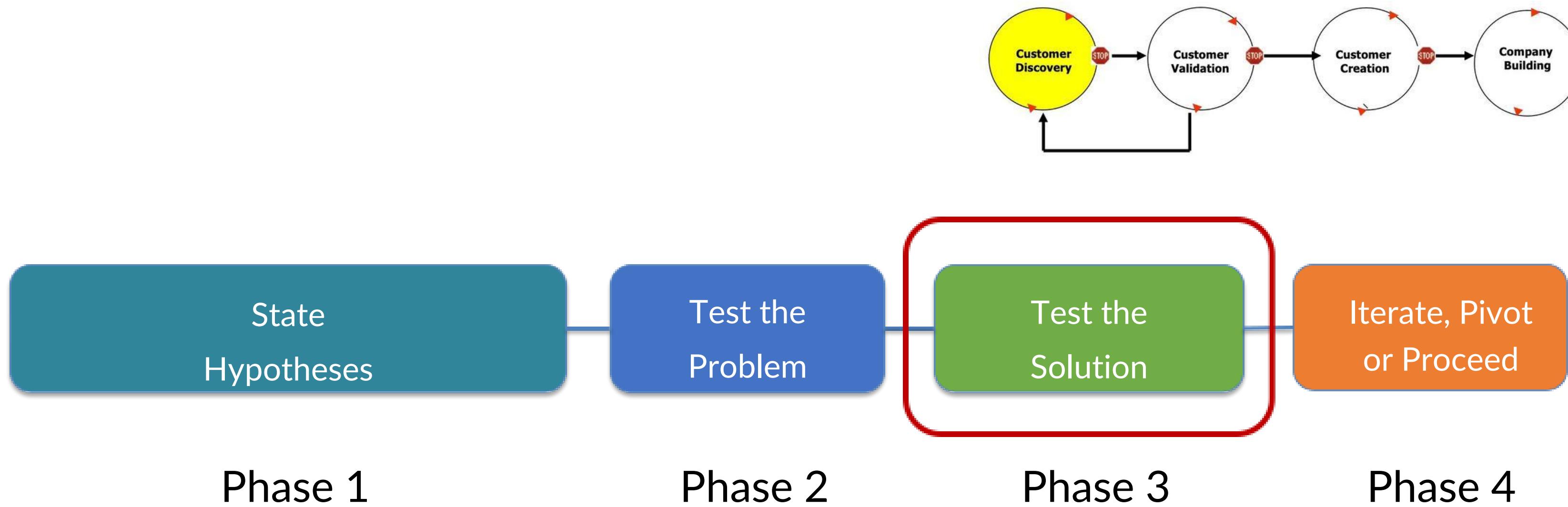
## Customer Discovery Overview

### Phase 2 : Test the Problem



Revise your BMC based on Testing your Problem

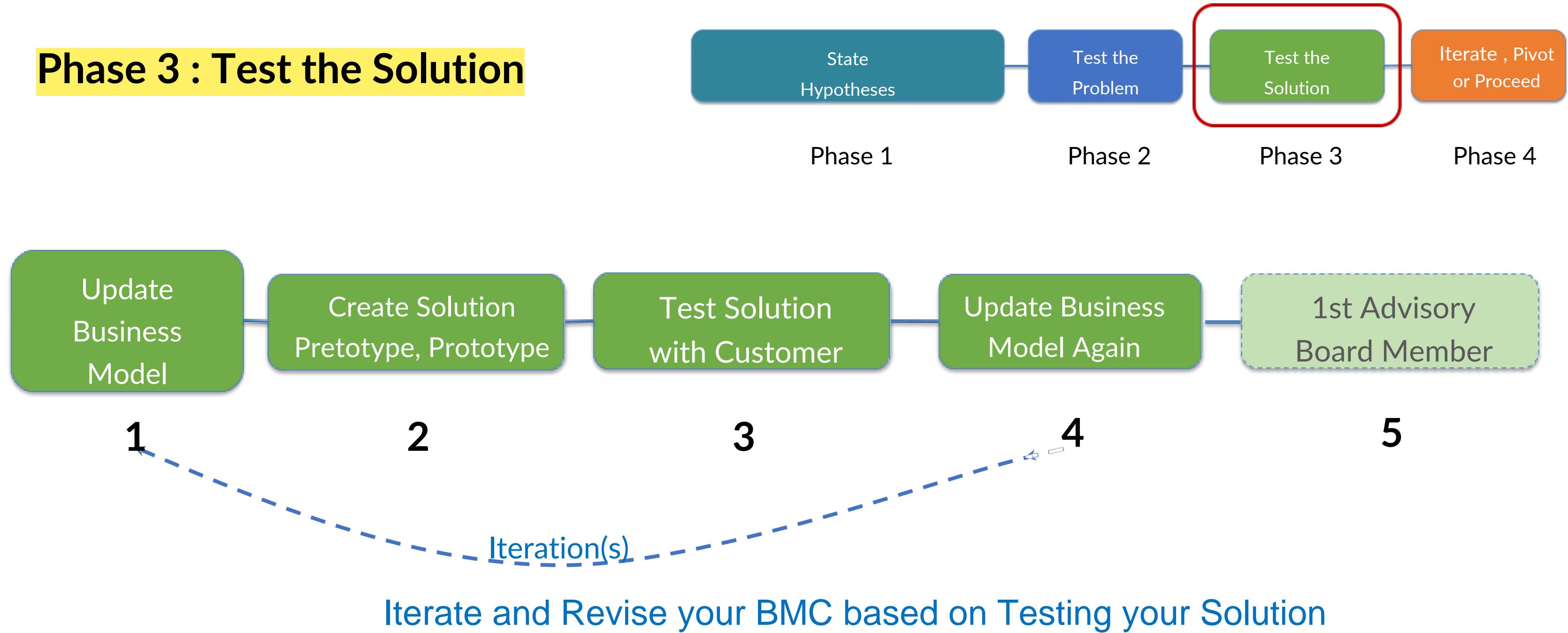
## Customer Discovery Overview



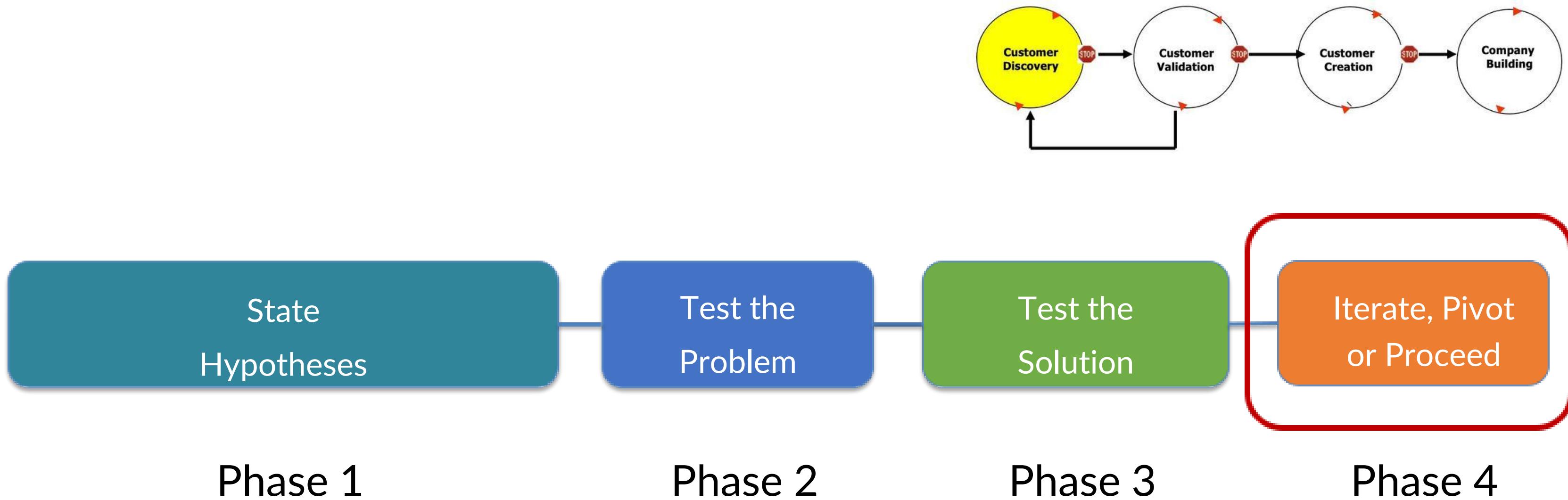
Testing the **Solution** comes after narrowing down on the **Problem**

## Customer Discovery Overview

### Phase 3 : Test the Solution

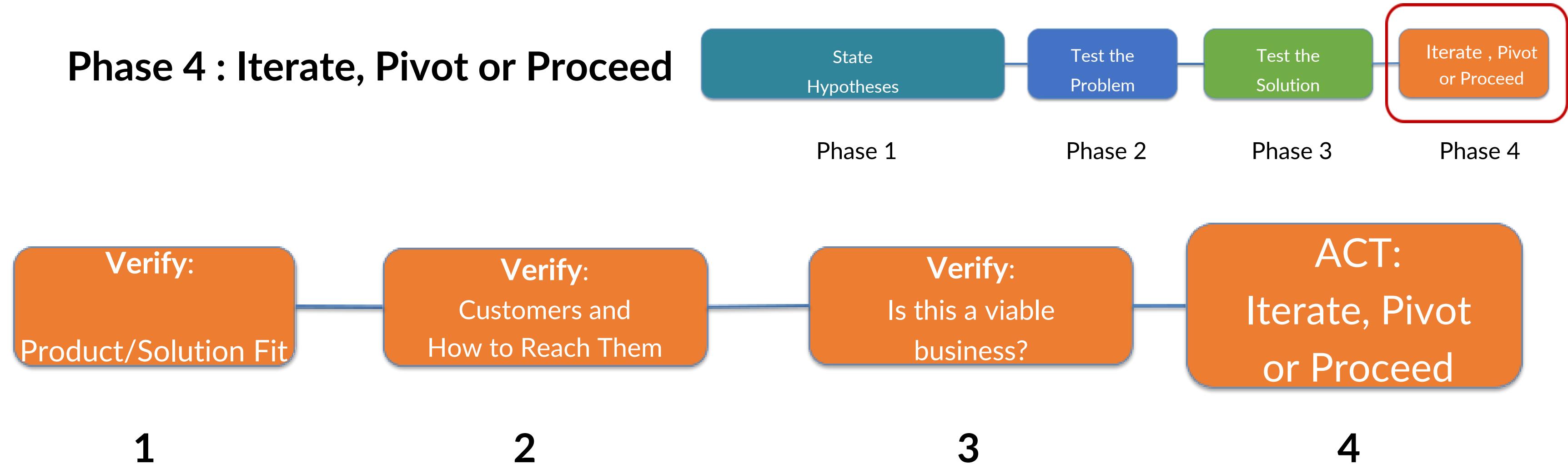


## Customer Discovery Overview



## Customer Discovery Overview

### Phase 4 : Iterate, Pivot or Proceed



1

2

3

4

## Customer Development Manifesto ([Link](#))

1. There Are **No Facts** Inside Your Building, So **Get Outside**
2. Combine **Customer** Development with **Agile** Development
3. **Failure** is an Integral Part of the Search for the Business Model
4. Iterations and Pivots are Driven by **Insight (not just data)**
5. Validate Your Hypotheses with **Experiments**
6. No Business Plan Survives **First Contact with Customers**
7. **Communicate** and **Share** Learning (within the team)
8. Agree on **Market Type** - It Changes Everything
9. **Fast** (speed and tempo) and **Fearless Decision-Making**
10. Startups Demand Comfort with **Chaos** and **Uncertainty**

Fun Activity ☺

Team members can  
create 60-90 sec  
summary of 1-2 topics  
and  
capture it in a video.

We will play the top 2-3  
videos in EIE2 Wk3!

## Customer Development Manifesto

11. If it's not About **Passion**, You're Dead the Day You Opened your Doors
12. Startup **Titles/Functions** Are Very Different from a regular firm/company
13. **Preserve** Cash While Searching. After It's Found, **Spend**
14. Success Begins with Buy-In from **Co-Founders** and **Investors**
15. If You're **Afraid to Fail** You're **Destined to Do So**

## Examples



### Dropbox

**Customer Discovery:** Drew Houston, the founder of Dropbox, initially created a video demo of the product and posted it on a technology forum to gauge interest and gather feedback. The overwhelmingly positive response from potential customers helped validate the idea and demonstrate the demand for an easy-to-use file storage and sharing solution.

**Impact:** Armed with valuable customer feedback, Dropbox was launched in 2007, offering cloud-based file storage and synchronisation. The company's customer-centric approach, which focused on addressing user needs and pain points, contributed to its rapid growth and widespread adoption. Today, Dropbox is a leading cloud storage provider with millions of users worldwide.

## Examples



### Zappos

**Customer Discovery:** Zappos, an online shoe and clothing retailer, has built its success on a foundation of exceptional customer service. In the early stages, founder Tony Hsieh recognized the importance of understanding customer needs and expectations. He personally spoke with customers to gain insights into their preferences and pain points.

**Impact:** Zappos prioritised customer satisfaction and went beyond selling products by focusing on creating a delightful shopping experience. This customer-centric approach paid off, and Zappos became known for its outstanding customer service and loyalty. In 2009, Amazon acquired Zappos for over \$1 billion, recognising the company's commitment to customer satisfaction.

## Summary

- **Outside Perspective:** Facts lie beyond your walls.
- **Problem-Solution Testing:** Hypotheses validation.
- **Product-Market Alignment:** Early adopter validation.
- **Sales as Proof:** Create after validating sales.
- **Transition Wisely:** Evolve from startup to company.
- **Adaptive Growth:** Embrace chaos for innovation.

## Video

# Reasons Not to Be an Entrepreneur ([link](#))

(Stanford eCorner, 2:35m)





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# Expert Talk: Dr. V. Jaykumar

Centre for Innovation and Entrepreneurship (CIE)

## Dr. V. Jaykumar

**Designation:** Chairperson, BBA-Hospitality and Event Management

### Key Roles:

- Executive Committee Member, IFCA (Indian Federation of Culinary Association)
- Nominated Member, Karnataka State Higher Education Council for UG Courses in Hotel and General Management

### Achievements and Recognitions:

- Awarded Educator Champion by Economic Hero (Singapore-based auditing firm)
- Invited Panel Member for QS Summit, Malaysia (2022)
- Member of FSSAI, Skill Council of India, and Karnataka Tourism



### Industry Contributions:

- Consultant and Auditor for Leading Hotel and Event Management Organizations
- Treasurer, Skal BLR Chapter
- Member of CII, CII-Yuva, and Karnataka Tourism



# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M2): Lean Startup Teams**

## What Makes a Good Team?

- Mutual Trust and Respect
- At least 1 (if not more) 'big' shared belief
- Team/Startup/Organization above Self
- Diversity ("Visionary, Hacker, Hustler" & more)
- Open & mature way of dealing with differences

## Is there a Perfect Team?

A better question to ask is 'How to Work Together'?

- **Everyone fights, so make a plan.**
- **Figure out roles, goals and a process before emotions get involved.**
- **Start having hard conversations now.**
- **Use non violent communication to share honest feedback without**
- **Pay down emotional debt regularly.**

## Secret of High-Performing Teams



### Energy, Engagement, Exploration

“Just by looking at the sociometric data, we’ve been able to foretell which teams will win a business plan contest”

“The most valuable form of communication is face-to-face”

How do you plan to overcome this (if you are cross-campus/remote)?

## Startup Team Roles



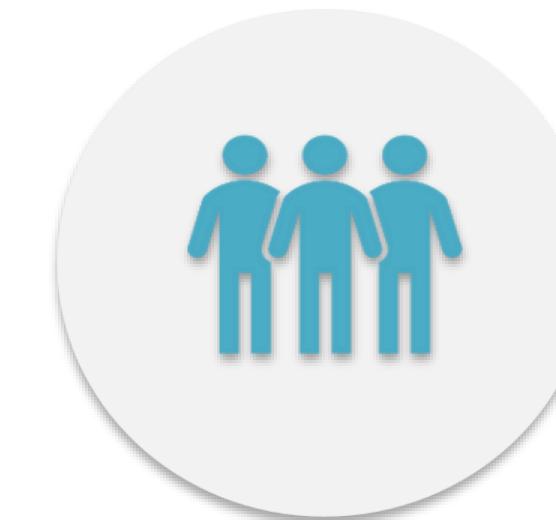
### Founder(s)

Has the Initial Idea.  
May or May not have  
a leadership role



### Founding Team

Complementary skills-  
Builds the early firm/org



### Founding CEO

Brings order and create  
'Comfort in Chaos';  
Leads the Company

## Lean Startup Teams - Summary

- **Resilience & Learning:**

Embrace failure as a pathway to learning. Navigate uncertainty and rejection with perseverance.

- **Shared Values:**

Foster mutual trust, respect, and an open-minded approach to differences. Unite under a common vision.

- **Founder & Team:**

Founders bring ideas; teams bring order. Celebrate complementary skills and leadership to create together.

- **Individual Insights:**

Discover each other's role models, challenges, & aspirations. Cultivate understanding for effective collaboration.

- **Collective Goals:** Define your shared mission. What innovative creation will you achieve by semester's end?

- **Exploration Excitement:** Focus on diverse themes that inspire and drive your team's energy.

## Team Activity 1 - Know Your Team Members

- 1. Partition a KG cardboard\* area into (# of members + 1) sections**
- 2. For each member, capture the response to below questions in respective sections:**
  - a. What best describes you? (1 word/sentence)
  - b. One thing your team should know about you to get along well.
  - c. Who's your role model?
  - d. Happiest moment of your life.
  - e. Most difficult moment/incident of your life.
  - f. One game-changing (even if 'impossible') idea
- 3. Fill the remaining section, capture 10 things that you all/team members have in common**

\* This can be adapted for virtual environment – be creative!

## Team Activity 2 – Your Team Identity / Introduction

- Team Name/Logo, Members Name & Photo, Tag-line
- Team Member role(s) in the new startup
- 1 Fun Fact about the team 😊
- Team Goal (what you plan to create/accomplish by semester end)
- What makes us a Team:
  - Strength, Weakness
  - Common interests, values, beliefs, etc
  - 2-3 areas/themes team is excited to explore (e.g health, edu, etc)

1 Slide (see backup for template)

(becomes team's cover slide for \*all\* future presentations; get creative in designing this!)

1-2 slides (or video) –  
Get creative!



# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M2):**

**CIE-Ignite: A Few Key Elements from EIE for S0 Stage**

**It All Starts with:  
Capturing a Problem/Opportunity (not solution)  
using *NABC\** Approach**

*An important customer or market need(s) addressed*

*by a unique approach with compelling benefits*

*when compared against the competition or alternatives.*

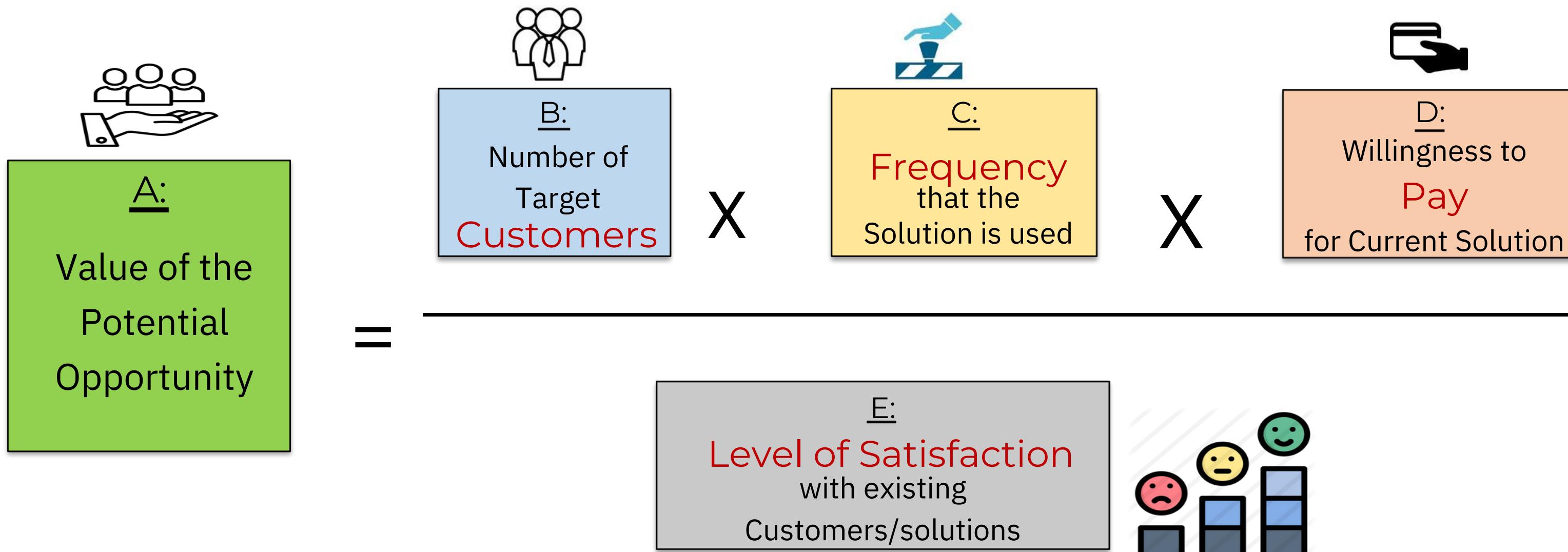
\* Source: Stanford Research Institute (SRI) – see [here](#) for details

## Selecting a Good Problem Statement / Opportunity

- **Problem:** Is this a 'good'\* & real problem (today, not in the distant future)?
  - **Need:** Who needs this (customer) and what benefit is the customer seeking?
  - **Business:** Viable from a 'business' (think BMC) point-of-view? Competitive Landscape?
  - **Execution:** Is there a path for you/team to get started on above?
    - Why your team would be an ideal founding team for this opportunity?
    - **Testable:** Can this problem & solution be tested (from a customer dev perspective)?
- \* Use **TIPSC** to narrow down on opportunity: **Timely, Important, Profitable, Solvable, Context**

Above Feeds into 'NABC'

# Is Your Opportunity of High Value?





# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M3):**

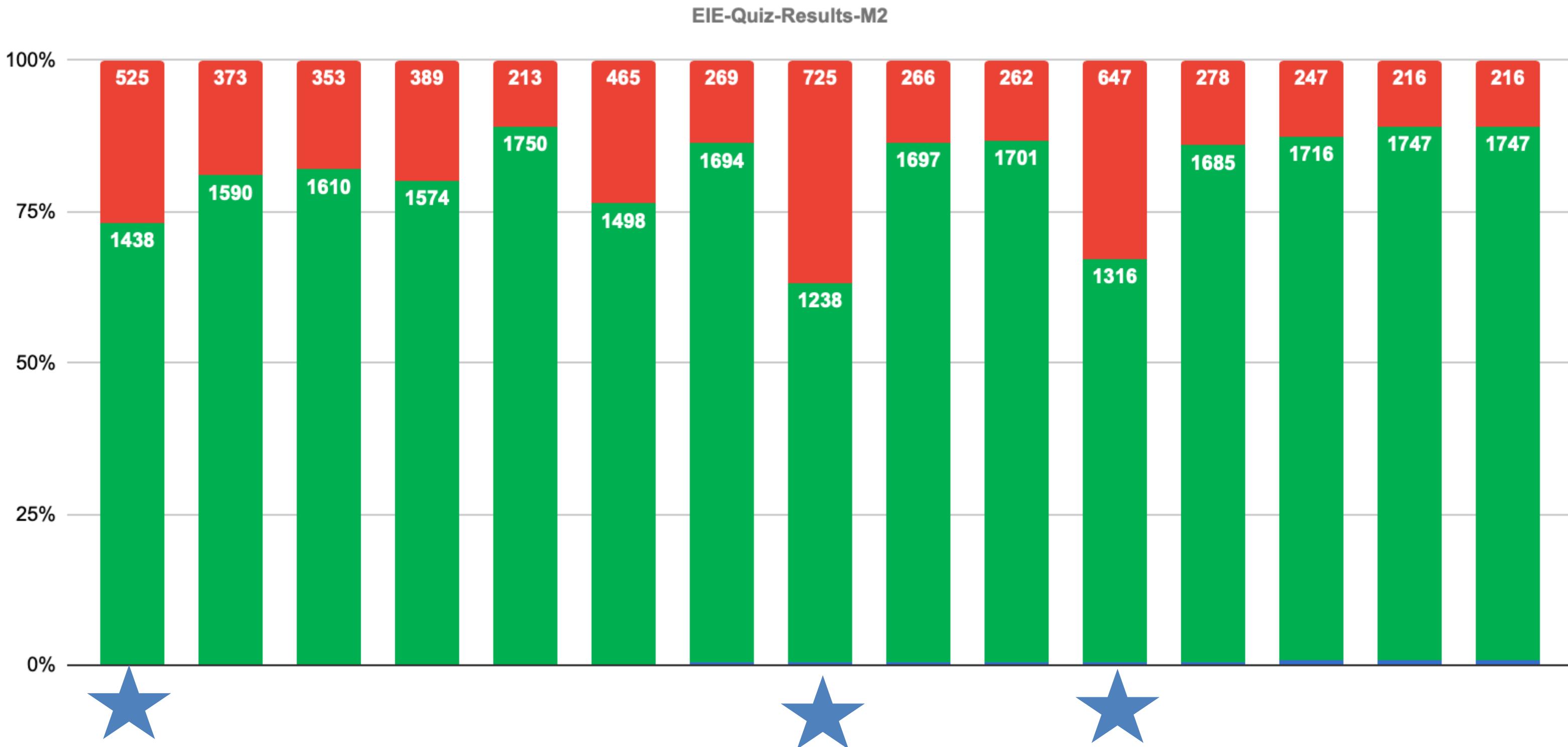
Customer Development (CD) Model:  
Testable/Measurable Hypothesis

## Today's Topics

- ❖ **Opening**
  - ❖ Three-for-Three (TFT) – Key Happenings from Startup/Innovation World
  - ❖ Previous Session Quiz Results
- ❖ **Announcements** (Related to Course and CIE-Ignite)
- ❖ **BriefCase** (Reading followed by Discussion): "*Building a Startup Idea*" (Sam Altman)
- ❖ **Lecture**
  - ❖ Customer Development Model: Testable and Measurable Hypothesis
- ❖ **Expert Talk: Mr. Suresh Narasimha** (VC, Startup Founder, Startup Ecosystem Enabler)
- ❖ **Video** (Viewing + Discussion):
  1. "*Reasons Not to be an Entrepreneur*"; 2. "*Being Entrepreneurial in a Big Company*"
- ❖ **Session Quiz** (graded and for attendance)

EIE - II

## EIE M2 Session Quiz - Discussion / Recap



## Announcements

### **CIE Ignite**

1. **S0:** Pitch deck template shared; Form your team + capture your startup idea in pitch deck
2. Submit **S0** by Jan 24 in prep for S1 Pitch (contact your Dept Coordinator for date/logistics)

### **Awesome response for 4<sup>th</sup> sem CIE Projects! (all positions full; interviews in progress)**

1. PAML – Train the Trainer Workshop (CIE-TA positions in Summer '25)
2. AI / ML Projects (3 problem statements)
3. ML-Edge (HW/SW/System) Project
4. Project on Algorithmic Trading System & IPO Screening Tool

## BriefCase

### **“Building a Startup Idea” Sam Altman**

Hope you have read the brief case ('briefcase' 😊)

Based on this case, answer the questions (Mentimeter)

Discussion through the 'Q/A' feature of MS Teams



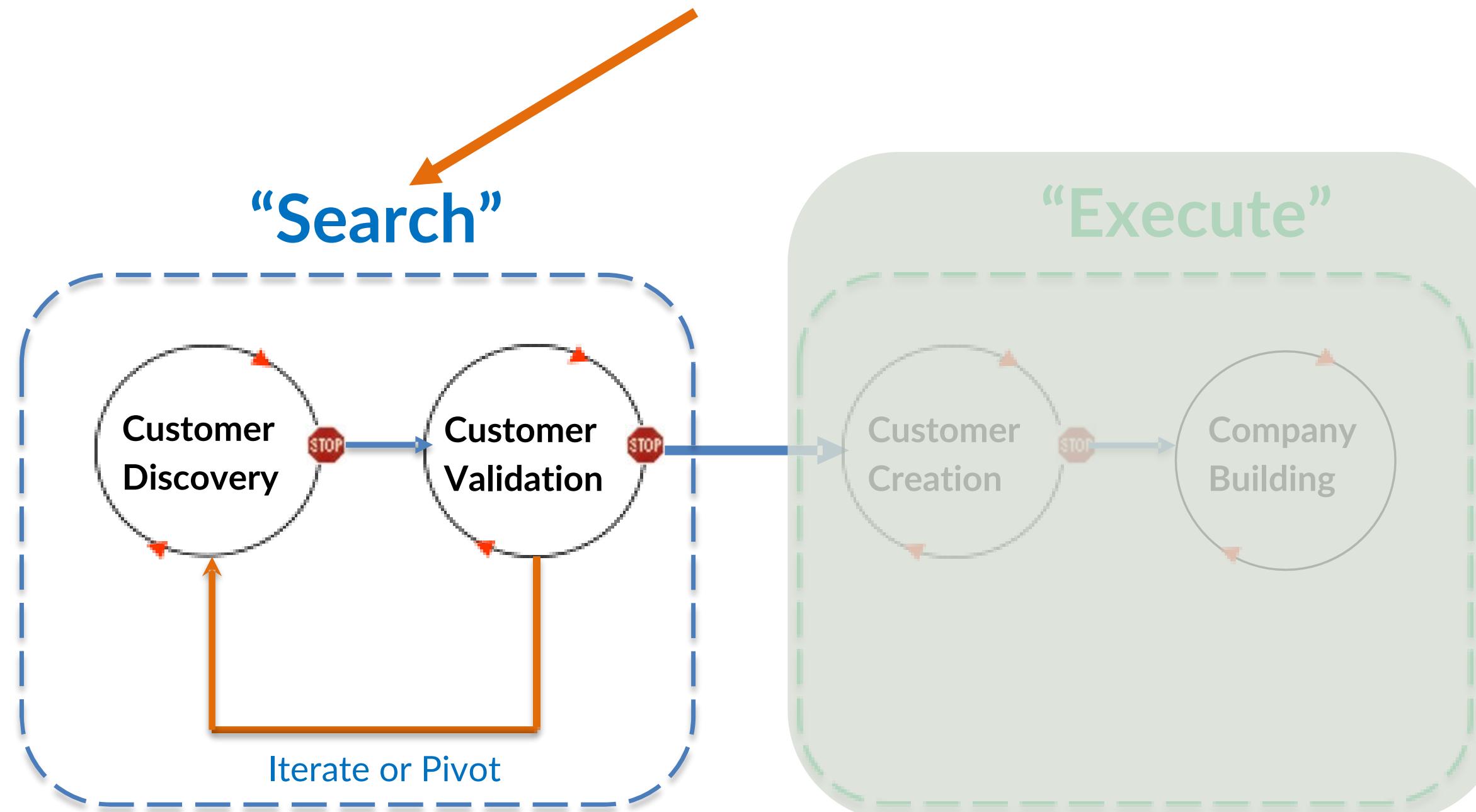
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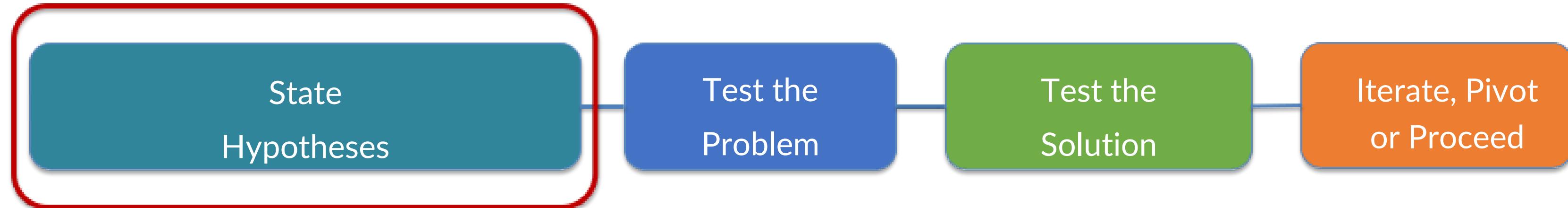
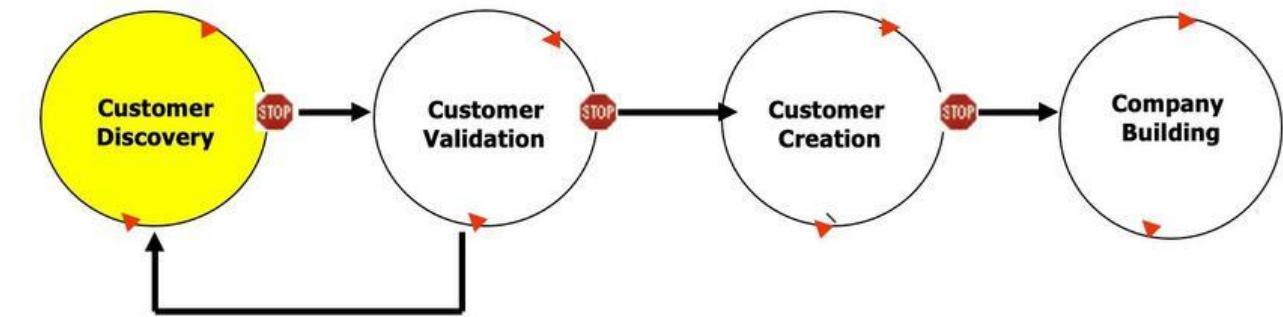
**Essentials of Innovation & Entrepreneurship (EIE) II:**

**Customer Development (CD) Model:  
Testable & Measurable Hypotheses**

## Focus Area for EIE2 & CIE-Ignite



## Customer Discovery Overview



Phase 1

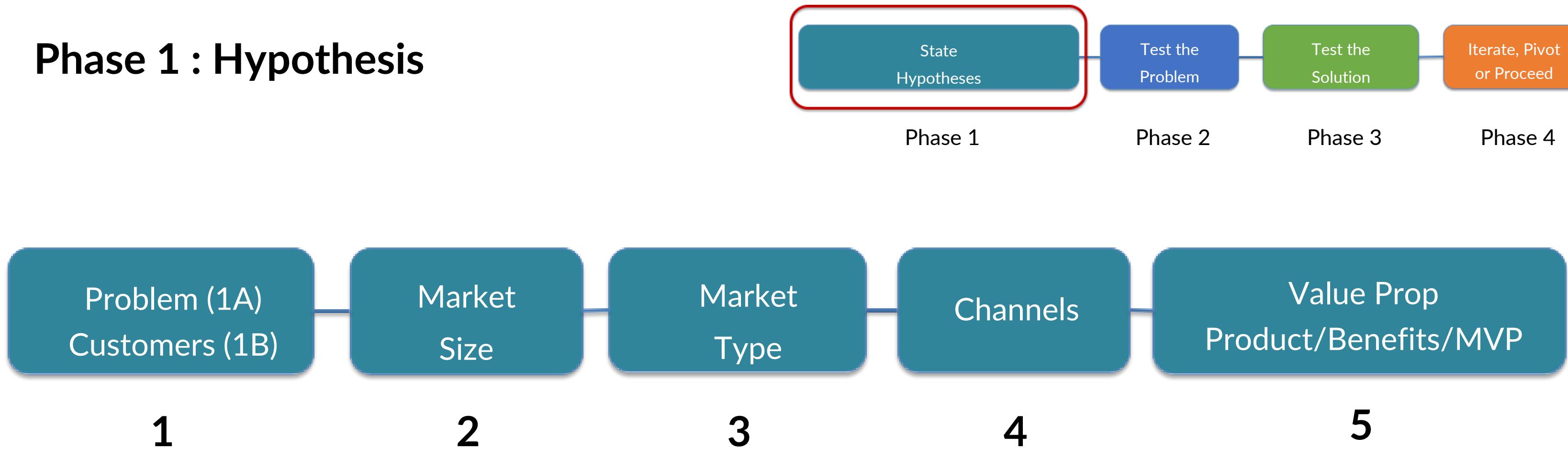
Phase 2

Phase 3

Phase 4

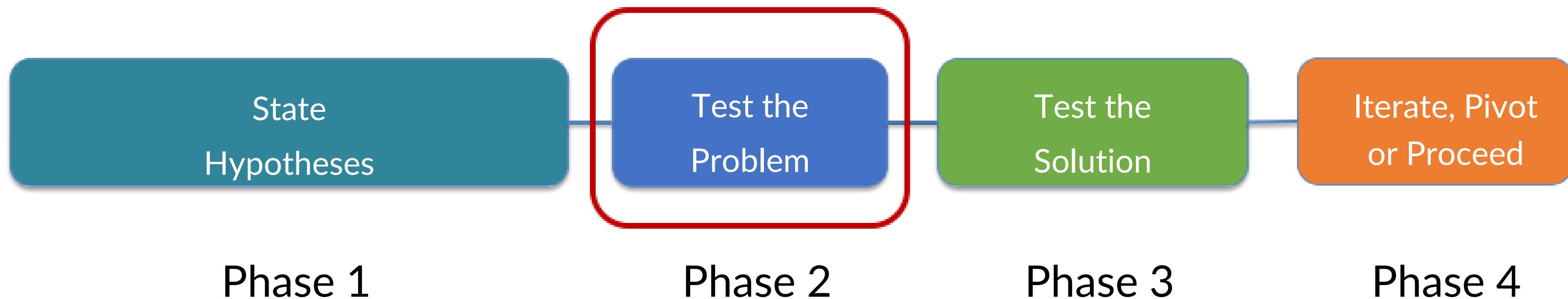
## Customer Discovery Overview

### Phase 1 : Hypothesis



**Capture your Hypothesis (Assumptions) on  
a Business Model Canvas (BMC)**

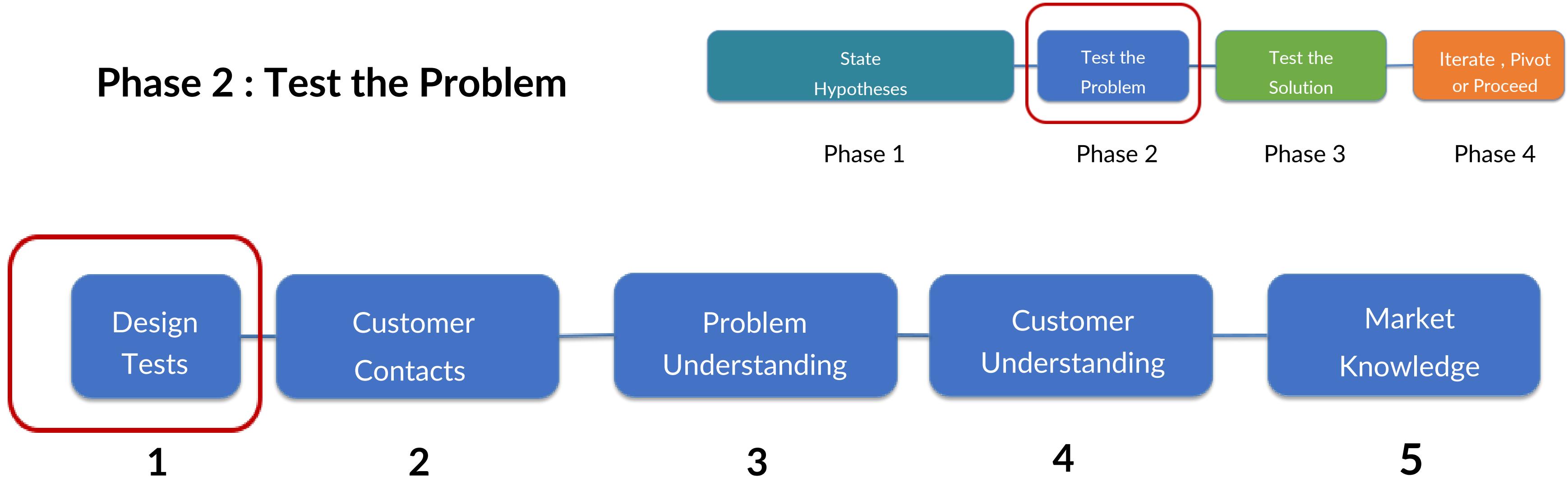
## Customer Discovery Overview



Notice that **testing the Problem** comes before testing the **Solution**

## Customer Discovery Overview

### Phase 2 : Test the Problem



Revise your BMC based on Testing your 'Problem' Statement

## How to Write a Good/Effective Hypothesis

### Characteristics of a Good Hypothesis: “QRST”

**Quantifiable**

Minimal **Resources** (& time required to validate the hypothesis)

**Specific**

**Testable** (Pass or Fail)

**Method: “XYZ Hypothesis” – A least X% of Y (target market) will do Z**

- Example: 20% of luxury car market will buy at least 1 EV (electric) car
- Example: 20% of luxury car market will buy at least 1 EV (electric) car priced at Rs 50 Lakh or more
- Example: 20% of luxury car market will buy at least 1 EV (electric) car priced at Rs 50 Lakh or more in next 3 yrs

**Note:** More specific is better but sometimes you can start with a simple test and add details as you go along

## Framing: What's our Hypothesis?

### Template – What's our Hypothesis (*before* the test)

1	<b>Hypothesis (H<sub>0</sub>)</b>	<b>We believe that</b>	
<i>Critical:</i> Low Med High			
2	<b>Test(s)</b>	<b>To verify that</b>	
		<i>Test Cost:</i> Low Med High	<i>Data Reliability</i> Low Med High
3	<b>Metric(s)</b>	<b>We will measure</b>	
		<i>Time Required:</i> Low Med High	
4	<b>Criteria</b>	<b>We are right if</b>	

For sample template filled out, see:

[CIE-L2-Template -Hypotheses Capture and Testing](#)

# Sample Template (Filled Out) for Capturing Hypotheses

**Template - Capturing Your Hypotheses (Assumptions)**

**for Running your Experiments / Tests**

(*Hypotheses can anything: Problem, Solution, Value Proposition, Customers, Price, etc*)

**Example: UBER**

One of Uber's PROBLEM hypothesis (say, P1) is that existing solutions (i.e. before Uber came to market, e.g. taxi, chauffeur-driven cars, rental cars, etc) for car-based transportation in metros/cities) had several 'pain' points (costly, time-inefficient, cumbersome, etc)

(Note there may be more problems and can be captured as P2, P3, etc).

Other hypotheses related to Solution (S1, S2, etc), Value Prop (VP1, VP2, etc), Customer segments (CS1, CS2, etc), Price (Pr1, Pr2, etc) should be done along similar lines.

<b>1</b>	<b>Hypothesis (H_P1)</b>	<b>We (Uber Team) believe that</b> <i>Existing road transportation solutions based on cars in metropolitan cities is <u>costly</u> and <u>time-consuming</u>.</i>
		<i>Critical: Low Med High</i> (marked High as this is the fundamental assumption on which Uber business is built)
<b>2</b>	<b>Test(s)</b>	<b>To verify that</b> <i>T1. <u>Cost</u> is a barrier that prevents would-be customers from using existing solutions</i> <i>T2. <u>Cost</u> is a barrier that prevents customers from using existing solutions sparingly (i.e. they may take fewer rides)</i> <i>T3. Customers spend way more <u>time</u> getting taxi/rental-car/etc than they wish for intra-city transportation</i>
		<i>Test Cost: Low Med High      Data Reliability: Low Med High</i> (Note: I have arbitrarily selected High and Med above; actual value may vary)
<b>3</b>	<b>Metric(s)</b>	<b>We will measure</b> <i>M1. Average <u>cost</u> per KM spent by an existing customer and what % lower would be delightful to the customer</i> <i>M2. <u>Cost</u> per km that would allow new customers to take Uber</i> <i>M3. <u>Time</u> taken to find a taxi during morning / evening peak hrs</i>
		<i>Time Required: Low Med High</i>
<b>4</b>	<b>Criteria</b>	<b>We are right if</b> <i>1. our solution (Uber) can be at least 50%** less than existing solutions, on cost per km basis</i> <i>2. we can sign up 10% more people than who use taxis today if we offer cost per KM which is 50% less than current solution</i> <i>3. Uber takes 80% less time than now to get a ride for customer</i>

\* Note: For sake for this example, we have combined 2 hypotheses (cost & Time). Do not combine, separate out hypotheses.

\*\* These are just random numbers for this example (don't attach any particular significance to this)

# Testing: Hypothesis Validation & Insights

## **Template – Learnings/Insights *after* testing the hypothesis**

<b>1</b>	<b>Hypothesis</b>	<b>We believed that</b>	<i>Critical:</i> Low Med High
<b>2</b>	<b>Observation</b>	<b>We observed that</b>	<i>Data Reliability</i> Low Med High
<b>3</b>	<b>Learnings and Insights</b>	<b>From that we learned</b>	<i>Action Required:</i> Low Med High
<b>4</b>	<b>Decisions and Actions</b>	<b>Therefore we will</b>	

# Sample Template for Learnings from Testing Hypotheses

## Template – Learnings from Testing Hypotheses

(what decisions you can make)

## Template – Learnings After Testing Your Hypotheses (Assumptions)

### Example: Uber

See Page 1 for the hypotheses we wanted to test:

*Existing road transportation solutions based on cars in metropolitan cities is costly and time-consuming.*

To test the above hypotheses, we (Uber team) went out and sought current users of taxi and potential/aspiring customers (not using taxi because it is costly &/or time-inefficient). After we ran the experiments (also called test), we can summarize the findings as below and reach some decisions/conclusions.

Note: It is not necessary that we have to prove the hypotheses to be correct! The experiment should be run in an unbiased manner. You can take appropriate decision based on results of the test/experiment.

<b>1</b>	<b>Hypothesis (H_P1)</b>	<b>We believed that</b> <i>Existing solutions inside metropolitan cities (for passenger vehicles) transportation is costly and time-consuming.</i> <u>Critical: Low Med High</u>
<b>2</b>	<b>Observation</b>	<b>We observed that</b> <i>1. Average cost per KM is Rs 25 for existing solutions (compared to our Rs 10/KM) 2. New users would use Uber if average cost per KM is Rs 12 3. Time taken to call/get a taxi during morning &amp; evening peak hours was 25 minutes and 40 minutes respectively</i> <u>Data Reliability: Low Med High</u>
<b>3</b>	<b>Learnings and Insights</b>	<b>From that we learned</b> <i>1. Uber is cost competitive for existing users (Rs 10/KM vs. Rs 25/KM) 2. New users would very likely use Uber (willing to pay Rs 12/KM while our cost is Rs 10/KM) 3. That we can cut the time to find taxi by &gt;60%</i> <u>Action Required: Low Med High</u>
<b>4</b>	<b>Decisions and Actions</b>	<b>Therefore</b> <i>1. We will continue with the app-based taxi calling service Uber and target <u>existing</u> users of taxi 2. We will continue with app-based taxi calling service Uber and target <u>new</u> users of taxi 3. We have a compelling differentiation on time-saving for customer and use this as a key value-proposition</i>

## How do you Test your Hypotheses (Steps)

1. **Capture** your hypotheses (assumptions/opinions)
2. **Design** the Experiments to test assumptions/opinions
3. **Test** your hypotheses by conducting your key hypotheses
  - Run the Experiments (“Get out of the Building”, Customer interviews, not surveys)
  - Gather Data/Results from the Experiments (hypothesis is validated or invalidated)
  - What insights did you gather? How does this affect your problem/ solution/ BMC/ etc?

**Tip:** For your experiments, recommend having some artifact (Prototype/Prototype/MVP)

**Artifact can be:** Paper, Digital, Native (in order of ascending fidelity: low -> high)

## Tips/Tricks – Some useful Practical Tips in Validating Your Hypothesis

- Find 'real' customer(s)
  - 'Real': who you (potentially) plan to sell your solution
- While your hypothesis may target global/country/city, test it 'near' you
  - "think global, test local" first (you can always expand this out later)
- How to test your hypothesis?
  - Verbal is good but "prototype" is better! (people pay attention if you show something)
  - Prototype is none of the following: *expensive, takes time to build, complex!*
- Develop customer interviewing skills (see CD Toolkit)
  - See "Tips and Tricks", videos and other resources listed in subsequent slides

## Tips/Tricks: Before 'Getting Out of the Building'

- Insights are not 'inside the building', therefore, 'Get Out of the Building'
- What are **Insights?**
  - Honest, data driven, careful analysis of validation of your hypotheses
- Prepare for 'Get-out-of-the-Building' (GOOB)
  - See: Tips/Tricks: Before Leaving the Building slide
  - Test your hypotheses with actual Customers
    - As a team, plan on '**Who / What / When**' for 'Get Out of the Building'
    - Meet at least 35 customers (per team per week, ~5 per team member)

## Video

# Reasons Not to Be an Entrepreneur ([link](#))

(Stanford eCorner, 2:35m)



## Resources



Subsequent slides list **resources** (videos/articles/etc) related to  
**Customer Discovery / Development**

## Tips/Tricks: Before 'Getting Out of the Building'

**Before Leaving the Building:** Helpful videos (by Steve Blank):

(<https://venturewell.org/i-corps/lipvideos/customer-discovery/before-leaving-the-building/>)

- Discovery is for Founders (1:30) CD
- Pre-Planning Contacts (4:34) CD
- Customer Interview Dry Runs (0:49) CD
- Pass/Fail Experiments (1:32) CD
- **Customer Dev: Insight not just Data!** (2:12, Kauffman Foundation)

## Tips/Tricks: Before 'Getting Out of the Building'

- 12 Tips for Early Customer Development Interviews (Giff Constable): [Link](#)
- Interviews vs. Experiments (Giff Constable): [Link](#)

*"Interviews give you the greatest insights. Experiments give you the greatest proof"*

- Results of hypothesis validation fall into 4 buckets:  
see Progress Board template: [Invalidated](#), [Validated](#), [WIP\\*](#), [Unclear results](#)

## Tips/Tricks: 12 Tips for Early Customer Development Interviews

1. Know your goals & questions ahead of time
2. One person at a time (not a group)
3. Be open to hearing things you DON'T want to hear
4. Disarm "Politeness Training" (tell the person to be brutally honest)
5. Ask open ended questions
6. Listen, don't talk
7. Drill down on details – "5 Whys" method?
8. Separate behavior and feedback in a discussion
9. Focus on actual behavior
10. Recap what you heard and/or misrepresent to confirm!
11. Ask for introductions – Get leads to talk to another 1-3 people!
12. Write up your notes as quickly as possible

## Resources - More Videos on Customer Development

1. \*Engaging the Customer (CD05-06) **Right & Wrong way!**
2. Assuming you know (CD09-10) **Right and Wrong way!**
3. Customers Lie (CD11) **Example!**
4. \* Extracting Insight from Data (CD12)
5. Attention to Outliers (CD13) **Right and Wrong way!**
6. The User, Buyer & Saboteur (CD14-15)
7. Pre-Planning Pt1 Pt2 Pt3 (CD30, 31, 32)
8. Interviews Pt1, Pt2 (CD33-34) **Right and Wrong way!**
9. \* Conducting a Customer Interview (CD46)
10. Letting the Customer interview flow (CD47)
11. Looking for Insights (CD50)
12. \* The Distracted Customer (CD2021) **Right/Wrong way!**
13. \* Customer Empathy (CD23-24) **Right/Wrong way!**
14. \* Asking the Right Question (CD25-26) **Right/Wrong way!**
15. Finding Patterns (CD49)
16. \* Communicating your discoveries (CD52)

## Resources

Subsequent slides list **step-by-step** overview and  
tip-and-tricks  
for each Phase of **Customer Discovery**

## Customer Discovery Overview - Hypothesis

State your Hypothesis (for your startup opportunity)

State Hypotheses  
Create Business Model  
Canvas

Phase 1

- **Problem (why?)**
- Faced by target **Customers**, Customer Segments (**whom?**)
- Your **Solution? Value proposition** you will offer (**what?**)
- Your assumptions on Market (size, type), Team, etc
- Based on above, create BMC (BMC#1) or LC (Lean Canvas #1)

## Customer Discovery Overview - Tips & Tricks

### What If this gets Overwhelming?

- Prioritize, Prioritize, Prioritize!
  - Customer Jobs
  - Customer Pains, Customer Gains
  - Customer segments
  - Solution (Features/ Benefits you offer)
  - Market (type, size, channel)
- Prioritize Speed over Accuracy
- Divide & Conquer (team/ delegation)

State Hypotheses  
Create Business Model  
Canvas

Phase 1

## Customer Discovery Overview - Test the Problem

### Test the Problem

- **Design** the **tests** (to validate the problem hypothesis)
- Run the tests' –use data / insights to (in)validate hypothesis
  - **Interview** potential **customers**
- Update the BMC (BMC#2)

Test the Problem

Phase 2

## Customer Discovery Overview - Tips & Tricks

### What If this gets Overwhelming?

- Customer Contact / Interview
  - Go through the tips/tricks, videos to prepare
  - Have a goal for the discussion
  - Be relaxed, let the 'customer' do most of the talking

Test the Problem

Phase 2

- Preparing hypotheses

- Is it testable?

(pass/fail –this tells if you are on the right path or not)

- Is it measurable?

(if the right path, what would be meaningful?)

## Customer Discovery Overview - Test the Solution

### Problem - Solution fit ?

#### Test the Solution

Test the Solution

Phase 3

- Create **solution** representative (proto/prototype, etc)
- Test this with target **customers**
- Update your solution hypothesis (& prototypes, etc)
- Update the BMC (BMC#3)

## Customer Discovery Overview - Tips & Tricks

### What If this gets Overwhelming?

- Test the **most fundamental assumption/hypothesis**
- Build a **pretotype** (not even a prototype)
- Even a simple pretotype is better than no pretotype!
- Don't be afraid to show your pretotype to Customer  
most people will see that you are really committed!

Test the Solution

Phase 3

## Customer Discovery Overview – Pivot or Proceed?

### Pivot or Proceed?

Pivot or proceed

Phase 4

- Having a better understanding of the opportunity,

would you continue with this idea?

- If so, why? What will be your next steps?

What help do you need?

- If not, why? What will be your next steps?

## Customer Discovery Overview - Tips & Tricks

### What if it gets Overwhelming ?

Pivot or proceed

Phase 4

- Do you have enough insights? (Phase I, 2, 3)
- Everyone in the team engaged during Ph 1, 2, 3?
- All the team members aligned on startup goals?
- Can you make the tough decision on changes to keep going?
- (if needed, identify any help needed)

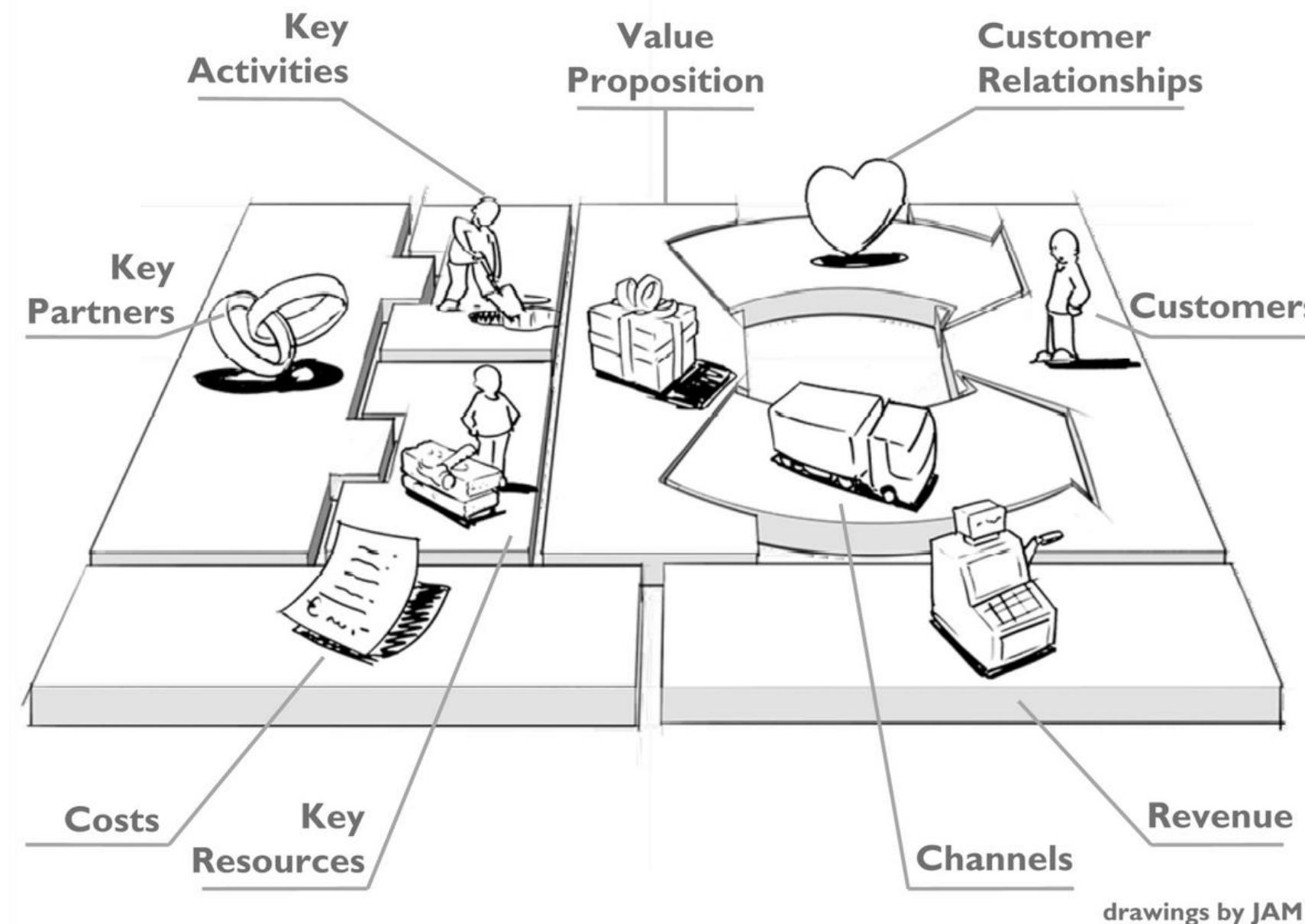
## Capturing your Hypotheses in a BMC

**Create an initial BMC (don't worry about all the details or accuracy)**

- For your team opportunity, capture your hypotheses (see template)
  - Customer (customer segments, channel, relationship, etc)
  - Value Proposition (proposed benefits to customer from your solution)
  - Market Size
  - Price and Cost

## Business Model Canvas (BMC)

Create / Update the BMC for this opportunity



## Summary

- **“QRST” Hypothesis:** Quantifiable, Resource-efficient, Specific, Testable.
- **Structured Method:** Define hypothesis clearly.
- **Experiments Design:** Test assumptions smartly.
- **Real Customer Interaction:** Seek 'real' feedback.
- **Data-Driven Insights:** Gather results, analyze.
- **Decisive Steps:** Pivot or proceed with clarity.

## Summary

- **Outside Perspective:** Facts lie beyond your walls.
- **Problem-Solution Testing:** Hypotheses validation.
- **Product-Market Alignment:** Early adopter validation.
- **Sales as Proof:** Create after validating sales.
- **Transition Wisely:** Evolve from startup to company.
- **Adaptive Growth:** Embrace chaos for innovation.

## '9 Deadly Startup Sins' by Steve Blank - [Link](#)

- Assuming “I know what the customer wants”
- The “I know what features to build” flaw
- Focus on launch date
- Emphasis on execution instead of hypotheses, testing, learning and iteration
- Traditional business plans presume no trial and no errors
- Confusing traditional job titles with what a startup needs to accomplish
- Sales and Marketing execute to a plan
- Presumption of success leads to premature scaling
- Management by Crisis leads to “Death Spiral”

Each Team to pick  
1 topic &  
Summary in 3 mins

(Team 10: In your  
opinion, which is the most  
deadliest sin? Why?)



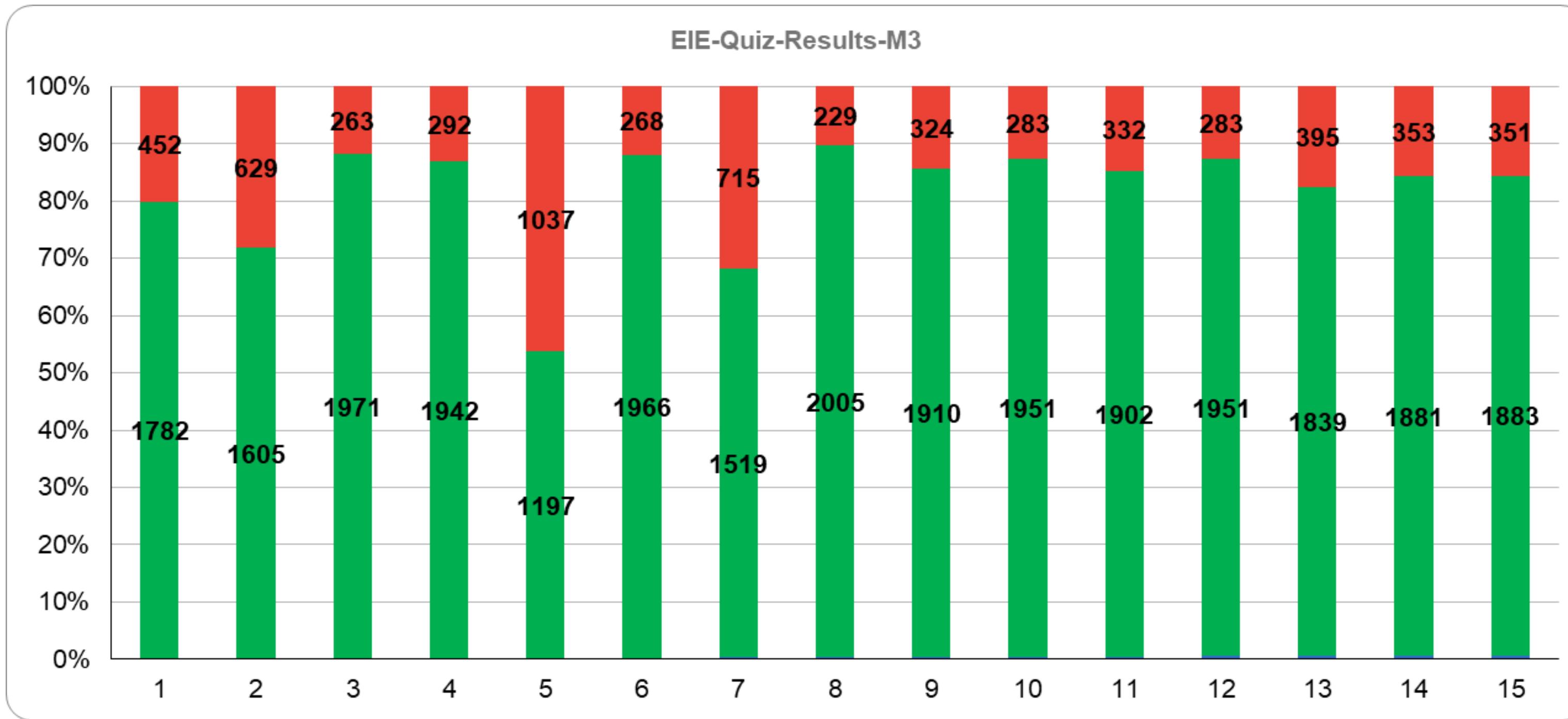
# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M4):** Customer Development (CD) Model: Customer Interviews

## Today's Topics

- ❖ **Opening**
  - ❖ Three-for-Thought (TFT) – Key Happenings from Startup/Innovation World
  - ❖ Previous Session Quiz Results
- ❖ **Announcements** (Related to Course and CIE-Ignite)
- ❖ **BriefCase** (Reading followed by Discussion): "*Building a Startup Team*" (Sam Altman)
- ❖ **Lecture**
  - ❖ Customer Development Model: **Customer Interviews**
- ❖ **Founder Talk: Mr. SJ Vijay** (Startup Founder, India Pioneer for Building-as-a-Product)  
**Mr. Nithin Simakurti** (Startup Founder, VASSP, Data Rubicon)
- ❖ **Video** (Viewing + Discussion):
  1. Customer Interviews – Steve Blank.
  2. "*Being Entrepreneurial in a Big Company*"
- ❖ **Session Quiz** (graded and for attendance)

## EIE M3 Session Quiz - Discussion / Recap



## EIE M3 Session Quiz - Discussion / Recap

**1.What is a good way to frame a hypothesis in customer discovery?**

- A) As a vague assumption (114)
- B) As a personal opinion (116)
- C) As a mission statement (195)
- D) As a testable statement - **Correct Answer – 1782 students got it right!**

**2. Which tool is most commonly used to capture and structure hypotheses in startups?**

- A) Business Model Canvas - **Correct Answer – 1605 students got it right!**
- B) SWOT Analysis (300)
- C) Gantt Chart (88)
- D) Fishbone Diagram (212)

**5. What type of data is most valuable in testing customer discovery hypotheses?**

- A) Quantitative data from surveys (490)
- B) Anecdotal data from personal networks (411)
- C) Qualitative data from interviews - **Correct Answer – 1197 students got it right!**
- D) Market data from competitors (110)

## Announcements

### CIE Ignite

#### **1. S0: Good response – 500+ teams have submission!**

**S1:** Depts are gearing up for S0 evaluation – contact your Dept Coordinators for details

Note: Combine teams with less than 4 people; Talk to CIE Office (Madhukar / Tarun Sir)

*If you can help with sponsorship for CIE Ignite, pls drop a note to [cieprogram@pes.edu](mailto:cieprogram@pes.edu)*

#### **2. PESU – IHFC (IIT Delhi) Co-Innovation-Center (CiC) launched on Jan 24, 2025**

Grants for students: research → innovation → startup (Grants awarded to 2 PESU students)

#### **3. Deep-tech projects led by CIE Industry Mentors (CIE-IM) kicked-off for ~100+ students**

Semester long projects related to: Open Source Software, AI, Machine Learning, etc

## BriefCase

### **“Building a Startup *Team*” Sam Altman**

Hope you read the brief case ('briefcase' ☺)

Based on this case, answer the questions (Mentimeter)

Discussion through the 'Q/A' feature of MS Teams



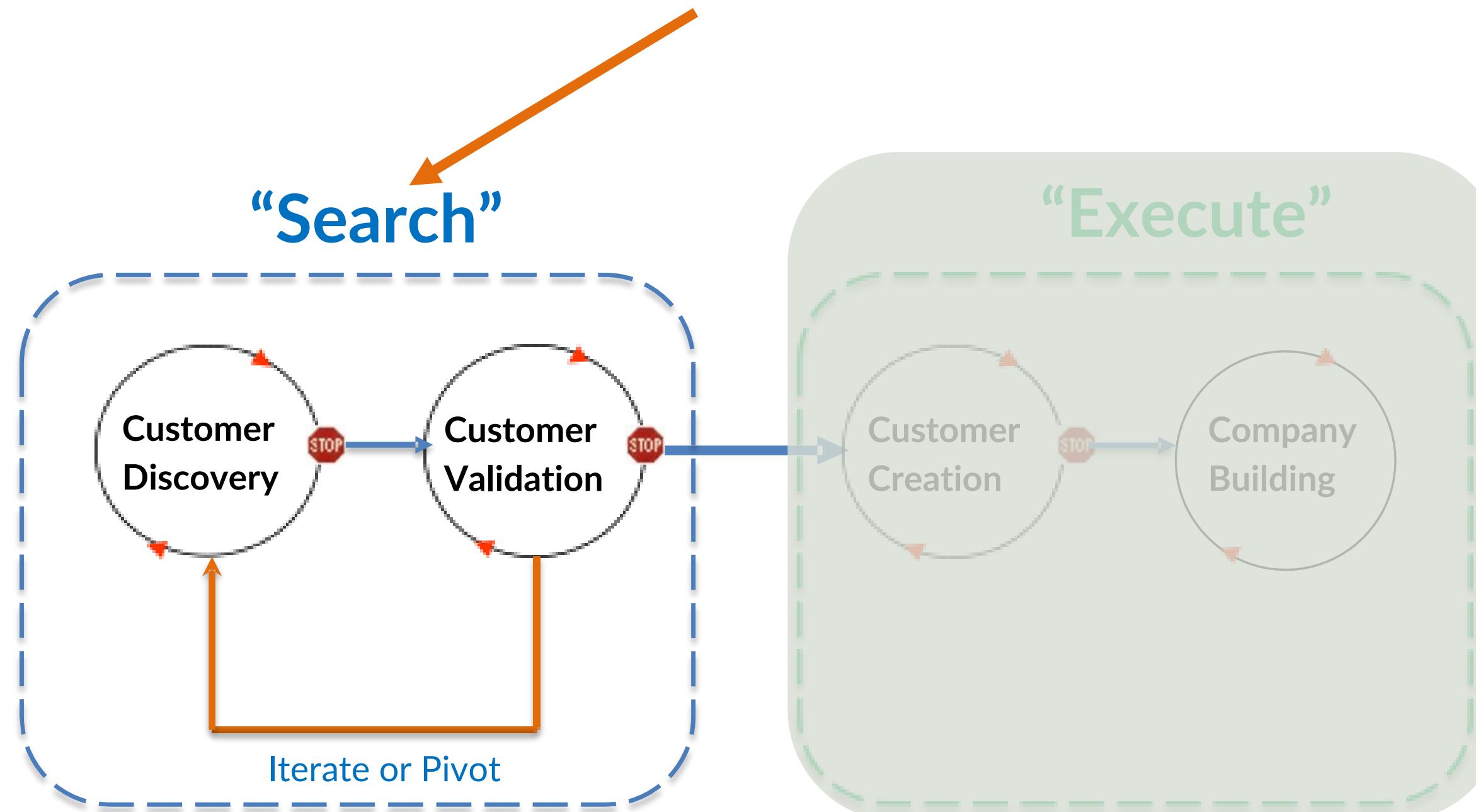
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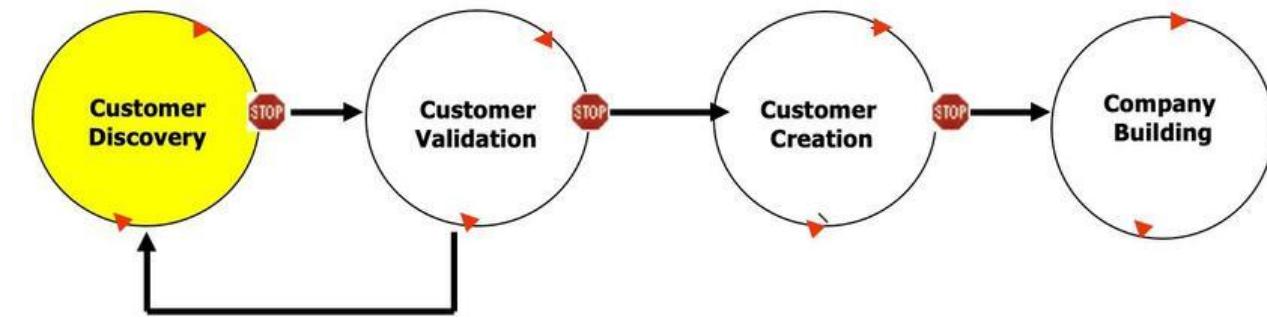
**Essentials of Innovation & Entrepreneurship (EIE) II:**

**Customer Development (CD) Model:  
Customer Interviews**

## Focus Area for EIE2 & CIE-Ignite



## Customer Discovery Overview



Phase 1

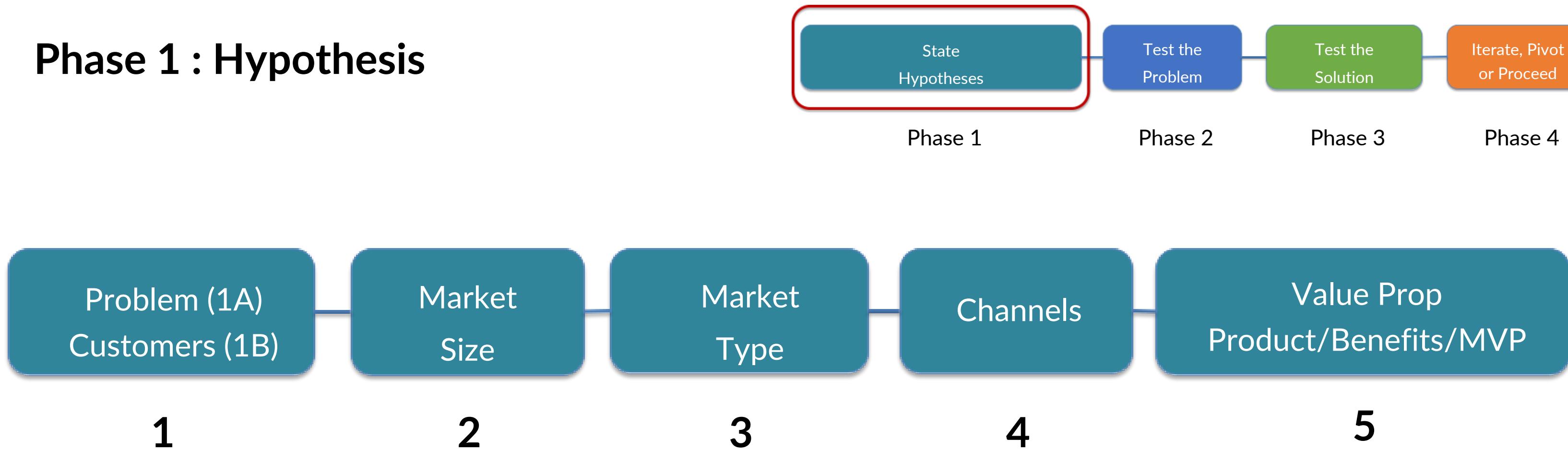
Phase 2

Phase 3

Phase 4

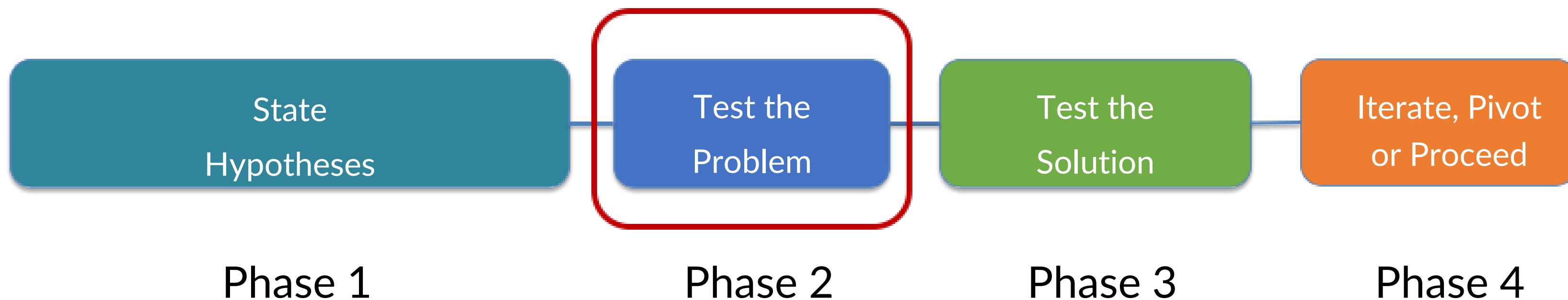
## Customer Discovery Overview

### Phase 1 : Hypothesis



**Capture your Hypothesis (Assumptions) on  
a Business Model Canvas (BMC)**

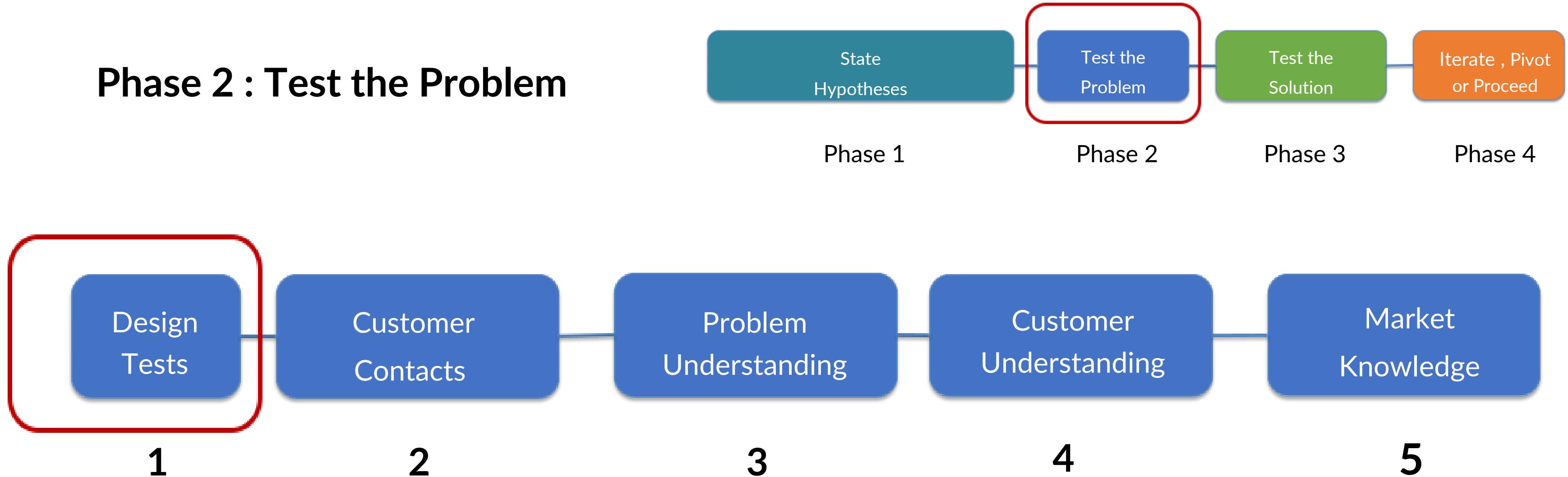
## Customer Discovery Overview



Notice that **testing the Problem** comes before testing the **Solution**

## Customer Discovery Overview

### Phase 2 : Test the Problem



Revise your BMC based on Testing your ‘Problem’ Statement

## Customer Discovery: Experiments vs. Interviews

***Experiments give you the greatest proof,***

***Interviews give you the greatest insights!***

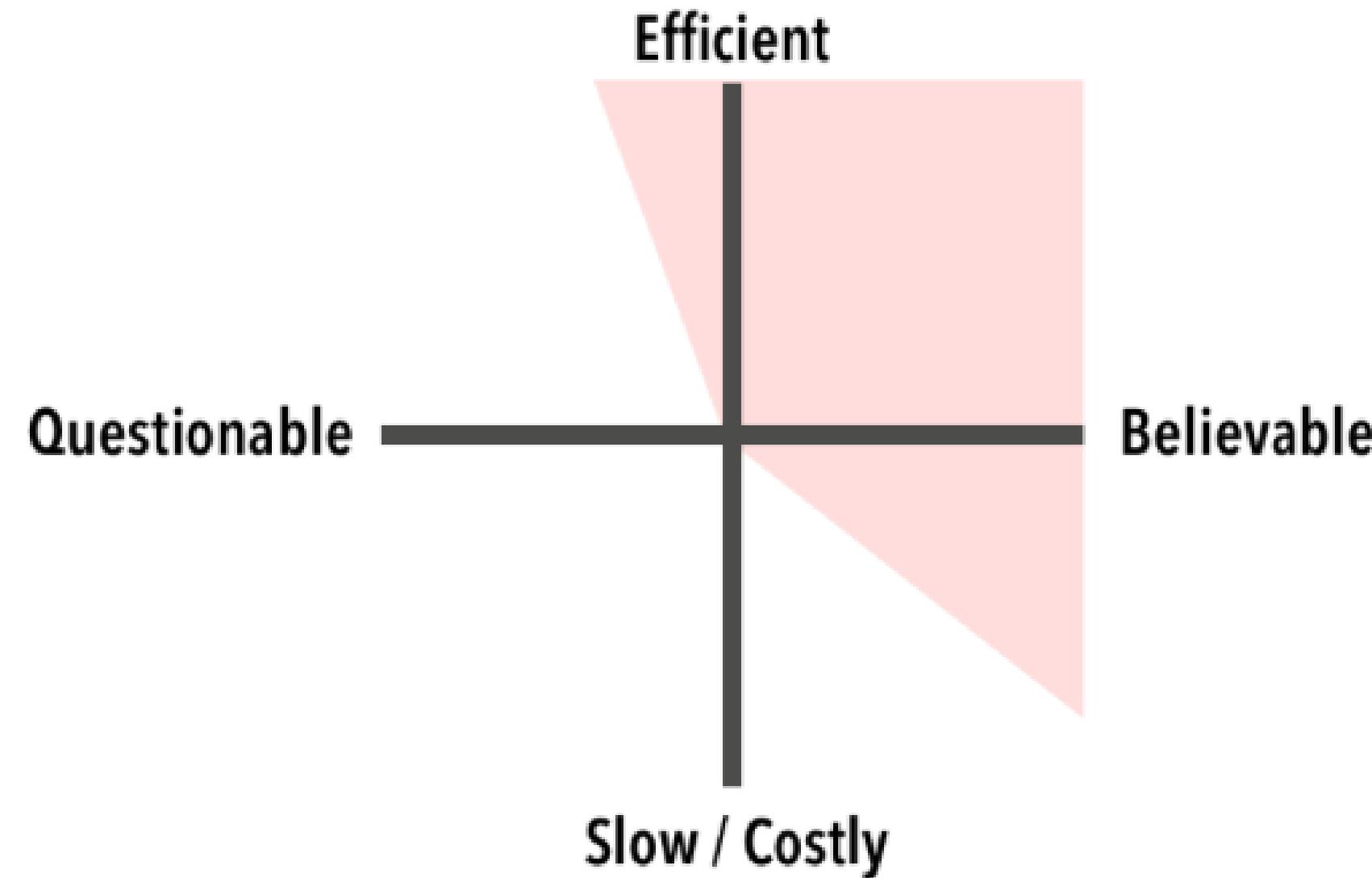
## Customer Discovery: Experiments vs. Interviews

***Experiments*** give you evidence ***whether*** something will happen.

***Interviews*** help you understand ***why***.

## Customer Discovery:

### How to Choose Experiments & Interviews



## Tips/Tricks: 12 Tips for Early Customer Development Interviews

- 1. Know your goals & questions ahead of time**
- 2. One person at a time (not a group)**
- 3. Be open to hearing things you DON'T want to hear**
- 4. Disarm "Politeness Training" (tell the person to be brutally honest)**
- 5. Ask open-ended questions**
- 6. Listen, don't talk**

## Tips/Tricks: 12 Tips for Early Customer Development Interviews

- 7. Drill down on details –“5 Whys” method?**
- 8. Separate behavior and feedback in a discussion**
- 9. Focus on actual behavior**
- 10. Recap what you heard and/or misrepresent to confirm!**
- 11. Ask for introductions –Get leads to talk to another 1-3 people!**
- 12. Write up your notes as quickly as possible**

# 12 Tips for Early Customer Development Interviews



Expect Criticism



Set Goals



Solo Interview



Dig Deeper



Document Quickly



Disarm Politeness



Listen More



Observe Behavior



Request Referrals



Confirm Understanding



Separate Feedback



Ask Open-ended

## Experiments vs. Interviews

	Experiments	Interviews
Purpose/Approach	Test the hypotheses	Gather Insights
Data (type) Collected	Quantitative (conversion rate, click-through rate, A/B test results, etc)	Qualitative (emotional reason/response, decision-making reasoning, user stories, etc)
Bias & Interpretation	Less prone to bias	More prone to bias (e.g. confirmation-bias)
Speed & Scale	High (can be automated, scaled in many cases)	Low (requires more time/effort, typically done individually)
Depth (of understanding)	What people do (not why they do it)	Why customers behave the way they do

Important to Know When to Run Experiments vs. Conducting Interviews

## Examples of Experiments

### **1. Landing Page:**

A simple web page/website conveying your value proposition and allows visitors to express their interest through a call to action.

### **2. Advertising:**

Paying to display your value proposition to a relevant audience through an ad to see if people respond or convert.

### **3. Promotional Material:**

A type of advertising test where you create online or offline promotional materials to gauge reactions or generate demand.

### **4. Pre-selling (including crowdfunding):**

Attempting to secure orders before the product is built.

### **5. Paper Testing:**

Applying primarily to software and information (data, analysis, media, etc) products, paper tests are where you mock up an example of an application user interface or report and put it in front of a potential customer.

### **6. Product Prototype:**

A working version of your product/experience built for learning and fast iteration rather than for robustness or scale.

### **7. Dummy Product ('Wizard of Oz'):**

Where the customer thinks they are interfacing with a real product (or feature), but where your team provides the service manually, hidden behind the scenes (hence the name).

## Examples of Experiments

### 7. Concierge:

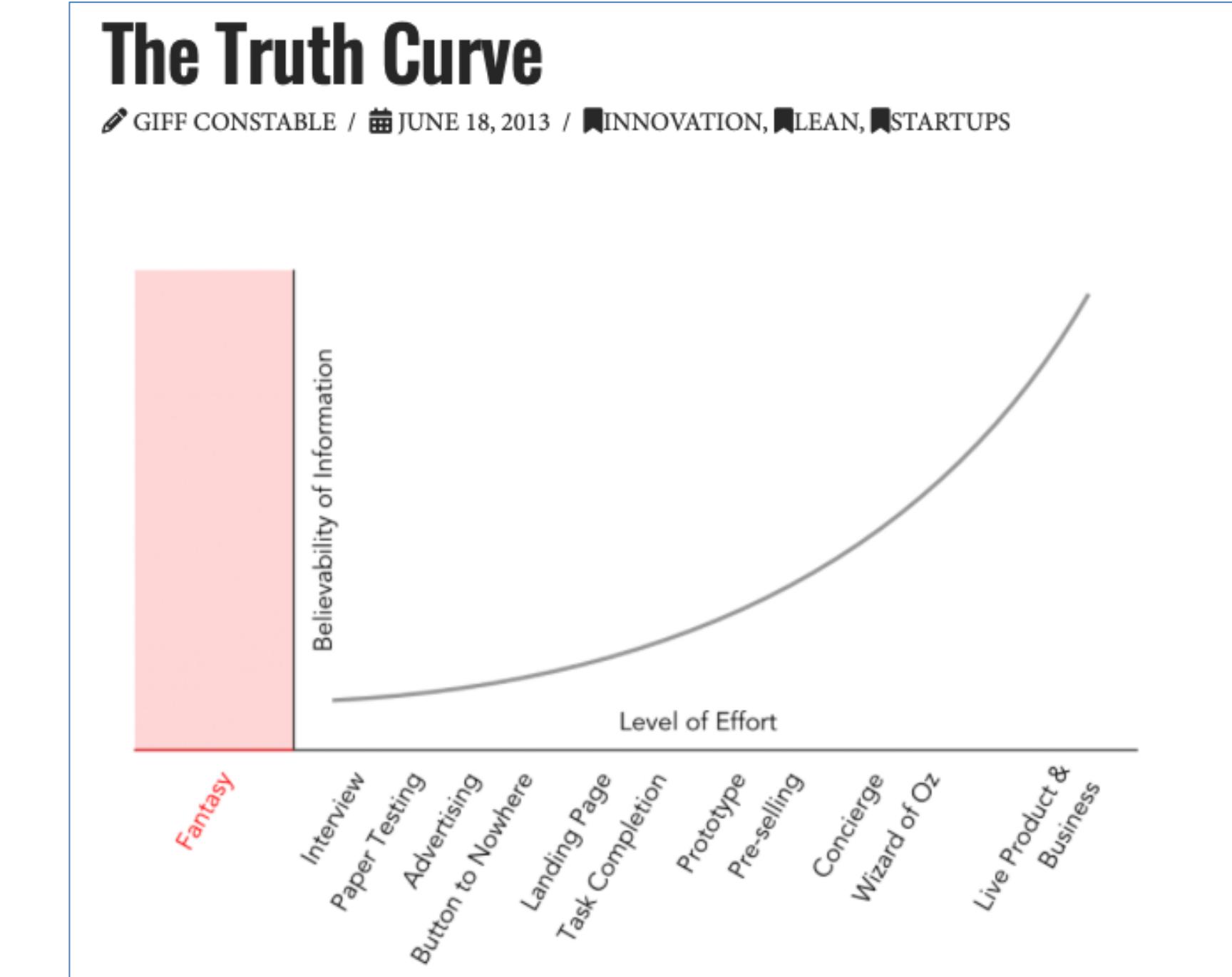
Manually/openly, act as the product you eventually want to build (unlike 'Wizard of Oz' where people are behind the scenes).

### 8. Pilots:

Put an early version of your product in the hands of your customers, scale down the size of the implementation, and assign a finite time period to the project.

### 9. Usability:

Check to see if someone can effectively use a product without getting stuck or blocked.



## Video

# Customer Development Data ([link](#))

(Steve Blank, Kauffman Foundation, 2:12 m)



## Video

### Conducting Interviews ([link](#))

(Steve Blank, Kauffman Foundation, 5:36 m)



## Resources



Subsequent slides list **resources** (videos/articles/etc) related to  
**Customer Discovery / Development**

## Tips/Tricks: Before 'Getting Out of the Building'

**Before Leaving the Building:** Helpful videos (by Steve Blank):

(<https://venturewell.org/i-corps/lipvideos/customer-discovery/before-leaving-the-building/>)

- Discovery is for Founders (1:30) CD
- Pre-Planning Contacts (4:34) CD
- Customer Interview Dry Runs (0:49) CD
- Pass/Fail Experiments (1:32) CD
- **Customer Dev: Insight not just Data!** (2:12, Kauffman Foundation)

## Tips/Tricks: Before 'Getting Out of the Building'

- 12 Tips for Early Customer Development Interviews (Giff Constable): [Link](#)
- Interviews vs. Experiments (Giff Constable): [Link](#)

*"Interviews give you the greatest insights. Experiments give you the greatest proof"*

- Results of hypothesis validation fall into 4 buckets:  
see Progress Board template: [Invalidated](#), [Validated](#), [WIP\\*](#), [Unclear results](#)

## Resources - More Videos on Customer Development

1. \*Engaging the Customer (CD05-06) **Right & Wrong way!**
2. Assuming you know (CD09-10) **Right and Wrong way!**
3. Customers Lie (CD11) **Example!**
4. \* Extracting Insight from Data (CD12)
5. Attention to Outliers (CD13) **Right and Wrong way!**
6. The User, Buyer & Saboteur (CD14-15)
7. Pre-Planning Pt1 Pt2 Pt3 (CD30, 31, 32)
8. Interviews Pt1, Pt2 (CD33-34) **Right and Wrong way!**
9. \* Conducting a Customer Interview (CD46)
10. Letting the Customer interview flow (CD47)
11. Looking for Insights (CD50)
12. \* The Distracted Customer (CD2021) **Right/Wrong way!**
13. \* Customer Empathy (CD23-24) **Right/Wrong way!**
14. \* Asking the Right Question (CD25-26) **Right/Wrong way!**
15. Finding Patterns (CD49)
16. \* Communicating your discoveries (CD52)

## Resources

Subsequent slides list **step-by-step** overview and  
tip-and-tricks  
for each Phase of **Customer Discovery**

## Customer Discovery Overview - Hypothesis

State your Hypothesis (for your startup opportunity)

State Hypotheses  
Create Business Model  
Canvas

Phase 1

- **Problem (why?)**
- Faced by target **Customers**, Customer Segments (**whom?**)
- Your **Solution? Value proposition** you will offer (**what?**)
- Your assumptions on Market (size, type), Team, etc
- Based on above, create BMC (BMC#1) or LC (Lean Canvas #1)

## Customer Discovery Overview - Tips & Tricks

### What If this gets Overwhelming?

- Prioritize, Prioritize, Prioritize!
  - Customer Jobs
  - Customer Pains, Customer Gains
  - Customer segments
  - Solution (Features/ Benefits you offer)
  - Market (type, size, channel)
- Prioritize Speed over Accuracy
- Divide & Conquer (team/ delegation)

State Hypotheses  
Create Business Model  
Canvas

Phase 1

## Customer Discovery Overview - Test the Problem

### Test the Problem

- **Design** the **tests** (to validate the problem hypothesis)
- Run the tests' –use data / insights to (in)validate hypothesis
  - **Interview** potential **customers**
- Update the BMC (BMC#2)

Test the Problem

Phase 2

## Customer Discovery Overview - Tips & Tricks

### What If this gets Overwhelming?

- Customer Contact / Interview
  - Go through the tips/tricks, videos to prepare
  - Have a goal for the discussion
  - Be relaxed, let the 'customer' do most of the talking

Test the Problem

Phase 2

- Preparing hypotheses

- Is it testable?

(pass/fail –this tells if you are on the right path or not)

- Is it measurable?

(if the right path, what would be meaningful?)

## Customer Discovery Overview - Test the Solution

### Problem - Solution fit ?

#### Test the Solution

Test the Solution

Phase 3

- Create **solution** representative (proto/prototype, etc)
- Test this with target **customers**
- Update your solution hypothesis (& prototypes, etc)
- Update the BMC (BMC#3)

## Customer Discovery Overview - Tips & Tricks

### What If this gets Overwhelming?

- Test the **most fundamental assumption/hypothesis**
- Build a **pretotype** (not even a prototype)
- Even a simple pretotype is better than no pretotype!
- Don't be afraid to show your pretotype to Customer  
most people will see that you are really committed!

Test the Solution

Phase 3

## Customer Discovery Overview – Pivot or Proceed?

### Pivot or Proceed?

Pivot or proceed

Phase 4

- Having a better understanding of the opportunity,  
would you continue with this idea?
- If so, why? What will be your next steps?

What help do you need?

- If not, why? What will be your next steps?

## Customer Discovery Overview - Tips & Tricks

### What if it gets Overwhelming ?

- Do you have enough insights? (Phase I, 2, 3)
- Everyone in the team engaged during Ph 1, 2, 3?
- All the team members aligned on startup goals?
- Can you make the tough decision on changes to keep going?
- (if needed, identify any help needed)

Pivot or proceed

Phase 4

## Capturing your Hypotheses in a BMC

**Create an initial BMC (don't worry about all the details or accuracy)**

- For your team opportunity, capture your hypotheses (see template)
  - Customer (customer segments, channel, relationship, etc)
  - Value Proposition (proposed benefits to customer from your solution)
  - Market Size
  - Price and Cost



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# Founder Talk :

## Mr S J Vijay

**Centre for Innovation and Entrepreneurship (CIE)**

# EIE II

## Profile Summary

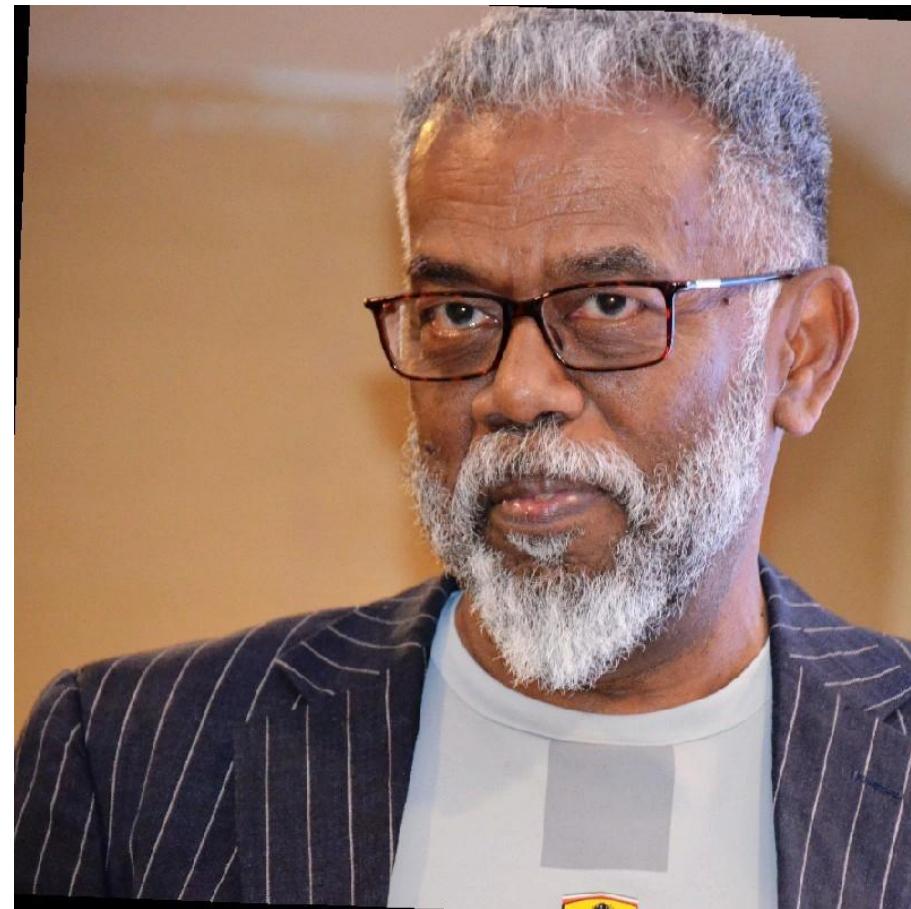
**Designation:** Founder and Chairman, Salmon Leap Ventures, hoM Mission India & SpaCyPhy Tech (JV with IISc)

### Achievements and Recognitions:

Instrumental in the founding of ICICI Bank and IndusInd Bank, significantly shaping India's banking sector.

Developed policies for Special Economic Zones (SEZs), enhancing infrastructure development across India.

Pioneered the concept of "Buildings as a Product" (BaaP), aiming to position India as a global leader in construction technology.



### Industry Contributions:

Advocates for sustainable construction practices and efficient building methods.

Collaborates with academic institutions to foster innovation in building technologies.

Aims to make high-quality housing accessible to all, addressing critical challenges in urban development.



# Founder Talk :

## Mr Nitin Simakurti

Centre for Innovation and Entrepreneurship (CIE)

# EIE II

## Profile Summary

**Designation:** Founder and CEO of VASPP & Data Rubicon, SAP Advisory - Innovation and Strategy

### Achievements and Recognitions:

Recognized multiple times with industry awards for innovation in big data, predictive analytics, and enterprise mobility solutions through VASPP.

Over 21 years of experience in the tech industry, including significant roles at SAP SE, contributing to advancements in enterprise software solutions.



### Industry Contributions:

Advocates for the integration of AI and machine learning in business processes to enhance decision-making capabilities.

Drives initiatives to simplify complex data analytics through user-friendly applications, enabling businesses to leverage their data effectively.

Collaborates with global partners to develop cutting-edge technologies that address contemporary challenges in enterprise resource planning and management.



# **Essentials of Innovation & Entrepreneurship (EIE) - II**

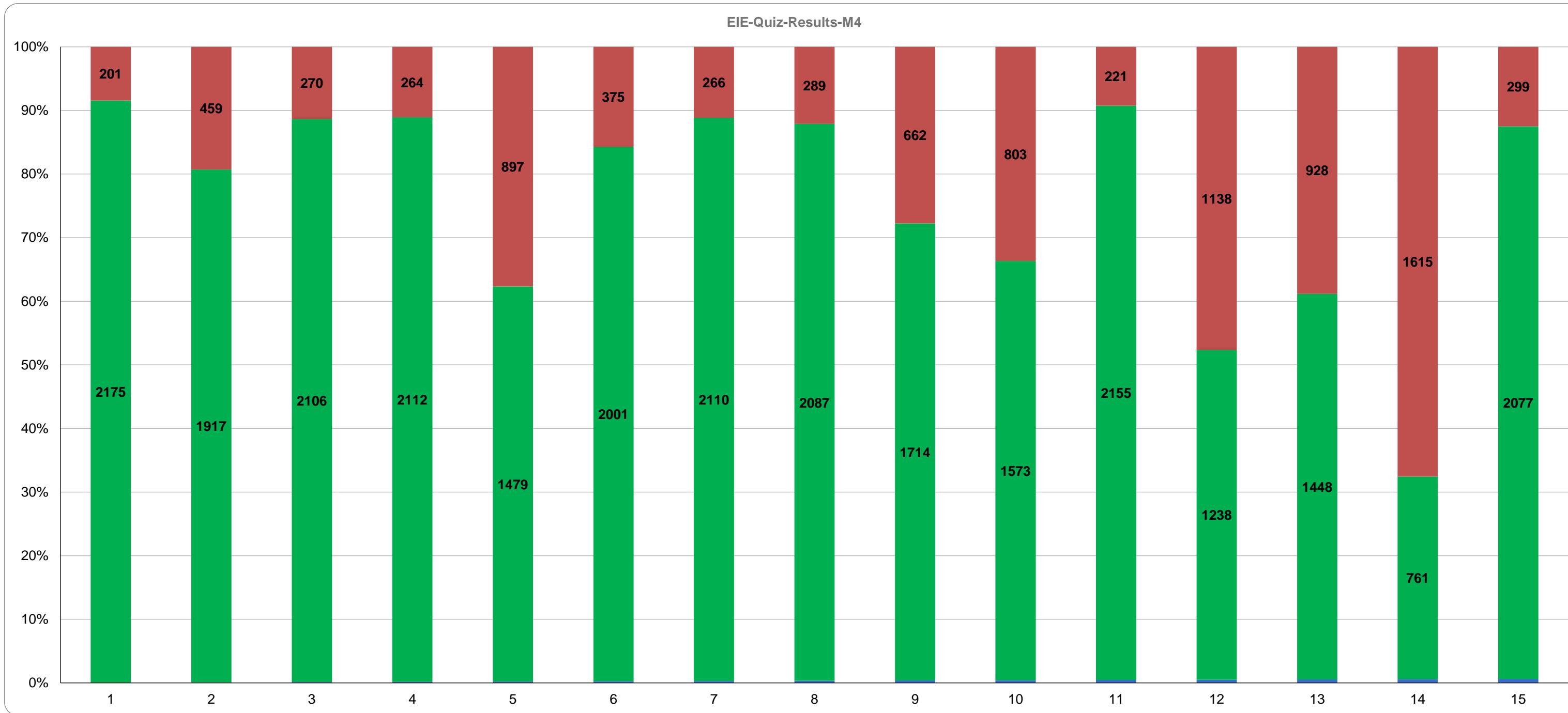
## **Module (M5):** Why Startups Fail and What to Do About It?

## Today's Topics

- ❖ **Opening**
  - ❖ Three-for-Thought (TFT) – Key Happenings from Startup/Innovation World
  - ❖ Previous Session Quiz Results
- ❖ **Announcements** (Related to Course and CIE-Ignite)
- ❖ **BriefCase** (Reading followed by Discussion):
  1. "*The Right It*" (Alberto Savoia)
  2. "What is *Pretotyping*?" (Alberto Savoia)
- ❖ **Video** (Viewing + Discussion):
  1. "Customer Interviews" (Steve Blank)
  2. "Customer Interview- Asking the Right Questions" (Steve Blank)
- ❖ **Lecture**
  - ❖ 1) Why Startups Fail?    2) Pretotyping and use of it as a toolkit
- ❖ **Founder Talk:** **Mr. Krishnaprasad** (Startup Founder/Innovator, Chaarana Labs (AR/VR))  
**Mr. Suresh Narasimha** (Startup Founder/VC, PVL, Co-Create Ventures)
- ❖ **Session Quiz** (graded and for attendance)

EIE - II

## EIE M4 Session Quiz - Discussion / Recap



## EIE M4 Session Quiz - Discussion / Recap

**12. What is a recommended approach to decision-making after conducting customer interviews?**

- a) Relying on comprehensive statistical analysis
- b) Waiting for more interviews to be conducted
- c) Moving fast based on credible patterns - **Correct Answer – 1238 students got it right!**
- d) Analyzing individual responses in isolation

**13. When is it appropriate to purposefully misrepresent an interviewee's statement?**

- a) Sometimes, to confirm or clarify their true thoughts - **Correct Answer – 1448 students got it right!**
- b) Always, to challenge their answers
- c) Only when they are unsure
- d) Never, as it causes confusion

**14. What should you ask for at the end of every interview?**

- a) Detailed feedback on your interview style
- b) Suggestions for improving your product
- c) A follow-up meeting
- d) Introductions to other potential interviewees - **Correct Answer – 761 students got it right!**

## Announcements

### **CIE Ignite**

**1. 1<sup>st</sup> Stage (S0) Response is good: 450+ teams!**

**2. What we are looking for in S1 (2<sup>nd</sup> Stage):**

Demonstrate your understanding of the problem and opportunity, articulated in a crisp manner.

**3. 1<sup>st</sup> Sponsor on board; Exciting prizes await 😊**

**4. CIE Industry Mentors will mentor teams:** Qualifying for S2 and S3 stages



Follow [\*\*CIE\*\*](#) on LinkedIn for regular updates



# **Essentials of Innovation & Entrepreneurship (EIE) - II**

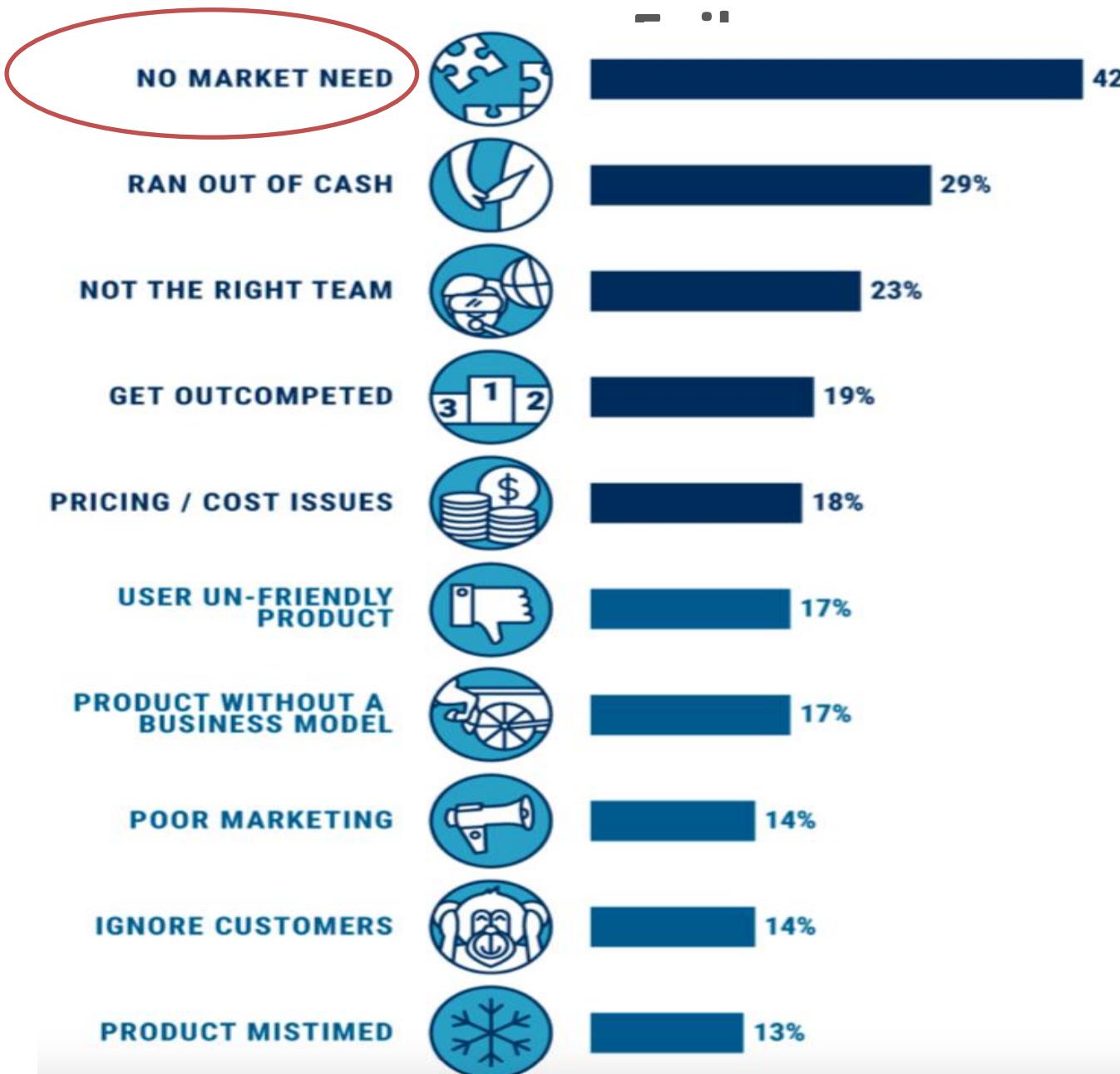
## **Module (M5):** **'Law of Market Failure' and** **'Prototype' – What is it?**

## Most Startups Fail

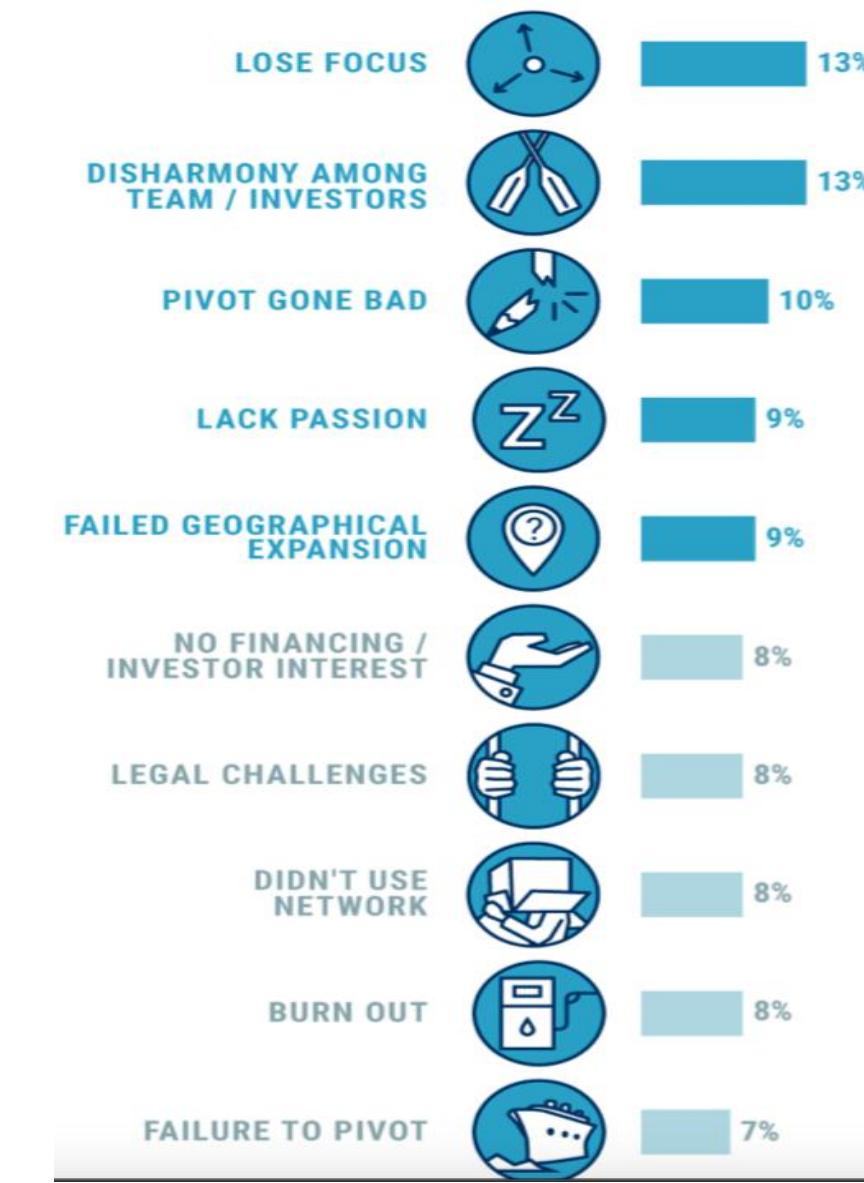


## Why Startups Fail

### Top 10 Reasons Startups



### Next 10 Reasons Startups Fail

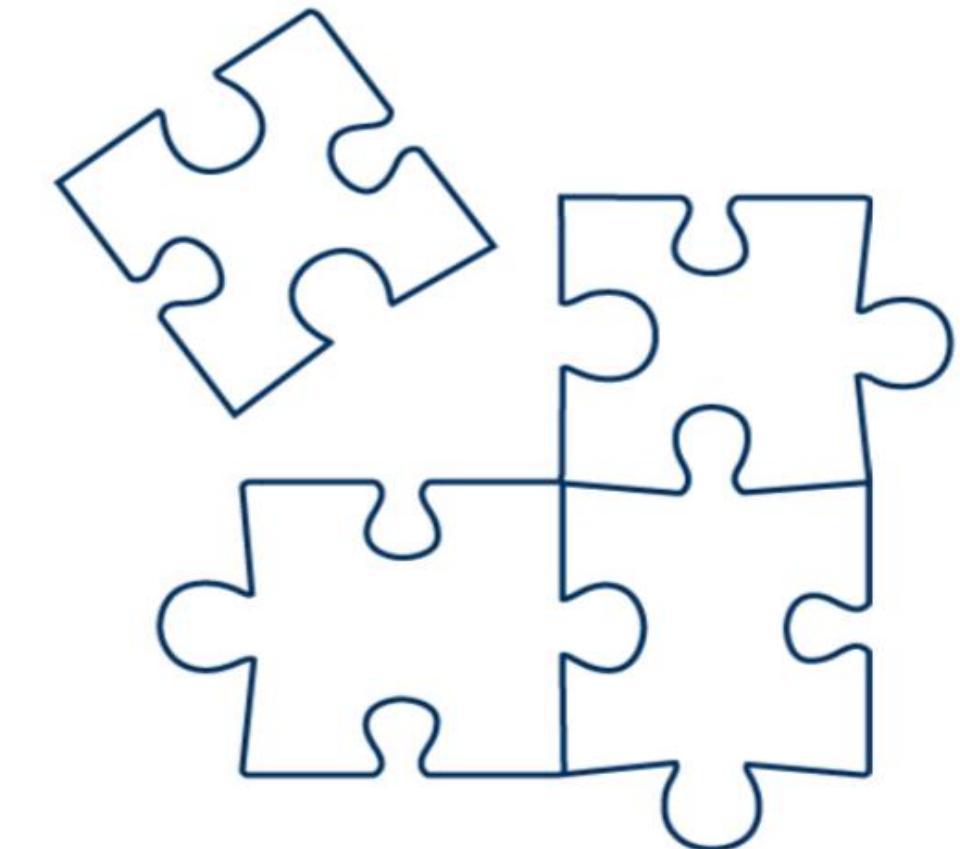


## Why Startups Fail – Some Key Aspects

"Startups fail when they are **not solving a market problem**"

"We were **not solving a large enough problem** that we could universally serve with a scalable solution"

"We had great technology, great data on shopping behavior, great reputation as a tough leader, great expertise, great advisors, etc, but what we **didn't have was technology or business model that solved a pain point in a scalable way**"



## Why Products Fail?

2011 Harvard professor Clayton Christensen said:  
more than

**30,000**

new consumer products are launched every year.

**85%**

of them fails.

2018 Nielsen report:  
*"Setting the record straight on Innovation Failure"*

**80%**

RECORD STRAIGHT  
OF PRODUCTS

**FAIL**

## Why Products Fail – Deeper Dive

**F.L.O.P.**

**F**ailure in

**L**aunch

**O**perations or

**P**remise

Sales/Marketing/distribution fails to reach intended market

Fails user expectation (Design/Functionality/Reliability)

People are simply NOT interested in your idea.  
They may find it, try it or buy it, but they simply don't care.

## 'Law of Market Failure'

*"Most new products will fail in the market,  
even if competently executed"*

Alberto Savoia (ex-Google Director of Engineering and Innovation)

## Beyond Market Risks ...



*Technology Risk*



*Execution Risk*



*Product Risk*



*Market Risk*

## The 'Right It'

*How do you know early on that*

***you are building the 'Right it'?***

---

\* The 'Right It' can be a product, service or an offering

## The 'Right It' (Tesla Roadster)



How Tesla tested if they were building the the 'Right It' (likely the 1st EV sportscar)

## The 'Right It' (CIE Basecamp 2018)



How PES University tested the the 'Right It' (1<sup>st</sup> centre for innovation and entrepreneurship)

## Job #1 in Customer Discovery: Validating Key Assumptions

**Don't prototype it first!**

***Pretotype first!***

***Pretotype:*** An artifact or technique that can be used to collect YODA (your-own-data) very ***quickly*** and very ***inexpensively***.

## Pretotype vs. Prototype

### Pretotyping

- **Investment:** hours, days
- **Main Q:** Would we use it?
- **Deliverable:** [Working] pretotype



### Prototyping

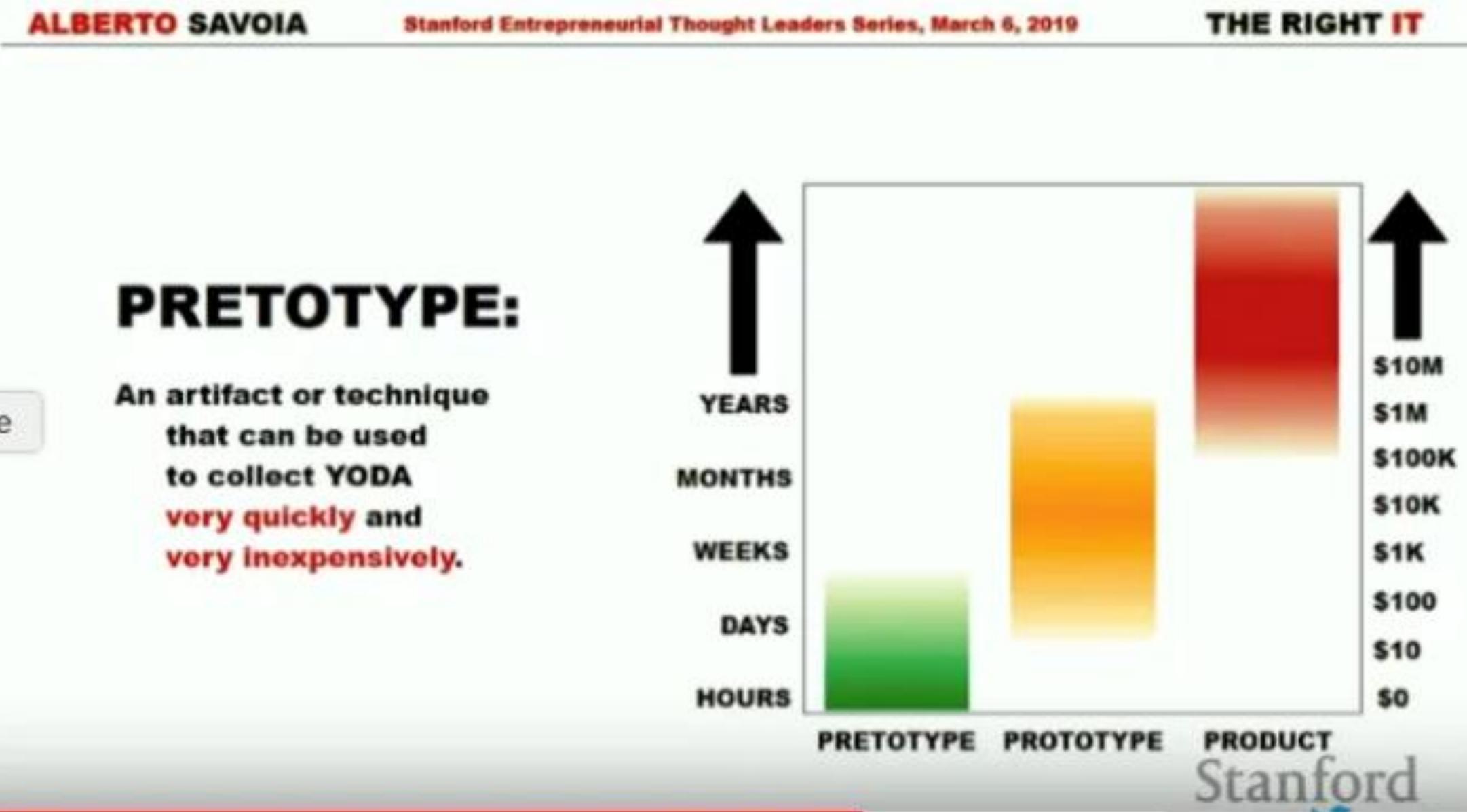
- **Investment:** days, weeks
- **Main Q:** Can we build it?
- **Deliverable:** Working prototype



***Should We Build It?***

***Can We Build It?***

## Pretotype vs. Prototype



Source: <https://www.youtube.com/watch?v=3sUozPcH4fY>

## Pretotyping Manifesto

-  Innovation beats Ideation
-  Pretotypes beat *Products (initially)*
-  Data beats Opinions
-  Doing beats Talking
-  Simple beats Complex
-  Now beats Later
-  Commitment beats Committees

## BriefCase

### **“The Right It” – Alberto Savoia**

**(Ex-Google, Director of Engineering and Innovation)**

Hope you read the brief case ('briefcase' ☺)

Based on this case, answer the questions (Mentimeter)

Discussion through the 'Q/A' feature of MS Teams

## BriefCase

# **“What is Pretotyping” – Alberto Savoia**

**(Ex-Google, Director of Engineering and Innovation)**

Hope you read the brief case ('briefcase' ☺)

Based on this case, answer the questions (Mentimeter)

Discussion through the 'Q/A' feature of MS Teams

## Video

# Customer Discovery: Conducting Interviews ([link](#))

(Steve Blank, Kauffman Foundation, Part1 CD33, 5:36 m)



## Video

# Customer Discovery: Asking the Right Question ([link](#))

(Steve Blank, Kauffman Foundation, CD25-26, 2:45 m)



# Video

## Pretotyping ([link](#))

(Alberto Savoia, 9:11 m)



## Video

# Customer Discovery: More Resources

1. Video: Pre-Planning Pt1 (CD30): <https://vimeo.com/groups/204136/videos/75308828>

2. Video: Customer Discovery Interview (Part2; CD34): <https://vimeo.com/groups/204136/videos/75536337>

For the full catalog, see:

<https://vimeo.com/groups/204136>



# Founder Talk :

## Krishnaprasad Jagadish

Centre for Innovation and Entrepreneurship (CIE)

# EIE II

## Profile Summary

**Designation:** Founder & AR/VR Developer at Parjanya Creative Solutions | Entrepreneur | iOS & Apple Vision Pro Developer | Spatial Computing Researcher.

### Achievements and Recognitions:

Leading AR/VR R&D at Parjanya Creative Solutions – Innovating in mobile-based AR/VR, working with Magic Leap, nReal, Oculus, and more.

Pioneering Immersive Media & Fitness Applications – Developing Apple Vision Pro content tools, 180° 3D stereoscopic videos, and next-gen fitness/spatial audio apps like Prayoga, Vedike, and Chaarana.

### Industry Contributions:

He is advancing AR/VR on mobile devices through Parjanya Creative Solutions, working with Magic Leap, nReal, Oculus, and Leap Motion to push immersive experiences. Simultaneously, he is pioneering next-gen fitness and spatial audio apps like Prayoga, Vedike, and Chaarana while developing content tools for Apple Vision Pro and 180° 3D stereoscopic videos, shaping the future of interactive media, fitness, and immersive storytelling.



# Expert Talk:

## Mr. Suresh Narasimha

Centre for Innovation and Entrepreneurship (CIE)

## Mr. Suresh Narasimha

**Co-CREATE Ventures, PES University Venture Labs, Startup Ecosystem Enabler**

### Key Roles:

- Founder, *CoCreate Ventures*, A VC firm focused on helping companies turn around through capital investment and management.
- Board Member of TiE, leading a special interest group focused on Retail.

### Achievements and Recognitions:

- Created a ticketing solution for Bangalore Traffic Police in 2007, still in use today.
- Helped launch *MonkeyBox* to promote healthy eating among kids.
- Grew *JustBooks* into the world's largest library network to promote reading.



### Industry Contributions:

- Enhanced global coffee trade through *Bonhomia*, improving prices for Indian coffee growers.
- Revolutionized Bengaluru Traffic Management.



# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M6):**

Types of Innovation (Innovation Matrix)

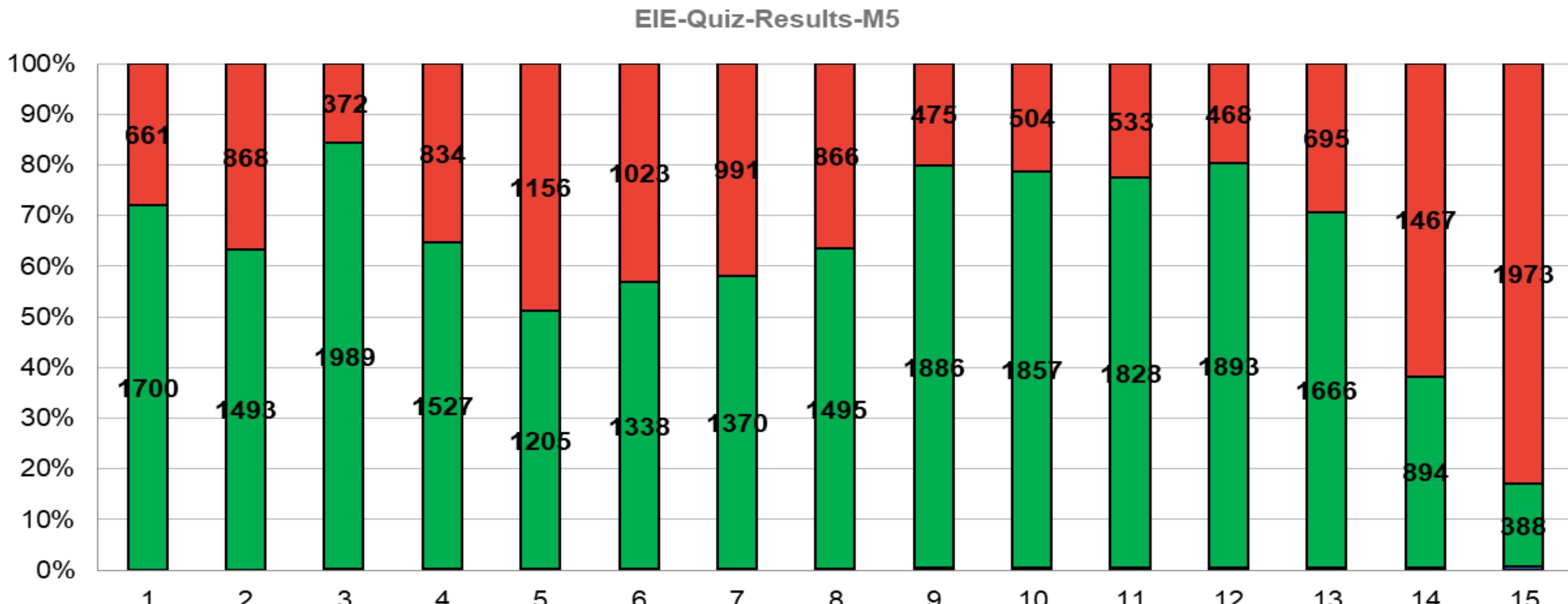
Disruptive Innovation

Jobs-to-be-Done (Customer Needs)

## Today's Topics

- ❖ **Opening**
  - ❖ Three-for-Thought (TFT) – Key Happenings from Startup/Innovation World
  - ❖ Previous Session Quiz Results
- ❖ **Announcements** (Related to Course and CIE-Ignite)
- ❖ **BriefCase** (Reading followed by Discussion):
  1. "Milkshake Marketing" (Clayton Christensen, Harvard Business School)
- ❖ **Video** (Viewing + Discussion):
  1. Disruptive Innovation Explained (HBR)
  2. Jobs-to-be-Done (Clayton Christensen)
- ❖ **Lecture**
  - ❖ 1) Types of Innovation 2) Disruptive Innovation 3) Jobs-to-be-Done Framework
- ❖ **Founder Talk:** **Prof. Sushma** (Educator, Startup Founder, Award-winning Theater Personality)  
**Mr. Shashank Prabhakar** (PESU Alum, Startup Founder: Draft42 and Kadoo Trails)
- ❖ **Session Quiz** (graded and for attendance)

## EIE M5 Session Quiz - Discussion / Recap



## EIE M5 Session Quiz - Discussion / Recap

**5. Which of the following best describes the difference between a pretotype and a prototype?**

- A) A pretotype is built for function, while a prototype is built for appearance
- B) A pretotype is cheaper and faster to create than a prototype: **Correct Answer – 1205 students got it right!**
- C) A pretotype is only a digital simulation, while a prototype is a physical model
- D) A pretotype is used for investor presentations, while a prototype is used for manufacturing

**6. What phrase does Alberto Savoia use to emphasize the importance of prototyping?**

- A) "Fail fast, fail cheap, fail often"
- B) "Build it and they will come"
- C) "Test before you invest" **Correct Answer – 1338 students got it right!**
- D) "Innovation starts with imagination"

**14. Which of the following best describes the structure of an XYZ Hypothesis?**

- A) At least X% of Y will Z: **Correct Answer – 894 students got it right!**
- B) At least Y% of X will Z
- C) At least Z% of X will Y
- D) At least X% of Z will Y

## Announcements

### **CIE Ignite**

- 1. S1 evaluation tracking well with Depts (& CIE helping out) in conducting pitches**
- 2. S1 evaluation will be out soon (early next week): expect top 75-100 teams**
- 3. Request all teams to continue to build on their ideas**
- 4. We are contemplating 'wildcard' entries for finals**
- 5. 3 sponsors on board! Exciting prizes await 😊**
- 6. CIE Industry Mentors and others will mentor S2/S3teams**



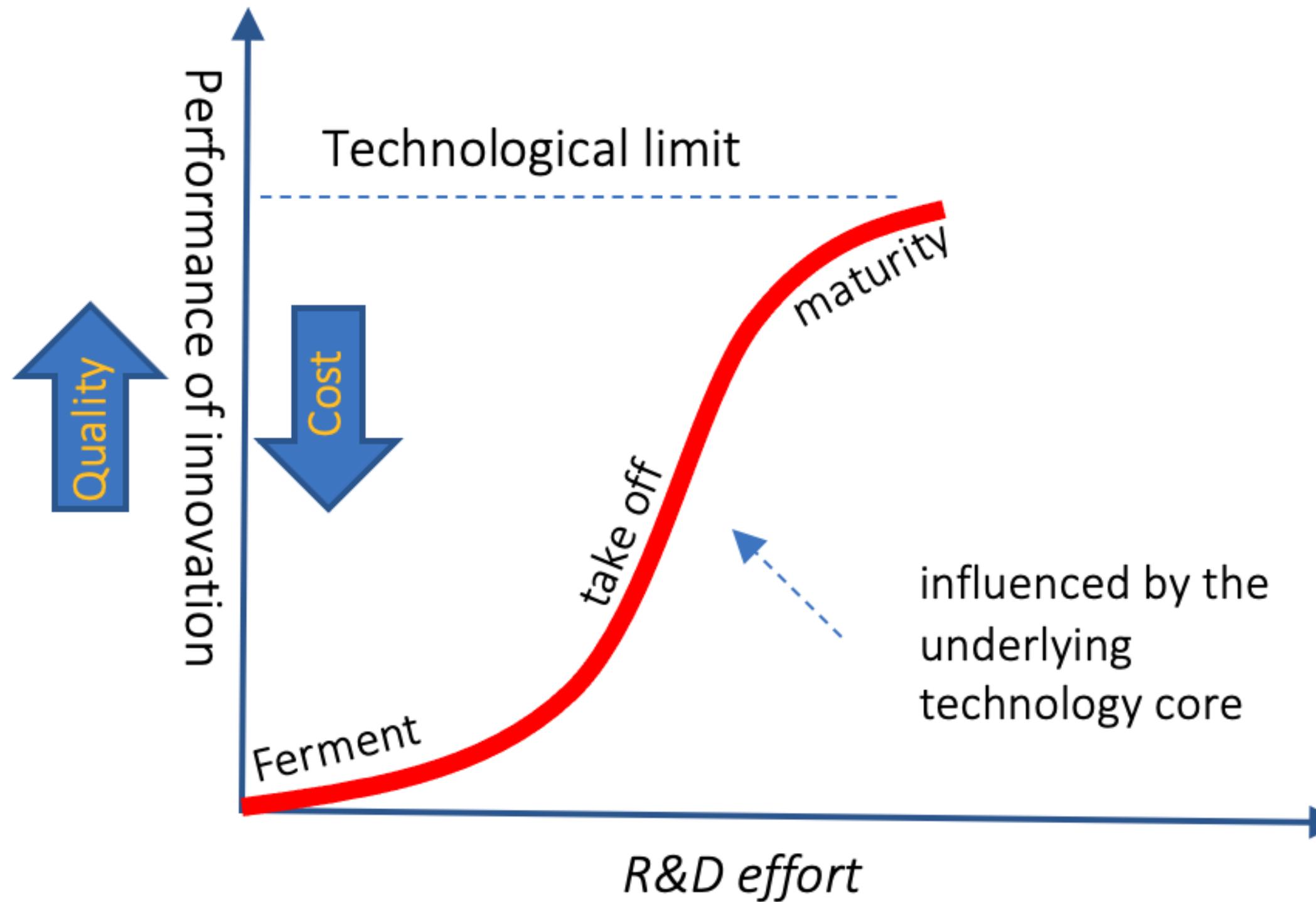
Follow [\*\*CIE\*\*](#) on LinkedIn for regular updates



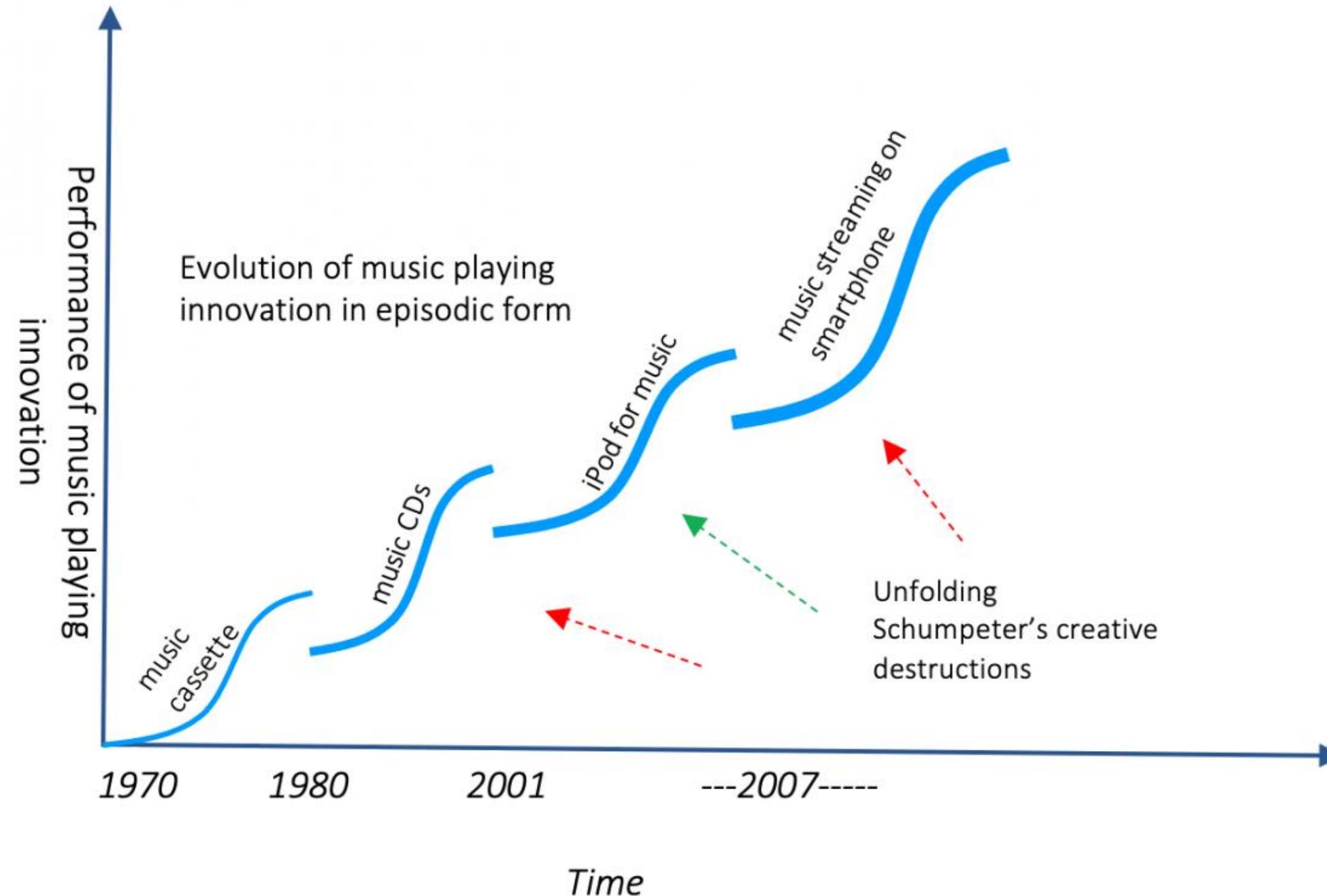
# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M6):** Innovation Matrix / Innovation Types

## 'S-Curve' of Technology-Driven Innovation

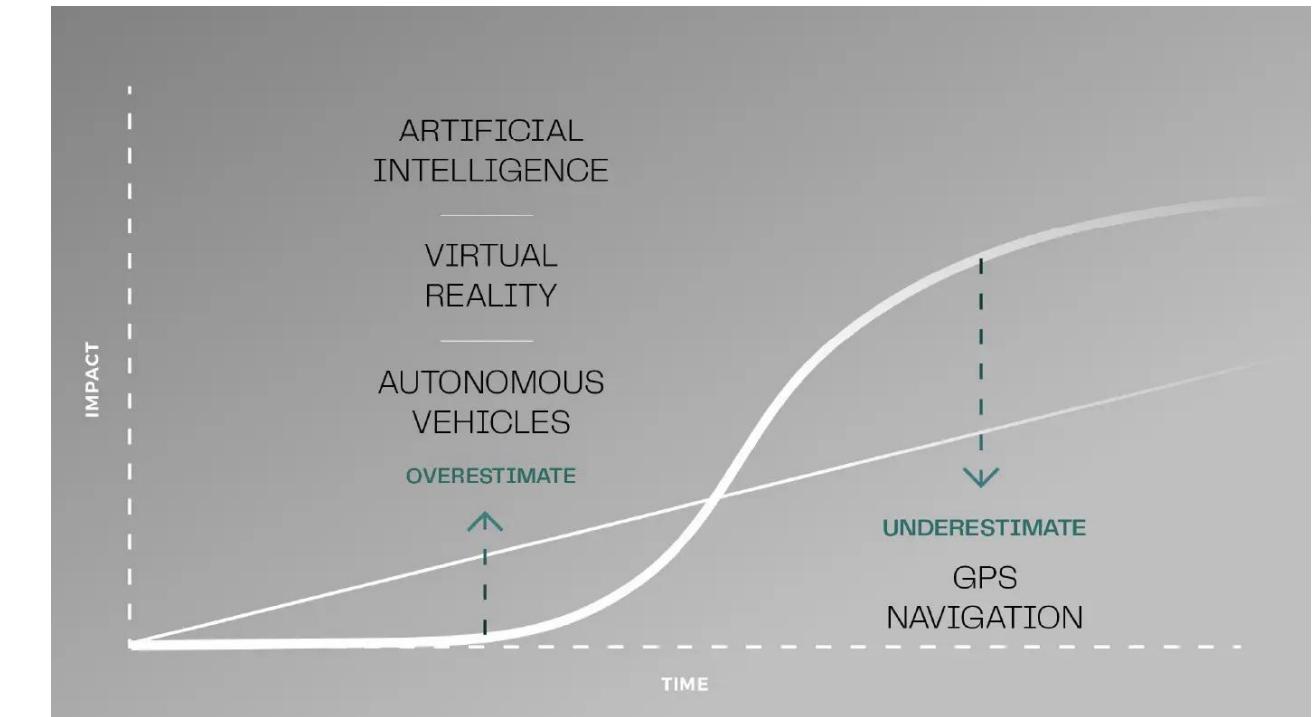


## 'S-Curve' of Technology-Driven Innovation (Example)



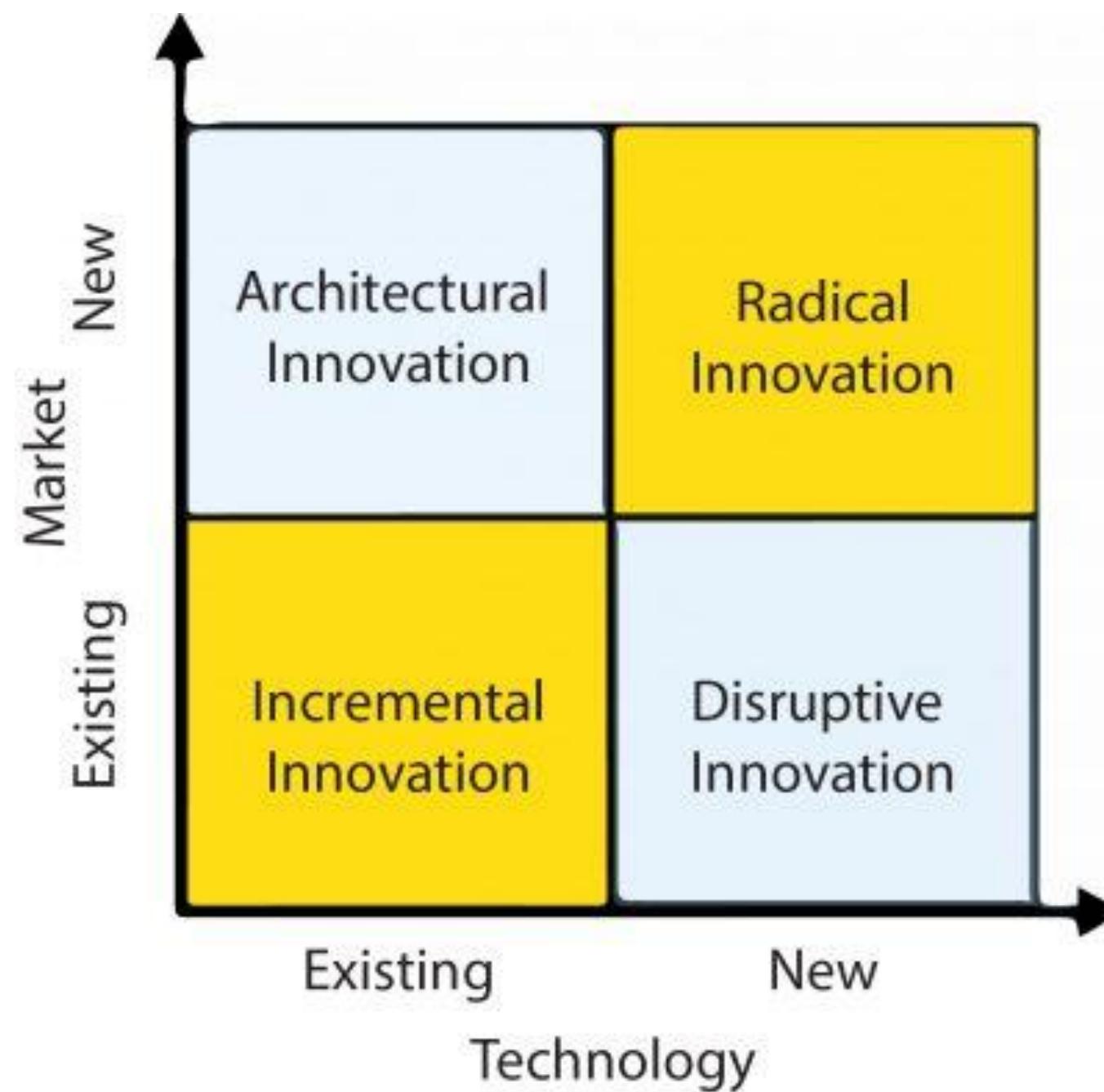
## 'Amara's Law'

*"We tend to overestimate the short-term impact of new technologies while underestimating their long-term effects"*



Roy Amara (American researcher, scientist, futurist )

## Innovation Type: Technology vs. Market



## Type: Technology vs. Market (Examples)

### Incremental Innovation

(Small improvements to existing products or processes)

Example: **Apple's iPhone updates** – Each new iPhone model brings incremental improvements, such as better cameras, faster processors, and enhanced battery life, without fundamentally changing the smartphone industry.

### Architectural Innovation

(Reconfiguring existing tech for a new market or purpose)

Example: **Sony's Walkman** – Sony took existing components (cassette players, compact speakers, and headphones) and reconfigured them into a portable music player, creating a new market for personal audio devices.

### Radical Innovation

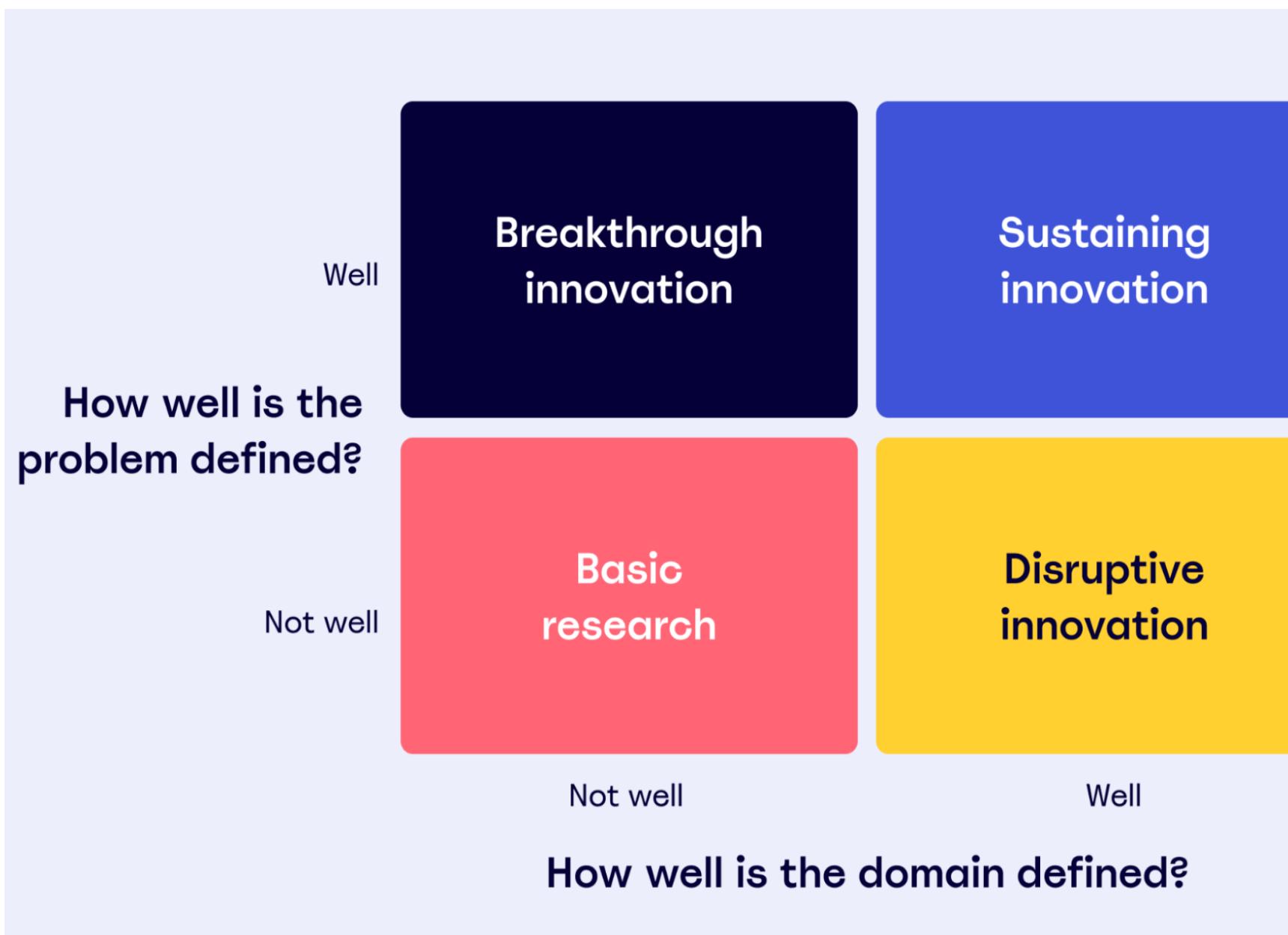
(Breakthroughs that fundamentally change industries)

Example: **The first personal computer (PC)** – The introduction of PCs by companies like IBM and Apple revolutionized computing by making it accessible to individuals and businesses, fundamentally changing the way people work and communicate.

### Disruptive Innovation

(Starts as a low-end/niche product; eventually upends an entire industry)

- Example: **Netflix's streaming service** – Initially, Netflix offered DVD rentals by mail, targeting a niche market. Eventually, it shifted to streaming, disrupting traditional cable TV and movie rental businesses like Blockbuster.



### **Basic Research:**

fundamental scientific exploration without immediate commercial application

### **Sustaining Innovation:**

Incremental improvements to existing products or services to maintain competitiveness

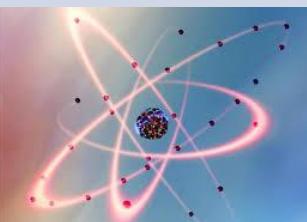
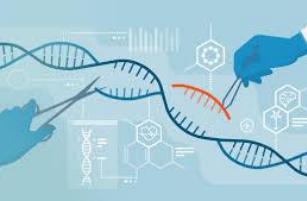
### **Breakthrough Innovation:**

A significant technological advancement that creates new markets or changes existing industries

### **Disruptive Innovation:**

A new tech/business model that starts at the low end of the market & eventually displaces established players

## Innovation Type: Problem vs. Domain Maturity (Examples)

<b>Basic Research</b>		Discovery of quantum mechanics in the early 20th century
<b>Sustaining Innovation</b>		Apple's release of newer iPhone models with better cameras, faster processors, and improved battery life
<b>Breakthrough Innovation</b>		The development of CRISPR gene-editing technology, which revolutionized genetics and opened possibilities for treating previously incurable diseases
<b>Disruptive Innovation</b>		Netflix disrupting Blockbuster. Initially, Netflix's DVD-by-mail service appealed to niche customers, but as streaming technology improved, it overtook traditional video rental businesses entirely

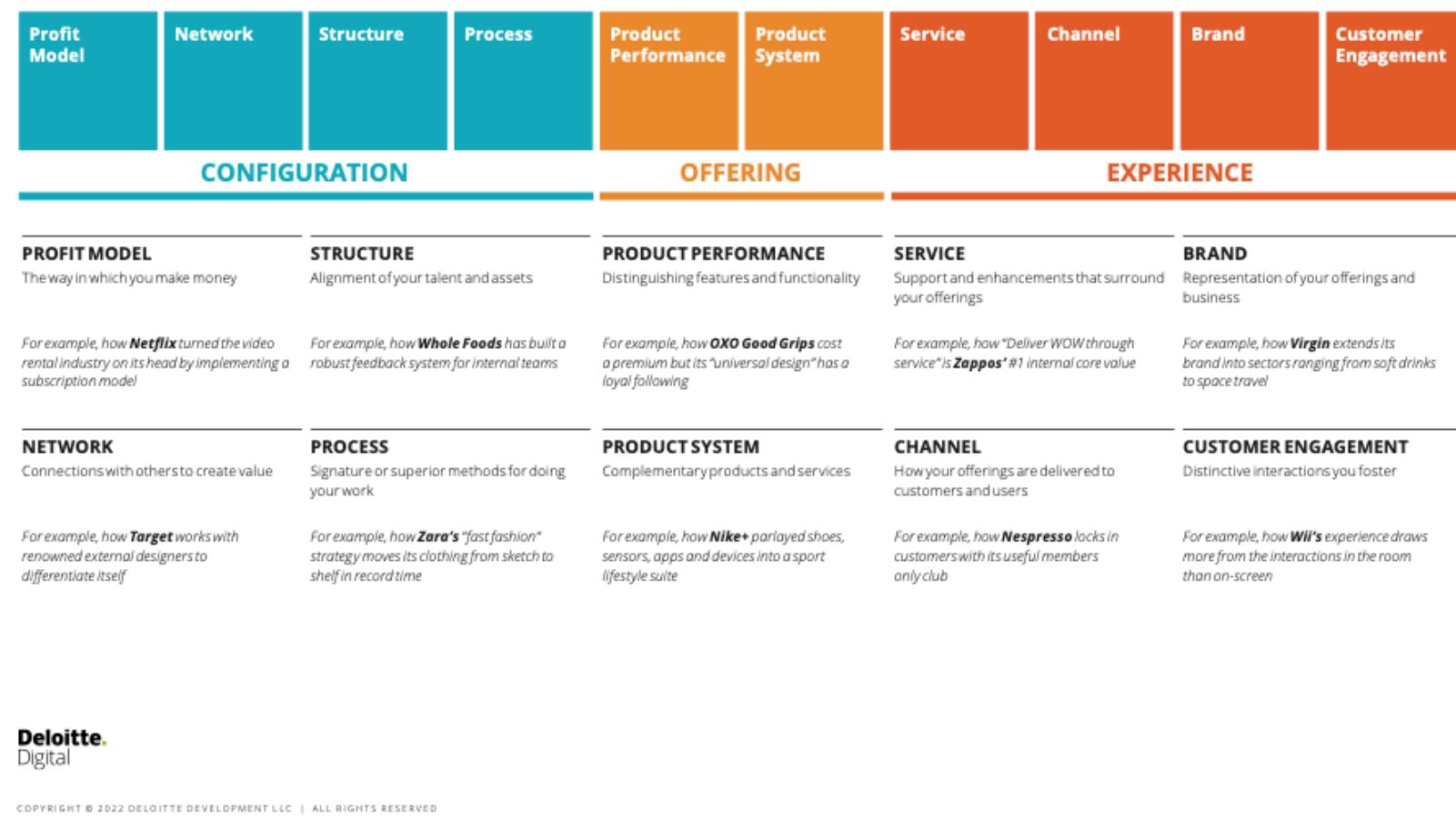
# Ten Types of Innovation (Deloitte)

## THE TEN TYPES OF INNOVATION

### AN OVERVIEW

The Ten Types framework is simple and intuitive. It is a useful tool you can use both to diagnose and enrich an innovation you're working on, or to analyze existing competition. It makes it especially easy to spot errors of omission — missing dimensions that will make a concept stronger.

The Ten Types framework is structured into three color-coded categories. The types on the left side of the framework are the most internally focused and distant from customers; as you move toward the right side, the types become increasingly apparent and obvious to end users. To use a theatrical metaphor, the left of the framework is backstage; the right is onstage.



### STRENGTH IN NUMBERS

**Simple innovations** use one or two types of innovation and every company needs to pursue them. Failure to consistently, relentlessly improve the known is one of the surest routes to failure. Unfortunately, too many firms do only simple innovation. In today's contested markets, simple innovations alone are never enough for long-term success. They can build a lead on competitors, but they don't create the firms, brands, or platforms that thrill us.

When a market grows up and gets complicated, it demands more **sophisticated innovation**, which uses many types of innovation combined elegantly and orchestrated with care. Under the covers, inside your firm, these require working across internal boundaries and silos — challenges that bring additional complexity. You can cut through this with multi-disciplinary teams to bring in the necessary talent and knowledge, and with systems in place to tell everyone how they can tackle tough challenges with curiosity, confidence, and courage.

Naturally, sophisticated innovations are more difficult to pull off, not least because they have longer development horizons than simple innovations. But consider the flip side: once you launch them, they are likely both to delight customers and confound competitors. Often you will be able to succeed with them for years before challengers can catch up. Almost all of the enterprises that we identify as leading innovators routinely use multiple types of innovation — and handily outperform the average firms that innovate more naively.

### SIX PRINCIPLES FOR USING THE TEN TYPES EFFECTIVELY

#### 1 UNDERSTAND ALL TEN TYPES

Virtually all projects can improve just by knowing and deeply understanding the value and subtleties of each of the types.

#### 2 DE-EMPHASIZE RELIANCE ON PRODUCTS AND TECHNOLOGY

These are the easiest capabilities for competitors to copy.

#### 3 THINK ABOUT CATEGORIES AS WELL AS TYPES

Consciously try to imagine new ways to configure assets, build platforms, and foster fresh experiences.

#### 4 USE THE TYPES THAT MATTER MOST

Use diagnostics to understand which types you and others in your industry tend to overlook.

#### 5 UNDERSTAND WHAT YOUR USERS REALLY NEED

User research can help you know what is relevant to customers and what surprises other types might help to deliver.

#### 6 USE ENOUGH OF THE TYPES TO MAKE A SPLASH

Using five or more types, integrated with care, is nearly always enough to reinvent a category and become newsworthy.



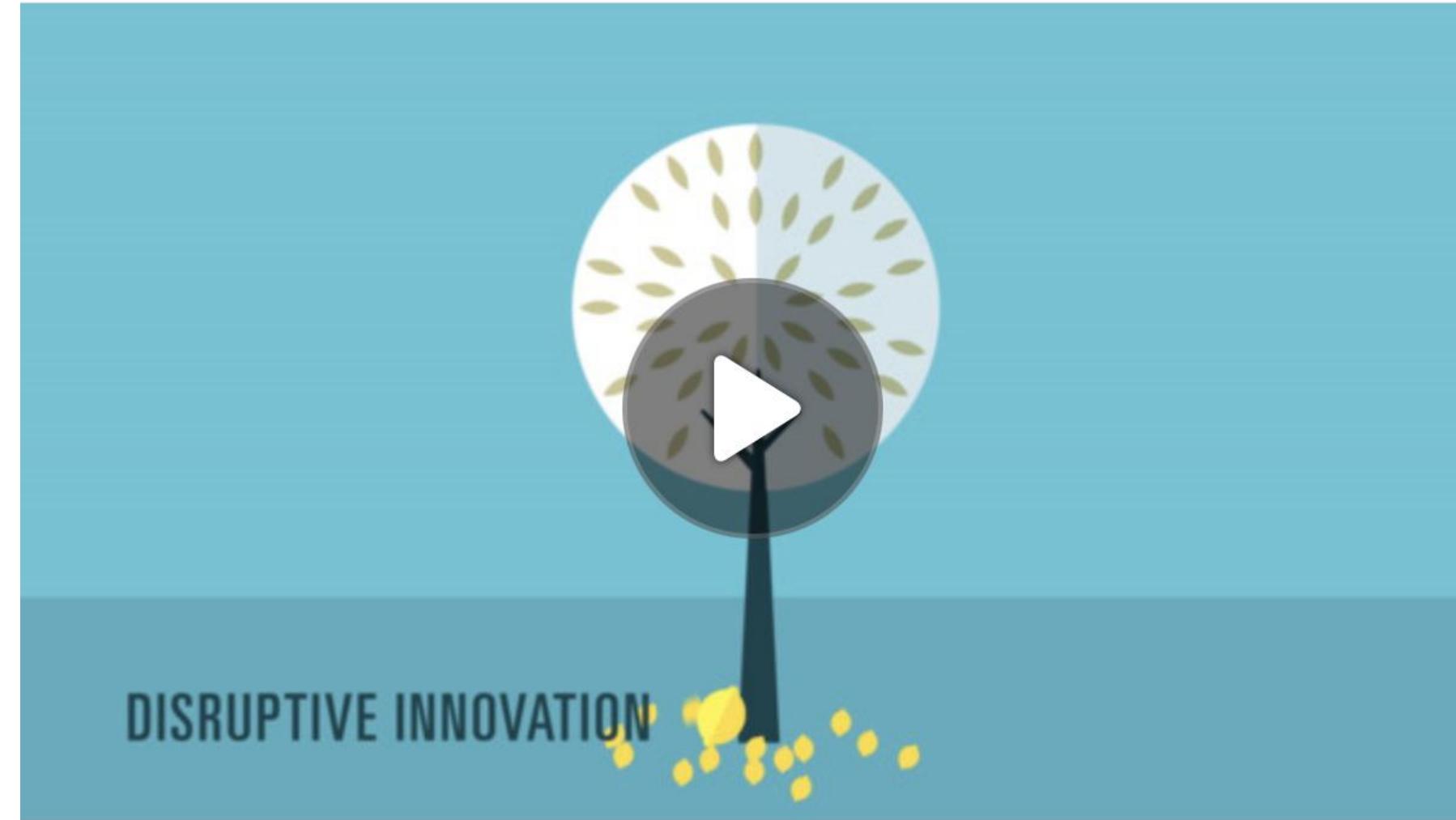
# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M6): Disruptive Innovation**

## Video

# Disruptive Innovation Explained ([link](#))

(Harvard Business Review, 2:08 m)



## Video

# Disruptive Innovation Explained ([link](#))

(Harvard Business Review, 7:30 m)



**Disruptive Innovation Explained**

**Clay Christensen**, Harvard Business School professor and the world's most influential management guru according to the Thinkers50, lays out his landmark theory.

MARCH 06, 2012 | 7:50

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# **Essentials of Innovation & Entrepreneurship (EIE) - II**

## **Module (M6):**

### **Jobs-to-be-Done:**

A deeper understanding of Customer Needs/Behavior

## Jobs-to-be-Done in Brief

- 'Jobs-To-Be-Done' or 'Jobs' was proposed by Clayton Christensen.
- Focuses on the User's needs
- Target audience is based on the needs and not category or background
- Iterative flow of process

## What's the Opposite of 'Jobs-to-be-Done'?

### 'Jobs-to-be-Done'

- Customer Oriented  
(Based on Necessity)
- Customer Insights (needs & context)
- Input from real people
- Iterative process
- *Business Oriented  
(Sales perspective)*
- *Idea generation*
- *Ideal person character for product*
- *Single flow*

## 'Jobs-to-be-Done' - Example



*"People don't want a quarter-inch drill bit; they want a quarter-inch hole." - Theodore Levitt*

## Video

# Job-To-Be-Done Theory ([link](#))

(Clayton Christensen, Hubspot, 7:10 m)



## BriefCase

# **"Milkshake Marketing" – Clayton Christensen**

**(late Professor, Harvard Business School)**

Hope you read the brief case ('briefcase' ☺)

Based on this case, answer the questions (Mentimeter)

Discussion through the 'Q/A' feature of MS Teams

## Summary (For Startup Founders)

- Target underserved markets ignored by incumbents to gain an early foothold.
- Use disruptive innovation to enter niche markets overlooked by incumbents & then scale
- Identifying the “job” your product is hired to do is crucial for achieving product-market fit
- Leverage incremental improvements for competitive advantage in the shorter term
- Build solutions that solve genuine customer pain points, ensuring relevance and demand



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# Founders Talk : Sushma S V

**Centre for Innovation and Entrepreneurship (CIE)**

# EIE II

## Profile Summary

**Designation:** Professor & In-Charge, Department of Performing Arts, PES University | Founder Thema Theatre Company, Senior Theatre Director & Performer

### Achievements and Recognitions:

- **National Level Best Actress (1995)** and multiple **State-Level Theatre Awards**, including the **Shankar Nag Award** for contributions to theatre.
- **Directed and choreographed over 30 plays and ballets**, including performances at the **Vishwa Kannada Sammelana in Detroit**.
- **Published research papers** on theatre management, gender studies in performance, and Kannada theatre innovations at **international and national conferences**.



### Industry Contributions:

- **Chairman of BOS** for the Diploma in Theatre at Vijayanagara Bimba and **Creative Head** of THEMA, an initiative integrating theatre into education and corporate training.
- Works as a **guest faculty** at multiple institutions and as a **resource person** for theatre workshops, including **National School of Drama (NSD) and CCRT**.
- Actively promotes **children's theatre and social awareness dramas**, directing plays on topics like civic responsibility, environmental conservation, and gender equality.



# Founders Talk :

## Shashank Prabhakar

Centre for Innovation and Entrepreneurship (CIE)

# EIE II

## Profile Summary

**Designation:** Co-founder & Director, draft42 | Partner & Explorer, Kaadoo Trails | Founder, 66wild

### Achievements and Recognitions:

- Established **draft42**, specializing in brand communication, design strategy, and visual storytelling across multiple industries, including education, food, logistics, and construction.
- Partnered with **Kaadoo Trails**, leading wildlife photography trails and mentoring photographers across India and abroad.
- Work featured multiple times by **BBC, BBC Earth, and BBC Wildlife Magazine**, showcasing impactful wildlife storytelling.



### Industry Contributions:

- Advocates for the integration of **design, technology, and storytelling** to create meaningful brand experiences.
- Conducts **photography workshops** for children, fostering early visual storytelling skills.
- Promotes **eco-consciousness** through wildlife photography and curated collections via **66wild**, an e-commerce venture dedicated to premium wildlife prints.