

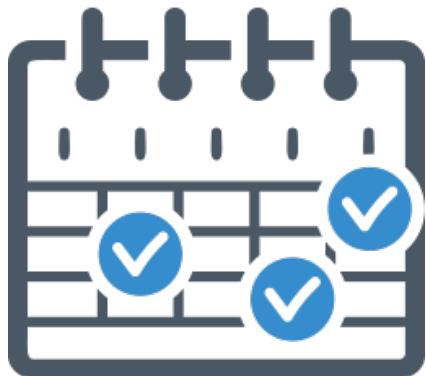


Business Models

Agenda

14.03.20 - Apresentação da disciplina

04.04.20 – Imersão



25.04.20 – Síntese

16.05.20 – Ideação e prototipação

06.06.20 – Modelo de negócios e pitch

27.06.20 – Apresentação final

Agenda



09:00 – 09:30: Show and Tell

09:30 – 10:15: Tendências e modelos de negócios

10:15 – 11:00: Startups em tempos de pandemia

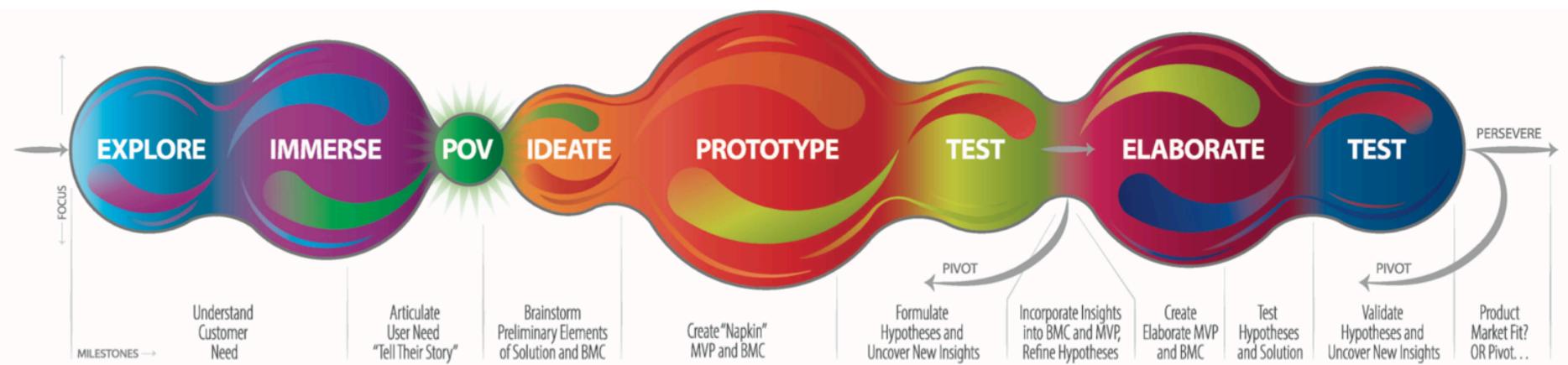
11:00 – 11:45 - Pitch

11:45 – 14:00 – Trabalho em grupos

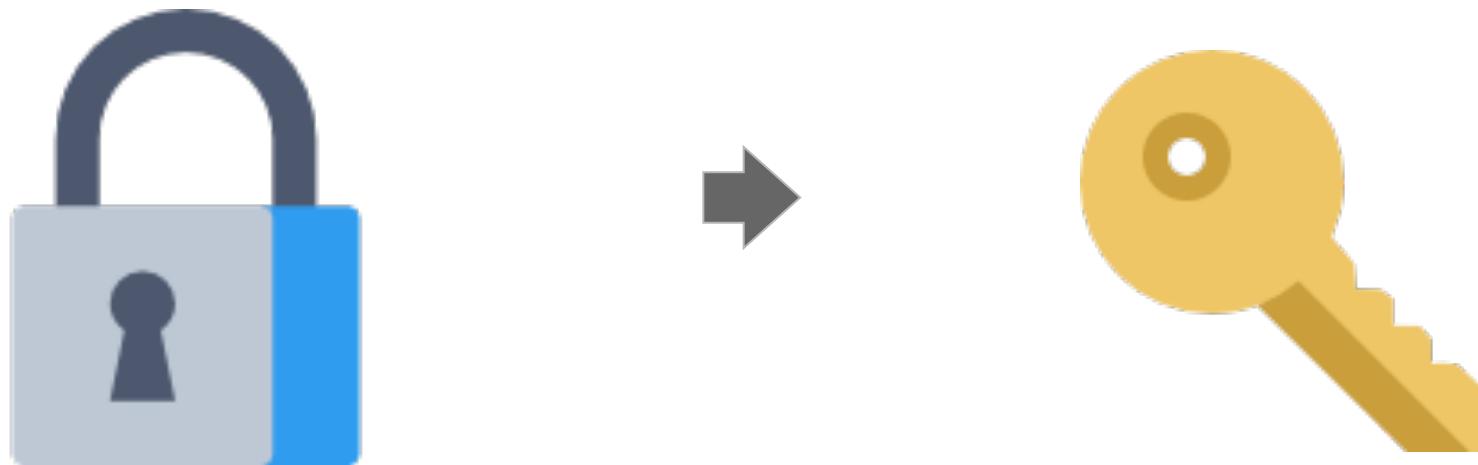
Evolução na disciplina

de onde viemos, para onde vamos

Startup Garage Innovation Process



Aula 1 - Descoberta do Problema



Aula 2 - Descoberta das pessoas e das suas “dores”

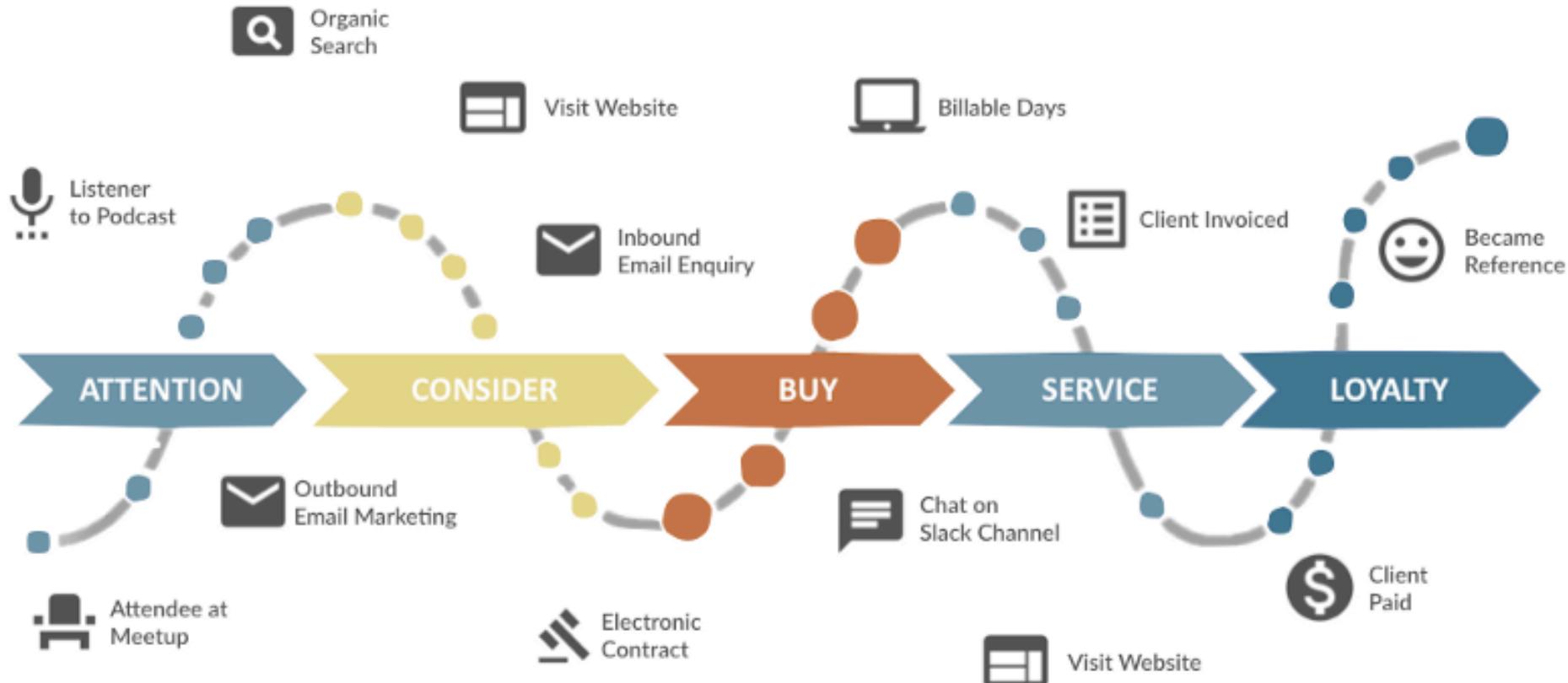




Aula 3 - Personas



Aula 3 - Jornadas



Aula 4 - Protótipo

Lil Bud / Lil Bud Plants

Share 37%

Design Prototype Code

Background D9E1F1 100%

New Arrivals Staff Favorites Most Popular Just Pots

Lil Bud \$25

Lil Bud Plant is paired with our Eore Planter, a ceramic pot measuring 3" tall and 5" wide. Your plant height may vary slightly. Lil Bud Plant comes potted in our signature potting mix too.

Low light Water every other week Small plant

Lil Bud Plant is highlight rated amongst it's peers. People are quite excited about its essence.

★★★★★ Tracey

You might also like

Tiny Plant \$25 Lil Roger \$25 Mister Jenkins \$25 Medium Succulent \$25 Lil Stud \$22

Buy Now

New Arrivals Staff Favorites Most Popular Just Pots

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Tiny Plant \$25 Lil Roger \$25 Mister Jenkins \$25 Medium Succulent \$25 Lil Stud \$22

Buy Now

Lil Bud Plant added to cart

View Cart ()

Luis, PM

Jada

Lil Green

Stone Grey

Lil Coral

Lil Red

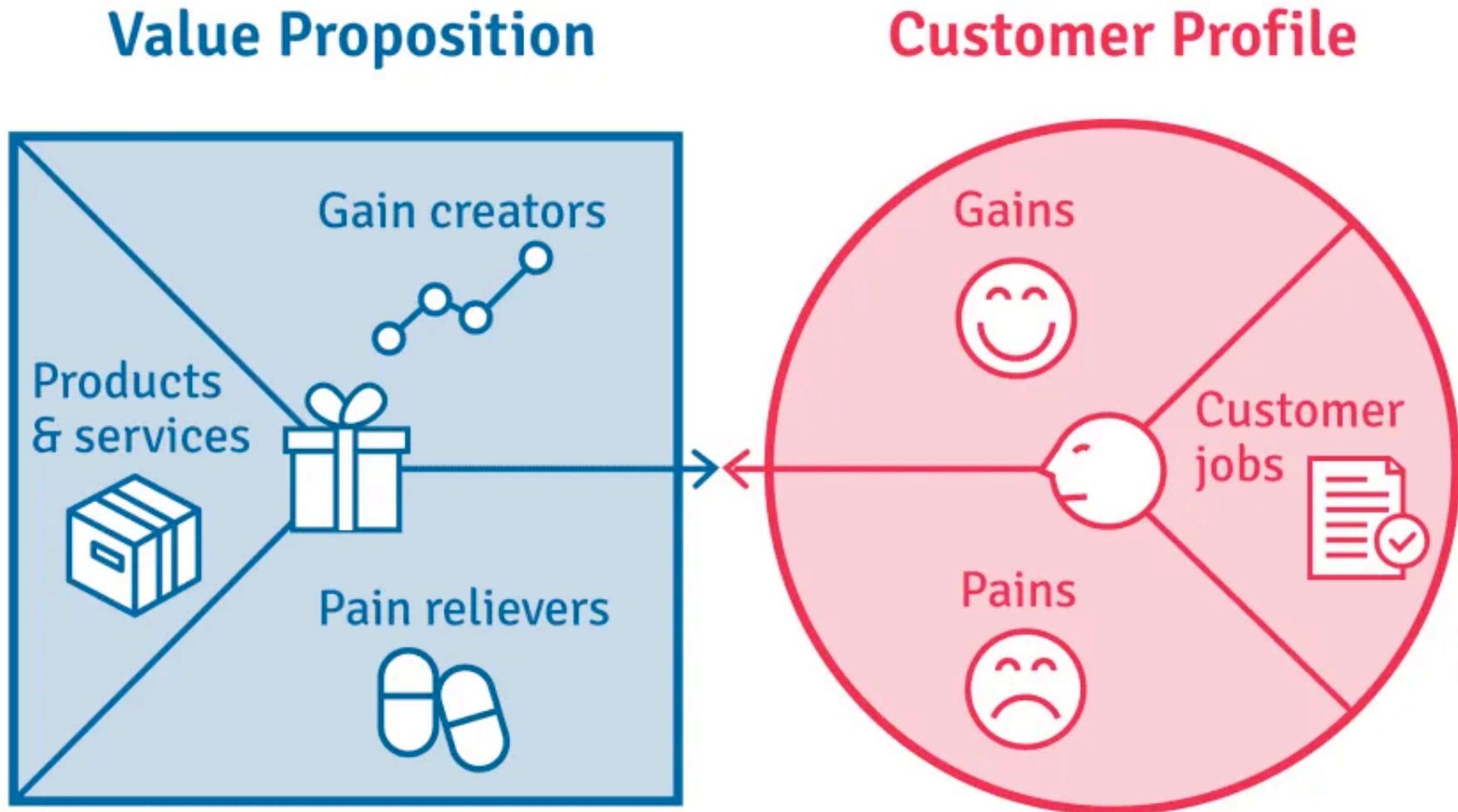
Lil Yellow

Lil Lavender

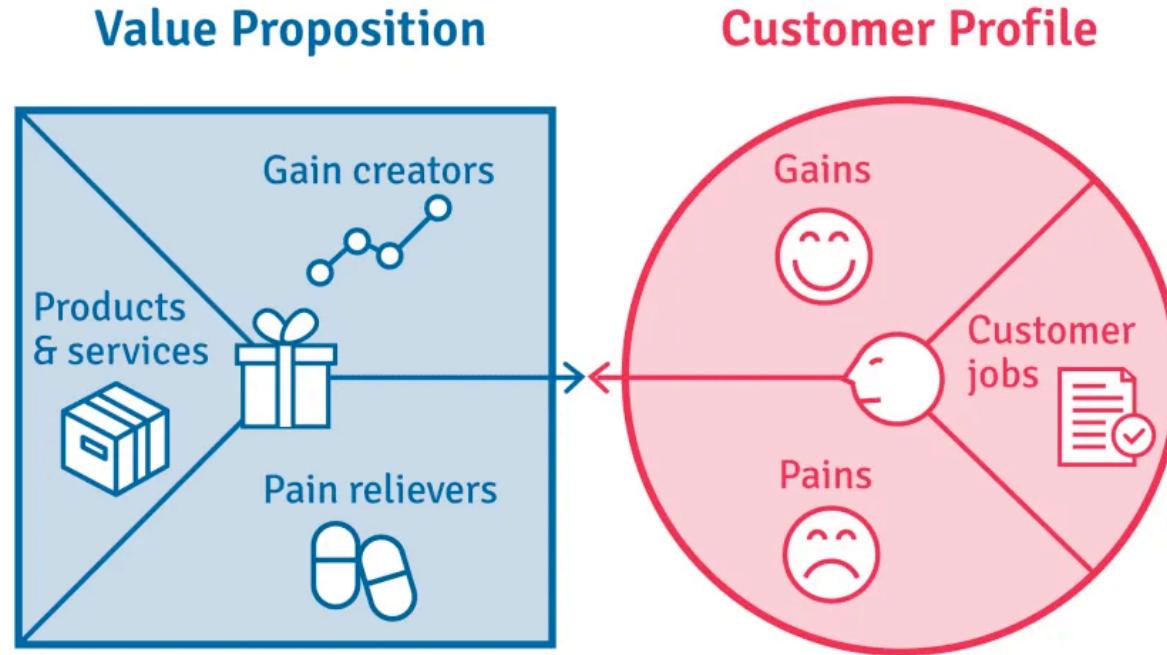
Lil Blue

Lil Intense

Aula 4 – Canvas da Proposta de Valor

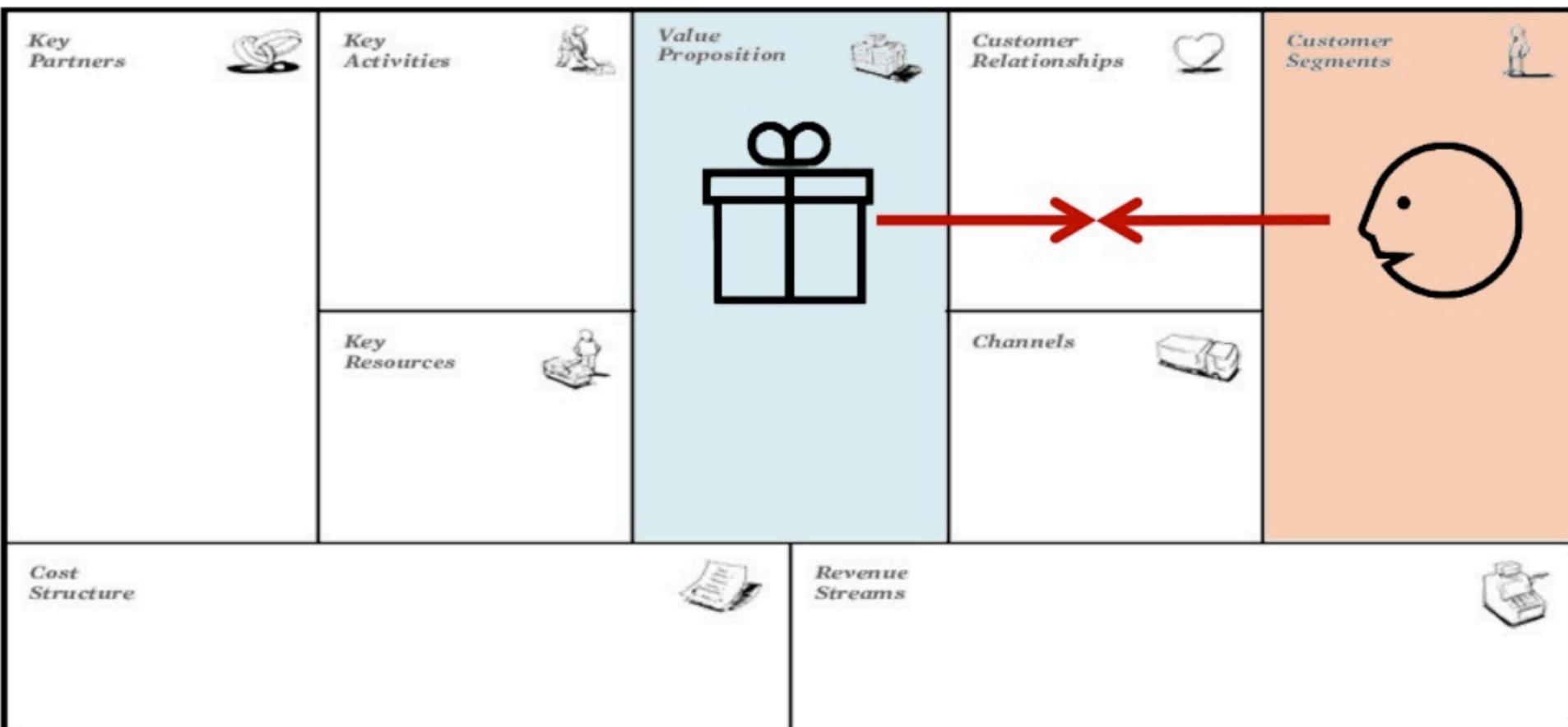


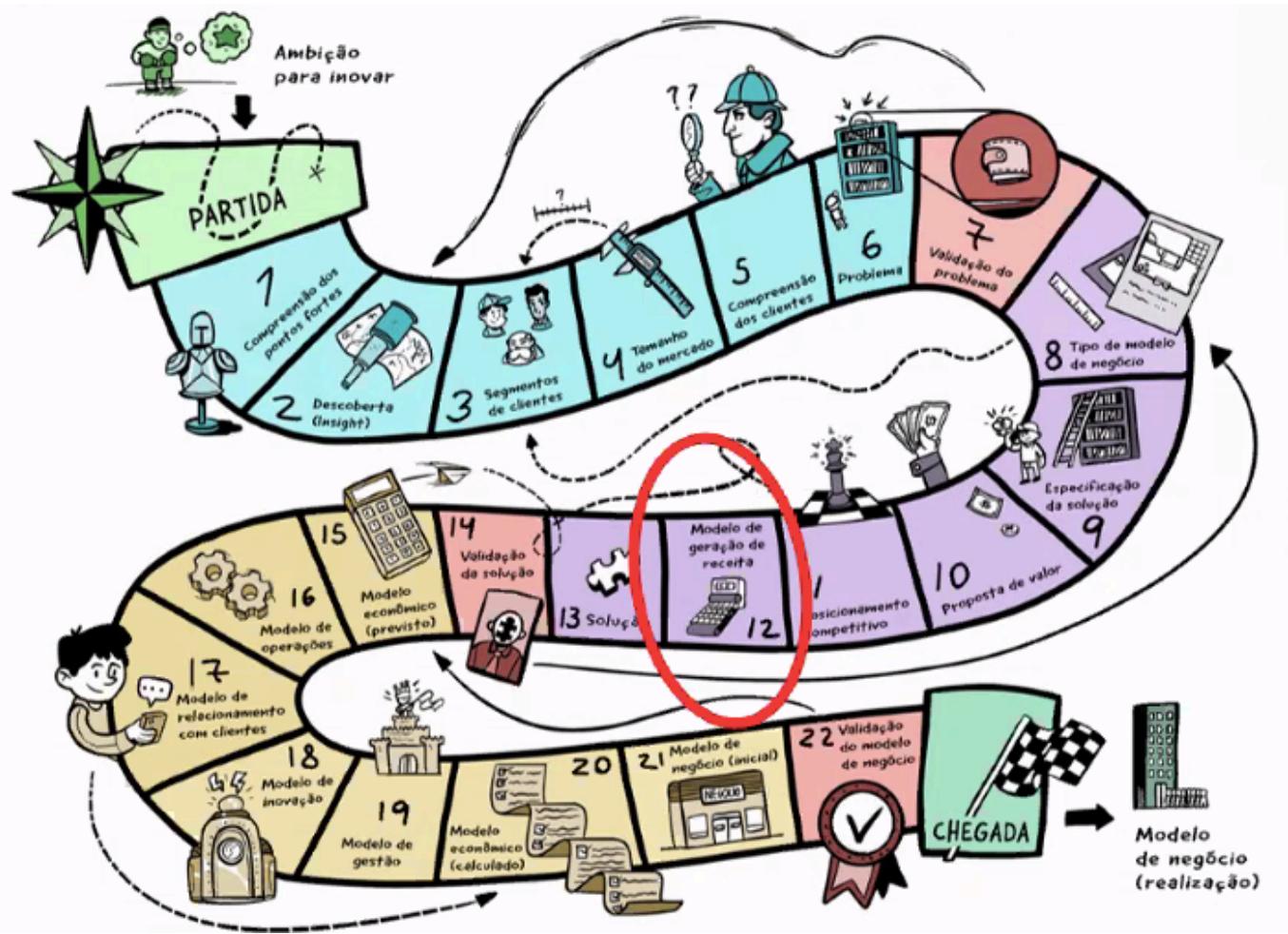
Show and Tell



O “aliviador de dor” do protótipo foi capaz de aliviar a dor da persona?

Aula 5 – Modelo de Negócios





Business Models

Business Model Canvas

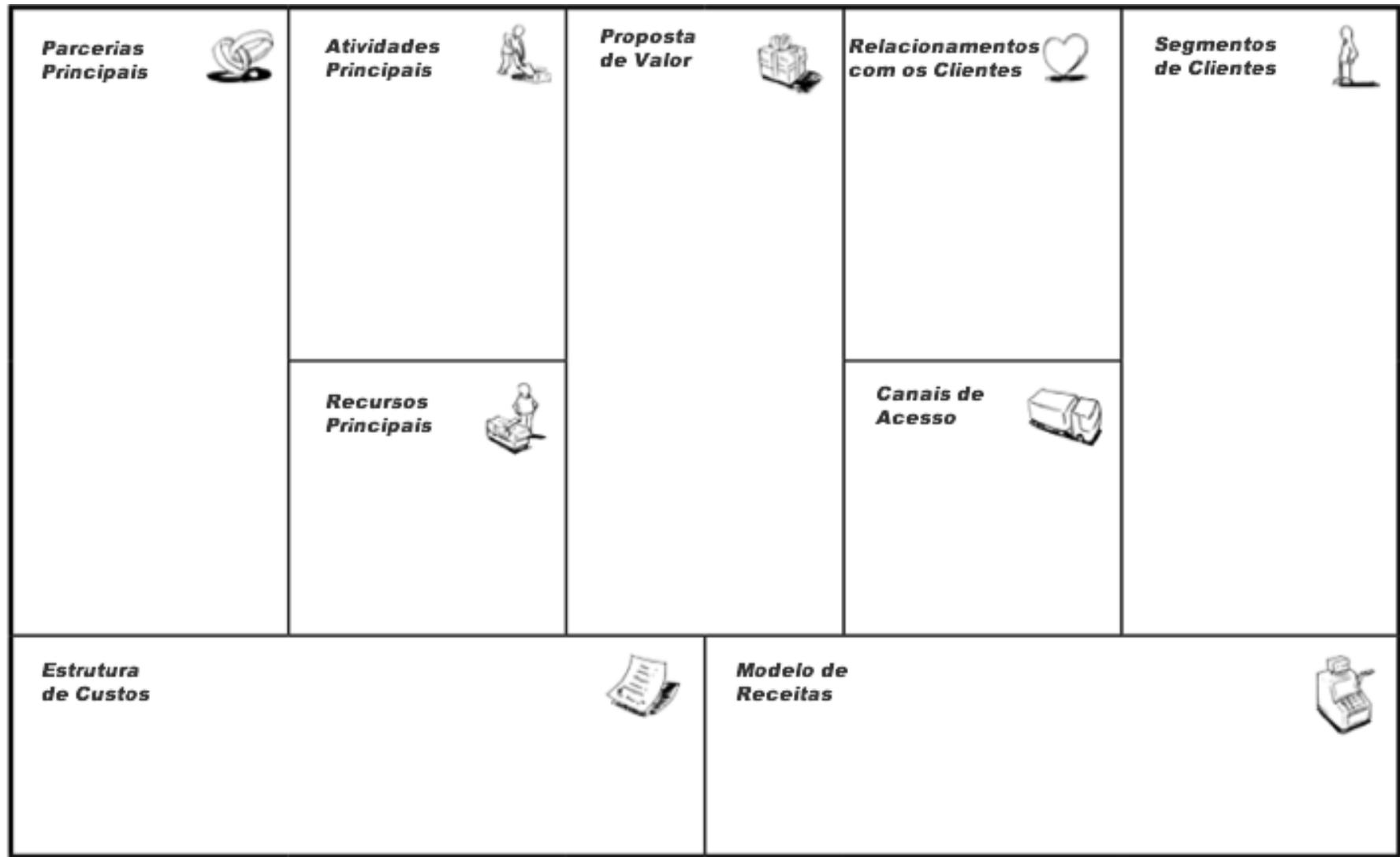
Um modelo de negócios

descreve a lógica

sobre como uma organização

cria, entrega e captura valor

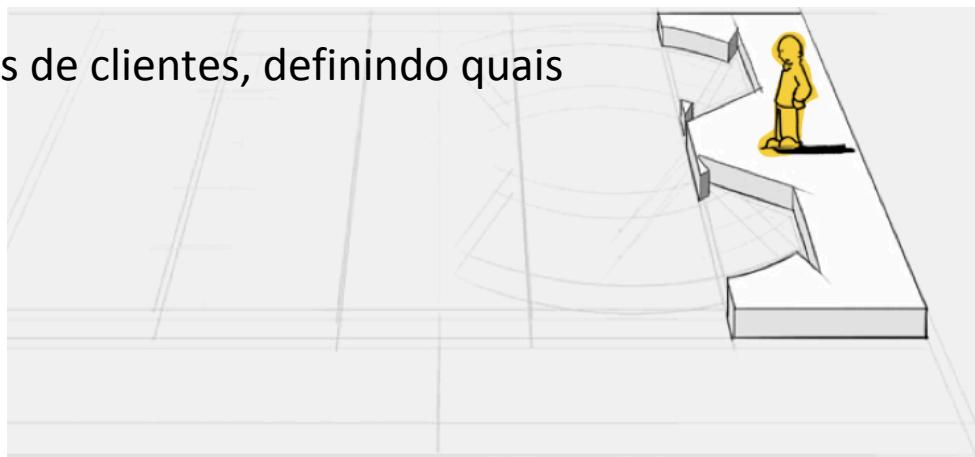
Business Model Canvas



Segmentos de Clientes

Uma organização serve um ou diversos segmentos de clientes

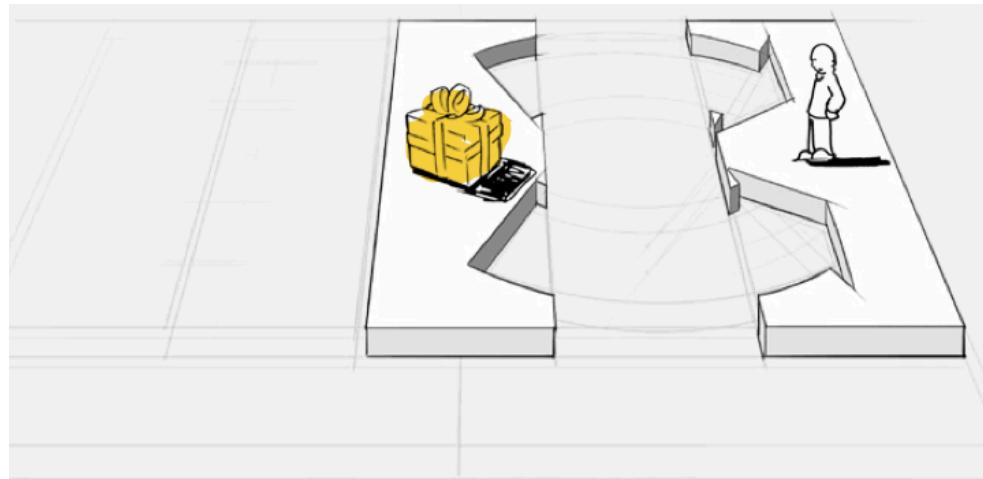
- Clientes são a razão da existência das corporações
- Bons clientes garantem a sobrevivência da corporação no longo prazo
- Segmentação: classificar os clientes de acordo com suas necessidades, comportamentos ou outros atributos
- A organização deve priorizar os segmentos de clientes, definindo quais atender e quais não atender



Propostas de Valor

Uma organização busca resolver os problemas do cliente e satisfazer as suas necessidades de acordo com as suas propostas de valor

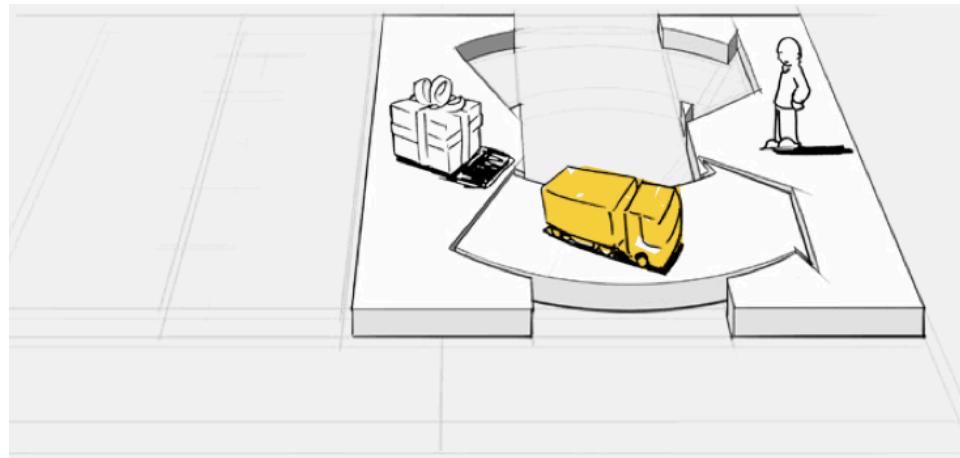
- Resolvem os problemas dos clientes e satisfazem suas necessidades
- Incluem um conjunto de produtos e serviços, combinados para cada segmento de clientes
- Tipos: novidade, performance, customização, design, marca, preço, redução de custo ou de risco



Canais de Acesso

As propostas de valor são entregues aos clientes usando canais de comunicação, distribuição e vendas

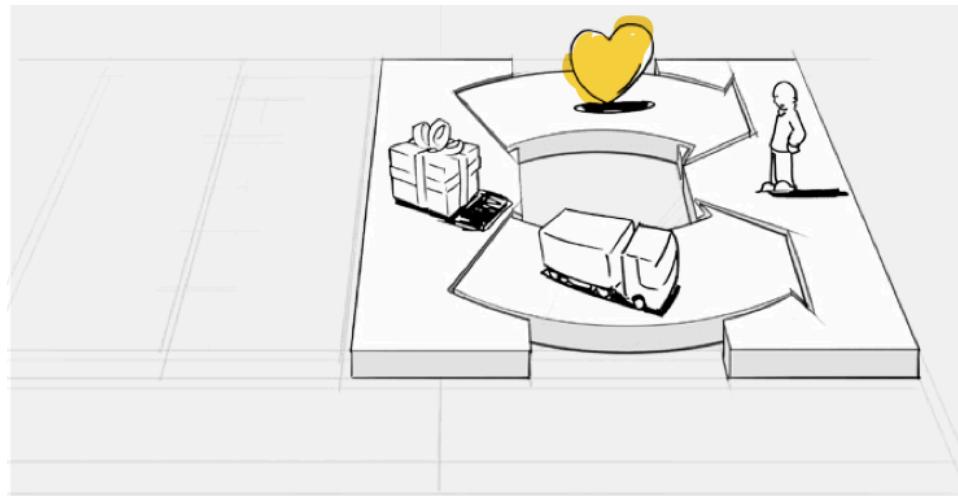
- Como a organização se comunica e atinge o segmento de cliente específico, de forma a entregar a proposta de valor acordada
- Exemplos incluem vendas diretas, pela web, lojas próprias, revendedores



Relacionamento com os Clientes

Relacionamentos são estabelecidos e mantidos com cada segmento de clientes

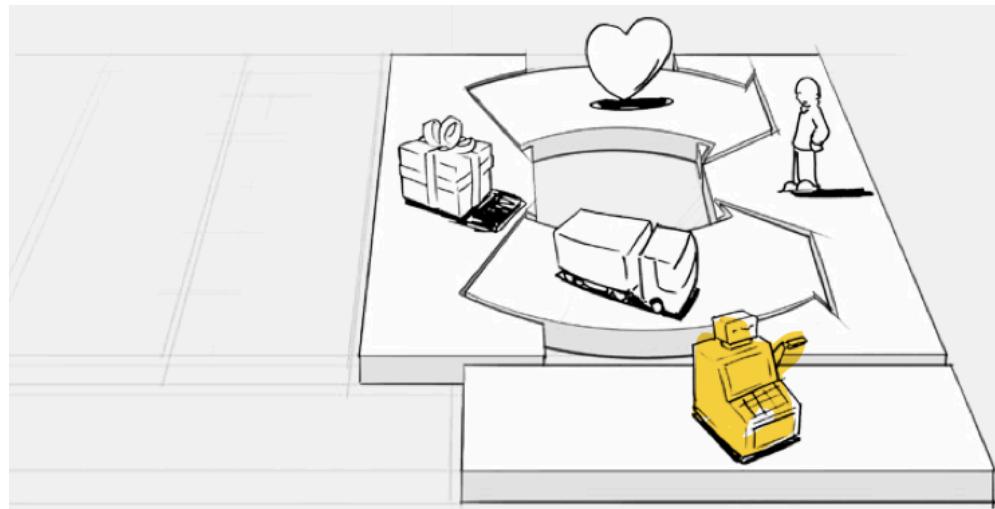
- Definir qual a estratégia mais adequada para adquirir, reter e expandir as vendas com os clientes
- Exemplos incluem assistência pessoal, assistência pessoal dedicada, auto-atendimento, serviços automáticos, comunidades, co-criação, ...



Modelos de Receita

Modelos de receitas são o resultado da entrega efetiva das propostas de valor para os clientes

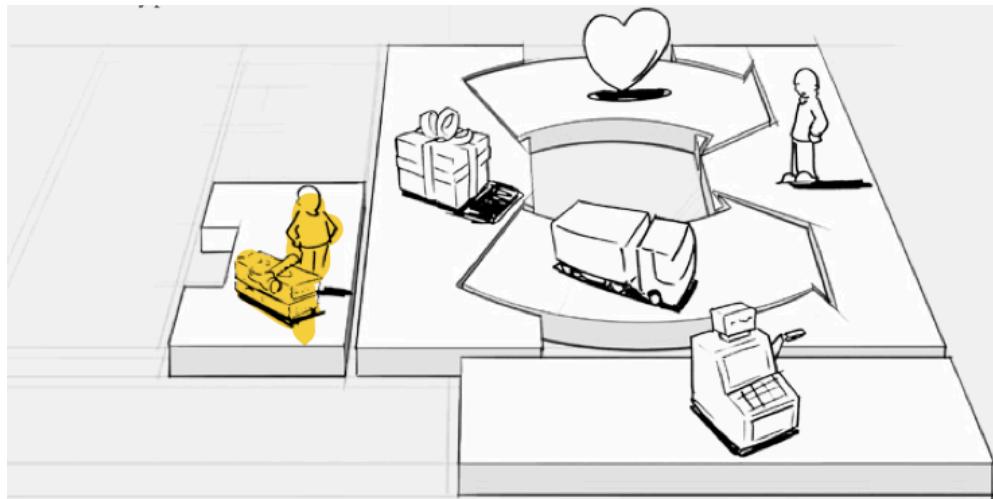
- Estabelece como serão os relacionamentos comerciais com os clientes
- Exemplos incluem venda de bem, taxa por uso, assinatura, aluguel, leasing, licenciamento, ...



Recursos Principais

Os recursos principais são os ativos da organização que produzem e entregam os elementos descritos anteriormente

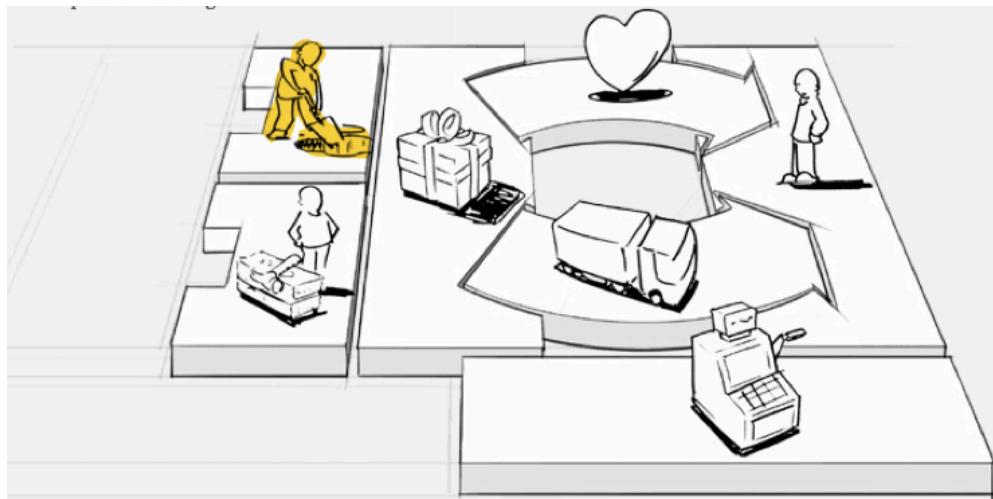
- Incluem os recursos principais para que a empresa consiga chegar aos seus objetivos
- Exemplos incluem pessoas, tecnologias, procedimentos, valores



Atividades Principais

Os processos da organização são executados para produzir e entregar os elementos descritos anteriormente

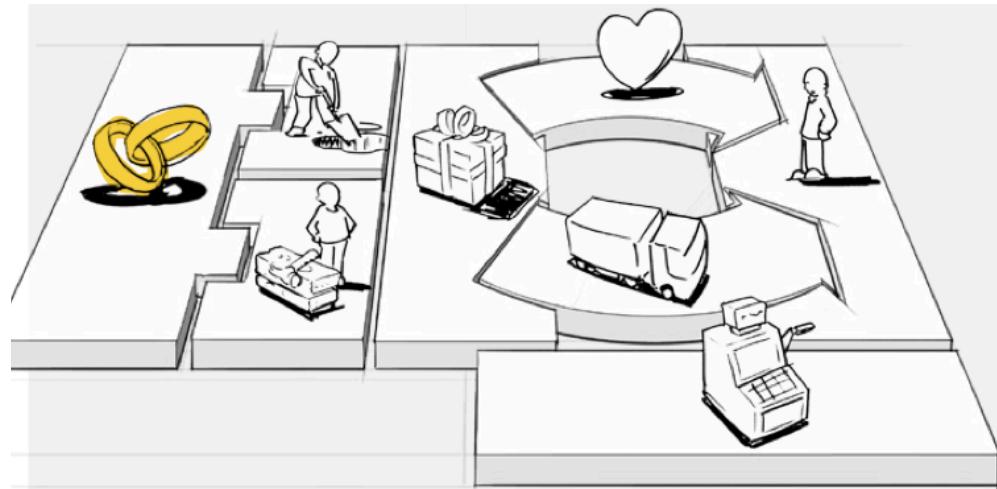
- Estabelecem os fluxos de atividades que garantem a entrega do valor para o cliente
- Incluem produção, resolução de problemas, plataformas e redes



Parcerias Principais

Para terceirizar as atividades e adquirir outros principais

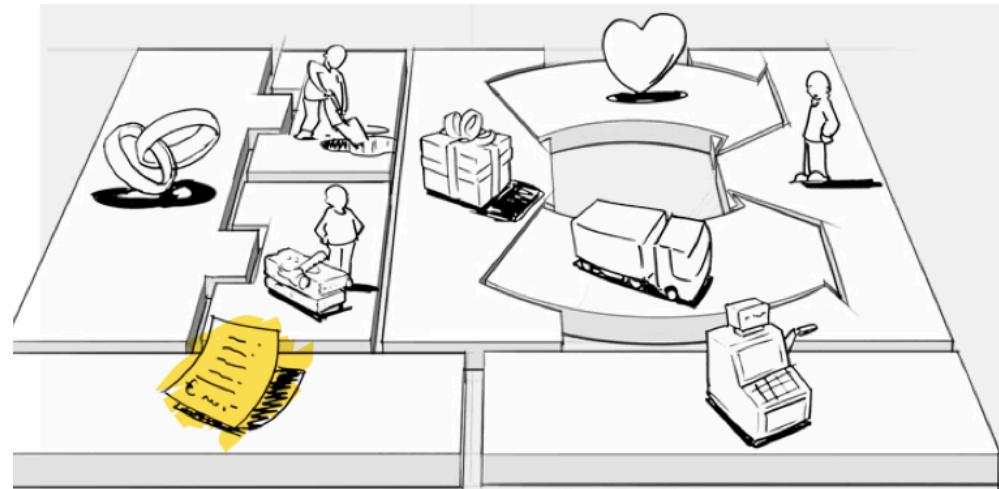
- Buscam otimizar os volumes de produção (escala), reduzir riscos e incertezas, adquirir recursos e atividades
- Formatos incluem alianças estratégicas, cooperação, joint-ventures, relacionamentos fornecedor-cliente



Estrutura de Custos

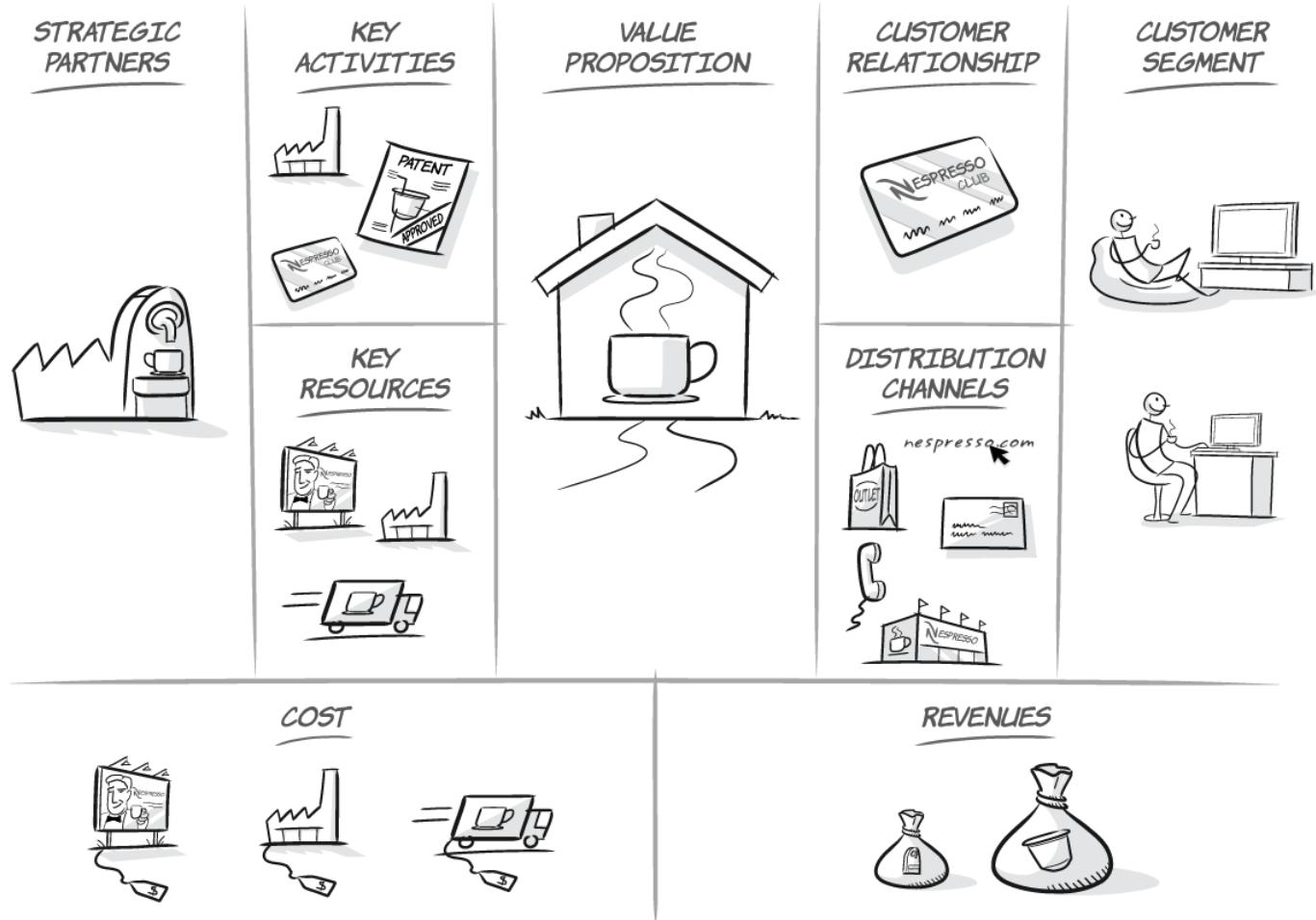
Os elementos do modelo de negócios resultam numa estrutura de custos

- Direcionadores de custo, direcionadores de valor, custos fixos, custos variáveis, economia de escala, economia de escopo



Canvas Business Model

Nespresso



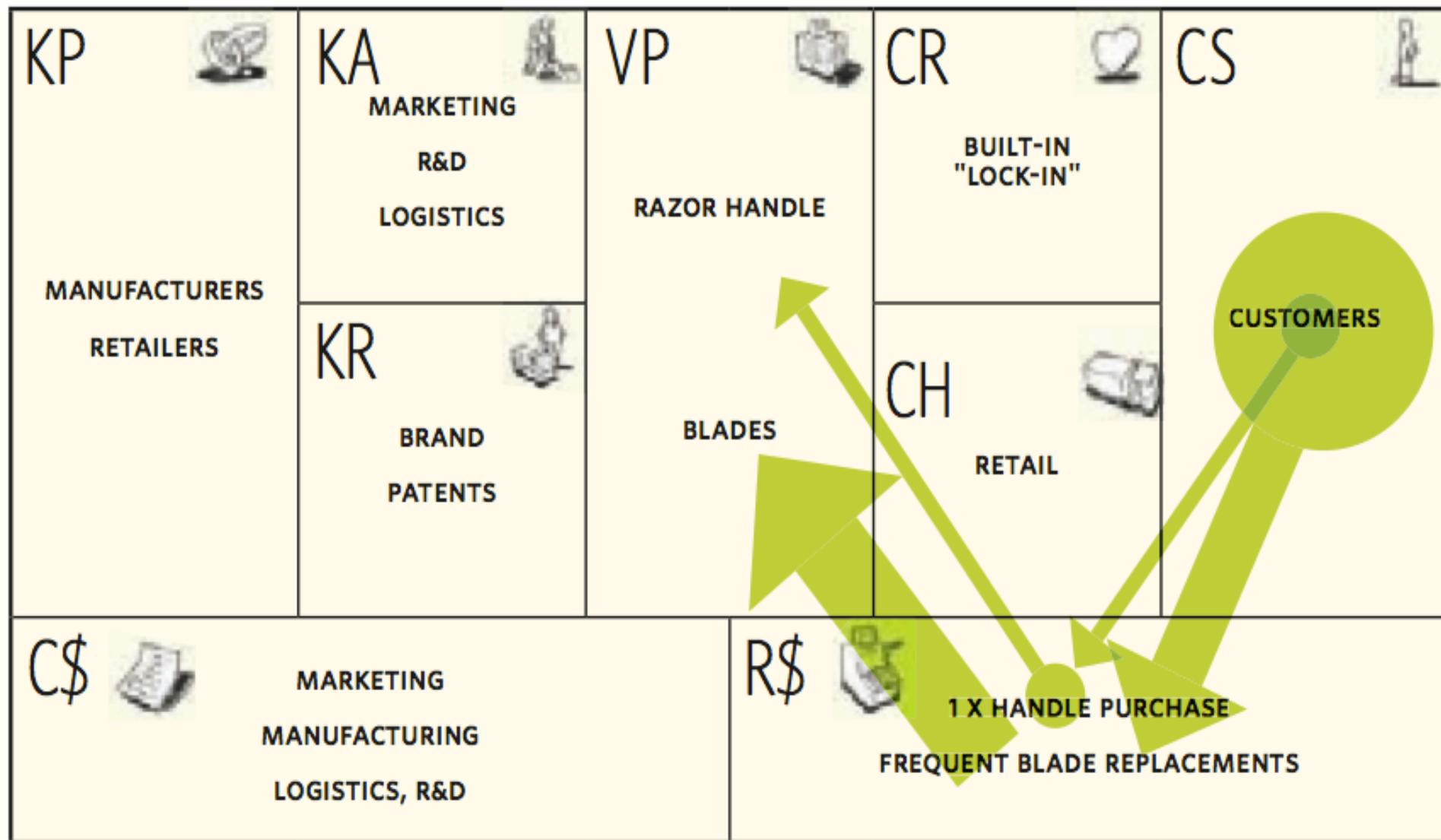
Canvas Business Model

Skype

KP 	KA  SOFTWARE DEVELOPMENT	VP  FREE INTERNET & VIDEO CALLING	CR  MASS CUSTOMIZED	CS  WEB USERS GLOBALLY
PAYMENT PROVIDERS DISTRIBUTION PARTNERS TELCO PARTNERS	KR  SOFTWARE DEVELOPERS SOFTWARE	CHEAP CALLS TO PHONES (SKYPEOUT)	CH  SKYPE.COM HEADSET PARTNERSHIPS	PEOPLE WHO WANT TO CALL PHONES
C\$  SOFTWARE DEVELOPMENT COMPLAINT MANAGEMENT		R\$  FREE SKYPEOUT PRE-PAID OR SUBSCRIPTION	HARDWARE SALES	

Canvas Business Model

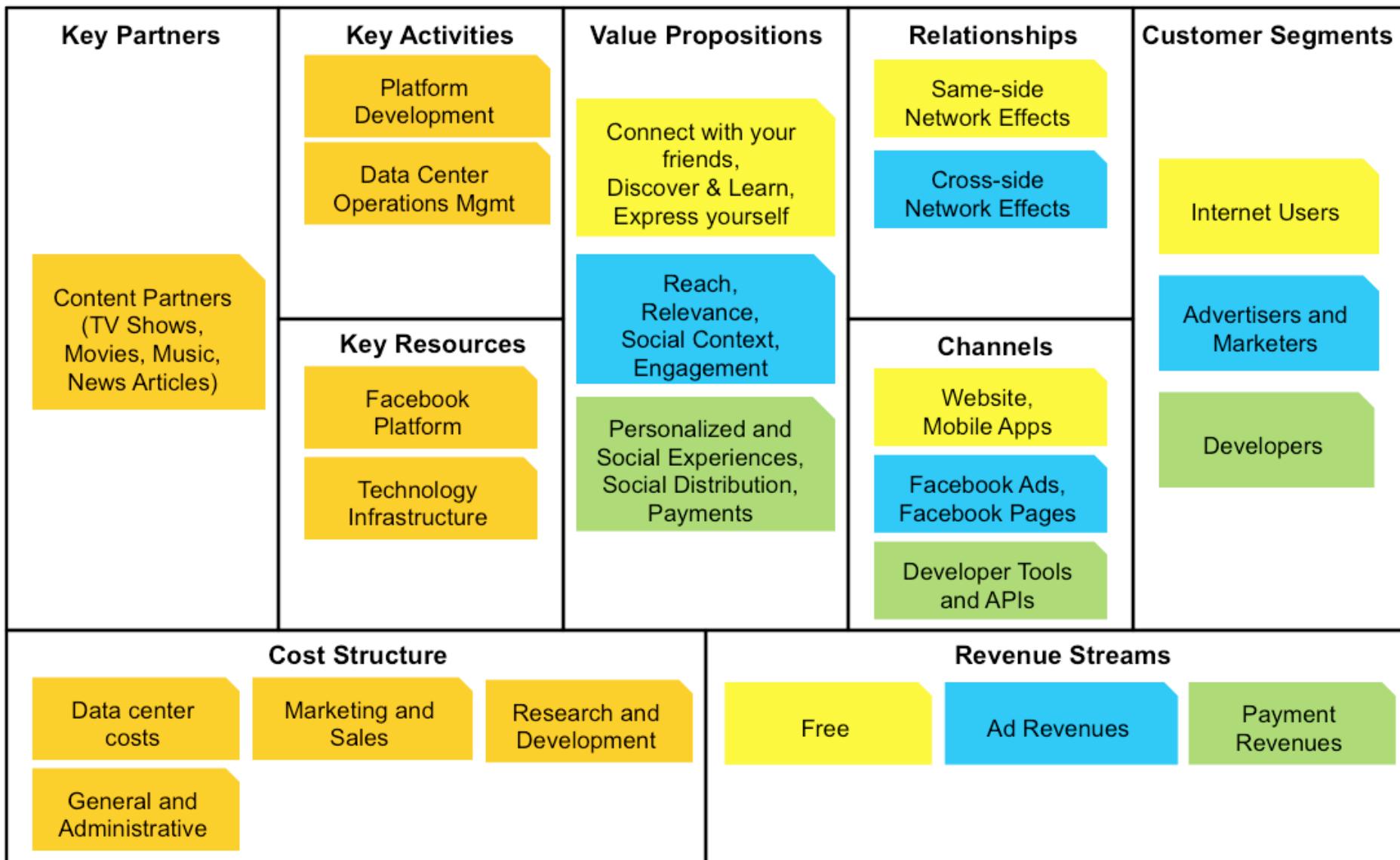
Razor & Blades : Gillette



Google Business Model

Key Partners	Key Activities	Value Propositions	Relationships	Customer Segments
Distribution Partners	R&D – Build New Products, Improve Existing products Manage Massive IT Infrastructure	Web Search, Gmail, Google+ Targeted Ads using Adwords (CPC) Extend Ad campaigns using Adsense	Automation (where possible) Dedicated Sales for large accounts	Internet Users
Key Resources		Channels		
Open Handset Alliance OEMs (for Chrome OS devices)	Datacenters IPs, Brand	Display Advertising Mgmt Services OS and Platforms – Android, Chrome OS Hosted web-based Google Apps	Global Sales and Support Teams Multi-product Sales force	Advertisers, Ad Agencies Google Network Members Mobile device owners Developers Enterprises
Cost Structure		Revenue Streams		
Traffic Acquisition Costs Data center operations	R&D Costs (mainly personnel) S&M, G&A	Ad Revenues – Google websites Enterprise Product Sales	Ad Revenues – Google n/w websites Free	

Facebook – World's leading Social Networking Site (SNS)



VISA – Leader in Global Payments Industry

Key Partners	Key Activities	Value Propositions	Relationships	Customer Segments
	Key Resources		Channels	
	<p>Payments Network Management</p> <p>Transaction Processing</p> <p>Value-added Services</p>	<p>Payment Product Platforms for card programs and cashless payments</p> <p>Convenience, Security, Rewards associated with card payments</p> <p>Improved Sales, Customer Convenience</p>	<p>Sponsorships (FIFA World cup, Olympics)</p> <p>TV ads, Tradeshows, Conferences</p>	<p>Financial Institutions (Issuers)</p> <p>Financial Institutions (Acquirers)</p> <p>Card Holders</p> <p>Merchants</p>
Cost Structure			Revenue Streams	
<p>Personnel</p> <p>Litigations Provision</p>	<p>Network, EDP, & Communications</p>	<p>Brand Promotion</p>	<p>Services Revenues</p>	<p>Data Processing Revenues</p> <p>International Revenues</p>



Obrigado!