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# ENTP 6370

**Campushash: Evolving Business Model of an Entrepreneurial Venture**

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| **Evaluation Criteria:** | **Available Points** | **Points Earned** |
| 1. Overview | 10 | **9** |
| 1. Using the Osterwalder and Pigneur *“Business Model Canvas”* framework (template), define the company’s current business model | 25 | **21** |
| 1. What are the pivot options for the company? Using the concepts in our reading, *Experimenting in the Entrepreneurial Venture,* which practices have they applied successfully and which ones need to be followed in order to have a chance at a successful pivot? Be sure to elaborate. | 25 | **22** |
| 1. Is the company justified in considering a pivot at this stage? Please explain. | 10 | **9** |
| 1. Which pivoting option, if any, should the company choose? Why? | 20 | **16** |
| 1. Conclusion/Recommendations | 10 | **8** |
| **OVERALL EVALUATION** | **100** | **85** |

**Comments:**

1. Overview: In addition to your introduction, I would add: A funding presentation is scheduled with an angel investor in the next two weeks creating an urgent need to make a decision.

2. I would add the following to the current business model:

Customer Relationships: *The company provided personal attention to students during and after the hackathons. With IT companies such as Goibibo, the company co-created value by identifying recruits with high levels of technical skills*

Value Proposition: *For students, the company provided internship opportunities and for IT companies the company offered access to good quality programmers for internships willing to work for low stipends. They offered the opportunity to evaluate these interns as potential full-time recruits*.

Key Resources: More Specifically-*Technology trainers (Saurav and Tirkey), technology and market expert (Shirol), networks and contacts with IT companies*.

Cost Structure: *Logistics and material costs of carrying out the training and hackathons. Opportunity cost of the three partners, logistics and material costs of the training programs (40% of revenues)*

3. With the current business model, scaling will be difficult given the heavy requirement for the direct physical presence and efforts of key resource persons who deliver face-to-face training and hackathons. In summary, their growth targets would not be met and the founders need to consider their own opportunity costs by staying the course. To increase scale with the current business model, the company will need more human resources to simultaneously carry out multiple training programs and hackathons. This would increase revenue in a linear manner, but the founders were looking for non-linear or exponential revenue growth. Additional considerations include:

* The company’s value proposition to IT companies is limited.
* The company was only helping HR managers identify entry-level programmers as interns and not charging for this service.
* There is an opportunity to increase both the scale and scope of the CampusHash offerings by changing the business model.

Pivot options include: Recruitment screening through Hackathon Events, Outsourced software development projects, and Online platform to scale up for non-linear revenues.

Recruitment option:

* Exit the IT training activity-focus on employee screening needs of IT companies
* Conduct hackathons as part of campus recruitment process
* This pivot requires changing the customer segment of the business model (B2B)
* Channels and CVP would change
* CVP of this business model will be improved efficiency and effectiveness of the IT companies’ recruitment process
* Reconfigure key resources including developing a strong B@B sales team.
* Develop capacity and capability to carry out multiple hackathons simultaneously in different locations.
* Given that the company would only take responsibility for a limited part of the recruitment process, this option will require limited resource augmentation.
* This pivot will result in a new cost structure and new revenue streams

Outsourced Software Development option:

* Carry on existing activity with IT training programs and hackathons for engineering students with an altered focus to include outsourced assignments
* Retain focus on both B2C and B2B customer segments.
* CVP offered to B2B customers and characteristics of the customer relationships will change significantly.
* Key activity of the new business model-delivery of outsourced software to IT companies.
* Channel changes required- HR to business side of IT companies-new customer relationships
* Reconfigure key resources including a strong B2B sales team, add expert software developers for quality control and delivery of assignments.
* This pivot will result in a new cost structure and new revenue streams

Online Platform to Scale up for non-linear revenues option:

* Offer end-to-end recruitment and employee management solutions to IT companies.
* Develop recruitment-related assessments superior to those currently in use
* This requires high level engagement with HR managers of each client company
* Continued customization of assessment tools based on changing requirements
* Create a talent-management offering for assessing technical proficiency of developers on an on-going basis (suite of simulated assessments supporting various emerging technologies.
* Key changes to the company’s CVP and key activities.
* Change in revenue streams.
* Revenue will not have a linear relationship to headcount
* Entirely focused on B2B.
* Good B2B sales team and high levels of automation backed by a strong technology backbone.
* New cost structure and revenue streams.

4. The pivot is justified to meet the founders’ ambitions and vision for the business.

5. Pivot option #3, online platform to scale up for non-linear revenues, is the best pivot option of the three. This is the only pivot option that can achieve the required growth and fulfill the co-founders’ entrepreneurial ambitions. This most resembles the zoom-out pivot, a business architecture pivot and a value-capture pivot.