Stanford University	
Technology Entrepreneurship Part 2	powered by NovoEd
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♣ Back To Assignments ♣ Opportunity Execution Project (OEP)	Due by Sunday May 17 at 8:00pm
Opportunity Execution Project (OEP)	This is a team assignment Any team member may submit.
UPDATE:	Review Course wrap-up
Youtube suggested sharing URL to be http://youtu.be/xxx But Novoed only accepts URL http://www.youtube.com/xxx Now is the time to turn your previous work in the course into an Opportunity Execution Project.	Read the assignment description
The Opportunity Execution Project gives your team the chance to think deeply about how to take your idea from a business plan on paper and turn it into a real company. For your final team presentation you will submit:	Read the evaluation criteria and rubrics Work with your teammates
An executive summary: no more than a few paragraphs to a page.	by May 17th
A 10 minute video, or 10 slides	Submit your assignment by May 17th at 8:00pm
Your video should include a description of your product and the business model, as well as your team and how you got here. For the latter, it is always helpful to tell an appealing personal story. More specifically your video should include the following:	After May 17th
This assignment also requires your team to evaluate the work of other teams.	Evaluate 5 submissions after May 17th at 8:01pm
Fundamental Problem. What is the fundamental problem you are solving for the end user of your product? What is the fundamental problem you're solving for your customer (if it is different from the end user)? Give a quick recap of your OAP - just a reminder of your key points and the takeaway.	View received evaluations after May 24th Evaluate the contributions of your teammates by May 24th
Product. What are you building or planning to build. A demo of your prototype if you have one.	
Team. How did you find each other? How did you get here? Try to tell an appealing personal story.	• •
From the following list, you should choose the ones that are applicable: Business Model. You now have had some more time to think about your opportunity. Do you have any additional thoughts/changes about the business model?	

Marketine

use? How would you create demand for your product?

As I mentioned on the videos, marketing starts with a thorough understanding of your customers and market segment as well as the type of market (new, growing, mature). First brainstorm several potential ways to reach your target customers. Ideally you can involve potential customers in your brainstorming. Then prioritize these marketing strategies into the cheapest and easiest ones to test out first.

You should touch on each of the following aspects of your business model and what tests you did on each

Sales and Marketing Strategy. How would you sell your product? What distribution channels would you

You want to carefully track these marketing campaigns so that you can later calculate your cost of user acquisition. How much did you have to spend on each marketing campaign to get a single customer to buy? Or if they can't buy yet, how much did you have to spend to get them to leave an email address? Then you can start to track which type of marketing strategies are the most cost effective? You might try a campaign on facebook, hold a raffle, buy some google adwords, etc.

The rubric for grading will fundamentally be about how carefully you thought through your marketing experiments and quantified them. How many different types of marketing campaigns did your team try? Were these generated based on insights into what might work from your customers? Did your team calculate your cost of user acquisition? If so, did you try some new tactics to lower it?

Sales

If you have a consumer web product or if you have a physical product or are selling to other businesses your sales process may look very different. Nonetheless, there will be some type of sales funnel or process. If you're selling to a business, who are the key decision makers? What does their process look like for approving a sale? How long does it take? Can you brainstorm several possible sales strategies and order them from cheapest and easiest to the most expensive. Start with the cheap or free ones (contacting

1 of 5 05/15/2015 03:50 PM

your network). Can you try to make a few initial sales? Which strategies or tactics seem to work best? Where to potential customers get stuck and why?

Here you will be graded based on how well you experimented with the sales process (if applicable to your startup). Did you outline a few sales strategies and track how well each of them worked, starting with the lowest cost ones? Did you actually make any sales? How clear was it what your team learned from these experiments? Did it cause you to rethink any part of the business model? If you couldn't make a sale, what did you learn that you need to change? How long is the sales process for your startup from start to finish?

Partnerships

Does your business model require partners? If you need a supplier or a distributor, can you reach out and talk to a few of them? What information do they need? Are they potentially interested in partnering with you? If so, under what terms and conditions? What types of firms seem to be most interested in partnering with you? Do you have bi-directional relevance that Alex Rampell speaks about?

You will be graded here on how well you reached out to potential partners and how much you learned about whether they'd be willing to work with your startup. How many partners did you meet with? Dld you learn anything about which types of partners are interested in working with you? Did you learn something about which partners you need to target first to be able to get to others?

Distribution

How will you distribute your product? Are there distribution partners you need to contact? Is your distribution through the web? How much will setting up distribution channels cost you? Should you sell the product directly or through a third party or retailer? What is the best way to reach your customers? Who can you talk with to learn the best way to set up distribution for your company?

Here you will be graded on how well you reached out to potential distribution partners or experimented with a couple of different distribution channels for your product. For a web product the distribution channel is the website along with how you deliver the service, experience or how you get the product to the end consumer. How well did the team track what worked and what didn't in their experiments and meetings here?

Costs

What are your costs and how can you get them to be as low as possible? See if you can estimate the cost of goods if you're producing a physical product. If you have a service or a website, then how much will personnel cost you in the first year or two? How much will server space and hosting cost you? Do you need customer support? I don't want you to spend a ton of time on financial models that will never come true. However, to check whether your business model is viable, you need to get sense for whether the dollars coming in through revenue will be greater than the dollars flowing out in costs.

You will be graded here on how thoughtful you were about your costs. Did your team make clear whether the per unit costs are lower than the per unit revenues? Is your business model currently viable? If not, what needs to change to make the revenues higher than the costs? I don't necessarily want to see a huge formal financial model out to the 6th year. That would be overkill and these are never correct. But you should be tracking and calculating your costs in terms of materials, hosting, people's salaries, etc. to know whether your business model is viable

Revenue Model

How will customers pay you and how much are they willing to pay? Is a subscription model better than a one time payment? Is it better to rent to them or sell? Does a freemium model make sense and if so, what features will people pay to upgrade for? Run some tests with customers to see what the best revenue model would be. Are you planning to make money through advertising? If so, contact a few potential advertisers and see if they are interested and how much they would pay you. How many users do you need for them to be interested in advertising on your site. Try to think outside of the box and not just rely on advertising-based business models. It's great if you can have a few different potential revenue streams to test out. Are there other ways you might charge for the product or service? Which might yield the most revenue? How do you know?

You will be graded here on how well your team tested alternative possible revenue models. How will the team make money? Did you walk through the entire process of how exactly a dollar moves from the customer's hands to the startup? Did the team brainstorm alternative possibilities? If the team thought advertising was the right model did they actually talk to potential advertisers? If it was a monthly subscription, could they get a few paying subscribers? Are the users and the paying customers different (like for Google)? If so, were both sides tested? If the revenue model is lead generation, did the company actually try to get paid for generating a few leads?

Risk.

Regarding financial, technical, people, and market risks; which one is of most concern? Which would you choose to address first and why? How would you manage or minimize each of the high- priority risks going forward?

2 of 5 05/15/2015 03:50 PM

Partners and Allies.

Who will be your major partners? How will your product be made? Will your company produce all of the parts, or will it use external suppliers? How would you go about attracting these partners and allies to work with your company?

Funding

How would you fund your venture? Would you bootstrap, take money from venture capitalists, take funding from a corporate investor, etc?

Special Instructions

机会执行项目

描述

现在是把你在这门课上之前的功课变成机会执行项目的时候了。

机会执行项目(OEP)是让你的团队深入地思考如何把 \Box 一个点子由商业计划书转化为 \Box 一个真正的公司。在你最终的团队陈述上你需要提交:

□一份执行总结:不超过□一段;□一段10分钟的视频,或者10张幻灯片。你的视频应该包括:□一段你的产品的描述以及你的商业模式,还有你的团队以及你们到目前为止做了什么。后面的部分,讲□一个吸引人的关于你个人的故事总是会有帮助的。更具体地说,你的视频应该包括以下方面:

这个作业也要求你的团队评估其他团队的作品。

主要的问题。你的产品主要是解决终端用户的什么问题?你的产品又为你的客户解决了什么问题?(如果 你的客户和你的终端用户不是因一类人的话)重述你的OAP要点,只是对要点的提示。

产品。你在做什么或者计划做什么。如果你已经有了,做30一个草图的演示。

团队。你们是怎么找到彼此的?你们是怎么进行到这里的?试着讲题一个吸引人的故事。

从下面的清单开始,你应该选适用的那些:商业模式。你现在有更多的时间去考虑你的机会。对你的商业 模式,你有其他的想法或者改变吗?

你应该陈述下面的关于商业模式的每日一方面,以及每日一项你都做了哪些实验:

销售和市场策略。你怎么卖你的产品?你准备用什么分销渠道?你准备怎么创造你的产品需求?

市场。像我在视频中提到的,市场始于你对客户、市场细分以及市场类型(新型市场、成长型市场、成熟市场)的深度了解。首先,头脑风暴到一些可能的接触到目标客户的方法。理想情况下,你可以在头脑风暴环节找到到一些潜在客户。将这些市场策略最容易的标为优先级,先去测试。

你应该认真地去跟踪这些市场活动,只有这样你才能计算客户获取成本。在每日一项市场活动中得到是一个客户你需要花费多少钱?如果他们还没有购买产品,你要花多少钱得到他们的电子邮件地址?接下来你应该去跟踪看哪种类型的市场策略是最有效的?你可以在facebook上试着做个活动,办个抽奖,买出一些google 关键词等。

我的评分基本依据是你有多认真地去考虑你的市场实验并去量化他们。你的团队尝试了多少种不同的市场活动?这些是基于你对哪些会对你的客户起作用的直觉做出的?你的团队有没有计算获取客户的成本?如果有,你有没有尝试——些策略去降低它?

如果你的产品是個一个基于网络消费者的产品,或者它是個一个实体产品,或者是個一个对公的业务,销售过程都是很不同的。然而,应该都有個一个销售漏斗或者個一个过程。如果你是对公业务,谁是决策者?他们的这个购买过程是怎样的?需要多久?你能不能头脑风暴圈一些可行的销售策略,然后把他们按照便宜程度和难易排序,从那些最便宜不用花钱的开始试(求助网络)你可以试着做圈一些最初步的销售吗?什么策略是最好的?那些潜在客户在哪被卡住了?为什么?

你的分数取决于你的销售实验表现(如果对你的创业项目适用的话)你有没有列出 \Box 一系列销售策略并跟踪看每 \Box 一项的后续反馈,有没有从最便宜的开始?你有没有实际卖出去你的产品?你的团队从这些实验中到

底学到了什么,大家是不是都清楚?有没有促使你重新考虑你的商业模式?如果你不能卖出去东西,你学 到了什么你认为需要改变的?从开始销售到做成 \square 一单要多长时间?

你的商业模式需要有图一个合伙人吗?如果你需要图一个供货商或者图一个分销商,你能接触到这些人并且和他们去谈吗?他们需要些什么信息?他们对和你合伙有没有兴趣?如果有,他们需要什么条件?什么类型的公司看起来最有兴趣和你合作?你们有Alex Rampell谈到的双向相关性吗?

在这里,我会按照你接触潜在合伙人的好坏,以及你了解到他们有多想和你的创业公司合伙来给你打分。 你见了多少个合伙人?哪种类型的合伙人对和你合伙有兴趣,透过这点你学到了什么?你应该先去接触哪 些合伙人,然后再去接触哪些?你从这里又学到了什么?

你如何分销你的产品?有哪些分销伙伴你应该去联系?你的分销是通过网站实现的吗?建立这些分销渠道需要

3 of 5 05/15/2015 03:50 PM

多少成本?你应该选择直销还是通过第三方和零售商?最好的接触顾客的方法是什么?你可以去和谁谈,帮助你 的公司建立最好的分销渠道?

这里我会按照你去接触那些可能的分销合作方或者对不同的分销渠道进行实验的好坏来评分。对問一个网络 产品,分销渠道是你的网站,以及你如何递送你的服务、体验以及你如何把你的产品送到末端的消费者。 你的 团队如何跟踪看哪个效果最好?哪个没有作用?

你的成本是什么?你怎么能让他们尽可能低?如果你的做的是实体产品,看看你能能不能估算出它的费用?如果是因一个服务或者因一个网站,那么最初因一两年的人力成本大约是多少?服务器和主机的成本又是多

少?你需要客户支持吗?我不喜欢你花大量的时间在那些不可能实现的财务模式上。然而,为了检验你的 商业模式是可行 的, 你需要知道进账的收入是大于流出的花费的。

我会根据你对成本的控制来评分。你的团队每个单位的花费是不是小于收入?你目前的商业模式是可行的吗?如果不是,你需要做出什么改变让收入大于成本?我不需要看到10一个正式的六年后的商业模式,那可能有 过度的杀伤力,那永远都不可能正确。但是你应该记录并且计算你的材料、主机、人力等的成本,然 后来判断 你的商业模式是否可行。

你的客户怎么掏钱给你?他们希望付多少钱?订阅模式是不是比<mark>U</mark>一次性付款好?出租好还是卖给他们好?免费模式行不行得通?如果行得通,人们会为什么升级功能付钱?做U一些客户实验去看最好的收入模式是什么?你打算通过广告赚钱吗?如果是,联系U一些潜在的广告商,看看他们是不是感兴趣,他们愿意付给你多少钱?如 果想让他们在你的网站放广告,你需要多少注册用户?尽可能打破常规思考,不要只是依赖广告这种商业模 式。如果你能尝试多种不同的收入模式那是最好的。还有其他的方法你能让消费者为你的产品或服务付费 吗?哪种可以产生最大的收入?你怎么知道?

我会根据你的团队实验的不同的收入模式评分。你的团队到底怎么赚钱?钱到底是怎么从消费者的口袋到 你 的口袋的,这整个过程是怎样的?你的团队有没有对其他的可能性进行头脑风暴?如果你的团队认为广告是正确的收入模式,你们有没有实际去找到的一个潜在广告商谈的一谈?如果是每月订阅,他们能得到的一些付费订 阅用户吗?用户和付费客户是不同的人群吗?(像Google)如果是,两方都要测试吗?如果收入模式是潜在顾客开 发流程,公司有没有通过花钱得到更多的潜在客户?.

风险。考虑到经济、技术、人力和市场的风险,哪个是你最担心的?哪个你应该最先提出来?为什么?你

怎么做才能最小化这些最应该解决的风险然后前进?

伙伴和联盟。谁是你的主要合作伙伴?你的产品怎么做?你的公司负责所有的部分,还是选择使用外部供 货商? 你怎么去吸引这些合作伙伴和联盟和你的公司合作?

资金。你怎么为你的公司找资金?你会选择自己找还是拿风投或者其他联合投资人的钱?

动手做

« Less

My Team's Submission

NovoEd is helping your team to create a demo deck. You will use NovoEd's template to create your page.

The purpose of a demo deck is to introduce your work. Your demo deck will be available to public once you submit it. NovoEd provides social share buttons (Facebook, Google+, Twitter) for your demo deck once it becomes public. You can choose to make your demo deck private, but that will make showcasing your work limited to the course.

Name

Please enter a name for your Demo Deck.

Cover Photo

The picture you upload is going to be used to share your demo page on NovoEd. Facebook and Google+. Only jpeg, jpg and png files with size smaller than 5 meg are accepted.

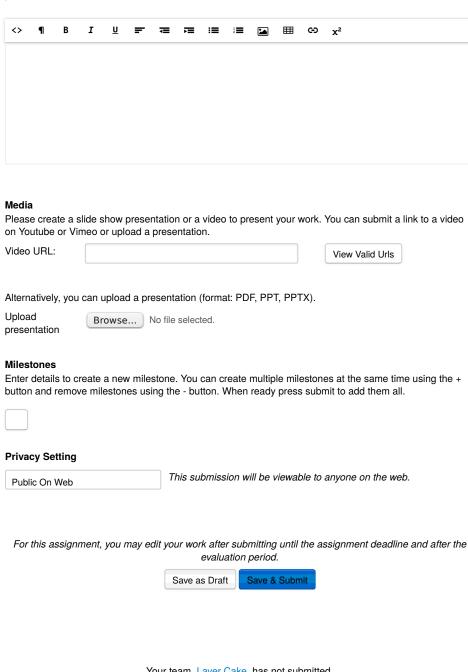
Cover Picture

Browse... No file selected.

Description

Please provide a description of your work that will appear on your Demo Deck, you can get as creative as

4 of 5 05/15/2015 03:50 PM you want!



Your team, Layer Cake, has not submitted.

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5 of 5 05/15/2015 03:50 PM