UNIT 2: THE ENTREPRENEURIAL MINDSET AND COMPETENCIES.

Waiting for a right idea could result in waiting forever

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ENTREPRENEURIAL THINKING

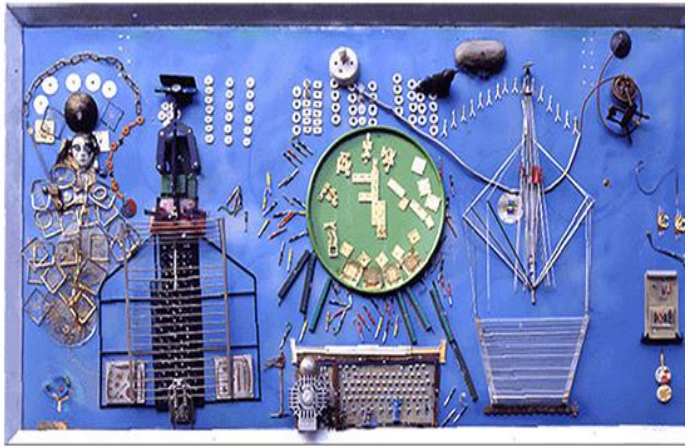
- Entrepreneurial thinking is about recognizing opportunities in the marketplace and understanding how and when to capitalize on them

- Becoming an entrepreneur is not necessarily an inherent trait; It takes time to train yourself to use your talents and experience to see opportunities where others do not

ENTREPRENEURIAL THINKING

Engage in bricolage

Generate new opportunity or innovative solutions with existing resources at hand to solve problems



ENTREPRENEURIAL THINKING

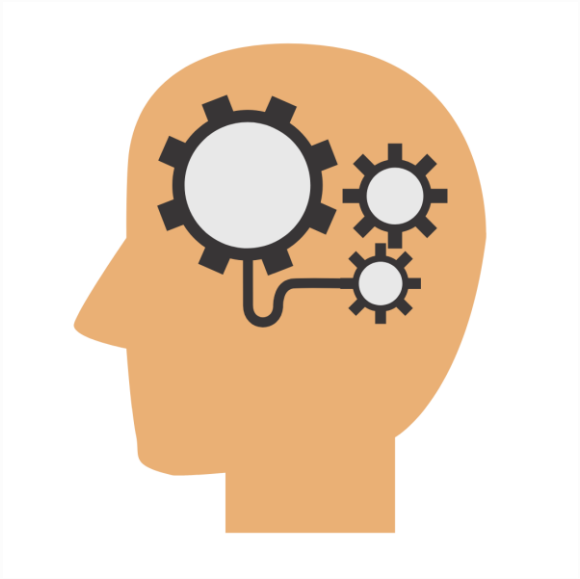
Think structurally

Able to relate cause and effects of different situations and generate innovative solutions

ENTREPRENEURIAL THINKING

Cognitive Adaptability

Being dynamic, flexible and self-regulating in the process of generating multiple decision in a changing environments and then acting on them



ENTREPRENEURIAL THINKING

Effectual reasoning

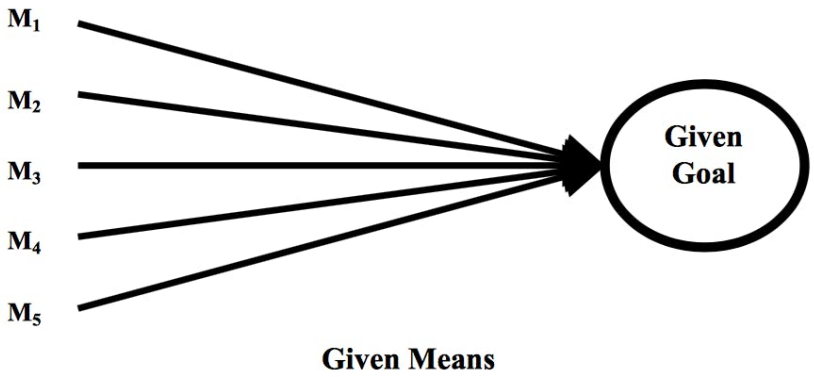
Able to think or imagine possible outcomes (goals) using a given set of means (resources)

MANAGERIAL THINKING VS ENTREPRENEURIAL THINKING

Managerial Thinking -- Causal Reasoning

Distinguishing Characteristic:

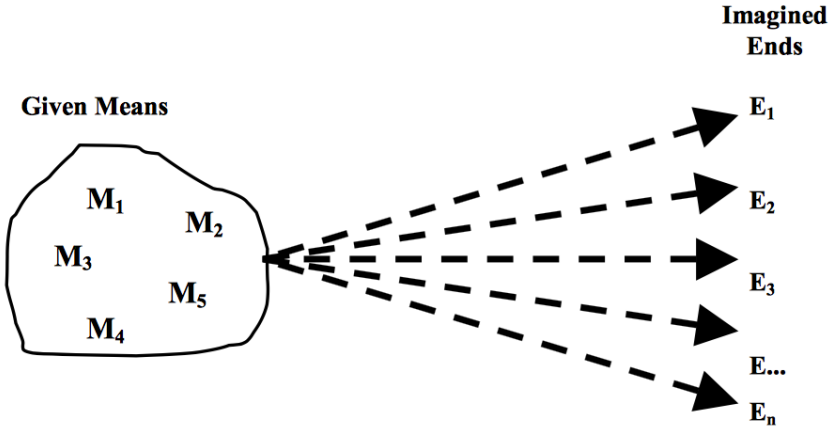
Selecting between given means to achieve a pre-determined goal



Entrepreneurial Thinking -- Effectual Reasoning

Distinguishing Characteristic:

Imagining possible new ends using a given set of means



Grassroot innovation

Novel solutions to local problems developed by individuals or communities outside of formal institutions such as research labs or large companies

- Bottom Up approach
- Focus on local needs
- Utilization of local knowledge and resources
- Incremental and practical
- Formal and often non commercial

PROBLEM SOLVING TECHNIQUE: DESIGN THINKING

- Is a design methodology that provides a solution-based approach to solving problems

- Design Thinking draws upon logic, imagination, intuition, and systemic reasoning, to explore possibilities of what could be and to create desired outcomes that benefit the end user (the customer)

DESIGN THINKING PROCESS





EMPATHISE → **DEFINE** → **IDEATE** → **PROTOTYPE** → **TEST**

Understand the problem you are trying to solve/learn about audience

Analyse the observations in order to define the core problems

Generate ideas/solutions by brainstorming

Build a scaled down version of the solution

Test the solution with feedback

IDEATION EXCERCISE-SCAMPER TECHNIQUE

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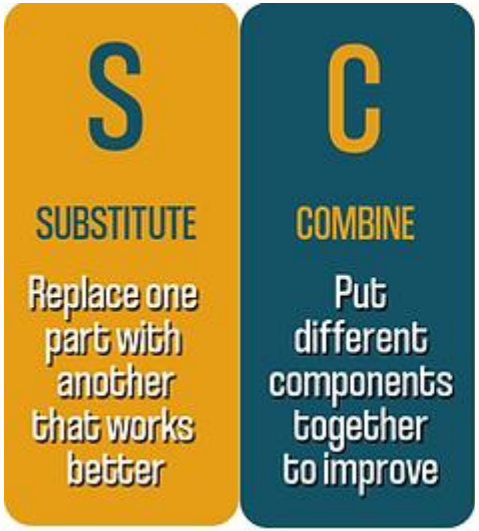
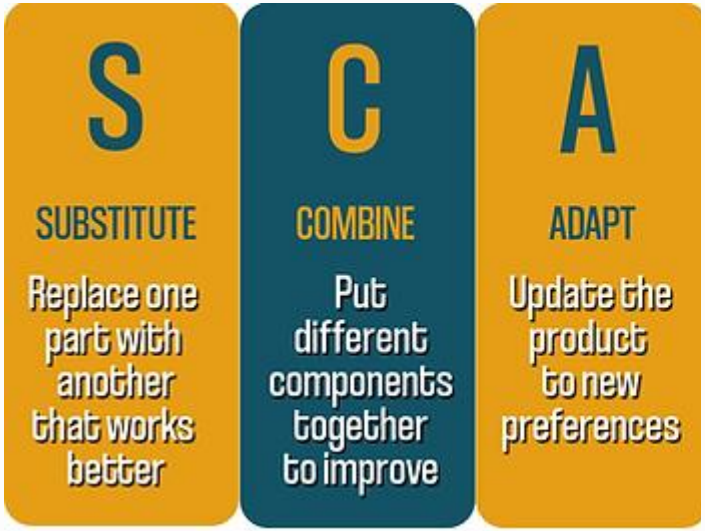


IDEATION EXCERCISE-SCAMPER TECHNIQUE



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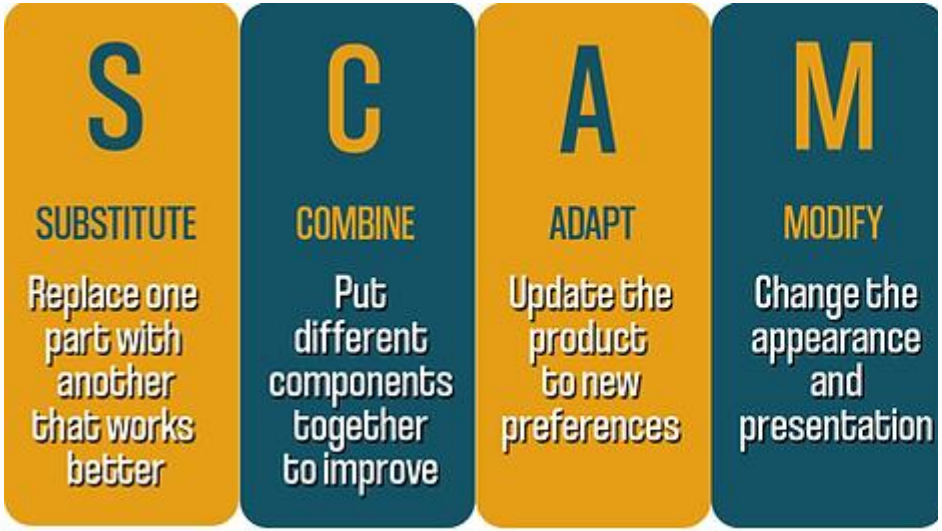

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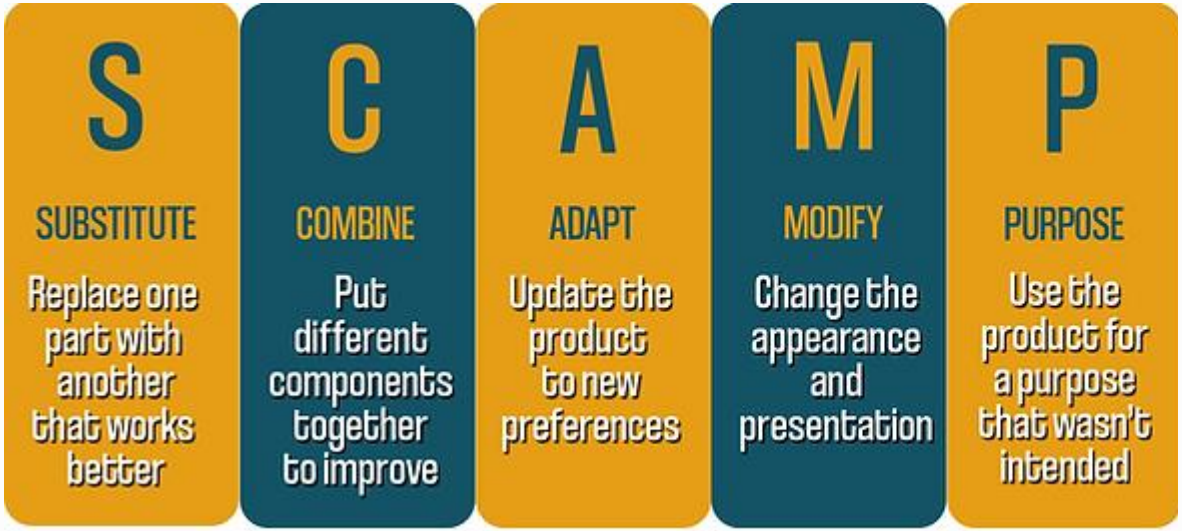

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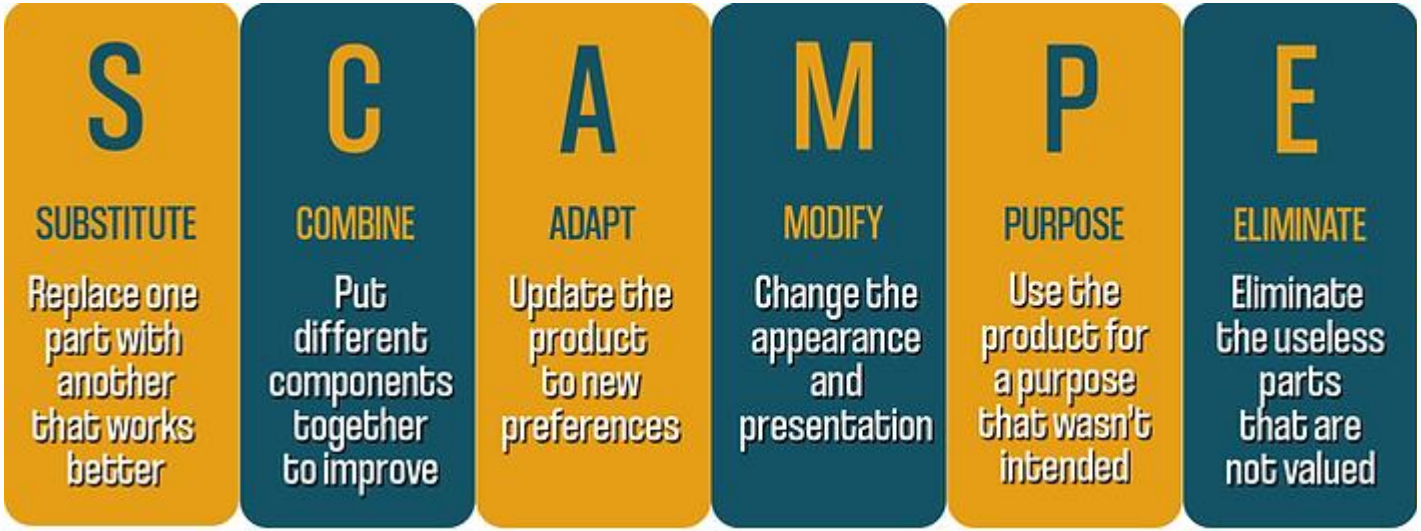
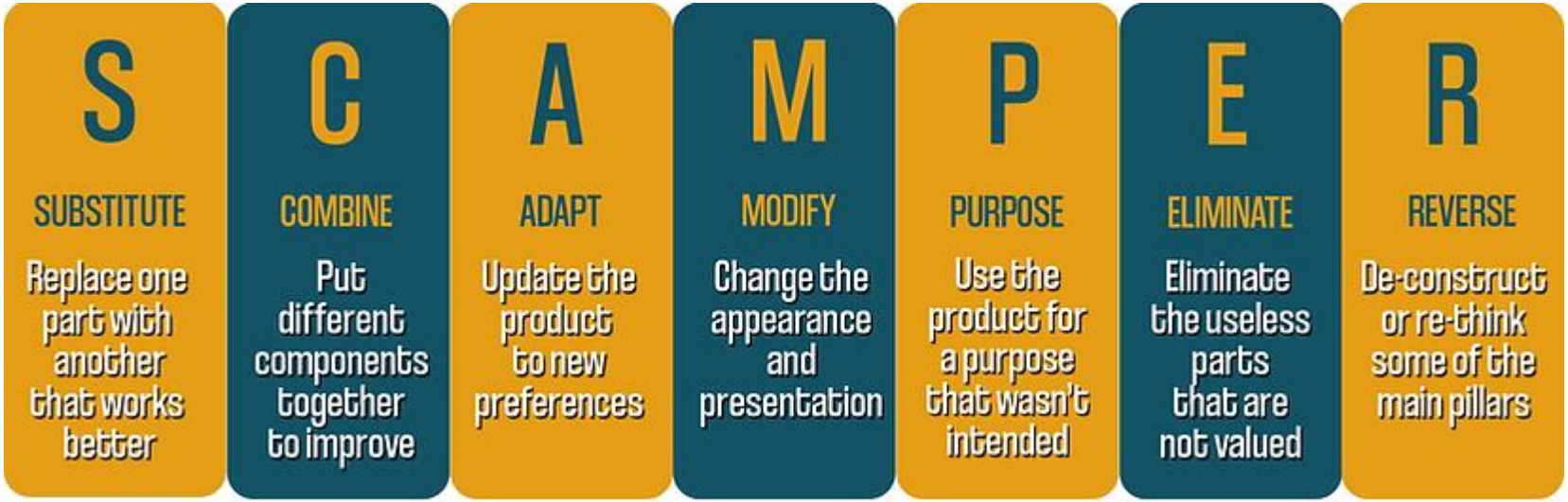


IDEATION EXCERCISE-SCAMPER TECHNIQUE

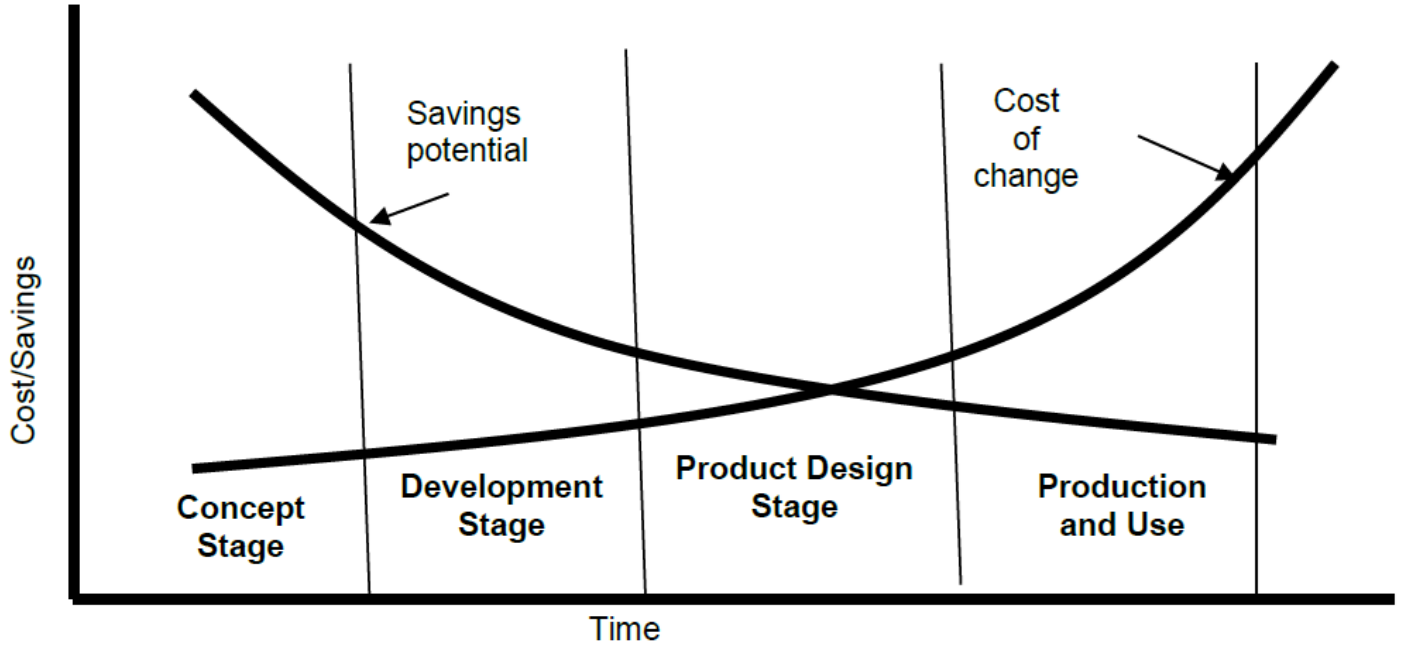


In Class Activity: Use SCAMPER technique of Brainstorming to an Existing Product in Bhutan (10-15 minutes exercise)

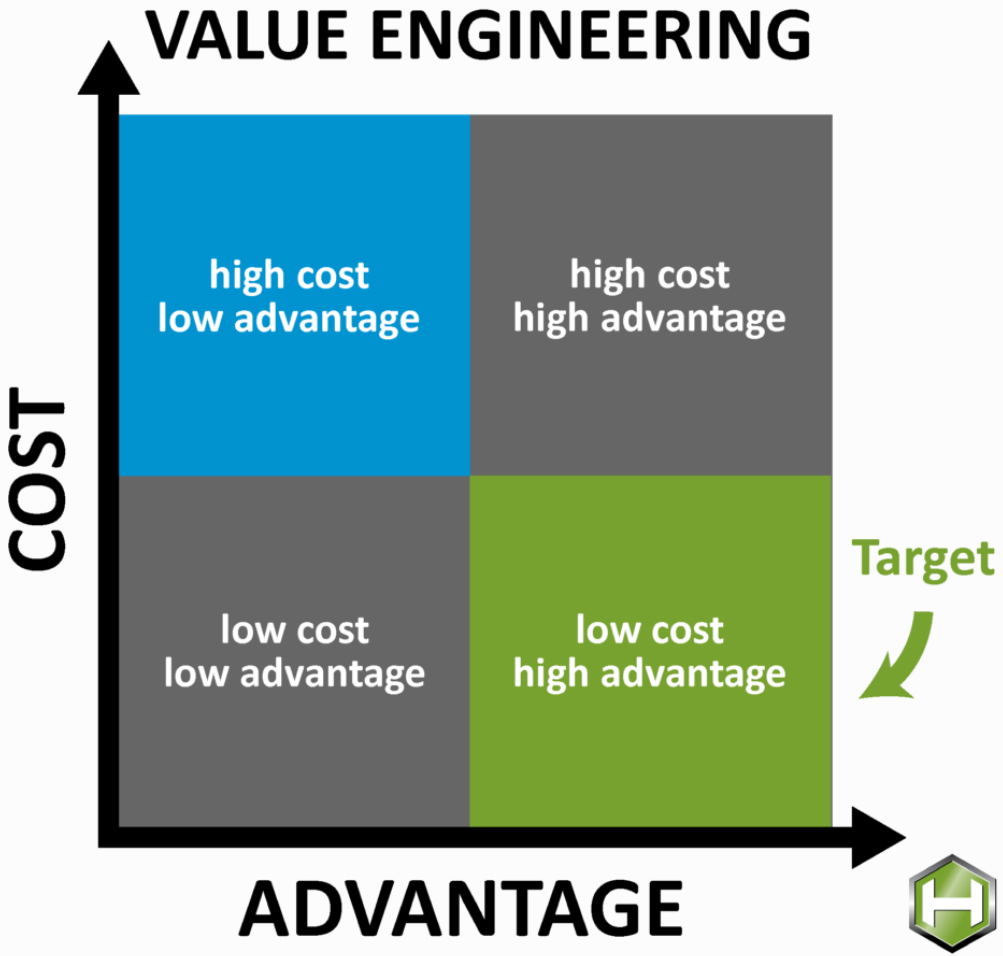
PROBLEM SOLVING TECHNIQUE: VALUE ENGINEERING

- Is a systematic problem solving technique which focuses on essential functions, not systems or procedures
- Value engineering, if done earlier, the better
- Constructed to analyze the value of product, process or service
- It enables firms to save costs in early stages of ventures or mitigates costs of change or product transitioning

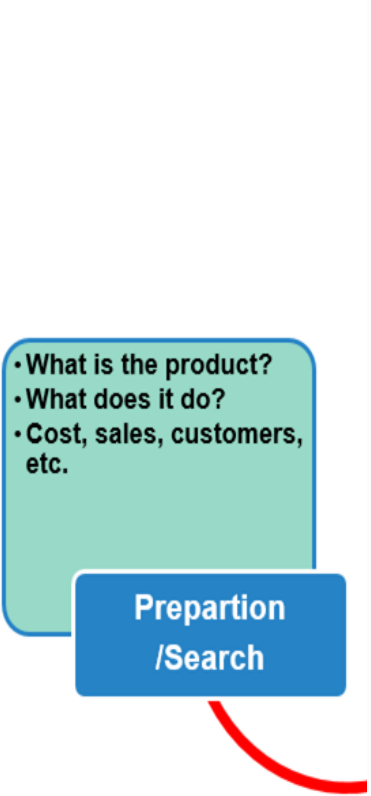
PROBLEM SOLVING TECHNIQUE: VALUE ENGINEERING



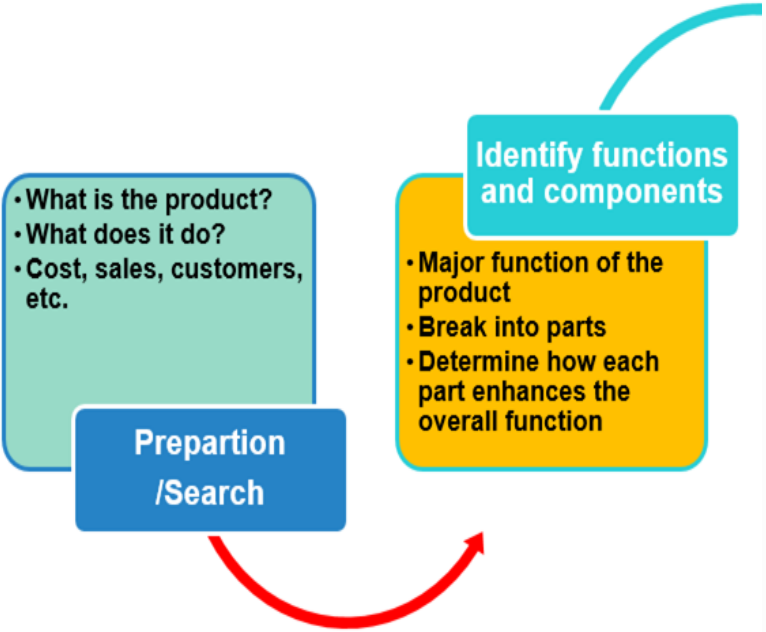
Saving potential/cost of change graph during the new product development stages


VALUE ENGINEERING
high cost
low advantage
high cost
high advantage
low cost
low advantage
low cost
high advantage
Target
COST
ADVANTAGE

VALUE ENGINEERING PROCESS



VALUE ENGINEERING PROCESS



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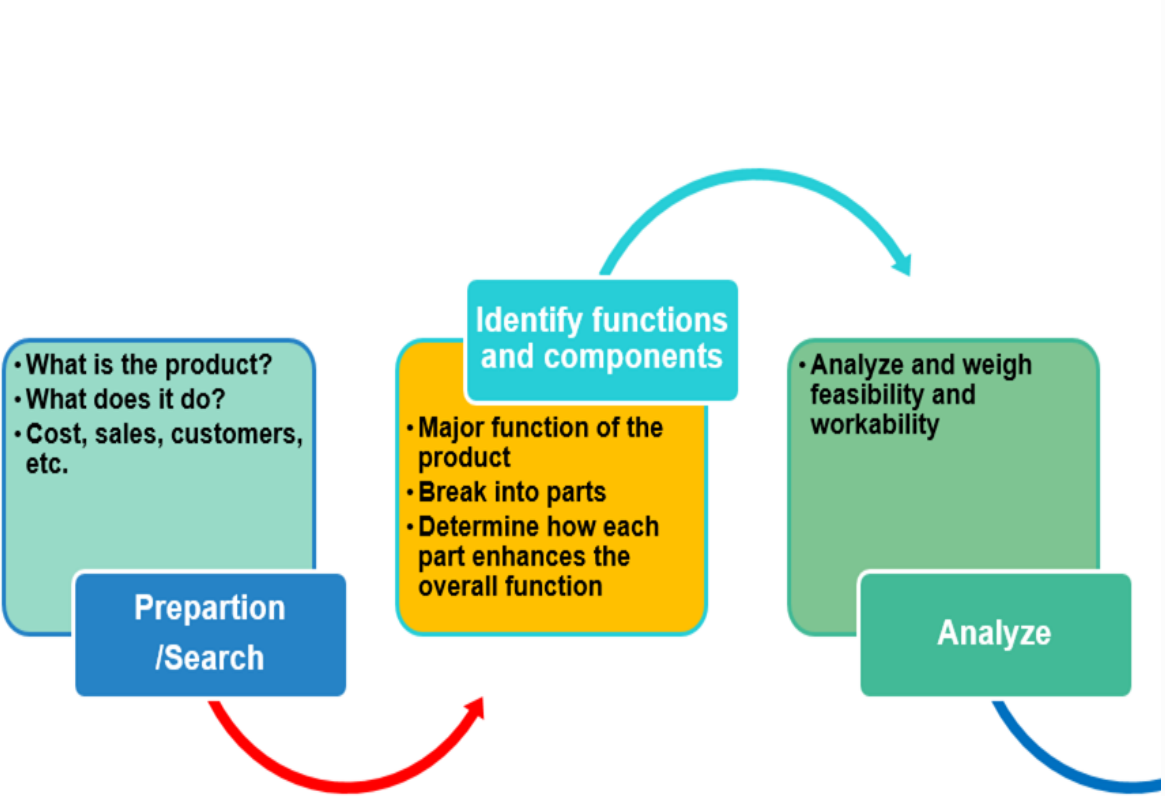

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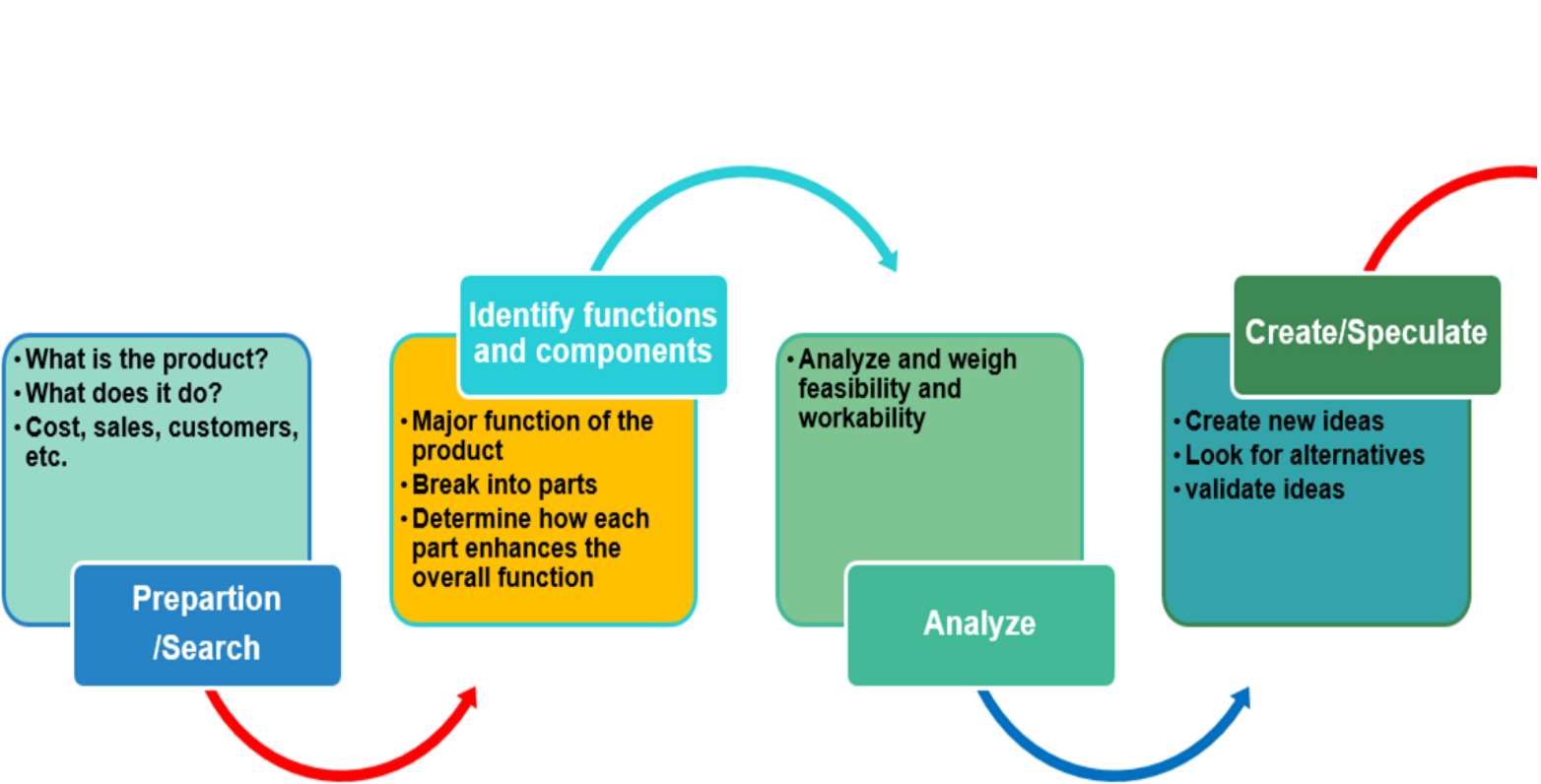
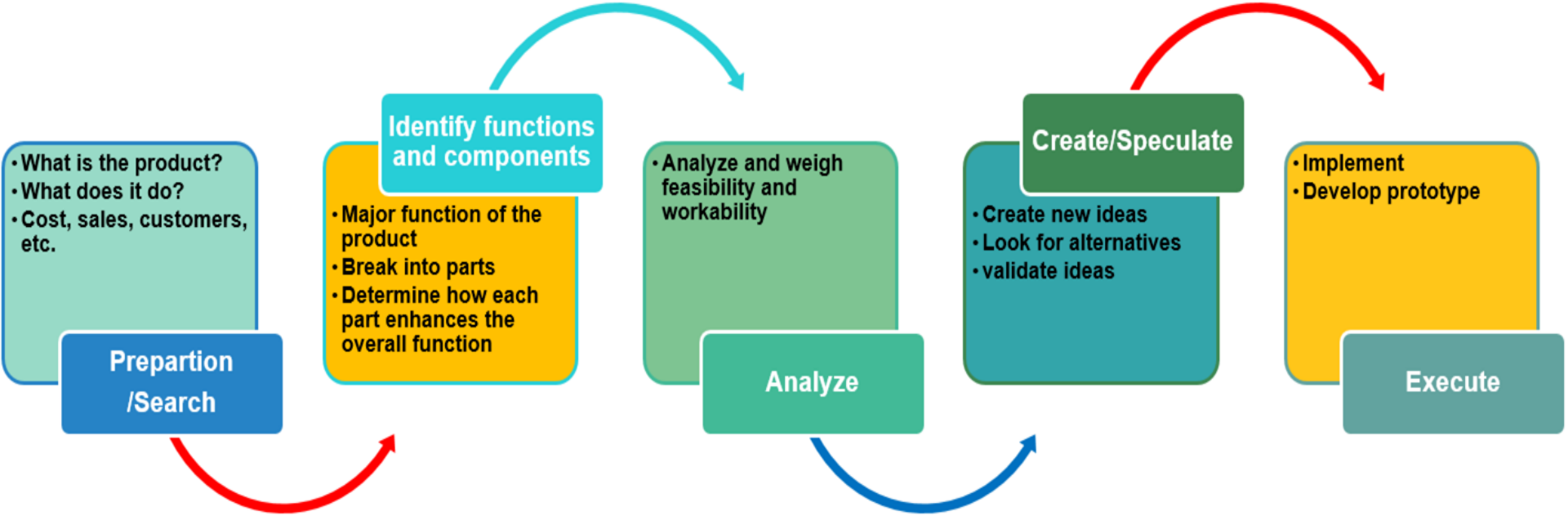


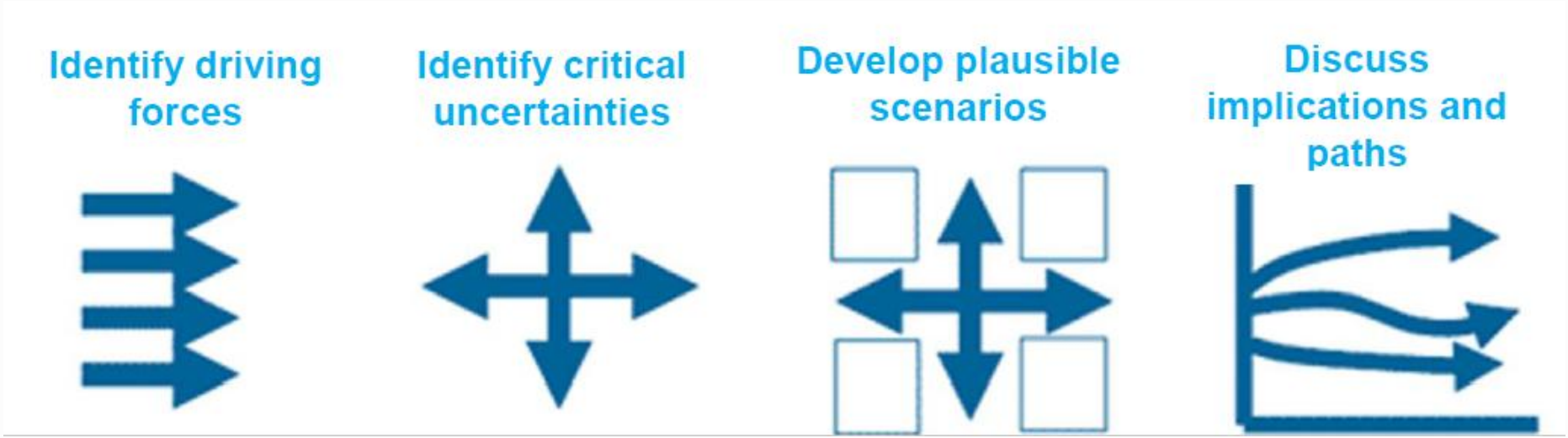
VALUE ENGINEERING PROCESS



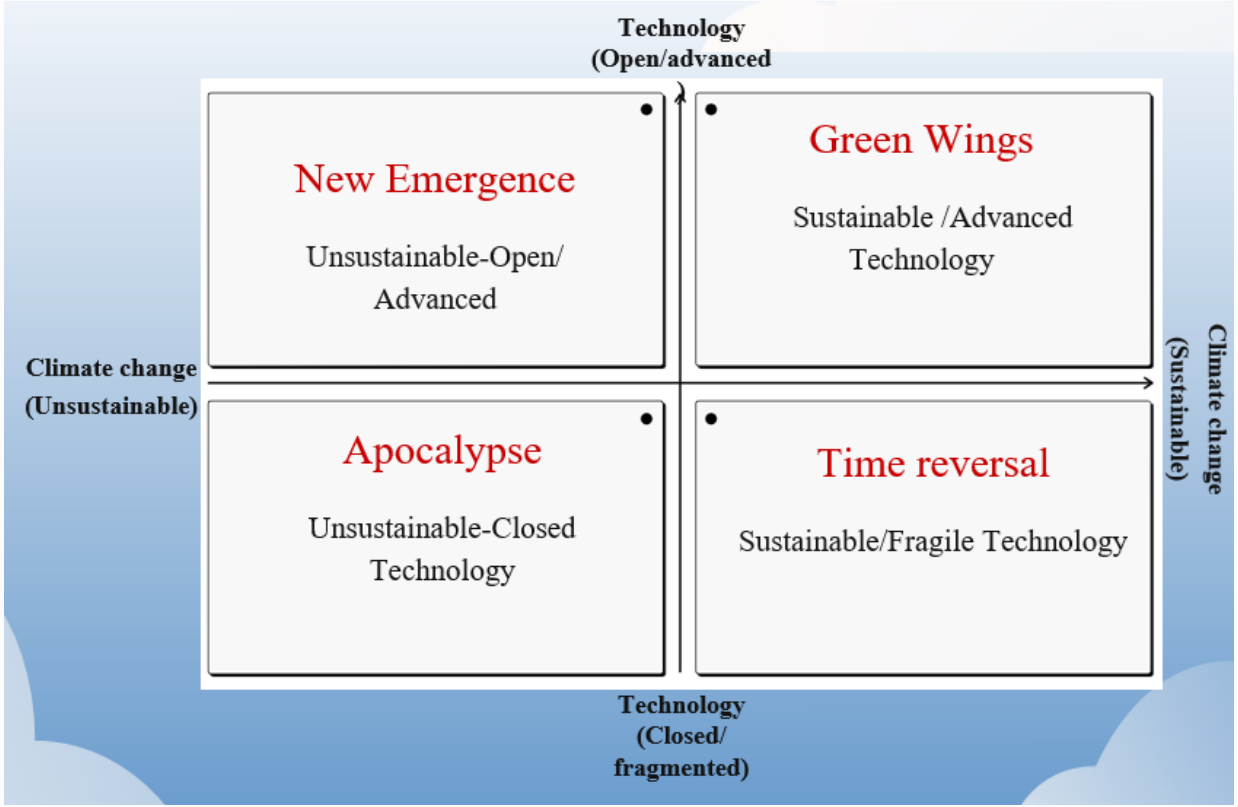
PROBLEM SOLVING TECHNIQUE: SCENARIO ANALYSIS

- Scenario analysis is based on expected different possible future scenarios relevant for a firm.
- In the process of scenario development, new or innovative solutions could emerge.
- To analyze a scenario, define a focal issue, or problem or a decision and a relevant time frame.
- Then review past events and its alternative interpretations.

SCENARIO PLANNING AND ANALYSIS PROCESS



SCENARIO PLANNING EXAMPLE



Scenario planning example for an airline industry focused on technology advancement and sustainable aviation fuel usage possibility

ENTREPRENEURIAL MOTIVATION

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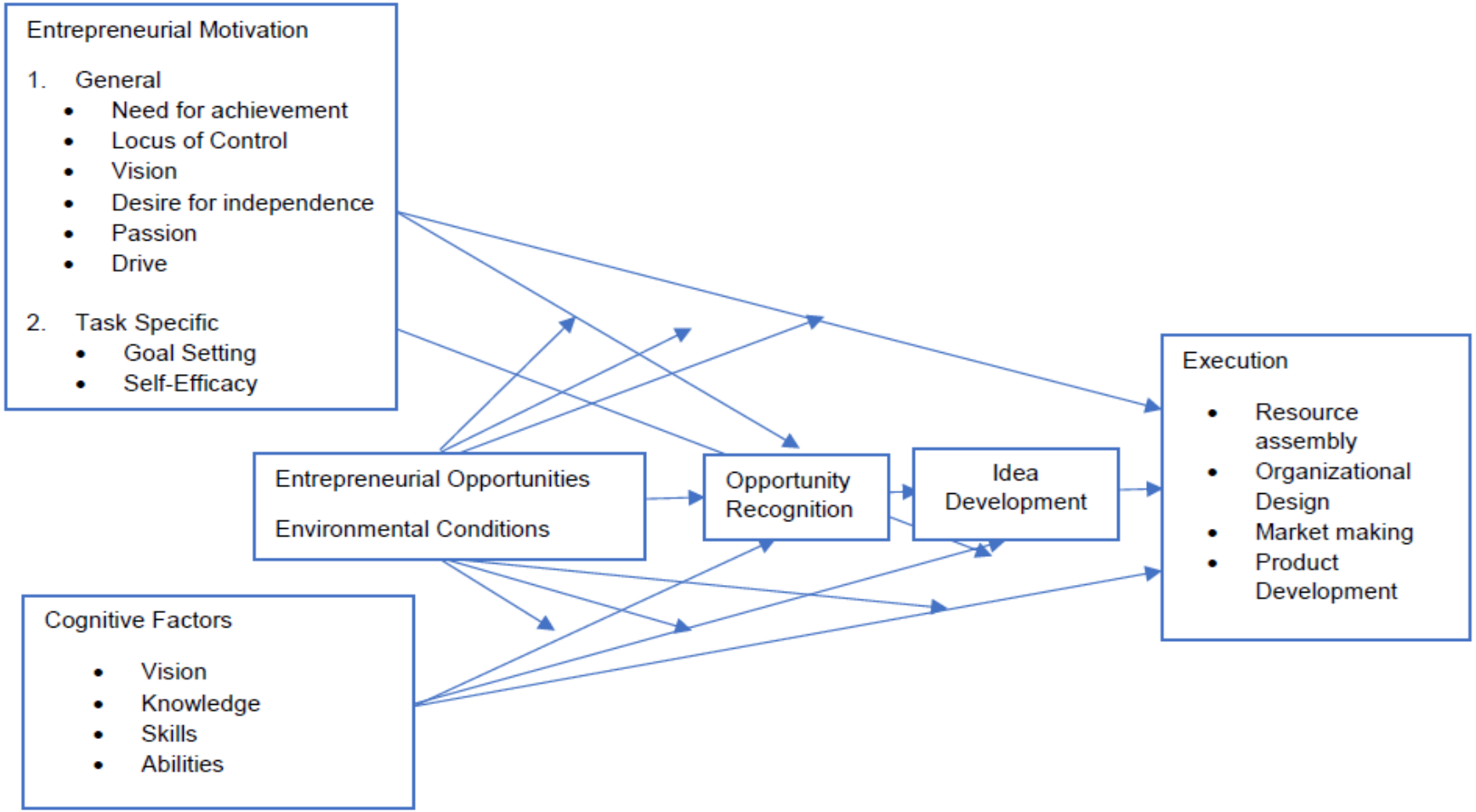
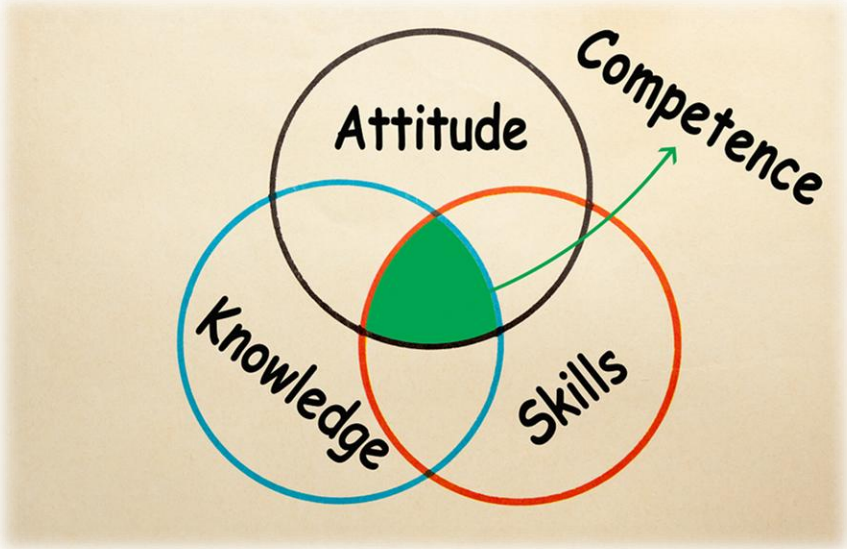


ENTREPRENEURIAL COMPETENCIES

- Opportunity seeking and seizing
- Persistence
- Commitment to work contract
- Demand for quality and efficiency
- Risk Taking
- Goal setting
- Information seeking
- Systematic planning
- Persuasion and networking
- Self confidence



Your first 100 sales will be from strangers. Your first 100 doubts will be from friends and family.

END OF UNIT II

EVALUATION OF ENTREPRENEURIAL COMPETENCIES

Evaluate your own entrepreneurial competencies using the 55 competency questionnaire items to learn regarding your own entrepreneurial competencies.