

# Empreendedorismo e Modelos de Negócio

Professor José Antonio Lerosa de Siqueira  
jals@usp.br

**PEF3111**

	<b>Data</b>	<b>Programação das aulas</b>
1	07/08	Introdução geral
2	14/08	1. Segmentação do mercado; 2. Seleção de um setor para conseguir entrar no mercado
3	21/08	3. Descrição de um perfil para o usuário; 4. Cálculo do TAM (total addressable market) para o mercado piloto
4	28/08	5. Detalhamento de um representante real da persona; 6. Execução de um caso de uso de um ciclo de vida completo.
5	11/09	Passos 7 e 8
6	18/09	Passos 9 e 10
7	25/09	Passos 11 e 12
8	02/10	Passos 13 e 14
9	09/10	Passos 15 e 16
10	16/10	Passos 17 e 18
11	23/10	Passos 19 e 20
12	30/10	Passos 21 e 22
13	06/11	Passos 23 e 24
14	13/11	Fechamento do curso por palestrantes convidados
15	27/11	Apresentações finais dos modelos de negócio

# Exercício semanal de aquecimento cognitivo

Pensar de forma empreendedora

Parte 2 – ação em regime de urgência



# Estratégia para o empreendedorismo

Antes de dar certo, irá dar errado. Várias vezes.

Esteja preparado(a) para quando uma oportunidade surgir.

O processo empreendedor disciplinado é uma ferramenta que vale a pena treinar.

O primeiro passo sempre é o mais difícil.

# 1 Raison d'Être

## *Why are you in business?*

**Mission:** Help more startups around the world to become successful, and improve lives, fix unemployment, and grow economies. Help more people to invest in startups in a smart way.

**Founder passions:** Startups and innovation, teaching, interacting with smart people.

**Values:** transparent, competitive, fair play.

**Initial Assets:** Team (Marius & Vlad), connections (Bill Aulet, MIT, accelerators), current users (5,000+ for current product).

**Initial Idea:** Online tool to help startups accelerate and get funded.

Não  
importa  
qual seja o  
negócio. Se  
não  
souberem  
pergunte  
para mim.

- Missão: para que destino voa sua startup?
- Paixão dos fundadores: o que os fundadores curtem? Onde está sua vibe comum?
- Valores: os valores dos fundadores (p. ex. transparência, jogo limpo, integridade)
- Ativos iniciais: tudo que pode ser eticamente utilizado para gerar valor, p. ex. o time e as conexões que já possuem.
- Ideia inicial: Como irão sobreviver até a próxima fase? Qual é sua sugestão de negócio?



# Sugestões de negócios (que podem ser adaptados a várias situações distintas)

- Aluguel de equipamentos esportivos marítimos
- Engenharia do Pastel
- Equipamentos urbanos para redução da poluição acústica
- Formas de Concreto produzidas a partir do modelo da edificação (BIM)
- A rua inteligente
- E-feira – a internet invadiu a feira
- Resolver o problema de furto de cabos na cidade
- Resolver um problema do prédio da Poli

# Sugestão:

Escolham um negócio que seja divertido para você. Algo que você fará com prazer por algum tempo e que poderá ser algo para dar experiência em temas que você deseja explorar ao longo da sua vida.



# Sugestão:

O ótimo é inimigo do bom. O objetivo é fazer algo bem feito mesmo que a matéria prima não seja de primeira qualidade.

# Formar duplas

Trios também são bem aceitos.

Dividam tarefas entre os elementos da equipe.  
Evitem trabalhar em grupo.

Produzam um diário individual do trabalho realizado, que deverá ser entregue. Utilizem o [asana.com](https://asana.com) se acharem conveniente.

# Modelo do diário individual

Dia	Tarefa	Situação	Visto Superv.
28/8	Buscar info sobre esportes marítimos	Em andamento	

○ supervisor é outro membro da mesma equipe



2

## Initial Market

*Who is your customer?*

### Beachhead Market:

- A. Early-stage founders who want to improve their startup's chances to fundraise.
- B. Accelerators outside Silicon Valley who want to improve their process and outcomes.

### End User Profile:

- A. Tech founders outside major US startup hubs with an idea or product but no revenue.
- B. Smaller accelerators who have trouble getting good deals and accelerating them properly.

**TAM:** 1M tech founders outside US (\$100M).  
5,000 smaller accelerators (\$30M).

**Persona:** TBD

**10 Customers:** MVP Academy (RO), NUMA (FR), MITEF Poland (PL), IncubatecUFRO (CL), UDD Ventures (CL), Magical Startups (CL), Eleven (BG), HUStart (IL), MadeInJLM (IL), AccelerateKorea (KR).



## **Value Creation**

*What can you do for your customer?*

### **Use Case:**

- A. Learn about the biz side of your startup, apply it using a vetted process (DE24) & online tools.
- B. Recruit better startups, engage more mentors, accelerate startups faster, get them funded.

**Product Description:** Process & toolbox for founders & accelerators—marketplace.

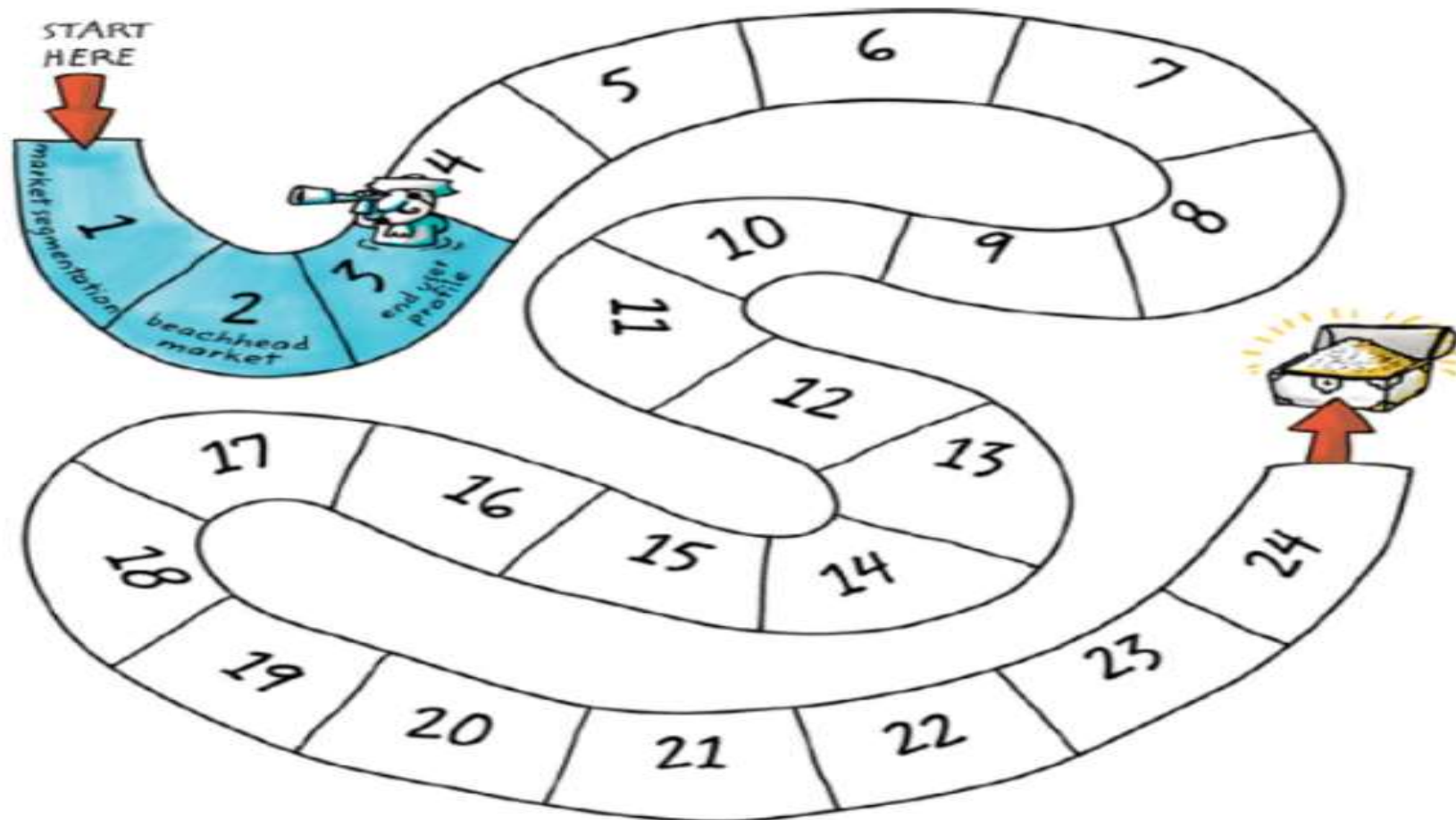
### **Problem:**

- A. Founders lack guidance and tools to help them be more disciplined on the business side.
- B. Accelerators' "spray and pray" strategy does not yield too many successful startups.

### **Quantified Value Proposition:**

- A. Move faster. Get funded faster.
- B. Get better deals. Get better follow-on investments for startups.

# Passo 3: descreva a persona do cliente





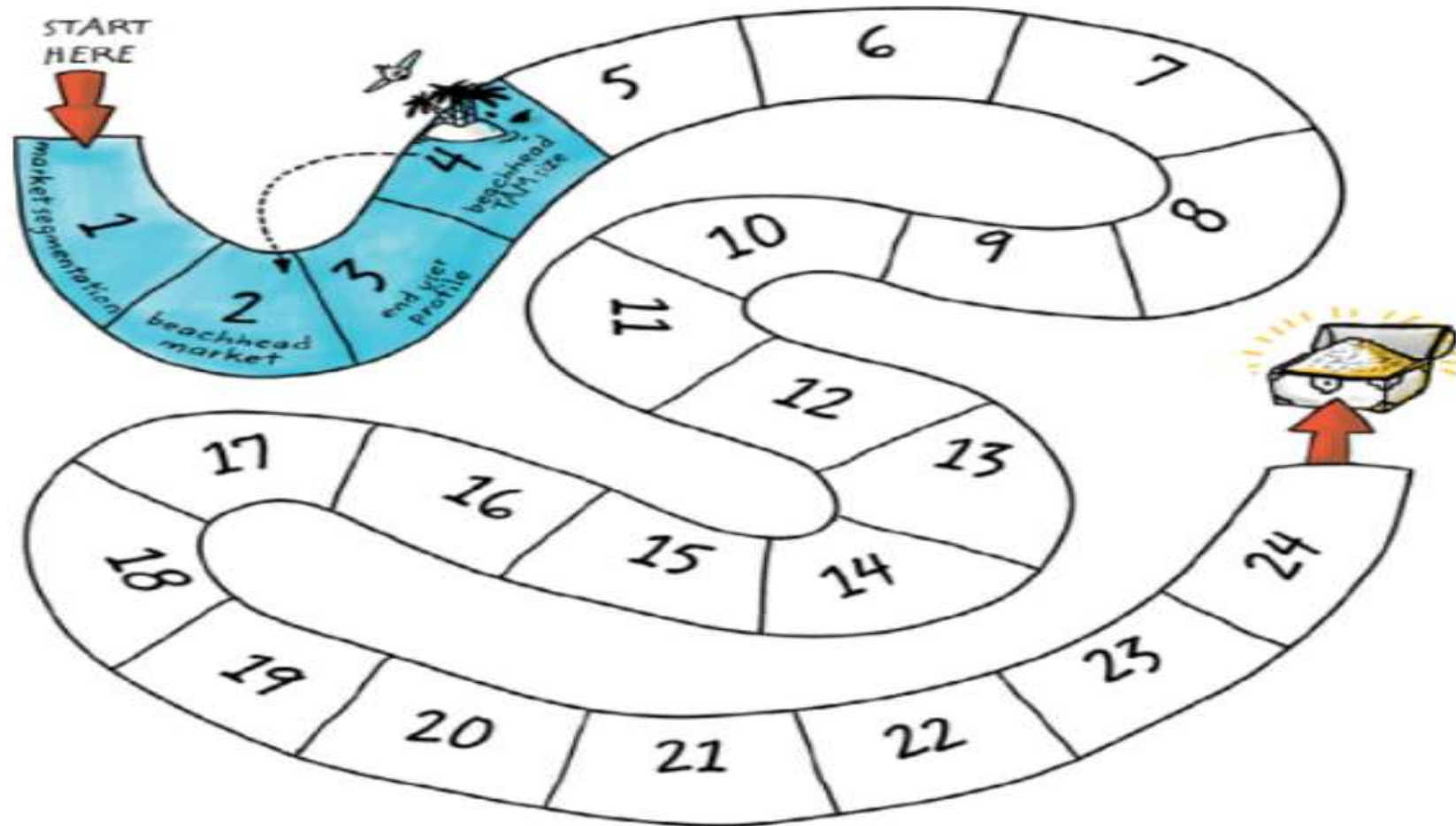
# Características possíveis para agregar no perfil do usuário final

- gênero
- Faixa de idade
- Faixa de renda
- Localização geográfica
- O que os motivam?
- O que temem?
- Quem é o seu herói?
- Onde vão nas férias? Onde vão para jantar? Onde vão após o trabalho?
- Que jornais lêem? Websites? Séries da TV?
- Qual é o motivo geral para comprar este produto? Preço? Imagem? Pressão dos amigos e colegas?
- O que os tornam especiais e identificáveis?
- Qual é a sua história?

# O seu time de fundadores inclui alguém que tenha esta persona?

- Isto é uma grande vantagem!

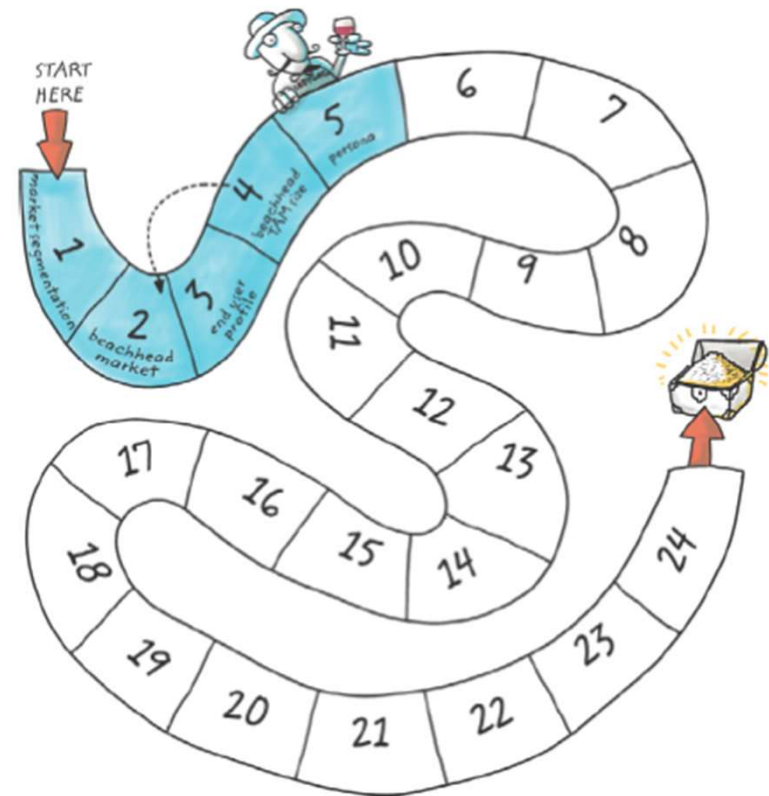
# Passo 4: Calcule o tamanho do TAM (Total Addressable Market) para o mercado do primeiro ataque (beachhead market)





# Próximo passo:

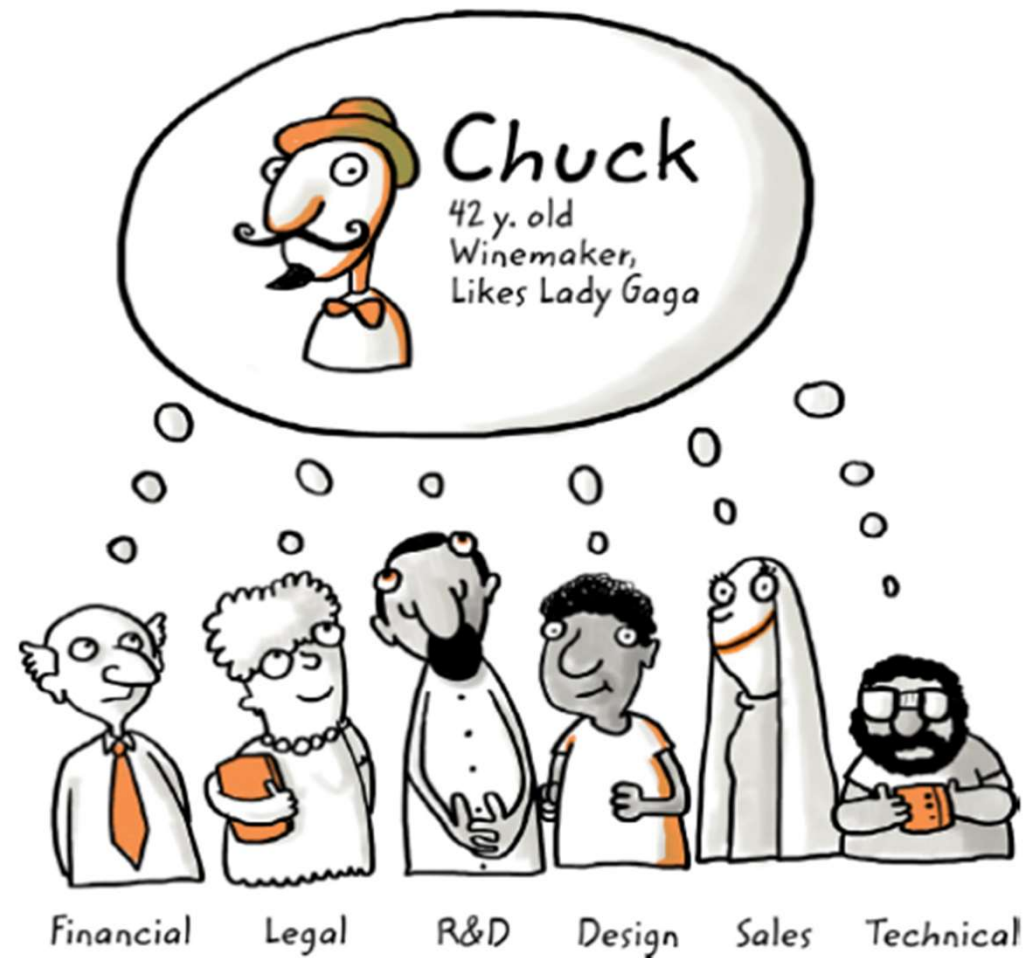
Passo 5:  
Descreva alguém  
real para verificar  
se a Persona está  
calibrada



# No passo 5 você irá:

- Escolher para ser sua Persona um usuário final de um cliente em potencial.
- Construir uma descrição detalhada dessa pessoa real.
- Tornar a Persona visível para todos os participantes do novo empreendimento para que haja referências a ela em todas as decisões.

# Esta é a nossa Persona!





# Hubspot

<https://www.hubspot.com/make-my-persona>



## What Is a Buyer Persona?

Learn what a buyer persona is and how to conduct research, surveys, and interviews to build your own.

[Learn More](#)



## Make My Persona Tool

Create a buyer persona that your entire company can use to market, sell, and serve better.

[Build My Persona](#)

Copyright © 2018 HubSpot, Inc.

# Vá além do Hubspot

A Persona precisa ser alguém real.

## Responda a pergunta:

Se eu tivesse apenas um usuário final para representar o perfil do nosso usuário final, quem seria esta pessoa real?



Facilities Manager, IBM NE Data Center, in Littleton, MA	
Environment	<ul style="list-style-type: none"> <li>Now has just over 20K Blade servers today growing at 15 percent per quarter for the past two years and for the foreseeable future.</li> </ul>
Personal Information	<ul style="list-style-type: none"> <li>He is second-generation American (parents from Ireland).</li> <li>Born in Medford, Massachusetts.</li> <li>Medford High to Middlesex Community College.</li> <li>Moved to Winchester.</li> <li>Family with 2 kids (12, 15).</li> <li>Just turned 40 this year.</li> </ul>
Career Context	<ul style="list-style-type: none"> <li>Mid-career, 18 years at IBM and not looking to leave.</li> <li>He is technical in the technician sense, not the engineering development sense.</li> <li>He is maintenance-focused and his vocational degree is relevant.</li> <li>Has been in current job for five years and has had three different managers already but hopes to keep this job for next five years at least.</li> <li>Promotion path forward is to manage more facilities.</li> <li>Makes \$65K per year and has the potential for a 5 percent bonus at the end of the year, based on the unit's overall per-</li> </ul>

	<p>formance and his contribution as determined by his boss, the data center manager.</p> <ul style="list-style-type: none"> <li>Eligible for salary increase each year, based on his appraisal (can be between 0 and 12 percent).</li> <li>He has been consistently ranked a 1 or 2 (on a scale of 1–5 where 1 is the best) in his yearly performance review, with reliability and supporting the business unit's growth as two key metrics upon which he is rated.</li> </ul>
Information Sources	<ul style="list-style-type: none"> <li>He prefers people to websites when he looks for information and answers to questions.</li> <li>Belongs to AFCOM (association for data center management professionals) and gets a lot of information from them, and especially likes to go to the Data Center World conference in early October each year in Las Vegas.</li> <li>Second-biggest influence is the Uptime Institute.</li> <li>Has started to look at Green Grid but not impressed.</li> <li>Also starting to get forwarded e-mail about a blog (Hamilton and Manos) that other influential facilities managers are starting to read, and he has recently bookmarked it himself</li> </ul>
Purchasing Criteria in Prioritized Order	<ol style="list-style-type: none"> <li>Reliability (highest priority)</li> <li>Growth (high priority)</li> <li>Costs (medium priority)</li> </ol>

# Exemplo de uma descrição de Persona

☆	
Other Noteworthy Items	<ol style="list-style-type: none"> <li>"Greenness" (low priority—extra credit) <ul style="list-style-type: none"> <li>Drives a Ford F-150 pickup truck and always buys American</li> <li>He wears a beeper that is always on</li> <li>Listens to country music</li> <li>He used to be a volunteer fireman and is proud of it. He makes level-headed decisions when there is a crisis, calling in his training to act fast and put out fires</li> </ul> </li> </ol>

Figure 5.1 Making the Persona visual means everyone on your team will be more engaged in the process and will keep the Persona in the front of their minds.



## Silviu

35 y.o.  
Alternative channels  
manager (small bank)  
Earns 2,500 EUR/mo

**STORY:** Energetic and ambitious.  
Has a family, but is a social person.  
Likes gadgets (Apple fan), motorbikes, and snowboarding.  
Likes good wine & dining w/ friends.  
Prefers doing business with people he likes.

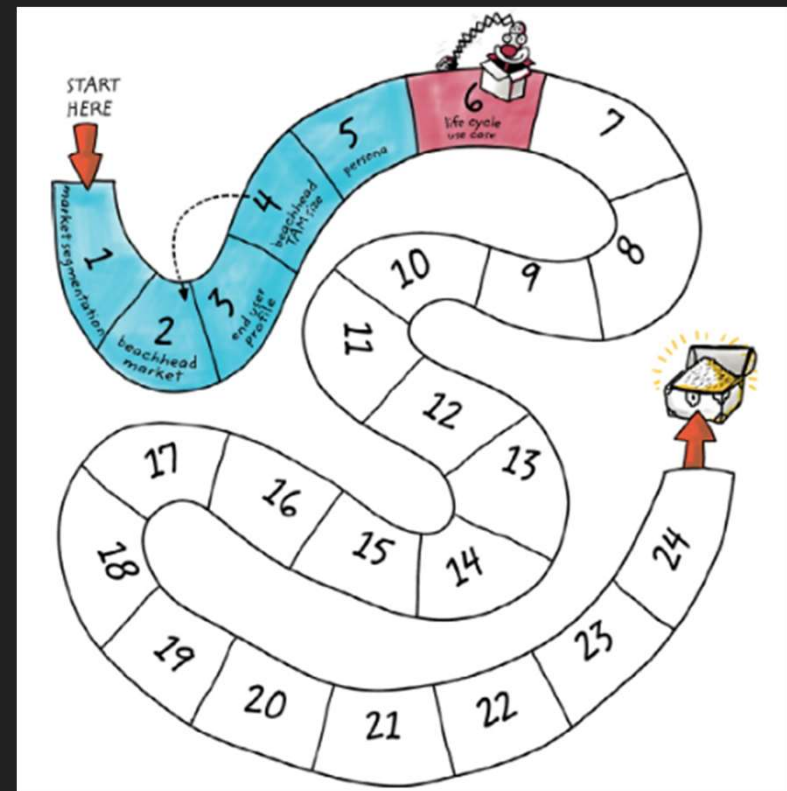
**GOALS:** Go up the ladder (VP/CEO in 10 y).  
Do something different/stand out.  
Be appreciated for results.  
His bank to become more competitive.

**NEEDS:** To get quick measurable results (customer loyalty & satisfaction).  
To lower his costs.  
To move faster/smarter than competitors.  
To find a good technology partner.

**PAINS:** Large IT projects are expensive and take long time to implement.  
Low competitiveness means more pressure (small bank).  
Upper management doesn't understand the leverage of usable, user-friendly technology.

# Próximo passo:

Passo 6:  
Execute um caso de  
uso do ciclo de vida  
completo





# Um caso de uso (use case):

É uma descrição de um caso fictício com verossimilhança.

# Neste passo você irá:

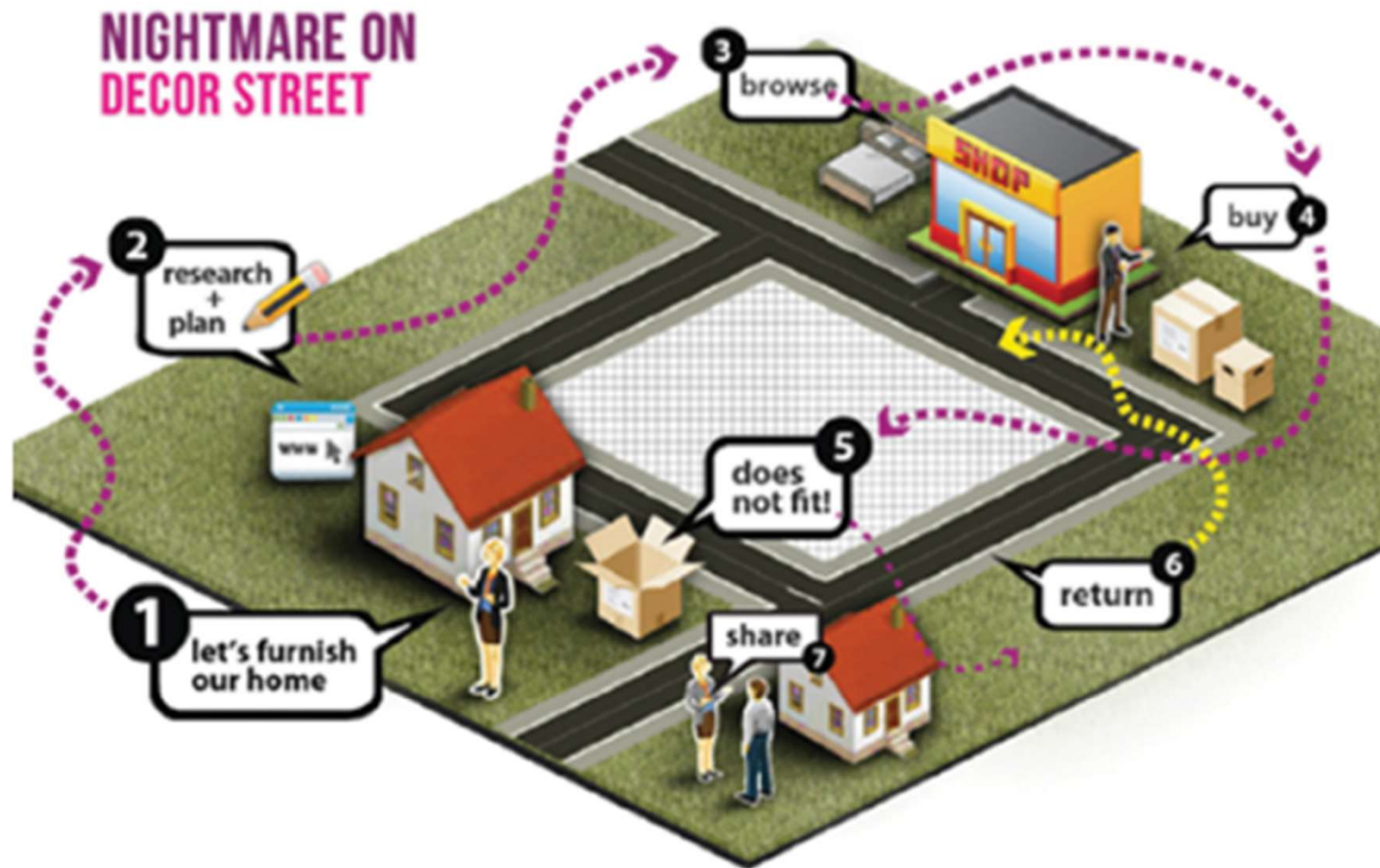
- Descrever em detalhes como sua Persona descobre que o seu produto existe, compra-o, usa-o, obtém valor a partir dele, paga por ele, compra-o de novo e conta para outras pessoas o que achou a respeito dele.
- Compreender por que este caso expandido de uso é essencial para identificar e resolver problemas da forma mais rápida e com o menor custo.
- Obter clareza adicional e alinhamento em toda a sua equipe através do detalhamento de vários aspectos de um caso de uso do ciclo completo de vida.

# O que deve constar de um caso de uso do ciclo completo de vida

1. Como o usuário final determina que tem uma necessidade ou oportunidade de fazer algo diferente do que tem feito até agora.
2. Como ele ficará sabendo a respeito do seu produto.
3. Como ele irá analisar o seu produto.
4. Como ele irá comprar o seu produto.
5. Como ele irá instalar o seu produto.
6. Como ele irá usar o seu produto (em detalhes).
7. Como ele determinará o valor ganho a partir do seu produto.
8. Como ele pagará pelo seu produto.
9. Como ele irá receber suporte técnico para seu produto.
10. Como ele irá comprar mais de você e como irá espalhar sua impressão (espera-se que positiva) acerca do seu produto.



*Figure 6.2 FillBee's nightmare on Decor Street (example of Full Life Cycle Use Case before new solution is implemented).*



*Figure 6.3 FillBee's Amanda Phillips Use Case; good but still missing some upfront and backend elements.*

Multiple Initial Set-Up Options Aimed at Ease of Use

To get started, Consumers can:

- 1.) Start with standardized room shape templates
- 2.) Enter the dimensions of their room
- 3.) Start with a pre-loaded room layout
- 4.) Upload 2 pictures of their room
- 5.) Upload a 360° video of their room

Furniture from Multiple Retailers

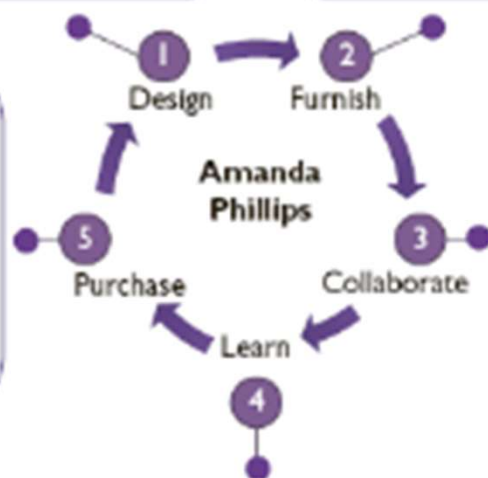
Consumers shouldn't be confined to one or two local retailers. With FillBee Marketplace, Consumers can:

- Select furniture by type
- Drag and drop the chosen item
- Repeat the previous steps until they've built the perfect room

Reduced Friction at Checkout

On FillBee, Consumers can:

- Use FillBee Diagnostics to optimize spend
- View discounts and coupons in an aggregated view
- Complete a purchase through one checkout process, rather than from multiple vendors



Design with the Crowd

FillBee's social and collaboration features let Consumers:

- Share in the decision-making and design process with their friends and families
- Keep up on the latest trends in design and decor
- Get help from a Pro Designer

Real-Time Feedback Feature Helps Consumers Make Better Informed Decisions

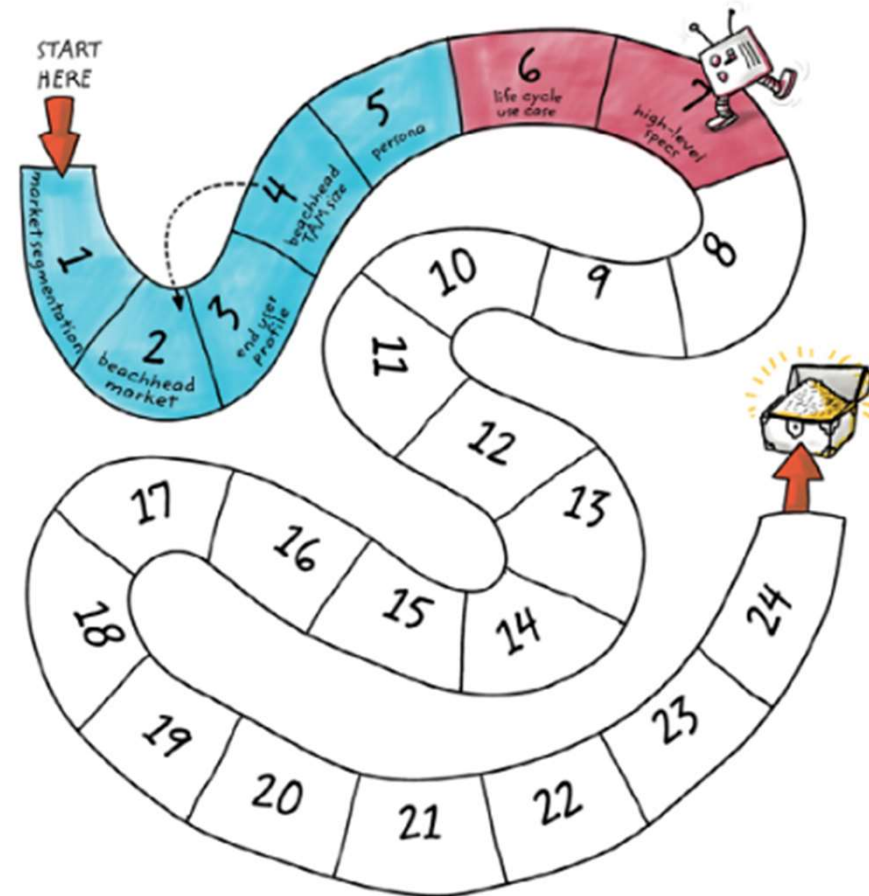
FillBee Diagnostics will perform an automated sanity check on the layout consumers create, providing Consumers with:

- Tailored recommendations based on the Consumer's prior usage and purchase history
- Automated design-centric alerts such as spacing recommendations between two furniture items
- An automated ratings engine that provides ratings based on design and cost metrics



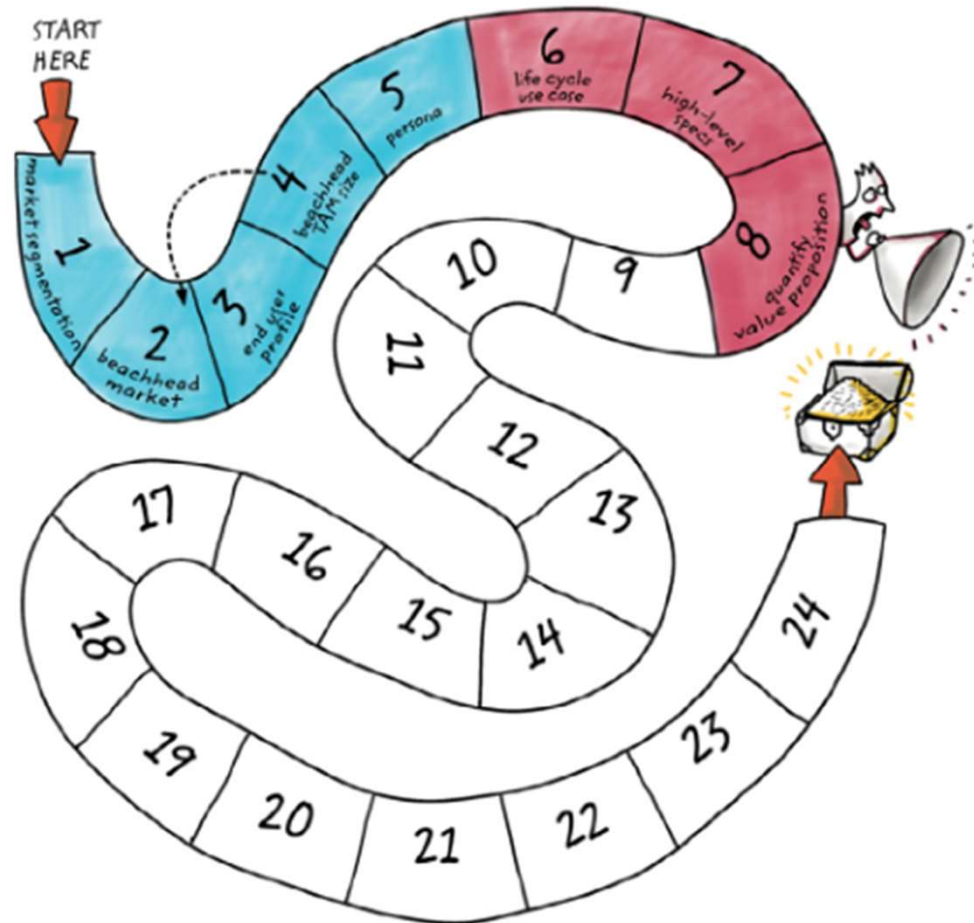
# Próximos passos:

Passo 7:  
especificar o  
produto (alto  
nível)





# Passo 8: quantificar a proposta de valor



# Exercício em equipe para a próxima aula (11 setembro)

Preencher o DEC – Disciplined Entrepreneurship Canvas com um caso fictício, porém verossímil.

Fazer em duplas ou trios.

Criar um arquivo Powerpoint com uma explicação do exercício.

Gravar um vídeo explicativo de 3 minutos (use a função Windows+G) e subir o vídeo no canal do YouTube. Cada membro da equipe deve se apresentar e “vender o seu peixe”.

# The Disciplined Entrepreneurship Canvas

PRODUCT \_\_\_\_\_ REVISION \_\_\_\_\_ DATE \_\_\_\_\_

<p><b>1 Raison d'Être</b> <i>Why are you in business?</i></p> <p>Mission:</p> <p>Passion:</p> <p>Values:</p> <p>Initial Assets:</p> <p>Initial Idea:</p>	<p><b>4 Competitive Advantage</b> <i>Why you?</i></p> <p>Moats:</p> <p>Core:</p> <p>Competitive Positioning:</p>	<p><b>5 Customer Acquisition</b> <i>How does your customer acquire your product?</i></p> <p>DMU:</p> <p>Process to Acquire Customer:</p> <p>Windows of Opportunity:</p> <p>Possible Triggers:</p>	<p><b>8 Overall Economics</b> <i>Does your product make money?</i></p> <p>Estimated R&amp;D Expenses:</p> <p>Estimated G&amp;A Expenses:</p> <p>LTV/COCA Ratio High Enough:</p>	<p><b>9 Design &amp; Build</b> <i>How do you produce the product?</i></p> <p>Identify Key Assumptions:</p> <p>Test Key Assumptions:</p> <p>MVBP:</p> <p>Tracking Metrics:</p>
<p><b>2 Initial Market</b> <i>Who is your customer?</i></p> <p>Beachhead:</p> <p>End User Profile:</p> <p>TAM:</p> <p>Persona:</p> <p>First 10 Customers:</p>	<p><b>3 Value Creation</b> <i>What can you do for your customer?</i></p> <p>Use Case:</p> <p>Product Description:</p> <p>Problem Being Solved:</p> <p>Quantified Value Proposition:</p>	<p><b>6 Product Unit Economics</b> <i>Can you make money?</i></p> <p>Business Model:</p> <p>Estimated Pricing:</p> <p>Short Term LTV: Short Term COCA: Medium Term LTV: Medium Term COCA: Long Term LTV: Long Term COCA:</p>	<p><b>7 Sales</b> <i>How do you sell your product</i></p> <p>Preferred Sales Channel:</p> <p>Sales Funnel:</p> <p>Short Term Mix:</p> <p>Medium Term Mix:</p> <p>Long Term Mix:</p>	<p><b>10 Scaling</b> <i>How do you scale your business?</i></p> <p>Product Plan for Beachhead:</p> <p>Next Market:</p> <p>Product Plan beyond Beachhead:</p> <p>Follow-on TAM:</p>



# The Disciplined Entrepreneurship Canvas

PRODUCT: DE Toolbox

REVISION: 1.0

DATE: October 20, 2016

XIX

<p><b>1 Raison d'Être</b> <i>Why are you in business?</i></p> <p><b>Mission:</b> Help more startups around the world to become successful, and improve lives, fix unemployment, and grow economies. Help more people to invest in startups in a smart way.</p> <p><b>Founder passions:</b> Startups and innovation, teaching, interacting with smart people.</p> <p><b>Values:</b> transparent, competitive, fair play.</p> <p><b>Initial Assets:</b> Team (Manus &amp; Vlad), connections (Bill Aulet, MIT, accelerators), current users (5,000+ for current product).</p> <p><b>Initial idea:</b> Online tool to help startups accelerate and get funded.</p>	<p><b>4 Competitive Advantage</b> <i>Why you?</i></p> <p><b>Moats:</b> Network effect (both startups/ accelerators use it).</p> <p><b>Core:</b> We match the best startups with the best accelerators/investors, and help them work smarter together.</p> <p><b>Competitive Positioning:</b> Better productivity than AngelList, F6S. Focused on process more than Visible, FounderSuite, Gust.</p>	<p><b>5 Customer Acquisition</b> <i>How does your customer acquire your product?</i></p> <p><b>Decision Making Unit:</b> A. Founders &amp; Chief Product Officers B. Sponsor: CIO/CTO or Managing Director of accelerator. Decision: managing team.</p> <p><b>Decision Making Process:</b> A. Start trial, share with team, add data, discuss with team before trial expiration. B. Analyze features &amp; cost for tools, contact suppliers, negotiate &amp; sign (4-6 mo).</p> <p><b>WoOs:</b> A. Apply to accelerator, prepare for fundraising B. New generation/new fund (twice per year) or change in leadership</p> <p><b>Possible Triggers:</b> B. Discounts, sales rep meetings or events.</p>	<p><b>8 Overall Economics</b> <i>Does your product make money?</i></p> <p><b>Est R&amp;D Exp:</b> \$50,000</p> <p><b>Est G&amp;A Exp:</b> \$24,000</p> <p><b>LTV/COCA Ratio:</b> 20:1 / 7:1</p>	<p><b>9 Design &amp; Build</b> <i>How do you produce the product?</i></p> <p><b>Key Assumptions:</b> 1. Startups will use the tool recurrently. 2. Accelerators need a better tool to source startups (than F6S/AngelList/Google Forms) and manage the acceleration process (than Google Docs/Slack/Email).</p> <p><b>Assumption Tests:</b> 1. Simplify tool (not linear, iterative/depth) 2. Try selling a prototype/slideshow.</p> <p><b>MVBP:</b> 1. Current product with subscription 2. Presentation/prototype for accelerator features</p> <p><b>Tracking Metrics:</b> 1. Retention for startups 2. Number of paying startups 3. Number of paying accelerators</p>
<p><b>2 Initial Market</b> <i>Who is your customer?</i></p> <p><b>Beachhead Market:</b> A. Early-stage founders who want to improve their startup's chances to fundraise. B. Accelerators outside Silicon Valley who want to improve their process and outcomes.</p> <p><b>End User Profile:</b> A. Tech founders outside major US startup hubs with an idea or product but no revenue. B. Smaller accelerators who have trouble getting good deals and accelerating them properly.</p> <p><b>TAM:</b> 1M tech founders outside US (\$100M). 5,000 smaller accelerators (\$30M).</p> <p><b>Persona:</b> TBD</p> <p><b>10 Customers:</b> MVP Academy (RO), NUMA (FR), MITEF Poland (PL), IncubatecUFRO (CL), UDD Ventures (CL), Magical Startups (CL), Eleven (BG), HUStart (IL), MadelnJLM (IL), AccelerateKorea (KR).</p>	<p><b>3 Value Creation</b> <i>What can you do for your customer?</i></p> <p><b>Use Case:</b> A. Learn about the biz side of your startup, apply it using a vetted process (DE24) &amp; online tools. B. Recruit better startups, engage more mentors, accelerate startups faster, get them funded.</p> <p><b>Product Description:</b> Process &amp; toolbox for founders &amp; accelerators—marketplace.</p> <p><b>Problem:</b> A. Founders lack guidance and tools to help them be more disciplined on the business side. B. Accelerators' "spray and pray" strategy does not yield too many successful startups.</p> <p><b>Quantified Value Proposition:</b> A. Move faster. Get funded faster. B. Get better deals. Get better follow-on investments for startups.</p>	<p><b>6 Product Unit Economics</b> <i>Can you make money?</i></p> <p><b>Business Model:</b> Subscription model for both startups &amp; accelerators.</p> <p><b>Pricing:</b> \$15/mo per startup</p> <p><b>Short term LTV:</b> \$200 / \$15,000 <b>Short term COCA:</b> \$10 / \$2,000</p> <p><b>Medium term LTV:</b> \$250 / \$25,000 <b>Medium term COCA:</b> \$7 / \$1,750</p> <p><b>Long term LTV:</b> \$275 / \$32,000 <b>Long term COCA:</b> \$5 / \$1,500</p>	<p><b>7 Sales</b> <i>How do you sell your product</i></p> <p><b>Preferred Sales Channel:</b> A. Website B. Direct sales</p> <p><b>Sales Funnel:</b> A. Search online—Read features &amp; testimonials—Create trial—Add data in app—Receive trial end email—Discuss with team—Buy. B. Search tools/get referrals—Analyze features—Discuss with sales reps—Discuss with team—Negotiate—Sign contract—Buy.</p> <p><b>Short Term Mix:</b> Email newsletter, event presentations, inbound, direct sales.</p> <p><b>Medium/Long Term Mix:</b> Event presentations, inbound, direct sales.</p>	<p><b>10 Scaling</b> <i>How do you scale your business?</i></p> <p><b>Product Plan for BHM:</b> ???</p> <p><b>Next Market:</b> Universities, Angel groups</p> <p><b>Product plan beyond BHM:</b> Marketplace</p> <p><b>Follow-on TAM:</b> 100,000 angels (\$1B).</p>

# 1 Raison d'Être

*Why are you in business?*

**Mission:** Help more startups around the world to become successful, and improve lives, fix unemployment, and grow economies. Help more people to invest in startups in a smart way.

**Founder passions:** Startups and innovation, teaching, interacting with smart people.

**Values:** transparent, competitive, fair play.

**Initial Assets:** Team (Marius & Vlad), connections (Bill Aulet, MIT, accelerators), current users (5,000+ for current product).

**Initial Idea:** Online tool to help startups accelerate and get funded.

Não  
importa  
qual seja o  
negócio. Se  
não  
souberem  
pergunte  
para mim.

2

## Initial Market

*Who is your customer?*

### Beachhead Market:

- A. Early-stage founders who want to improve their startup's chances to fundraise.
- B. Accelerators outside Silicon Valley who want to improve their process and outcomes.

### End User Profile:

- A. Tech founders outside major US startup hubs with an idea or product but no revenue.
- B. Smaller accelerators who have trouble getting good deals and accelerating them properly.

**TAM:** 1M tech founders outside US (\$100M).  
5,000 smaller accelerators (\$30M).

**Persona:** TBD

**10 Customers:** MVP Academy (RO), NUMA (FR), MITEF Poland (PL), IncubatecUFRO (CL), UDD Ventures (CL), Magical Startups (CL), Eleven (BG), HUStart (IL), MadeInJLM (IL), AccelerateKorea (KR).





## **Value Creation**

*What can you do for your customer?*

### **Use Case:**

- A. Learn about the biz side of your startup, apply it using a vetted process (DE24) & online tools.
- B. Recruit better startups, engage more mentors, accelerate startups faster, get them funded.

**Product Description:** Process & toolbox for founders & accelerators—marketplace.

### **Problem:**

- A. Founders lack guidance and tools to help them be more disciplined on the business side.
- B. Accelerators' "spray and pray" strategy does not yield too many successful startups.

### **Quantified Value Proposition:**

- A. Move faster. Get funded faster.
- B. Get better deals. Get better follow-on investments for startups.

**Fim da aula**  
**4**

Obrigado!

José Antonio Lerosa

[jals@usp.br](mailto:jals@usp.br)