



Business Ideas Lab

Juan Gasca
@JuanGascaTC

ThinkersC
www.thinkersco.co

BYDSEA
www.bydsea.co

ANIFENTO
FISIOTERAPIA

LA MAMBA
www.lamamb

a.es

m

m

DESIGNPEDIA

www.designpedia.info

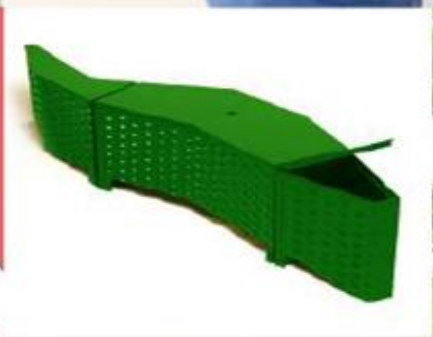


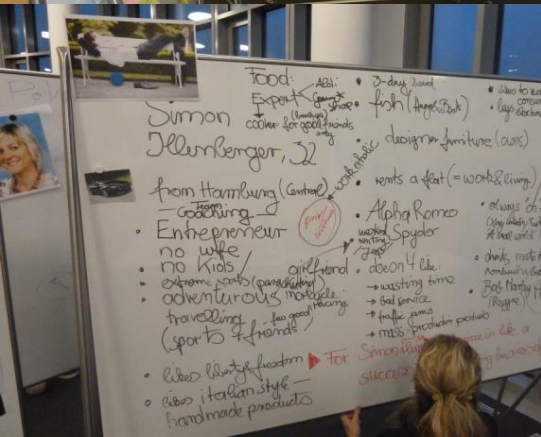
www.startupsmansion.c

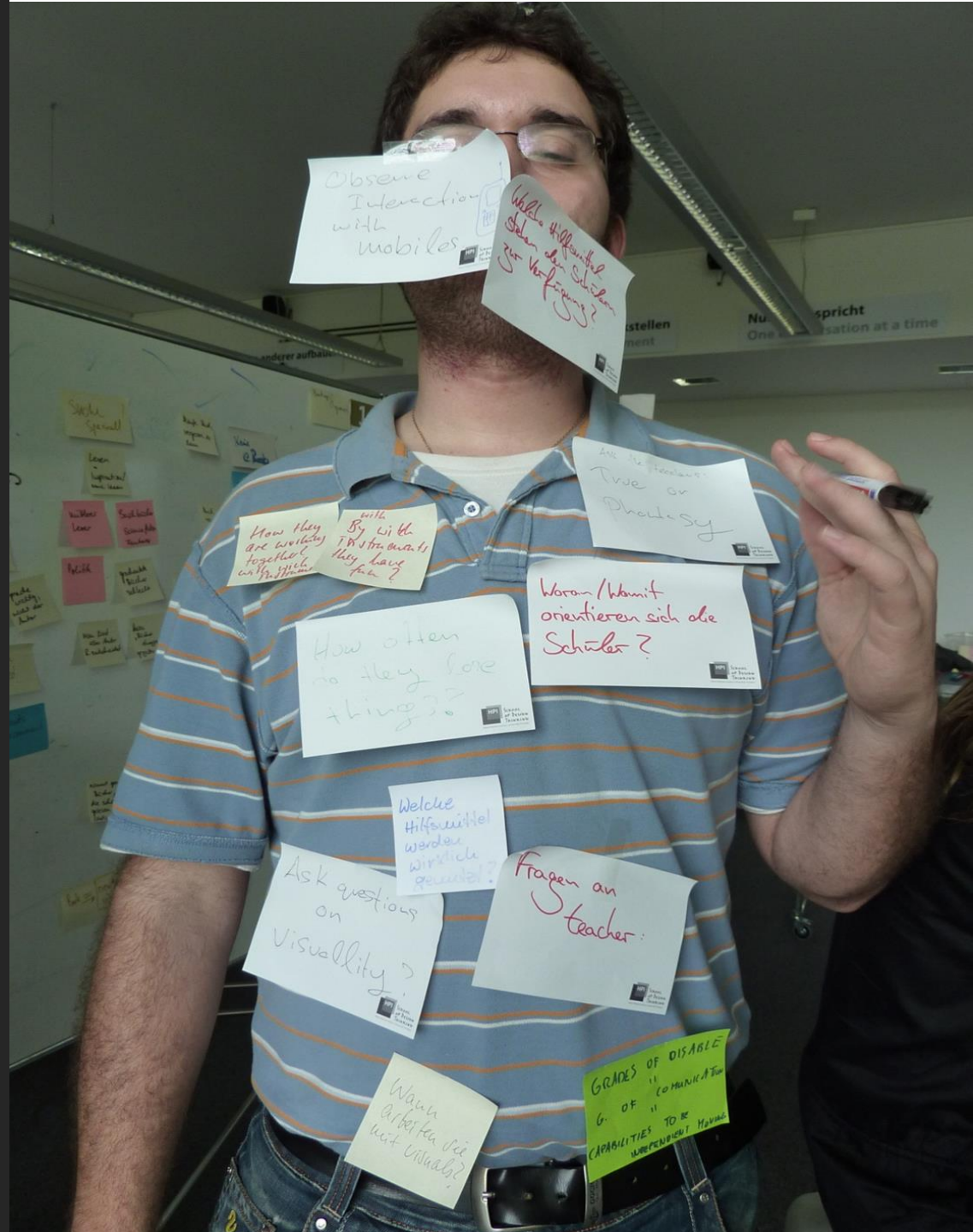
om

@JuanGascaTC – Customer Journey Lab

LA MAMBA

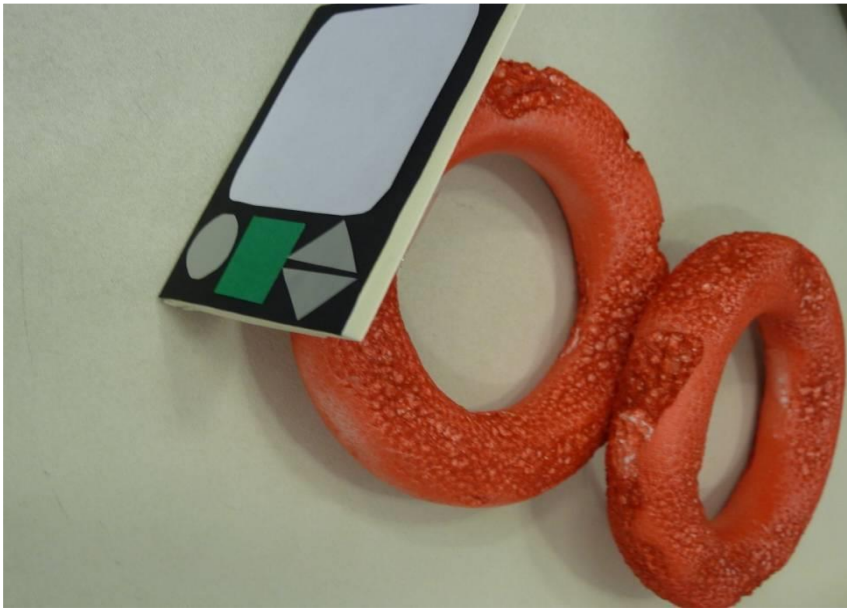






KANONA

Prototyp I



KANONA

Prototyp II



Prototyp III

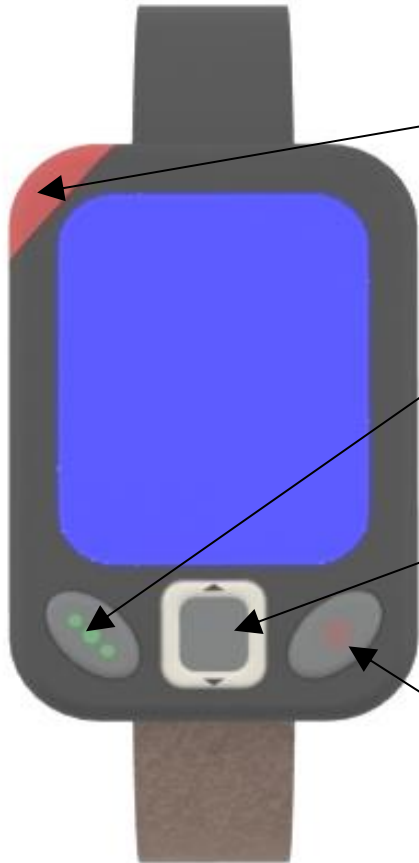


KaNoNa

Vibration in zwei Armbändern Navigation durch GPS



Funktionen



ES

-> Notrufknopf

MENU

-> zur Zielortliste

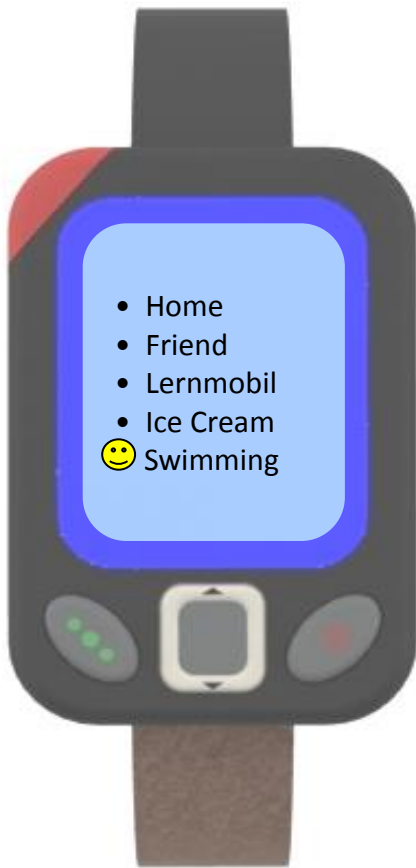
OK

-> Auswahl bestätigen

C

-> Menü verlassen
-> Route beenden
-> Ausschalten

Funktionen



Zielortliste



Navigation



TODO ESTA BASADO
EN MODELOS DE LA ERA
INDUSTRIAL

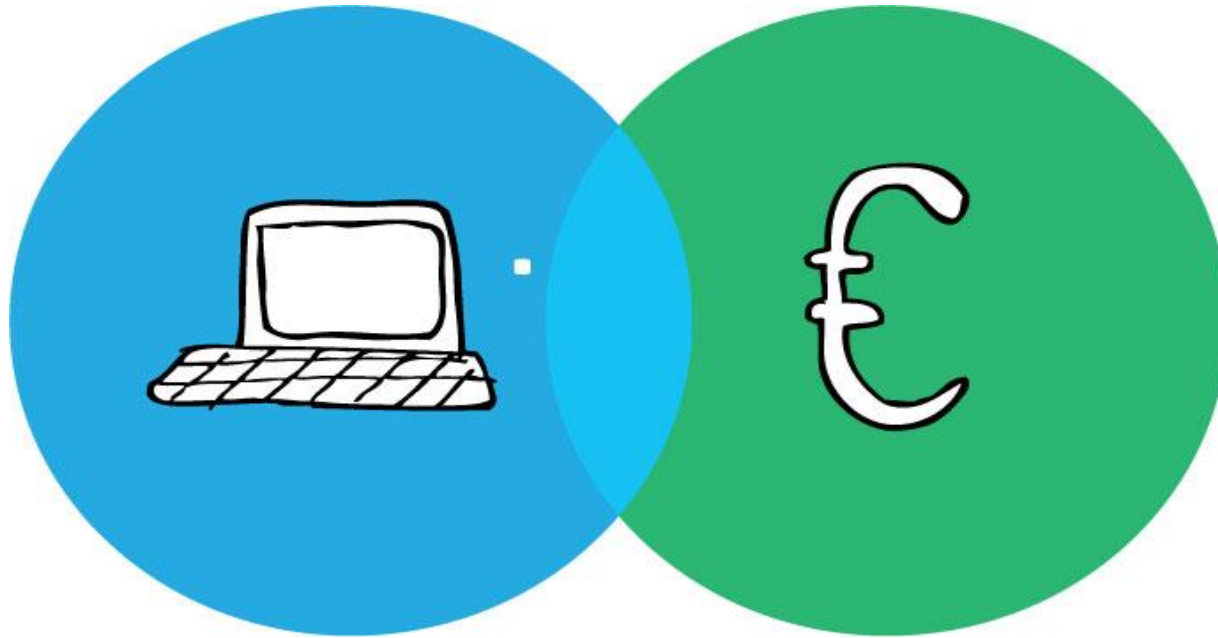
Y ESTA
FALLANDO

NO ES UNA CRISIS,
ES UN CAMBIO HISTORICO



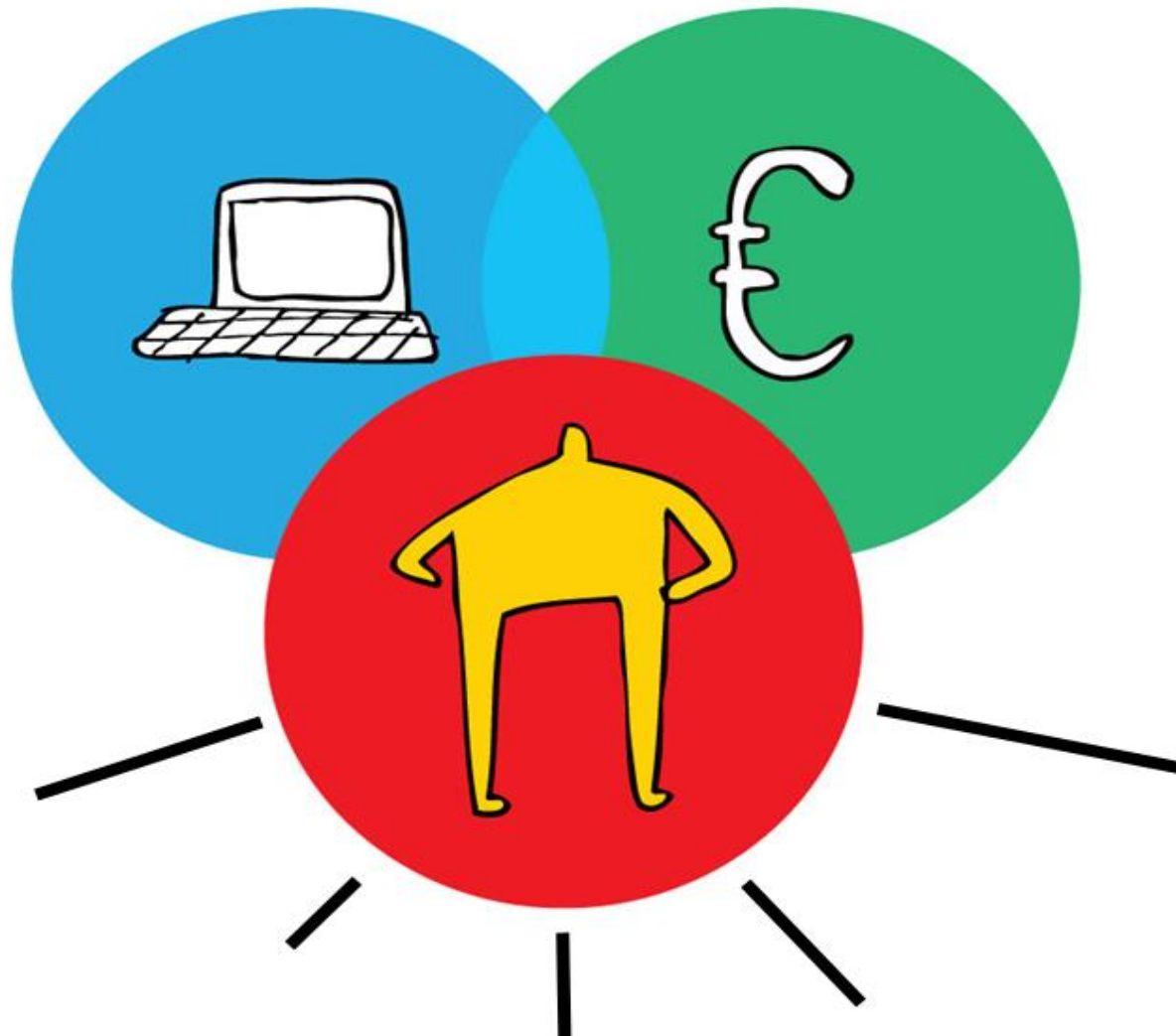
*Don Tapscott,
World Economic Forum Member*

Tecnología + Negocio – Nuevos Mercados





Tecnología + Negocios + Persona – Deseos // Necesidades



Our competitors aren't taking our market share with devices; they are taking our market share with an entire ecosystem."

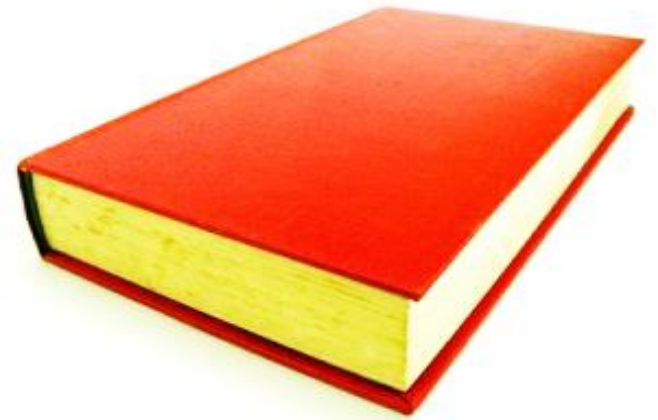
Nokia CEO Stephen Elop





Q3 2007: 0.3M unidades

Q1 2014: 51 M unidades







UNCERTAINTY / PATTERNS / INSIGHTS

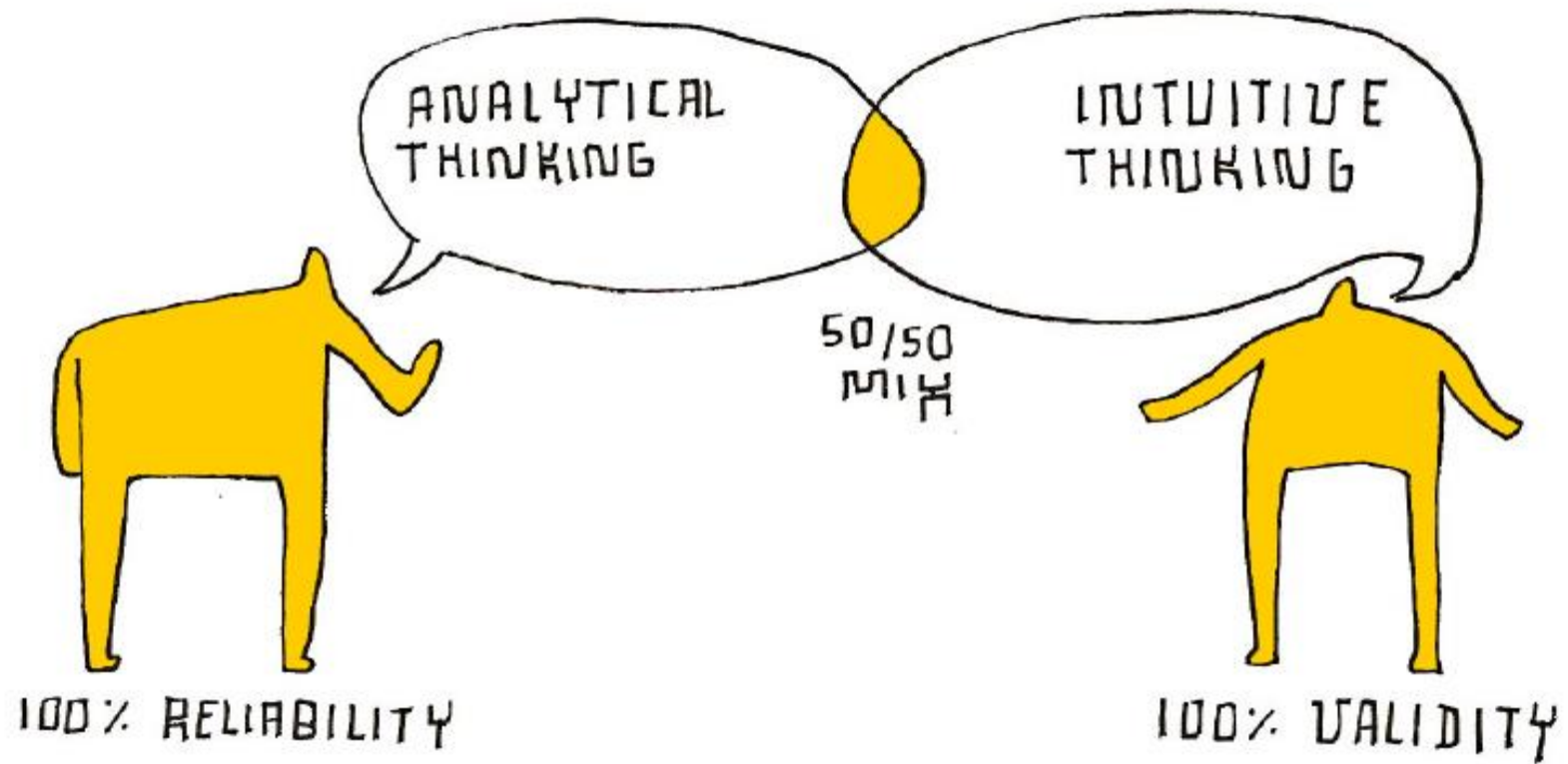
CLARIFY / FOCUS



idea

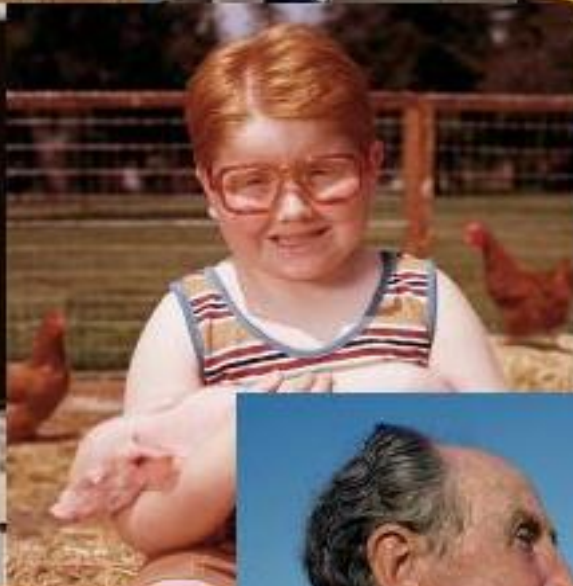
Desarrollo idea

DESIGN THINKING



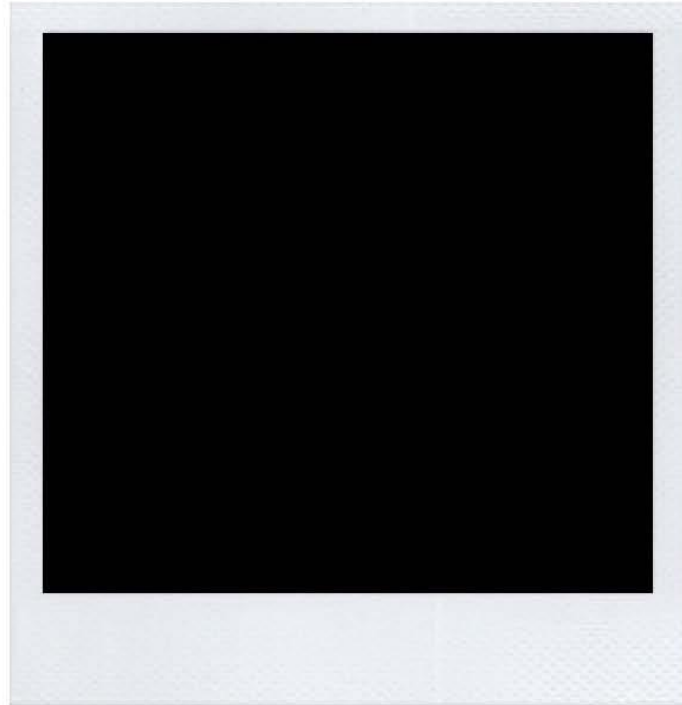
Designing ~~for~~ People

Designing **WITH** People

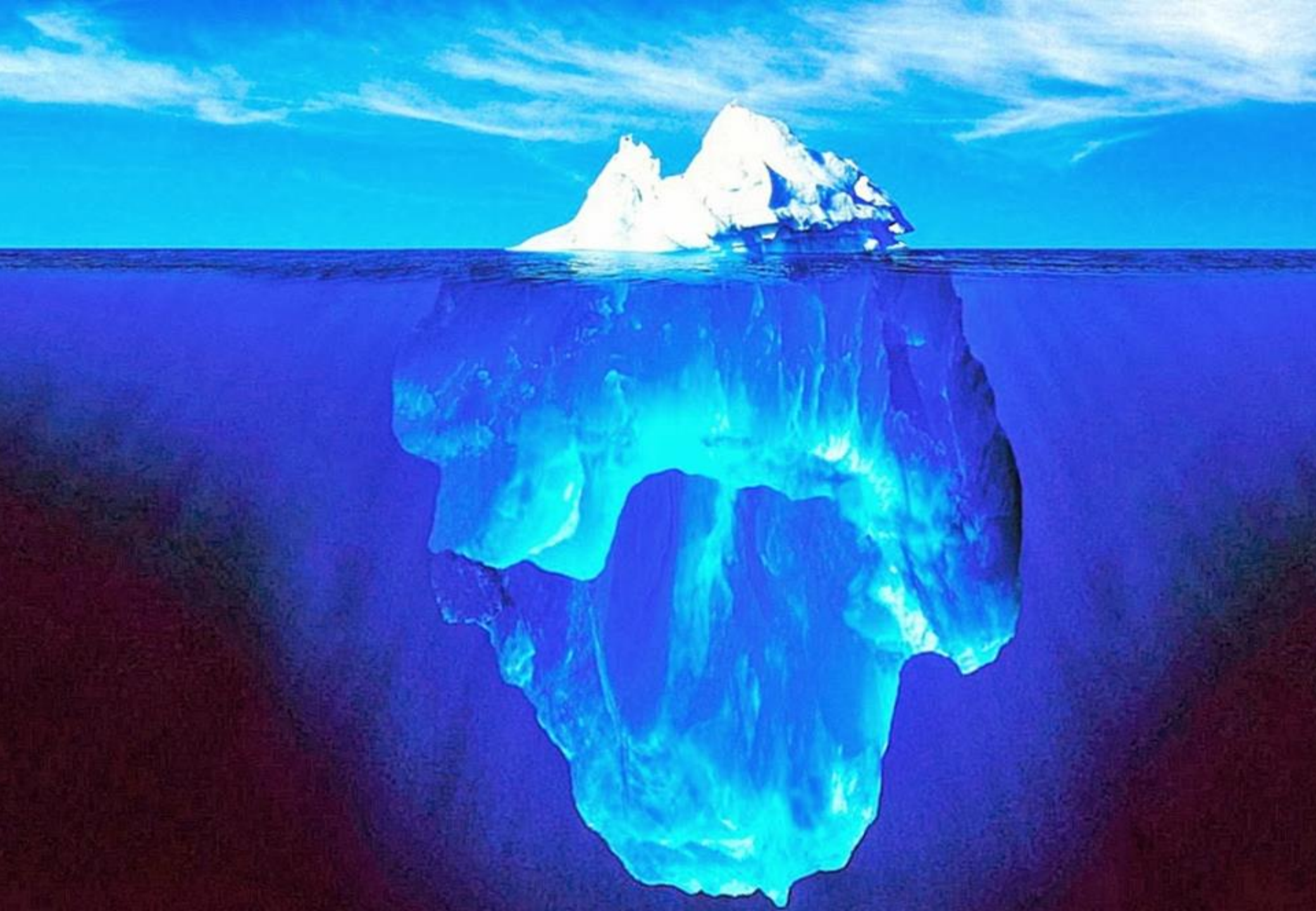




¿Para quién diseñas?



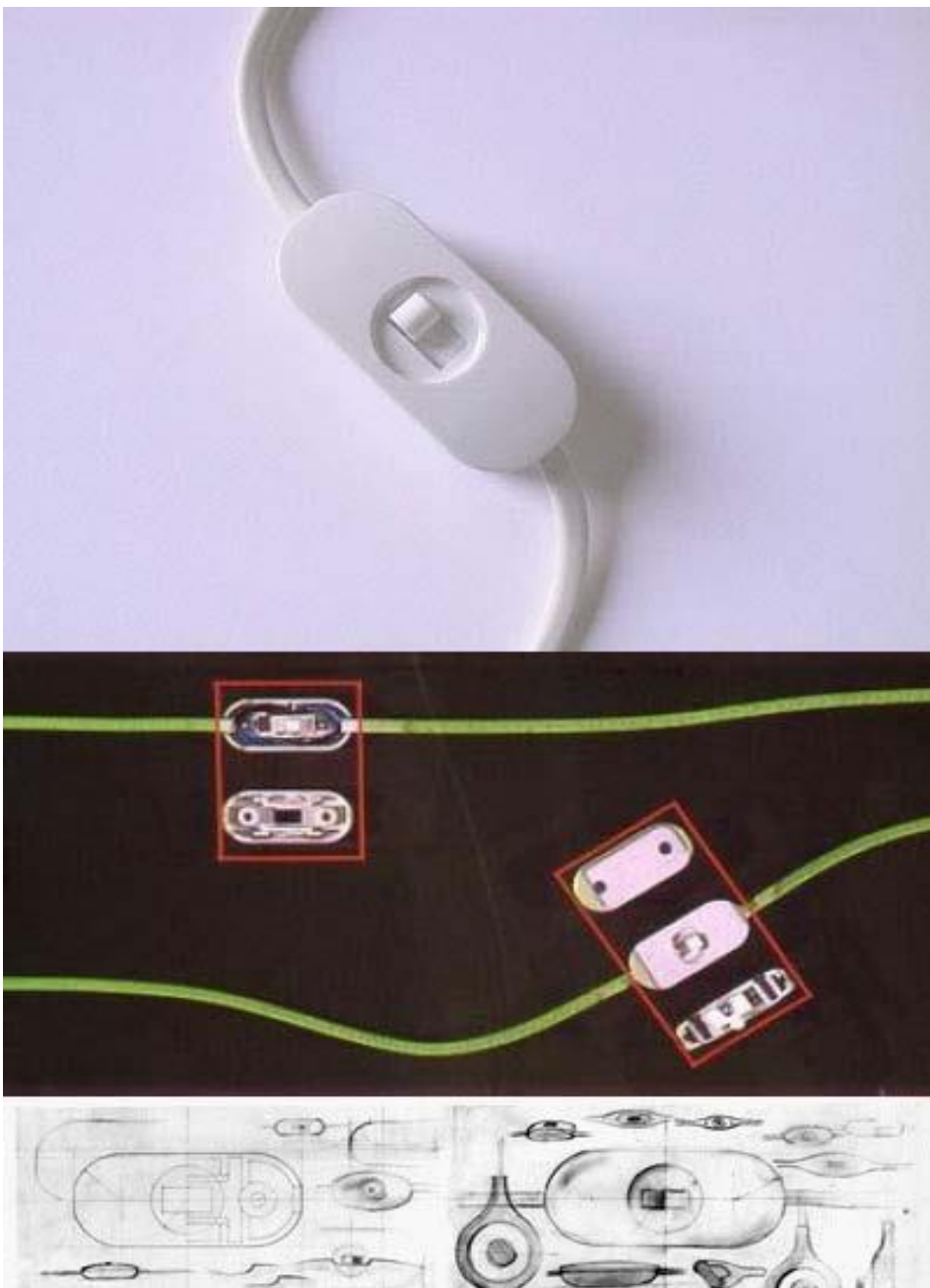




“Don’t design for everyone. It’s impossible.”

All you end up doing is designing something that makes everyone unhappy. “

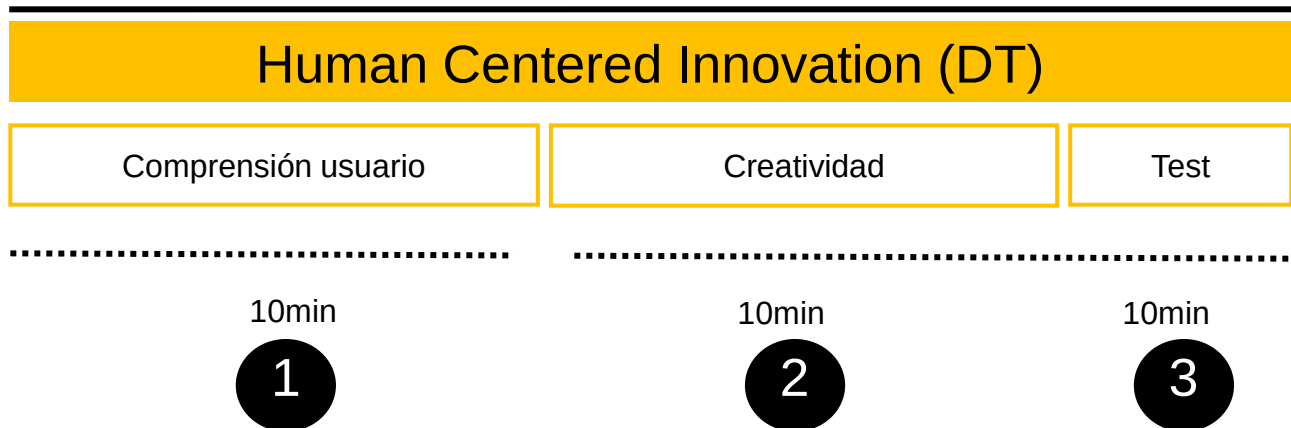
-Theodore Levitt



A. & P. Castiglioni

Mejor que contarle...vamos a probarlo ;)

Actividad Experiencial en 30 minutos





1

Comprensión usuario: Analiza su cartera.

Durante este ejercicio nuestra meta es empatizar con el usuario y comprender su contexto, estamos poniendo a trabajar la capacidad de observar y ser sorprendido. Durante la actividad, debéis actuar como verdaderos detectives tratando de describir y entender al cliente detrás de la billetera.



2

Generación de Ideas y Creatividad - Diseñando el Reloj Digital Ideal-

Crees que conoces a esa persona lo suficiente?

Basados en los Insights de la actividad previa, cada grupo tiene que diseñar “**Reloj Digital Ideal**” perfecto para su persona.



Ahora, es el momento de probar el nuevo diseño con su futuro usuario, el propietario de la carpeta. ¿Tuviste éxito? ¿Cómo lo mejorarías o qué harías ahora?

La prueba es no sólo un punto de control de control, sino también una fuente de aprendizaje clave.

4 Conclusiones

- Valor no esta en la posibilidad. Valor esta en las NECESIDADES & EXPECTATIVAS
- Los Usuarios no saben exactamente lo que quieren, pero si tienen una idea clara sobre lo que no quieren.

¿Cómo podemos usar a nuestro cliente como principal fuente de conocimiento e información?

- Comprendiendo al usuario en primer lugar. Tecnología y Mercado aparecen en una segunda fase.
- Itera rápido: Comprende, Diseña, Testea & Aprende (una y otra vez).

ESTO ES UN SET DE NUEVAS PRAXIS Y COMPORTAMIENTOS QUE LAS COMPAÑIAS DEBERÍAN INTERIORIZAR!!!

PHASES

1

DISCOVERY



I have a challenge.
How do I approach it?

2

INTERPRETATION



I learned something.
How do I interpret it?

3

IDEATION



I see an opportunity.
What do I create?

4

EXPERIMENTATION



I have an Idea.
How do I build it?

5

EVOLUTION



I tried something new.
How do I evolve it?

STEPS

1-1 Understand the Challenge

1-2 Prepare Research

1-3 Gather Inspiration

2-1 Tell Stories

2-2 Search for Meaning

2-3 Frame Opportunities

3-1 Generate Ideas

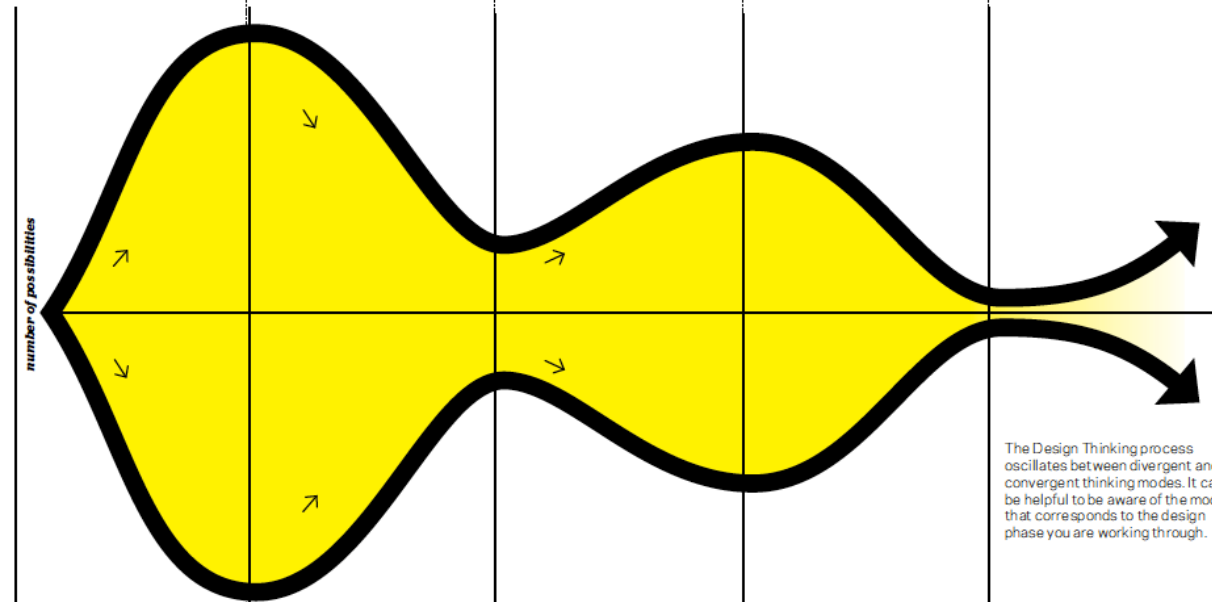
3-2 Refine Ideas

4-1 Make Prototypes

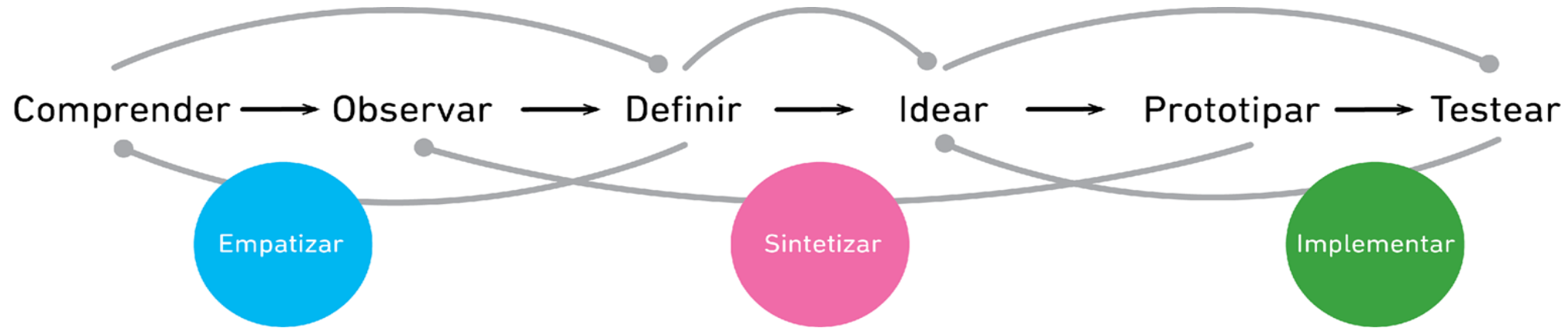
4-1 Get Feedback

5-1 Track Learnings

5-2 Move Forward



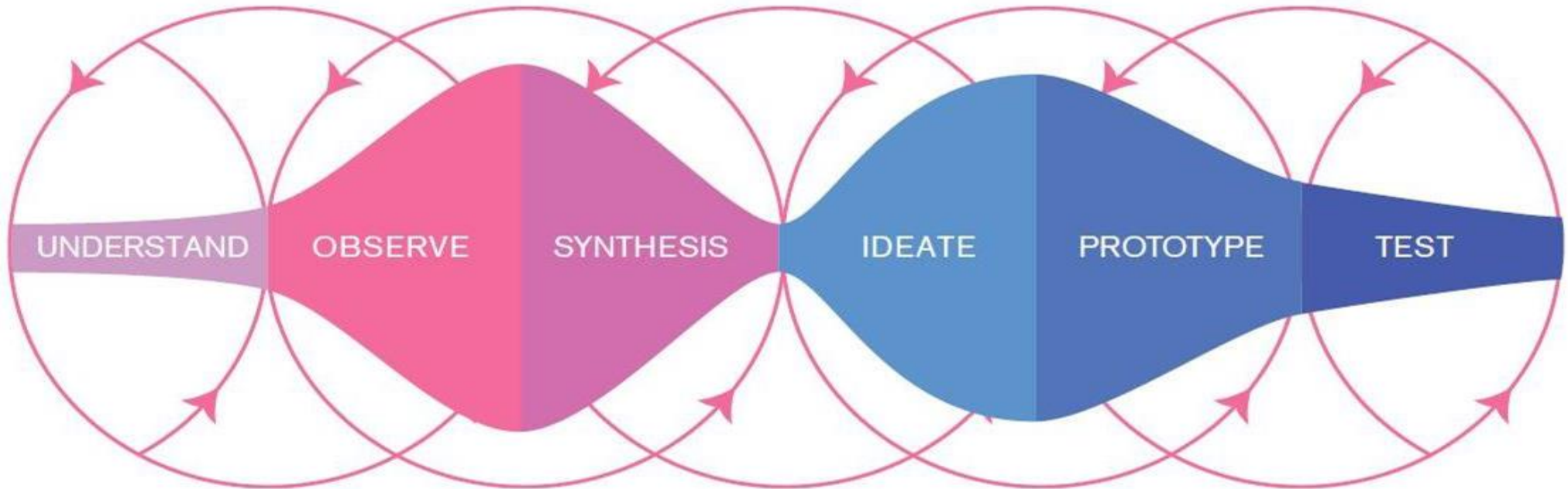
Procesos Design Thinking



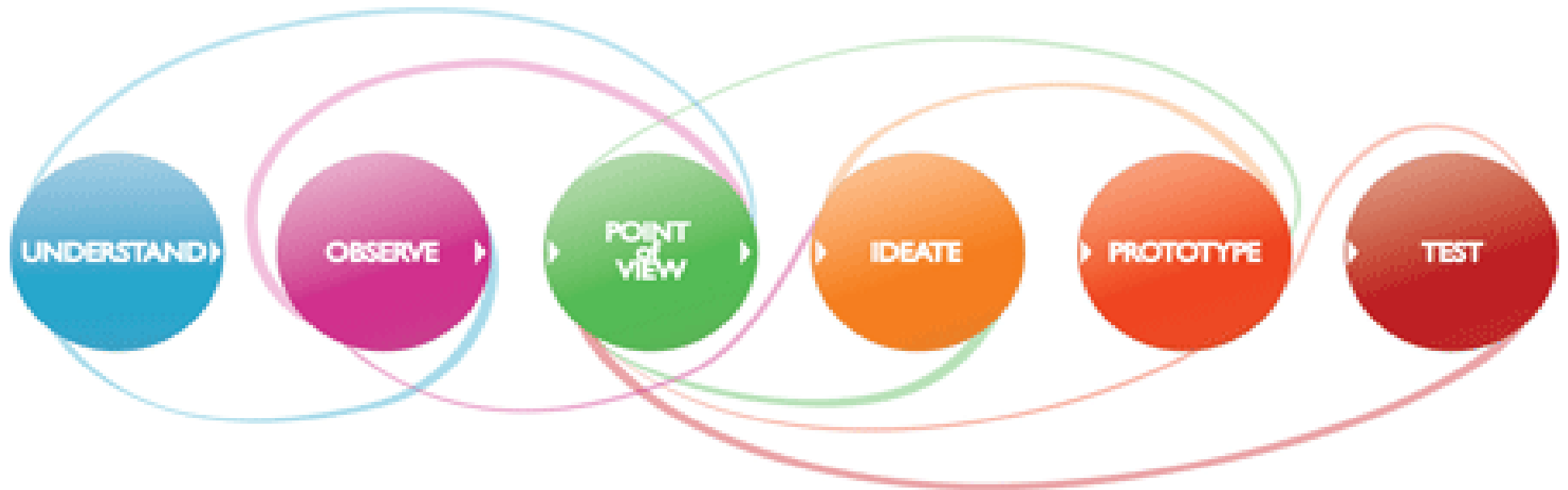
Procesos Design Thinking



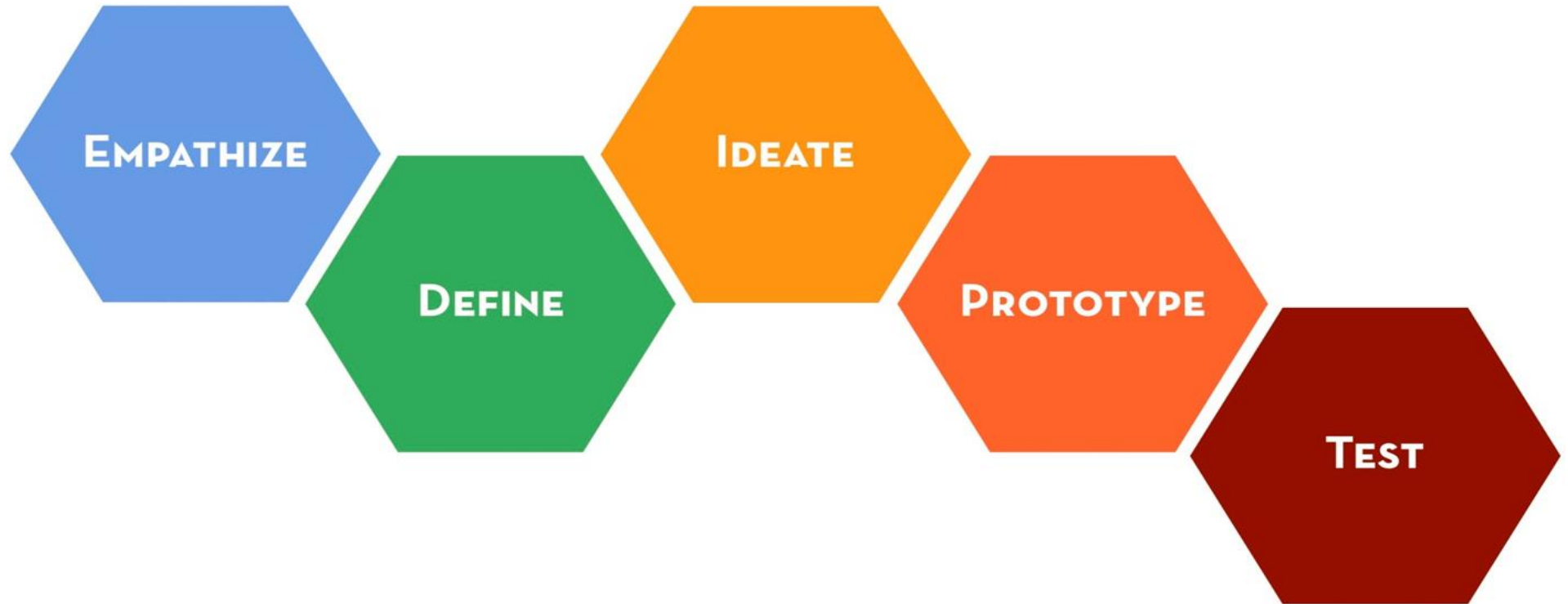
Procesos Design Thinking

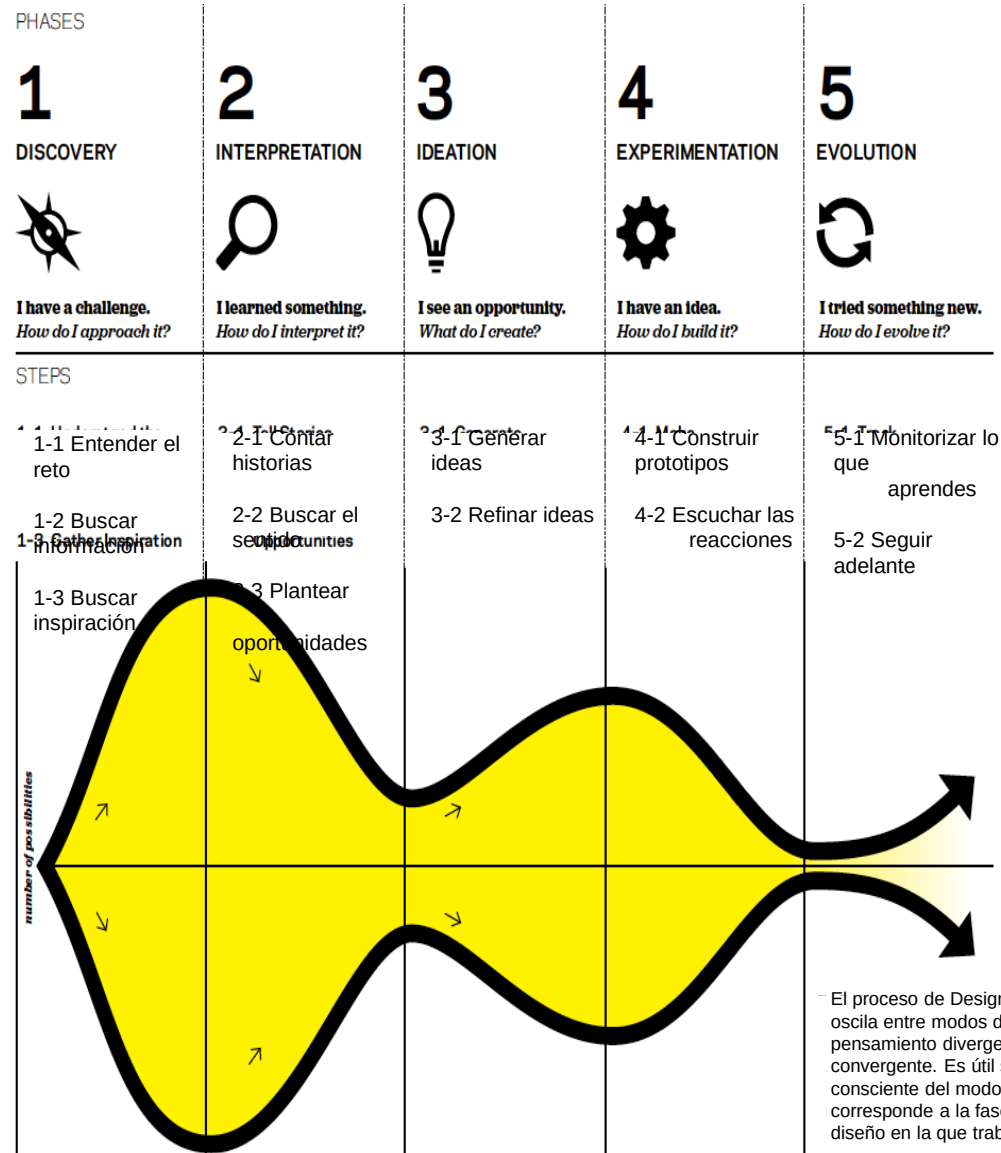


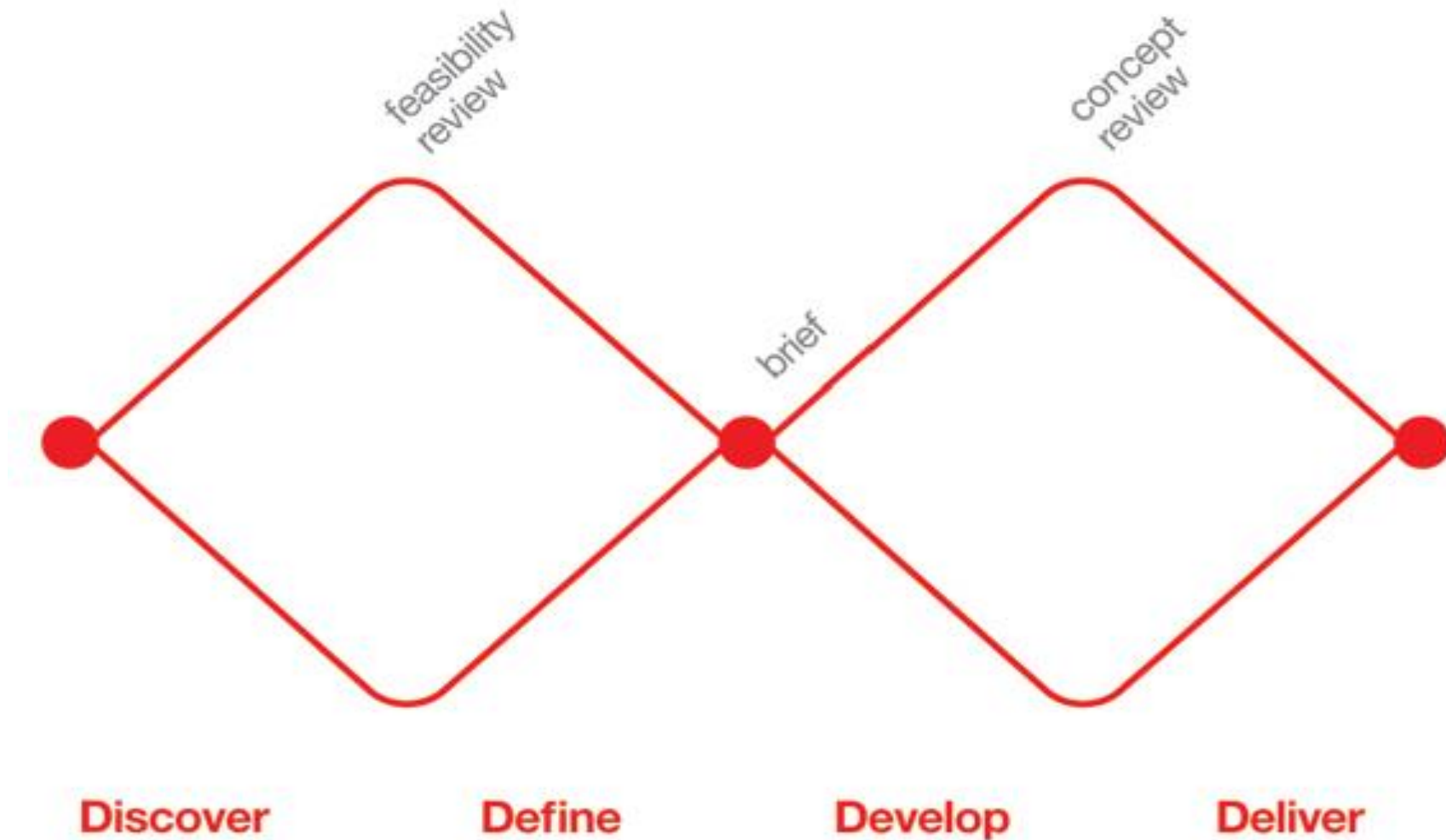
Procesos Design Thinking

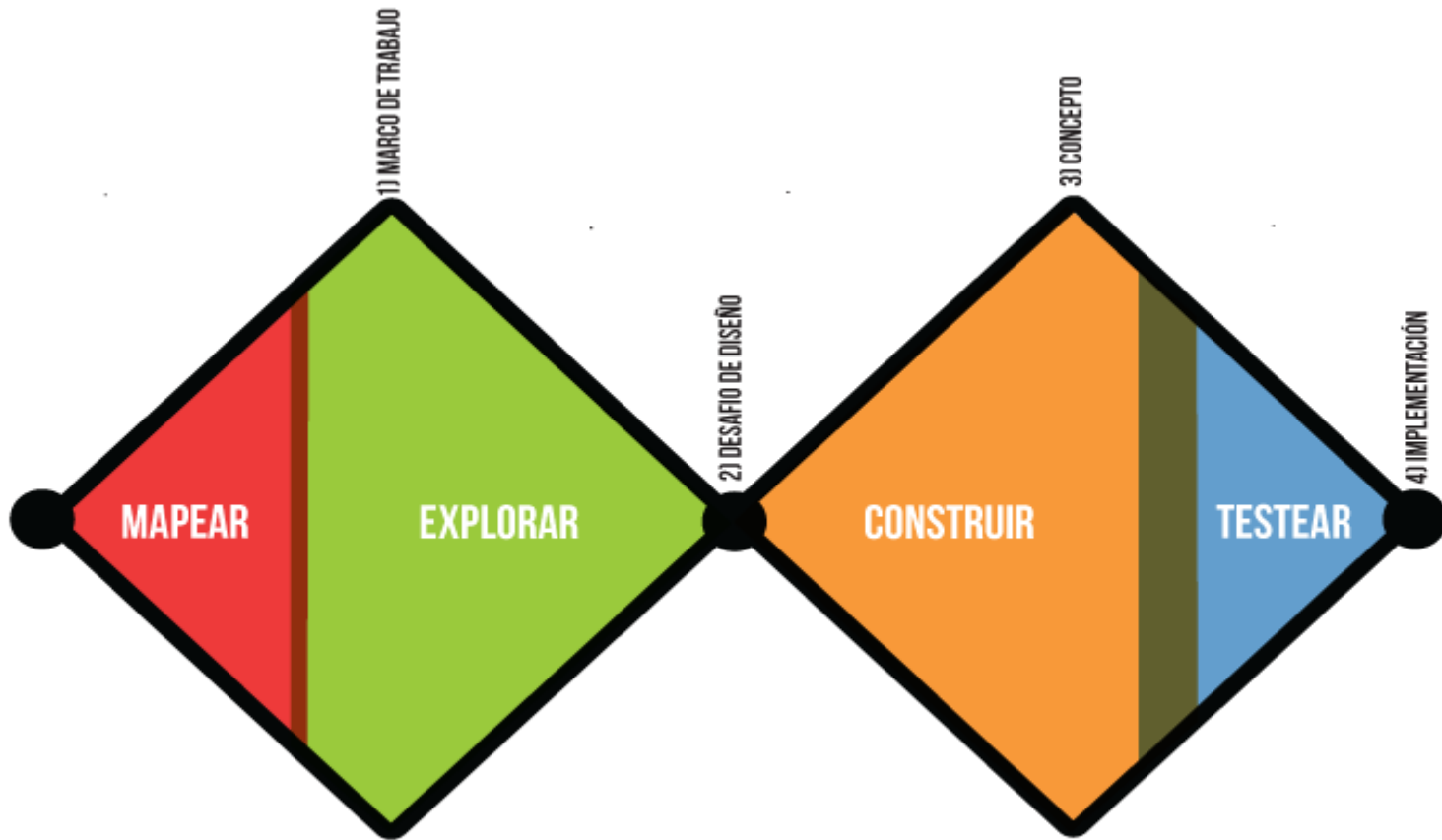


Procesos Design Thinking









DESIGNPEDIA

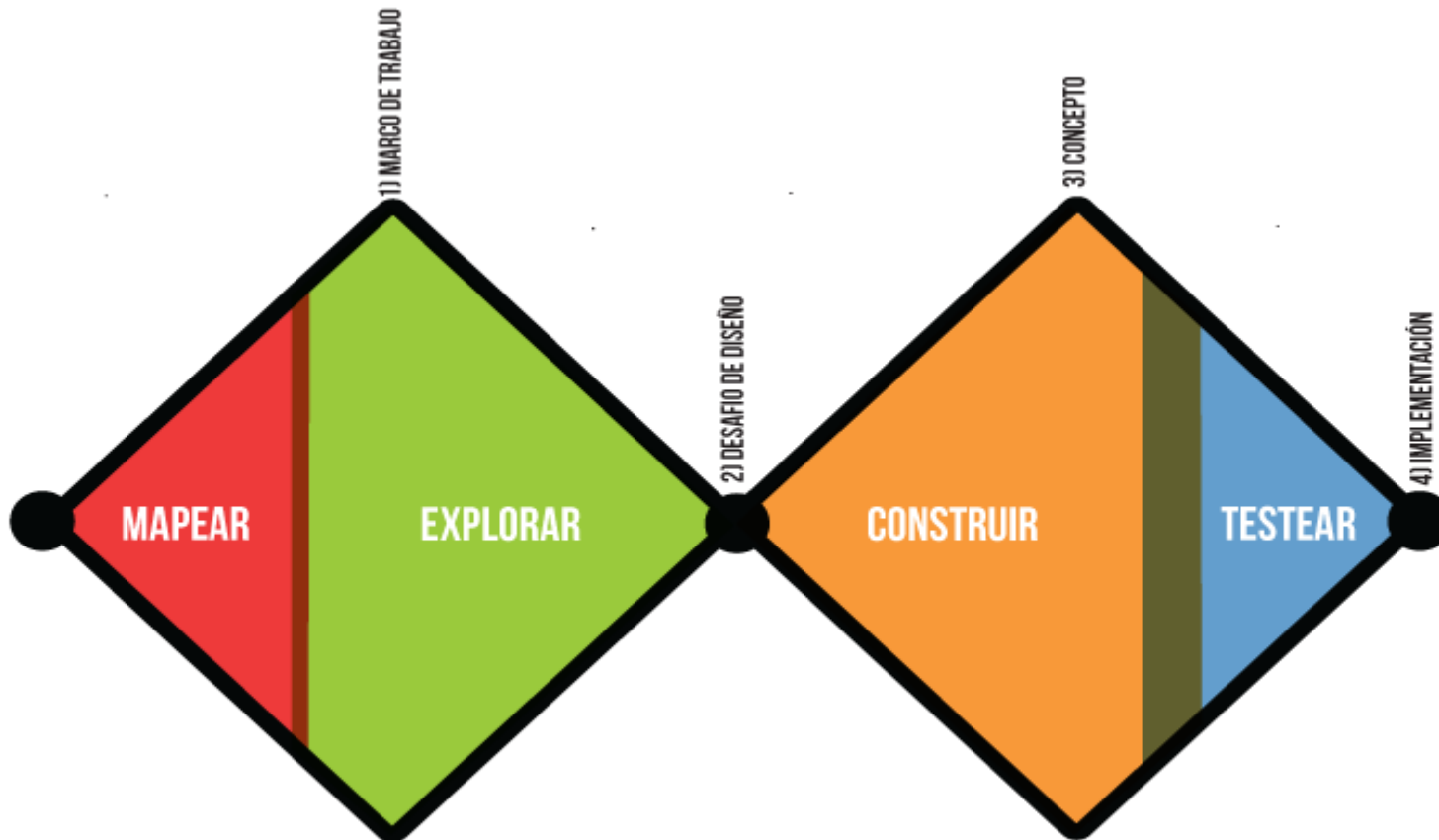
80 HERRAMIENTAS PARA CONSTRUIR TUS IDEAS

JUAN GASCA y RAFAEL ZARAGOZÁ



EMPRESA		CLIENTE/MERCADO	
5 Por qué Business Model Canvas DAFO Diagnóstico de la industria Análogos – Antílogos Diagrama de Sistemas ERAF In Out	MAPEAR	Customer Journey Map Mapa de Empatía Persona Role Play Stakeholders Map	
INVESTIGACIÓN		SÍNTESIS	
Benchmarking Búsqueda en medios Buzz Reports Entrevista Cualitativa Entrevista Experto Focus Group Foto-Video Etnografía Investigación Remota Cliente Misterioso Perspectiva 360 Safari Shadowing Visita de Campo	EXPLORAR	POEMS Stakeholders map Matriz de Tendencias From... to... Mapa evolución Innovación Key Facts Insights Cluster Matriz 2x2 Persona Mapa de Empatía Mapa Activo de la Experiencia POV Desafío de diseño Brief Metáfora Problema	
IDEAR	PROTOTIPAR	HERRAMIENTAS	
Mapa de convergencia Brainstorming Selección de ideas What If Hibridación por agregación Hibridación por traslación Hibridación por síntesis Diseño de escenarios Mapa activo de la experiencia Sesiones de cocreación	Prototipo para empatizar Prototipo para pensar Prototipo para mostrar Prototipo rápido Prototipo Físico Prototipo Funcional Mínimo Producto Viable	CONSTRUIR	
		HERRAMIENTAS	
		Concept Sketch Storyboard Mock-Up Solution Diagram Role Play Wireframe Maqueta de Cartón Modelos 3D Customer Journey map Desktop Walkthrough Infografía Impresión 3D Storytelling Service Prototype Service BluePrint Business Model Canvas	
PREPARACIÓN		TÉCNICAS	
Road Map de Prototipado Matriz de Hipótesis Matriz de Feedback	TESTEAR	Entrevista Cualitativa Focus Group Test Cuantitativo Test Usuario	

Esto es Design Thinking



DESIGNPEDIA

80 HERRAMIENTAS PARA CONSTRUIR TUS IDEAS

JUAN GASCA y RAFAEL ZARAGOZÁ



ThinkersG

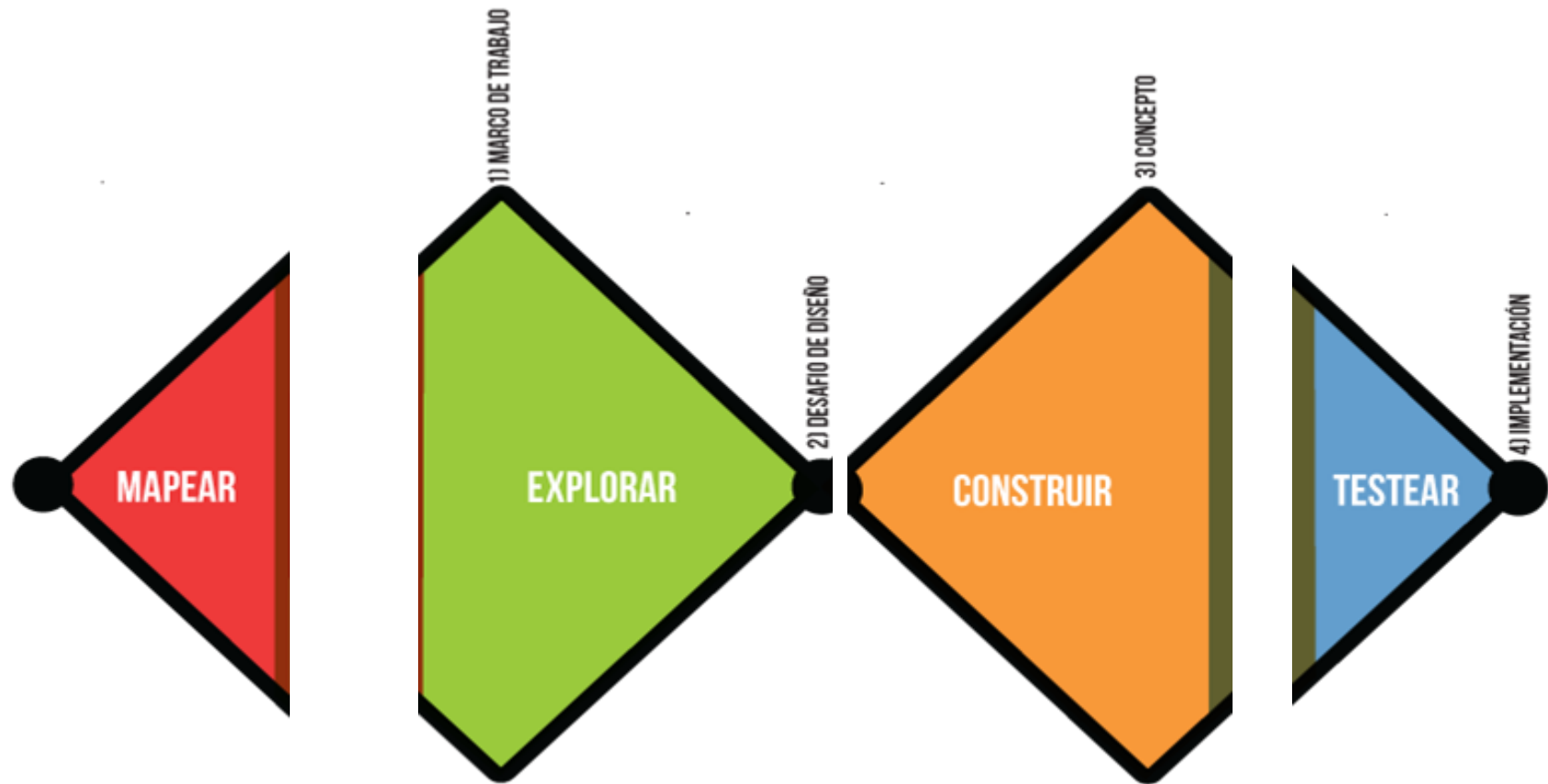
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EMPRESA		CLIENTE/MERCADO	
5 Por qué Business Model Canvas DAFO Diagnóstico de la industria Análogos – Antílogos Diagrama de Sistemas ERAF In Out		Customer Journey Map Mapa de Empatía Persona Role Play Stakeholders Map	
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IDEAR	PROTOTIPAR	HERRAMIENTAS	
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PREPARACIÓN		TÉCNICAS	
Road Map de Prototipado Matriz de Hipótesis Matriz de Feedback		Entrevista Cualitativa Focus Group Test Cuantitativo Test Usuario	

¿Cómo funciona designpedia?



¿sabes cocinar...?



¿Qué cenamos hoy?

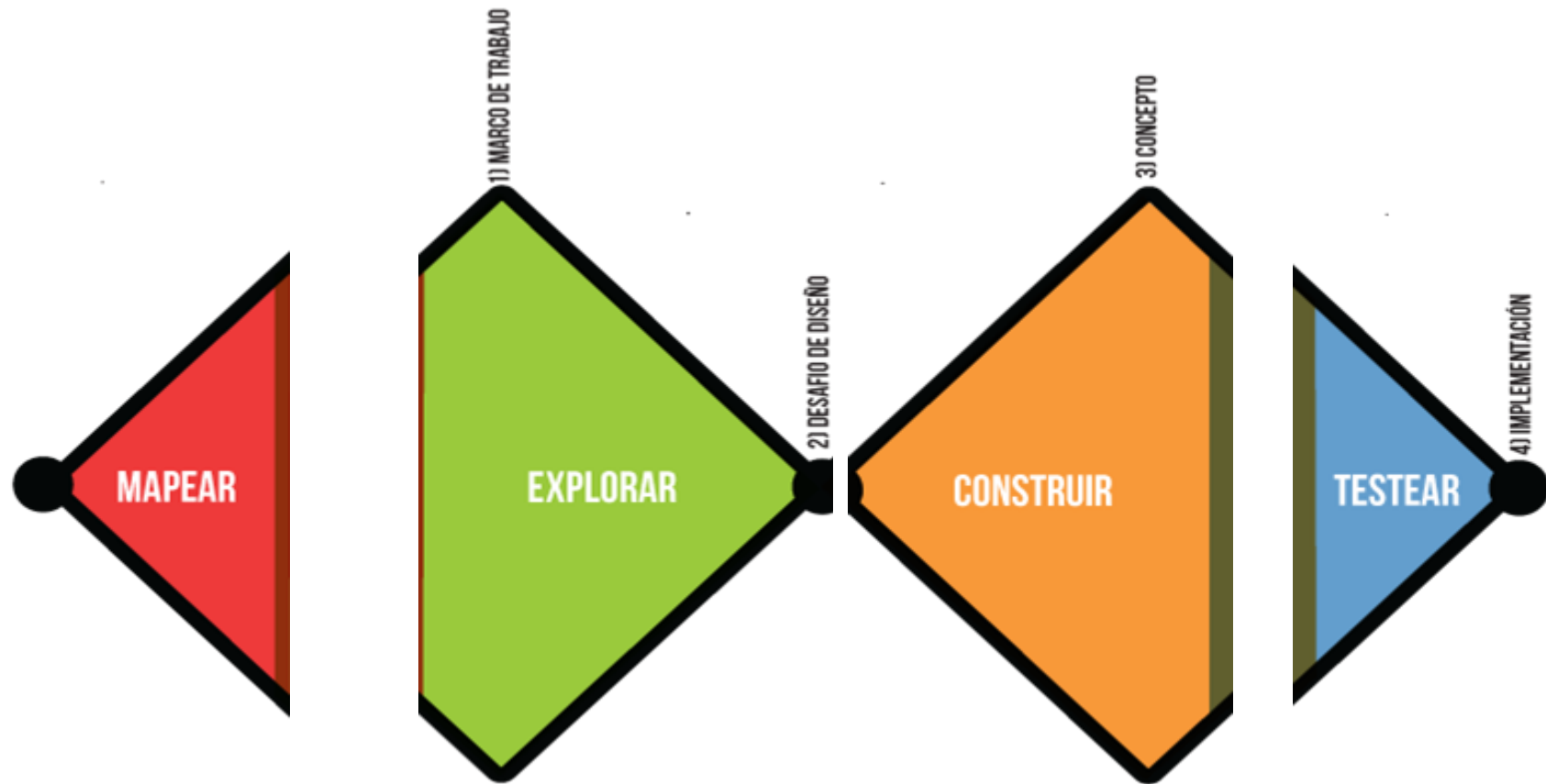
¿qué HAY EN LA NEVERA?

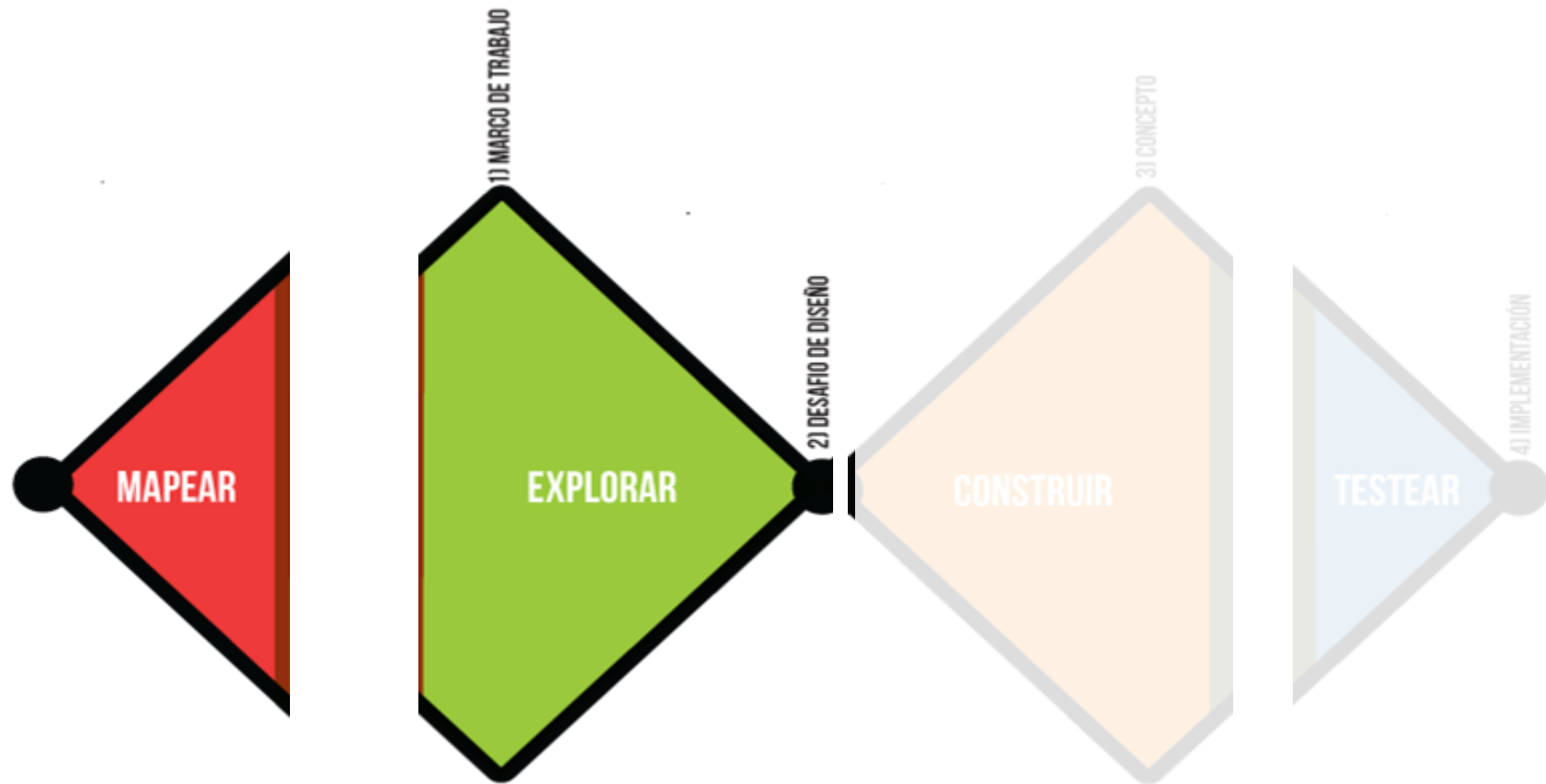
¿Cómo sería El plato ideal para esta ocasión?

¿te gusto el plato?

“Fail early, fail often; succeed sooner”

Bill Moggridge – Cofounder IDEO





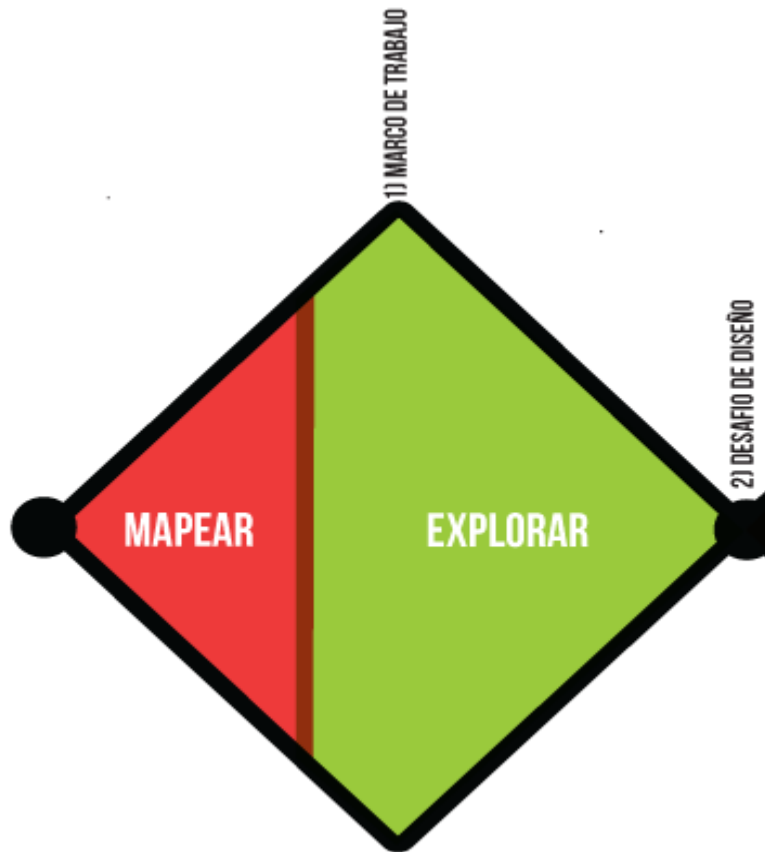


Entender los Limites del proyecto.

Empresa.

Cliente/mercado.

Quien podría ser mi cliente



¿Quién es mi cliente? ¿donde está?

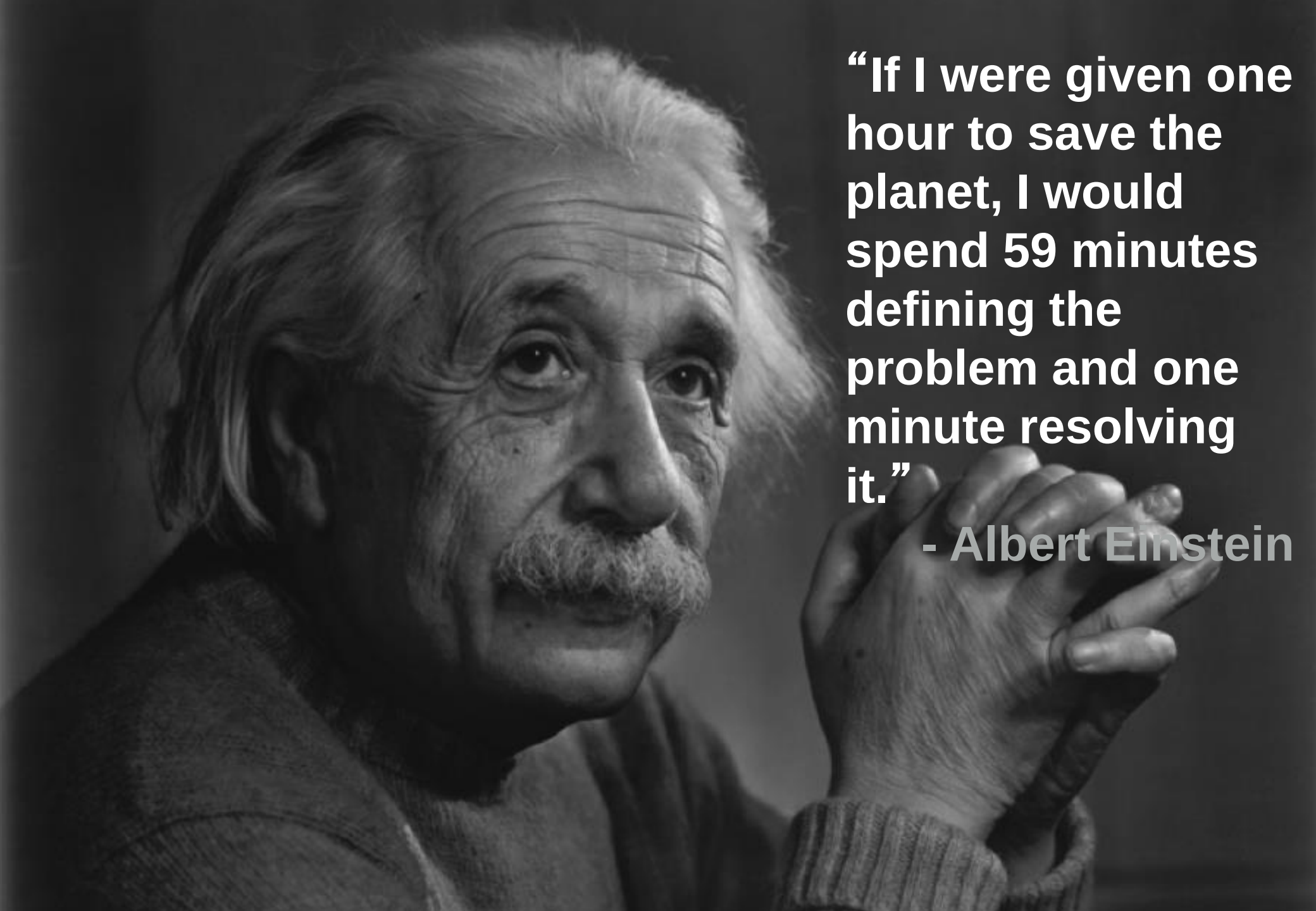
Investigar

Síntesis

Así es mi cliente. Esto es lo que está fallando

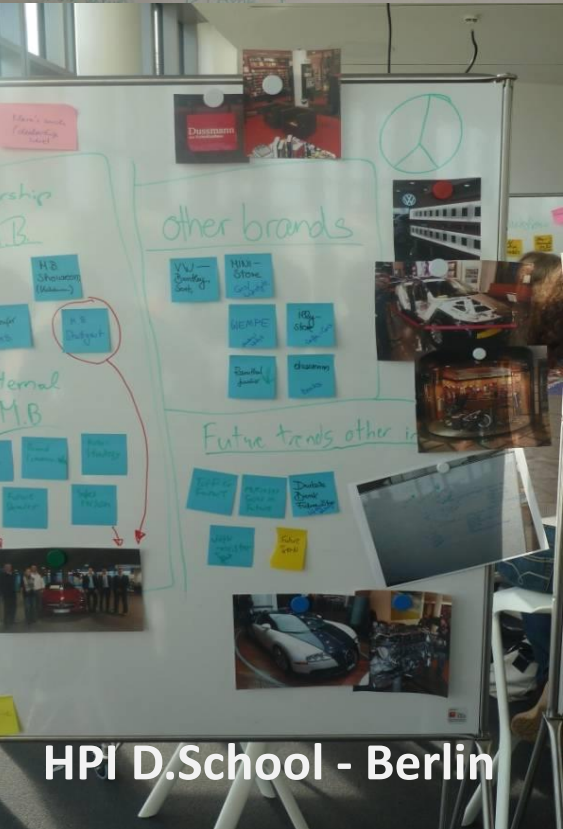
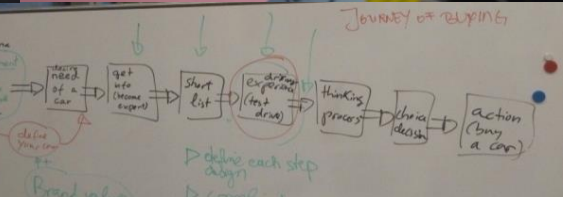
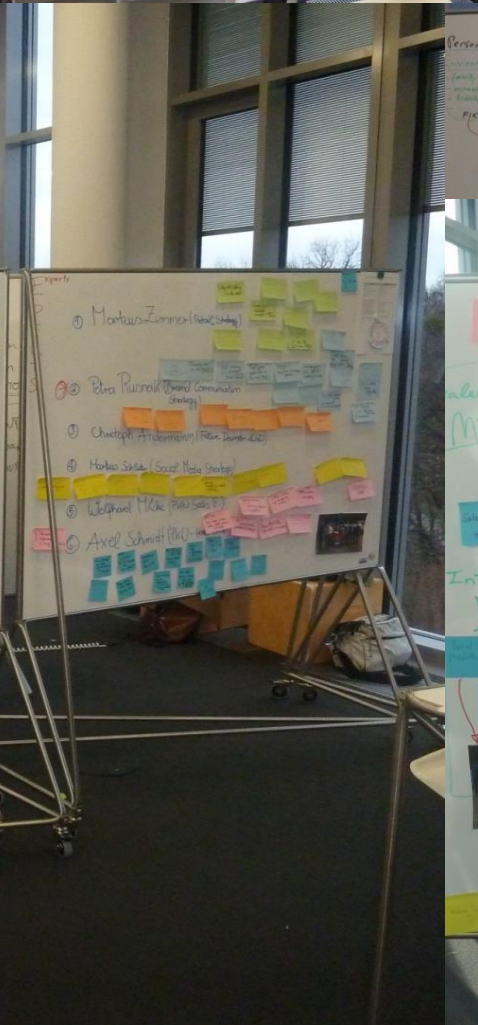
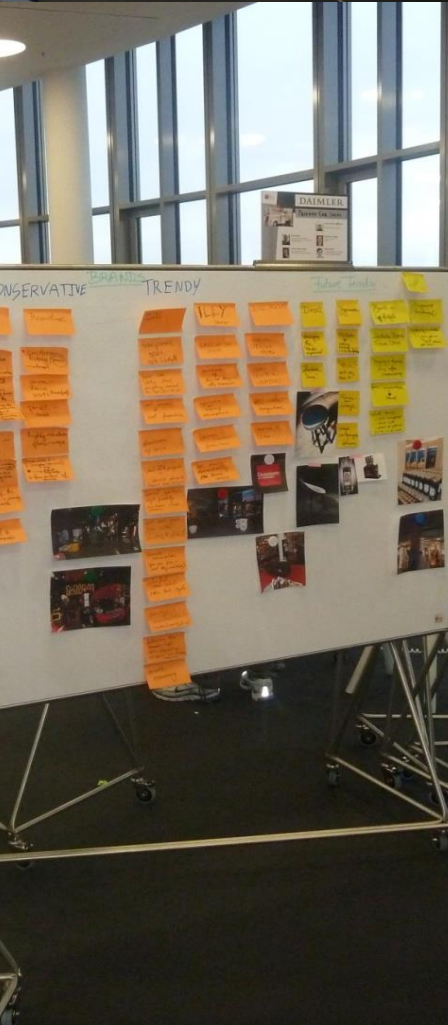
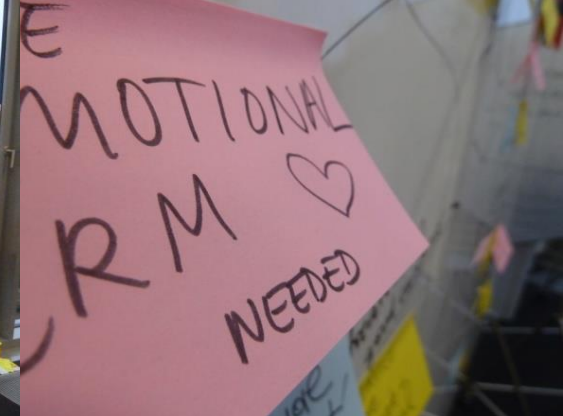
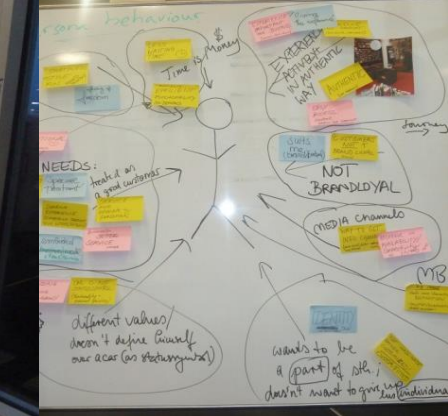
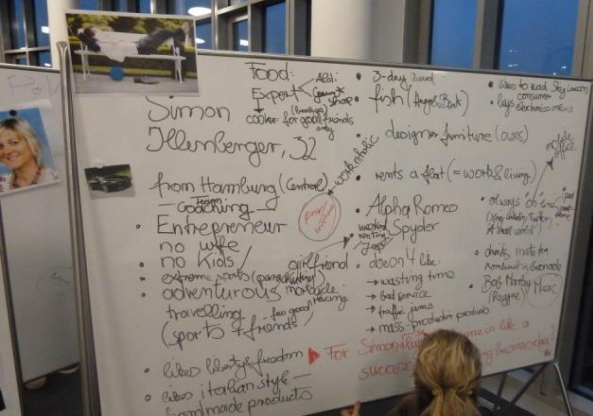
Mente de Principiante

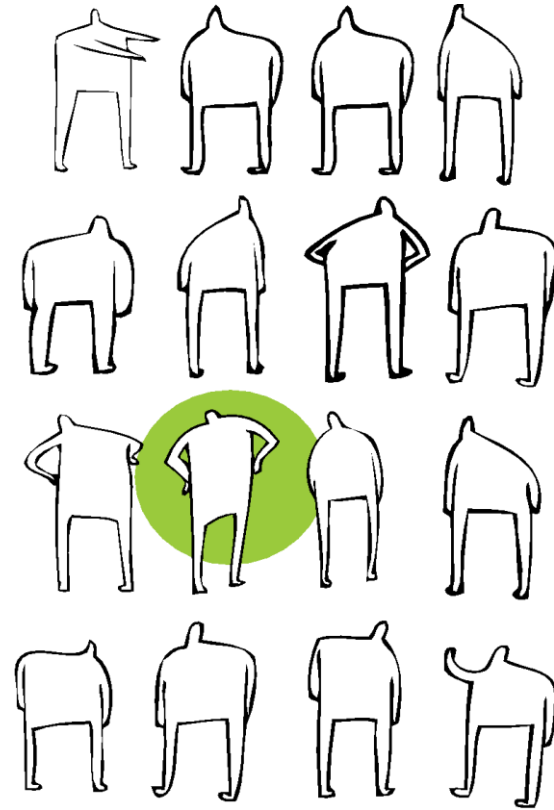
**No Juzgues
Cuestiona Todo
Se Curioso
Encuentra Patrones
Escucha**

A black and white portrait of Albert Einstein, showing him from the chest up. He has his characteristic wild, white hair and a mustache. He is looking slightly to the right of the camera with a thoughtful expression. His hands are clasped together in front of him, resting on a surface. He is wearing a dark, textured sweater. The background is dark and out of focus.

“If I were given one hour to save the planet, I would spend 59 minutes defining the problem and one minute resolving it.”

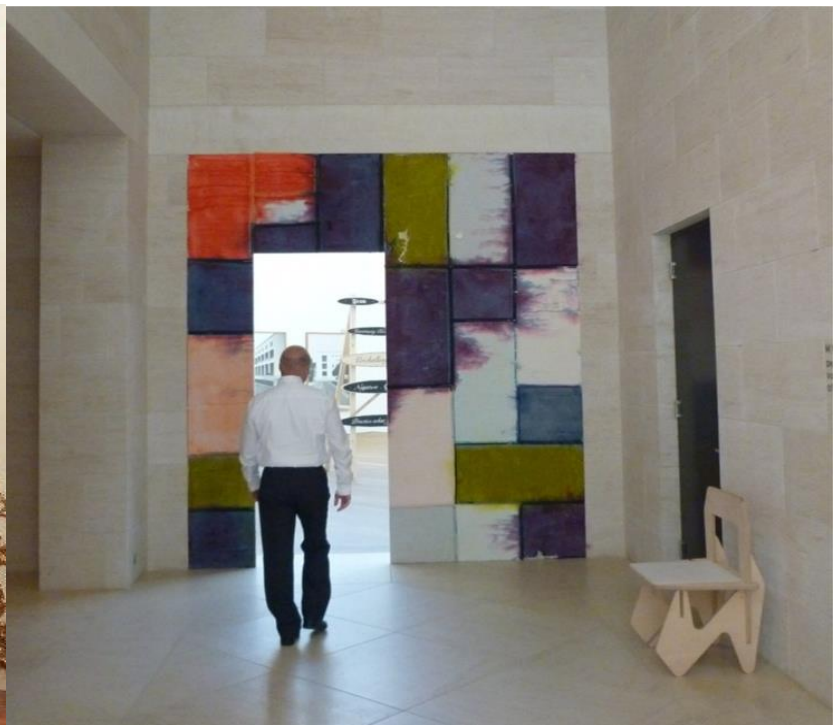
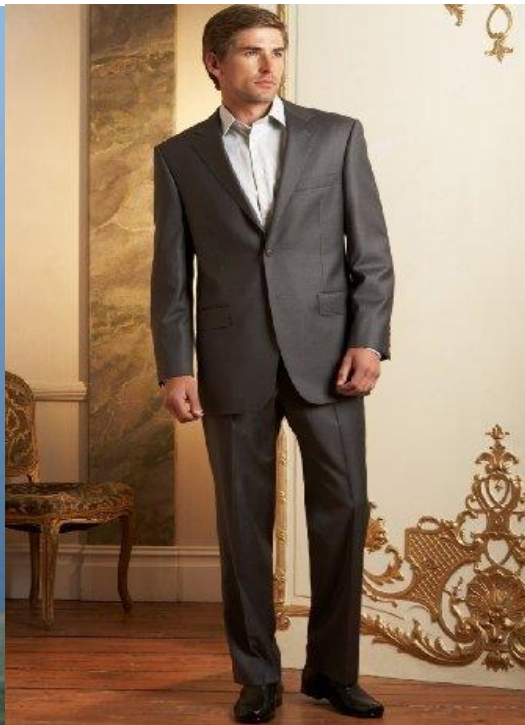
- Albert Einstein

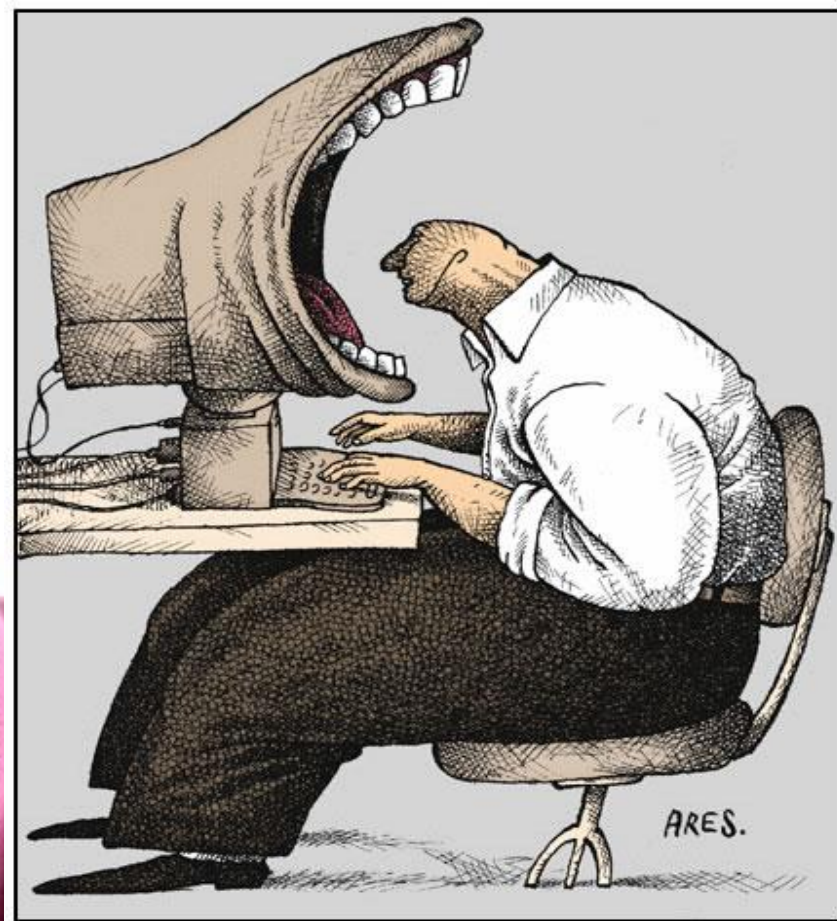




Persona.

Persona





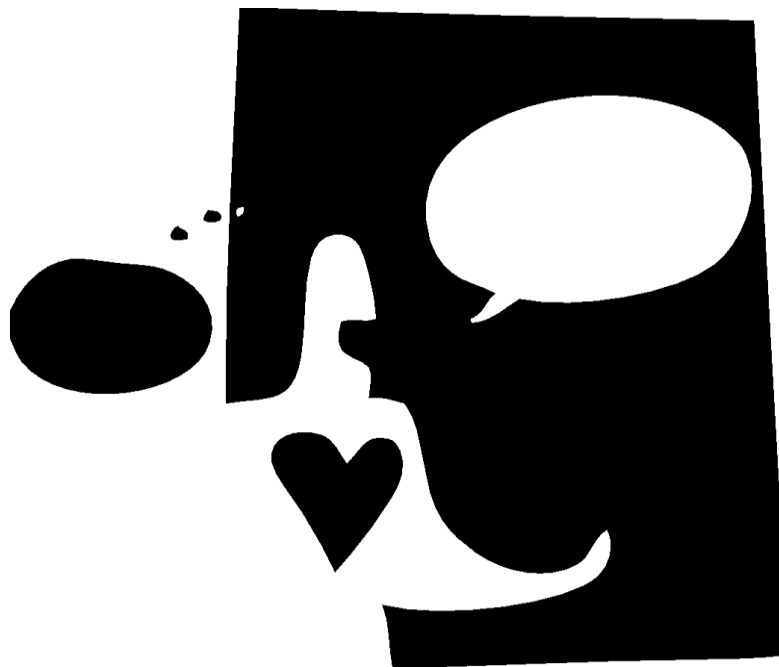


USA EMPATÍA PARA
DESCUBRIR ALGO NUEVO



\$237M in 2012

Usuarios extremos



Explorar. Mapa de empatia

MAPA DE EMPATÍA. EXPLORAR/SÍNTESIS

PROYECTO

DISEÑADO POR

FECHA

VERSIÓN

PIENSA

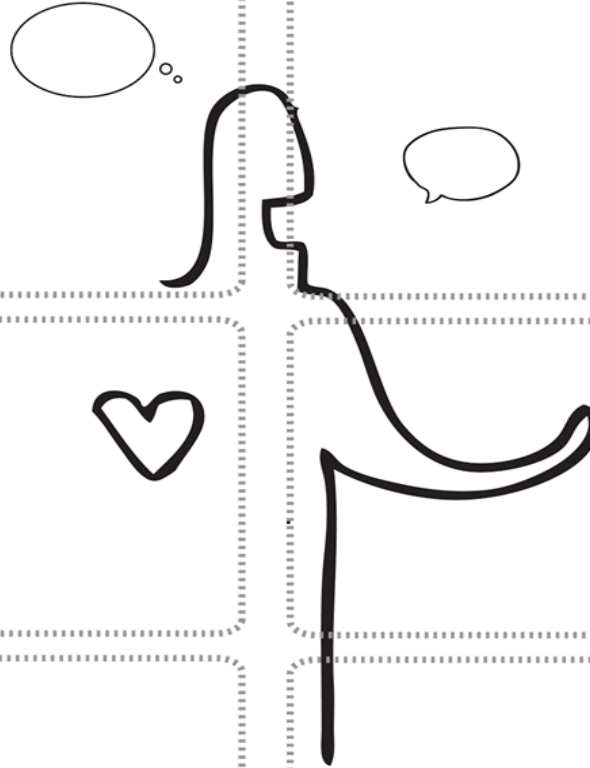
DICE

SIENTE

HACE

OYE

VE



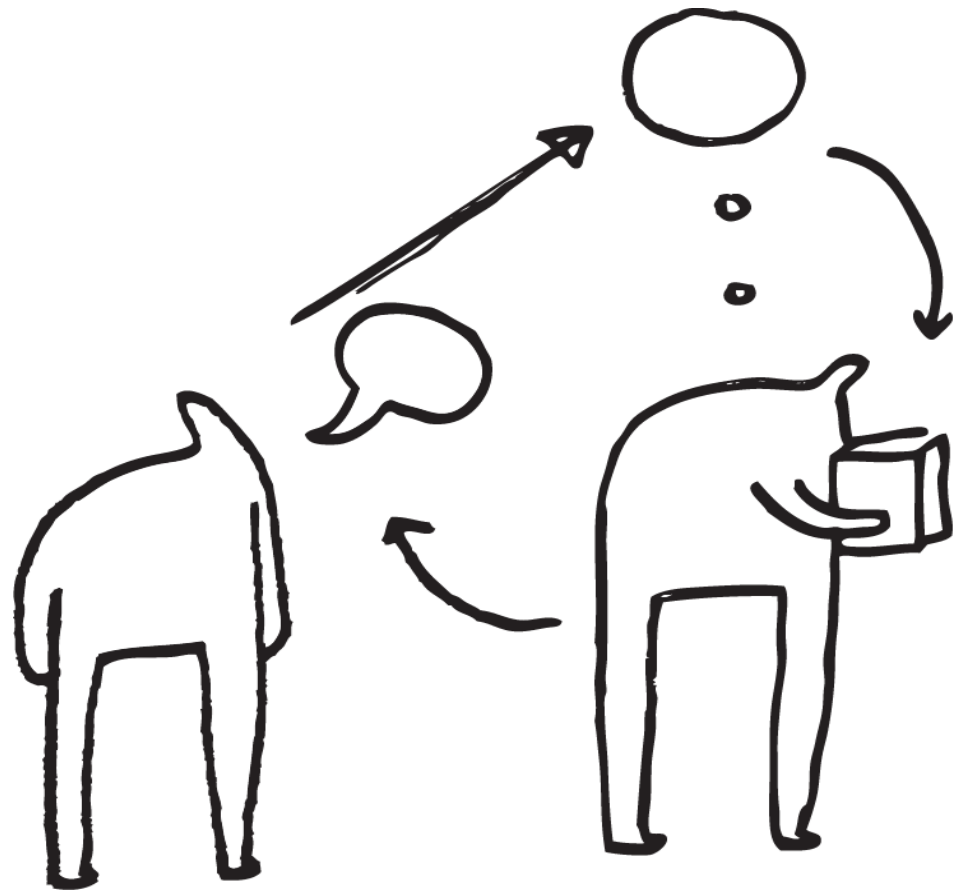
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Si puede ser pensado, puede ser diseñado

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Explorar. pov

WHO ARE WE TALKING ABOUT?
THE **USER**

WHY ARE WE DOING ALL THIS?
BECAUSE HE HAS A **NEED**

WHAT MAKES HIM SO SPECIAL?
THIS DEPENDS ON THE **INSIGHT**

Ejemplo



Smartshopper

Evolución.



Investigación nuevos clientes

MAPEAR

EMPRESA

cliente

Diagnostico de la industria
Análogos – Antilogos

Customer Journey Map
Stakeholders Map

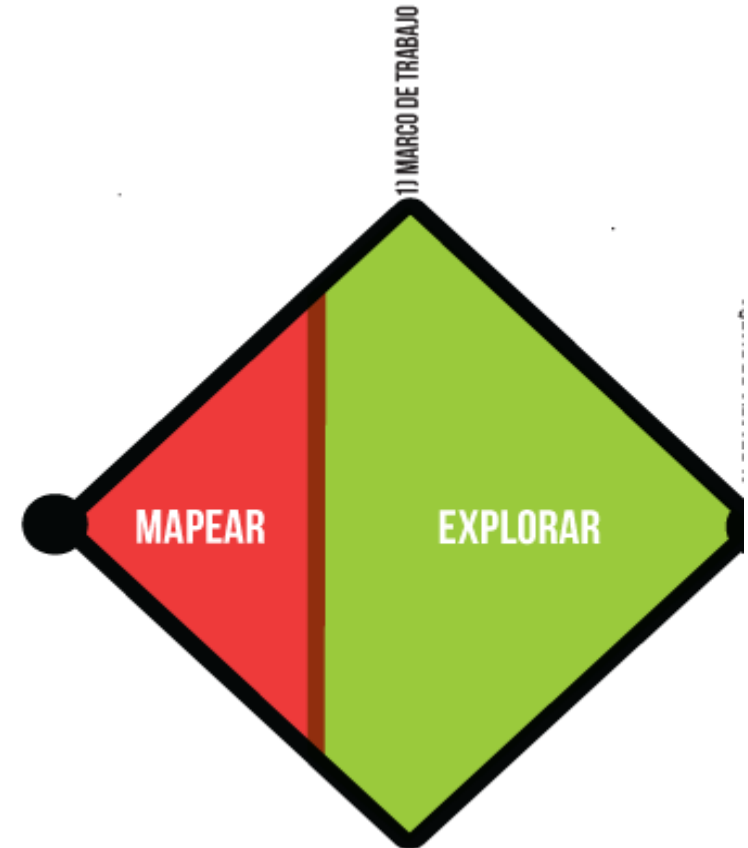
EXPLORAR

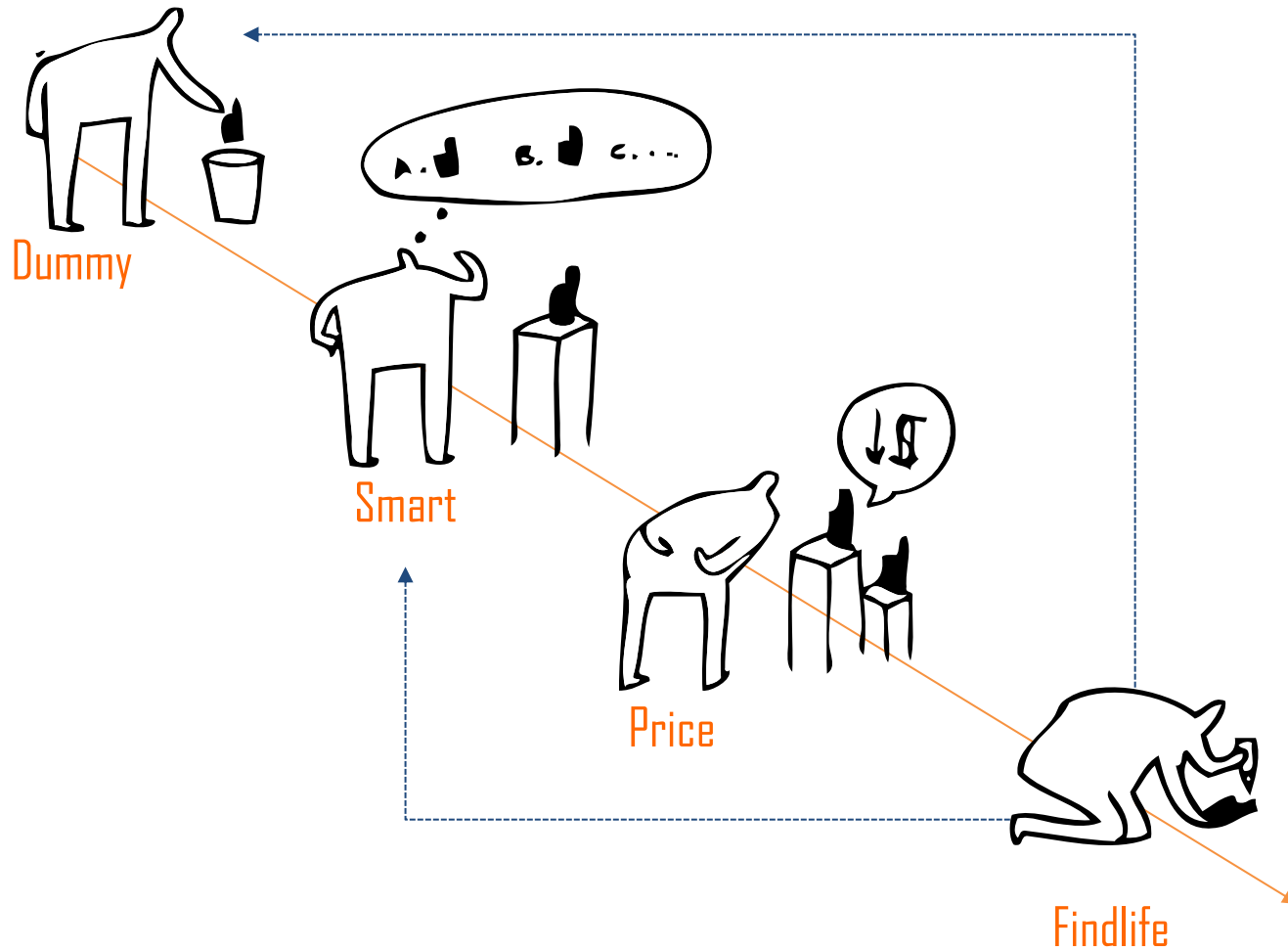
INVESTIGACION

SINTESIS

benchmarking
Búsqueda en medios
Buzz Reports
Entrevista Cualitativa
Focus Group
Foto-Video Etnografía
Cliente Misterioso
Visita de Campo

Stakeholders map
Key Facts
Insights Cluster
Persona
Mapa de Empatía





DummyShopper no mira oferta, es compulsivo y consumista. Si le gusta lo compra, actúa emocionalmente.

SmartShopper. busca y compara, con la crisis se ha vuelto mas racional, adapta el producto a él y no al revés.

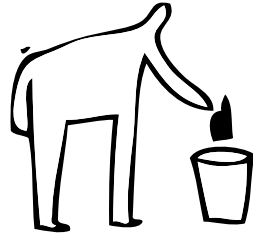
PriceShopper, es puro precio, a este nivel la cuestión es “si se lo puede permitir o no”.

Findlife, sin dinero y con necesidades surgen estrategias para poder consumir “básicos”.

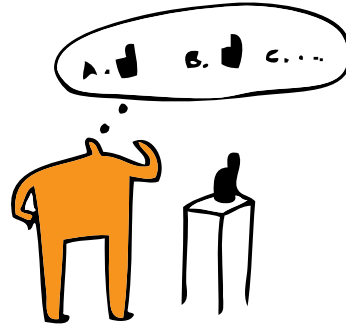
PRESENTE

PASADO

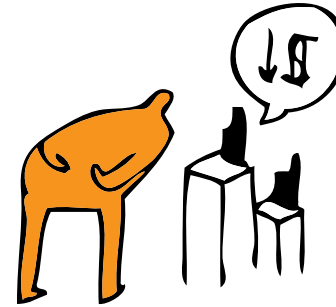
Estrategias ahorro por perfil.



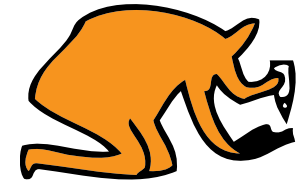
1. Dummy



2. Smart



3. Price



4. Findlife

Páginas de comparadores

Páginas de Outlet

Páginas Venta-compra.

Perfil Findlife. Abriendo nuevas líneas.

- Comprar venta-venta de productos de 2ª Mano.
- Posibilidad de empeño para dinero inmediato.

cashconverters 
Compramos lo que no utilizas, vendemos lo que no te imaginas

MERCADITOS LOCALES

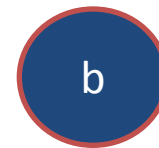
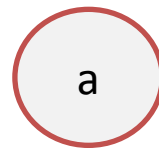


TROCATHLON

- Trueque de productos de 2ª mano.
- Dinero Decathlon de venta de esos productos.

etece.es
tiempo para los que no tienen tiempo

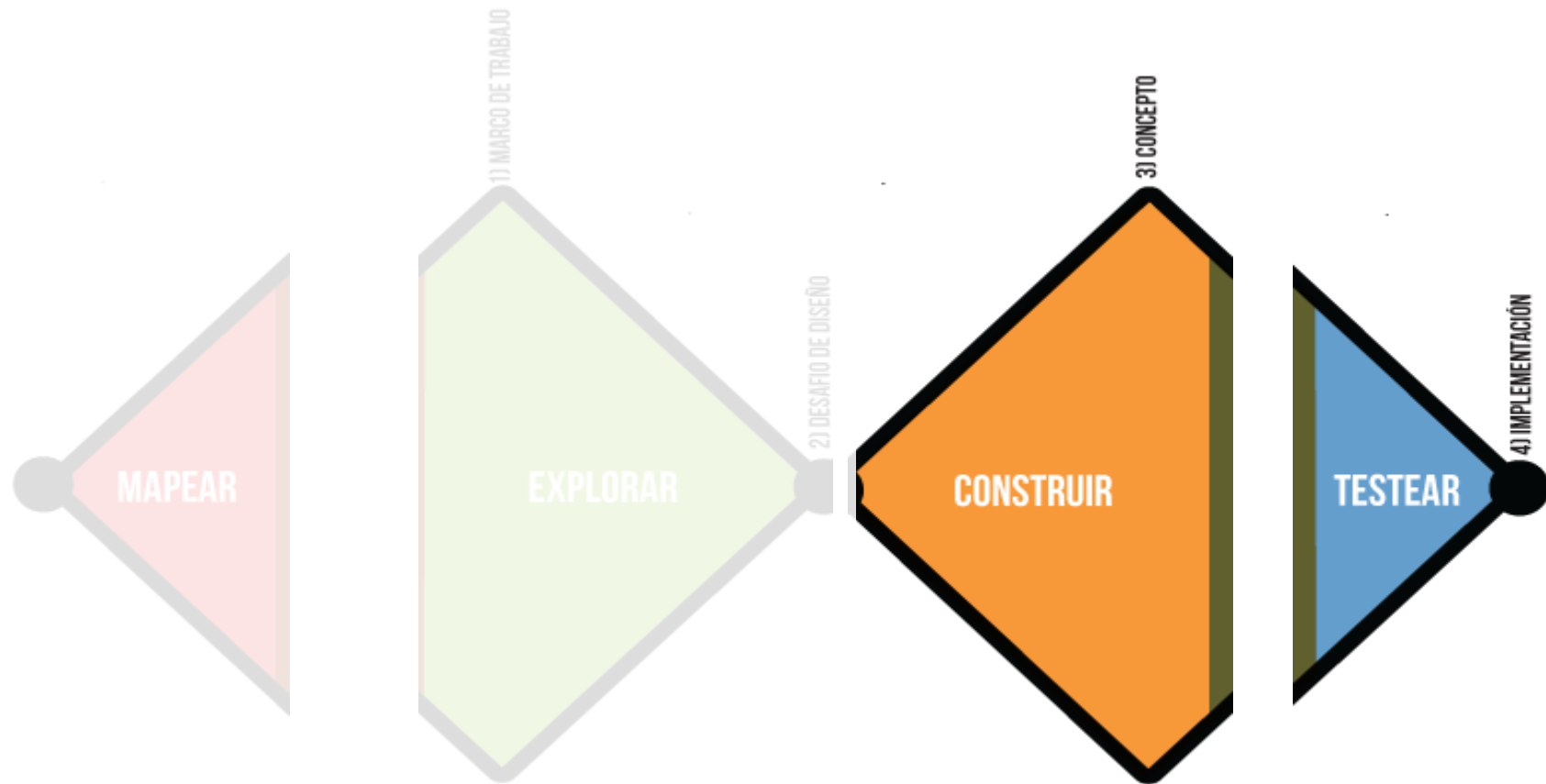
- Puja de servicios .



Cambio del modelo consumista al modelo responsable.

IDEAS TENEMOS TODOS

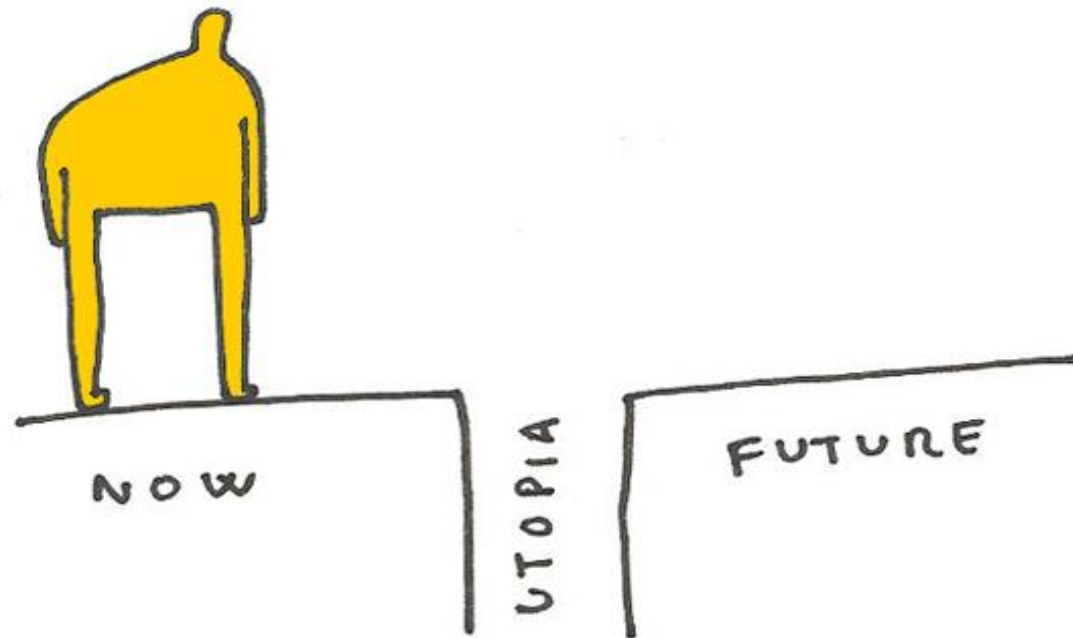
IDEAS TENEMOS TODOS
PERO TENEMOS QUE HACER IDEAS QUE
AYUDEN A NUESTRO CLIENTE



idear Dame soluciones que respondan a mi reto

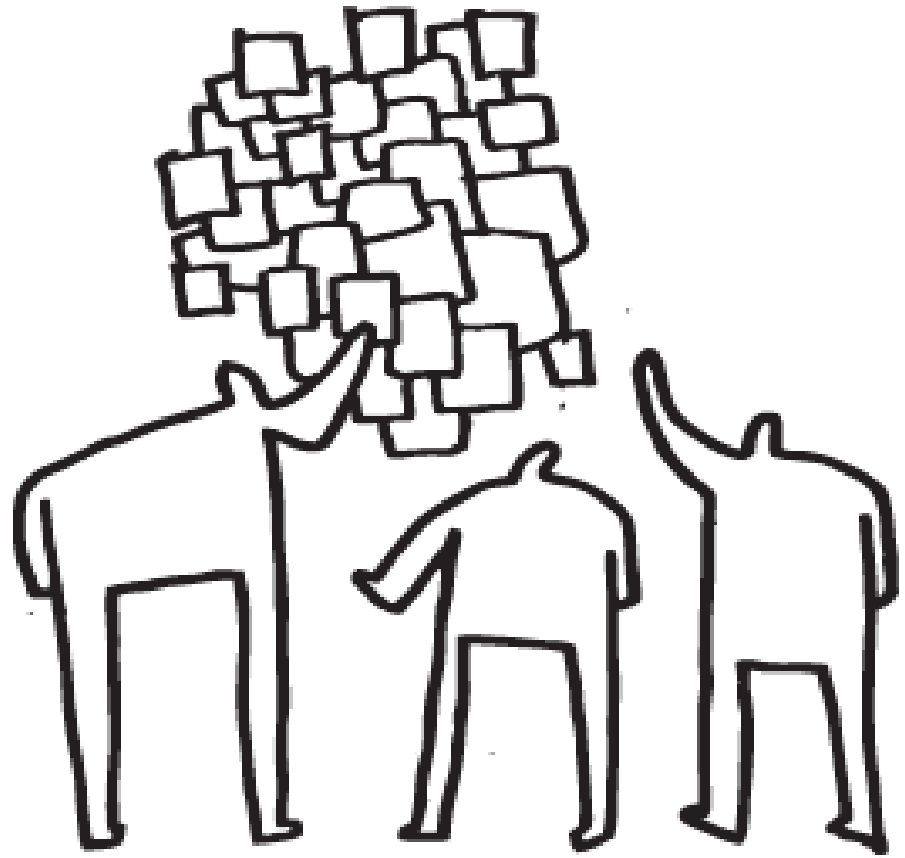
prototipar Que tipo de prototipo quieres hacer

herramientas Que técnicas hay para hacer prototipos.

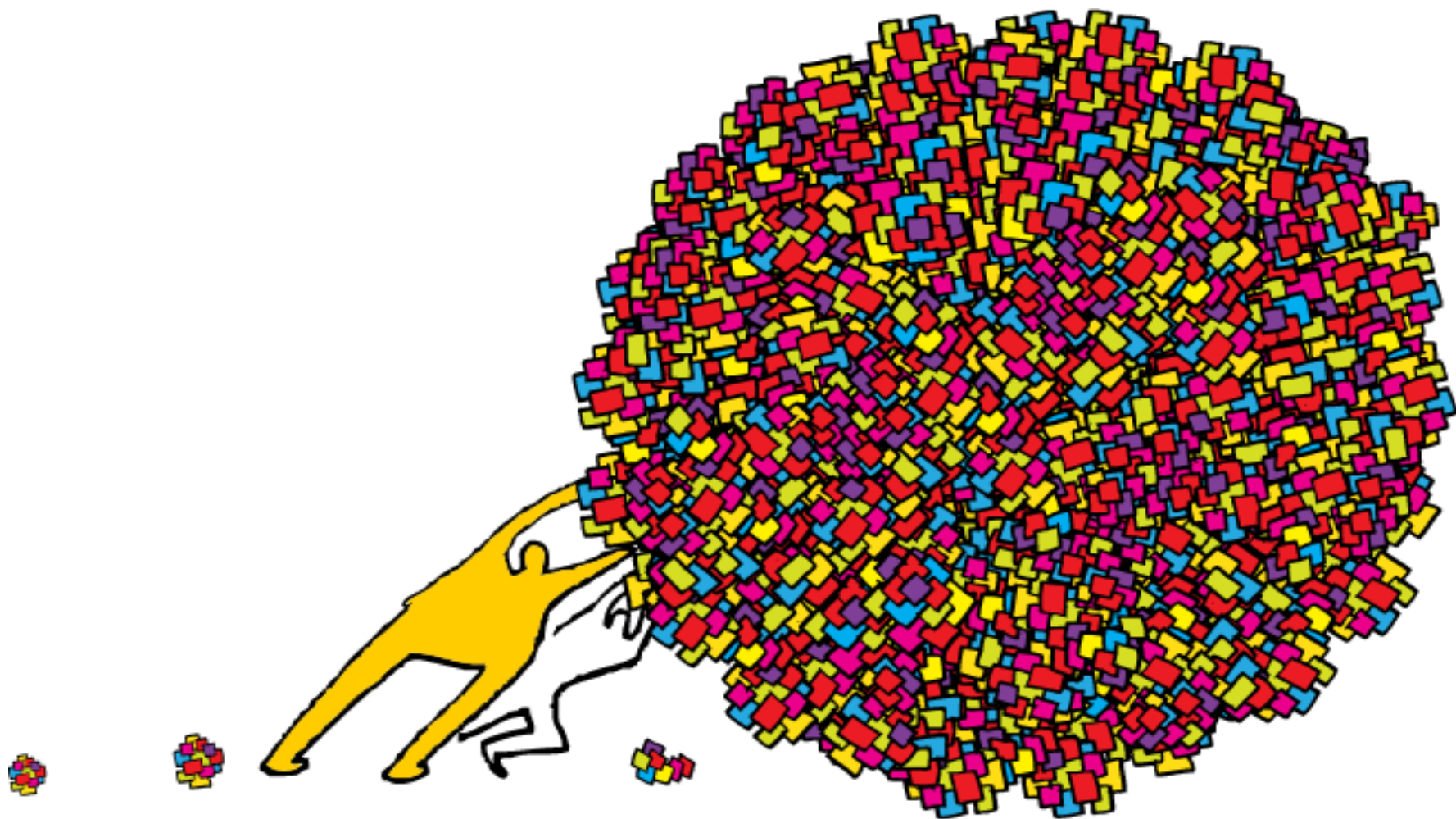


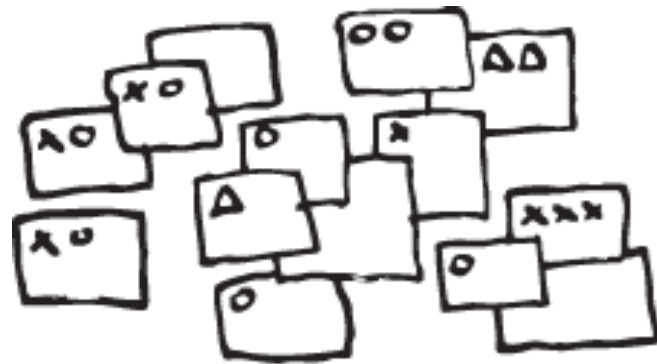
idear

Dame soluciones que
respondan a mi reto



Construir. **BRAINSTORMING**





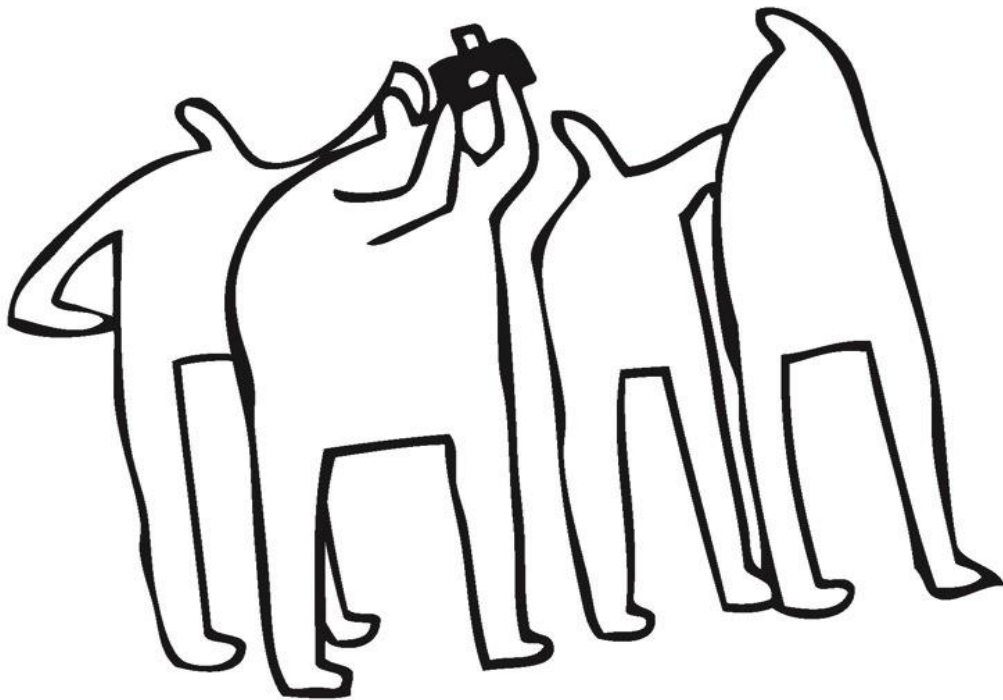
+ INNOVADORA Δ
+ DESEABLE X
+ VIABLE O

Construir. Selección de ideas

Construcción de ideas

“Una IDEA sin
EJECUCIÓN

no vale
NADA,





Las cosas no se
dicen se hacen,
porque al
hacerlas se
explican solas.

Woody Allen.

prototipar

Que tipo de prototipo quieres hacer

BAJA FIDELIDAD

ALTA FIDELIDAD

Por su madurez



**PROTOTIPO
PARA PENSAR**



**PROTOTIPO
EMPATIZAR**



**PROTOTIPO
PARA MOSTRAR**



**PROTOTIPO
RÁPIDO**



**PROTOTIPO
FUNCIONAL**



**PROTOTIPO
FÍSICO**



(MVP)

Por su objetivo

Por su Funcion

herramientas

Que técnicas hay para hacer prototipos.



STORYBOARD



**SOLUTION
DIAGRAM**



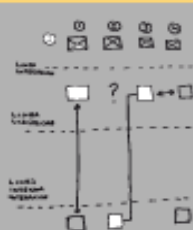
STORYTELLING



WIREFRAME



**SERVICE
PROTOTYPES**



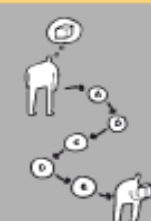
**SERVICE
BLUEPRINT**



**DESKTOP
WALK THROUGH**



**CONCEPT
SKETCH**



**CUSTOMER
JOURNEY MAP**



**BUSINESS
MODEL CANVAS**



**MAQUETA DE
CARTÓN**



**INFOGRAFIA
3D**



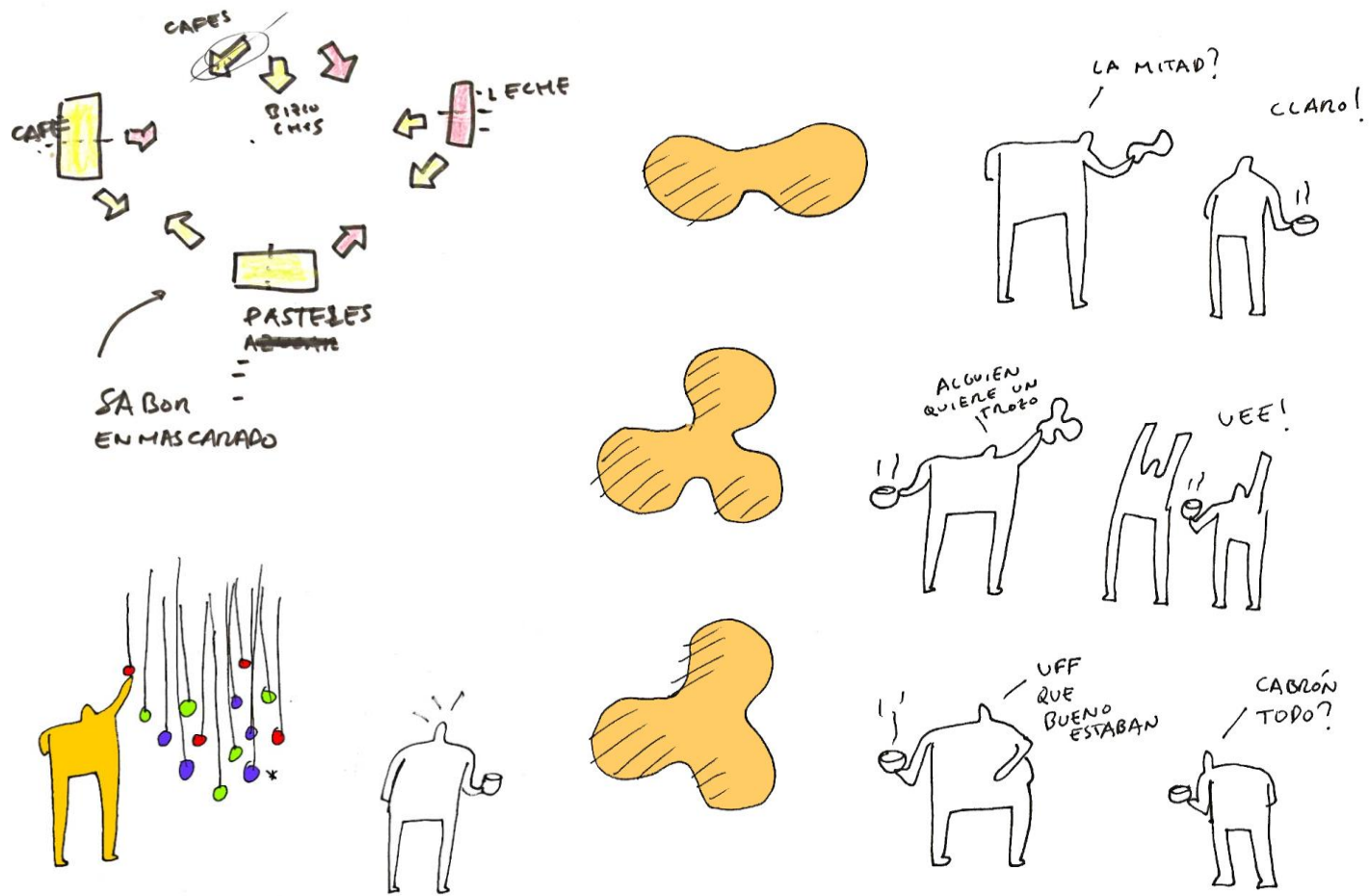
**IMPRESIÓN
3D**



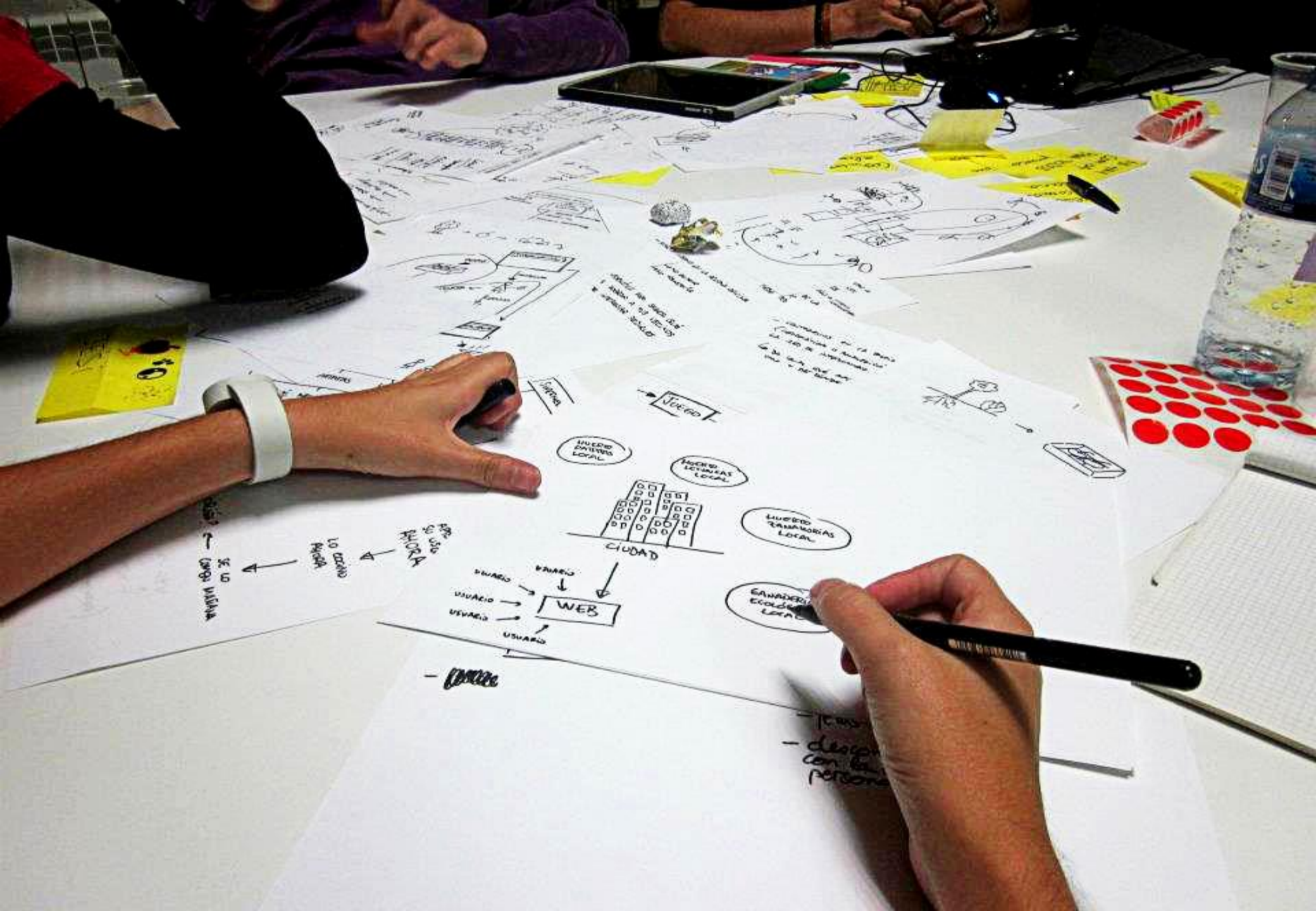
**MODELO
3D CAD**

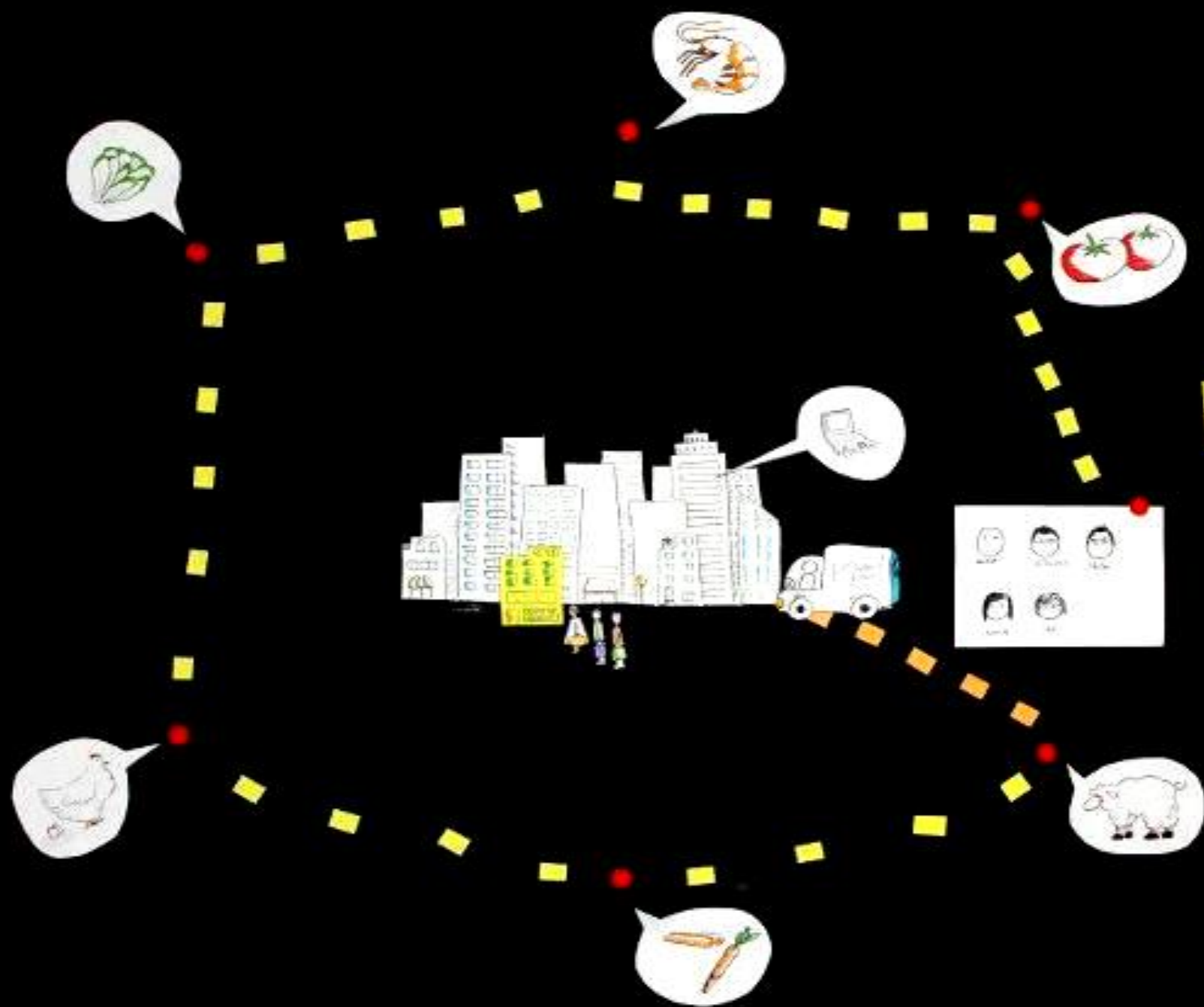


MOCKUP



Construir. concept sketch





Cocina
Comunitaria

Trabajo
y
voluntariado

Comparte
Conoce
Participa

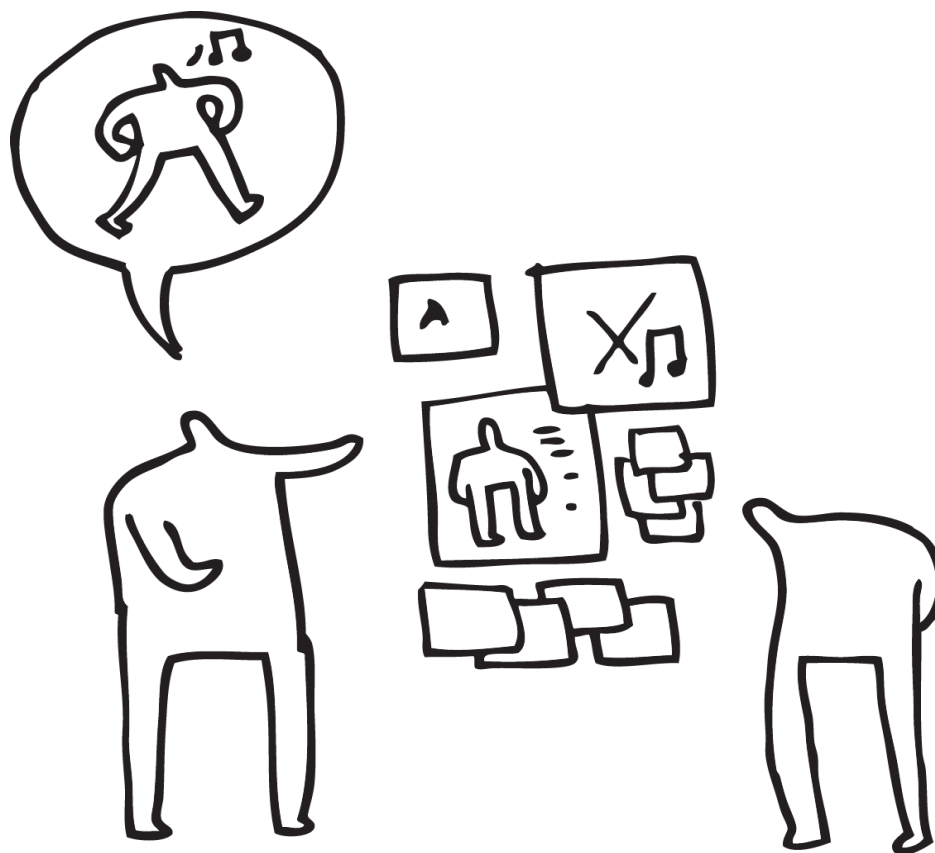
Seguro
y saludable

Comer sano
no es
económico

Impacto
Desperdicio

Comida
local





Construir. Storytelling

Storytelling es una forma de comunicación que se basa en la elaboración y exposición de un relato para la transmisión o el uso compartido de la información, vía emocional.

Storytelling

THIS IS THE STORY OF SAM AND MAX

SAM WAS RIDING HIS BIKE - JUST HAVING FUN...



BUT THEN HE CRASHED HIS BIKE AND HURT HIMSELF VERY BAD!

AUTSCH !!!

Rotes Kreuz



SO HE HAD TO GO TO HOSPITAL

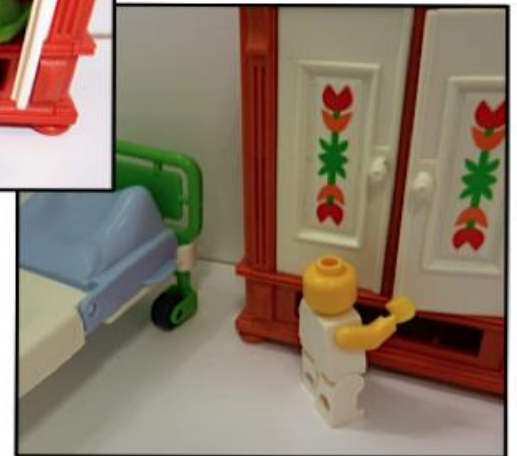


IT'S SOOOOO BORING HERE !!!

AND THE FOOD IS REALLY - ARGH!!!

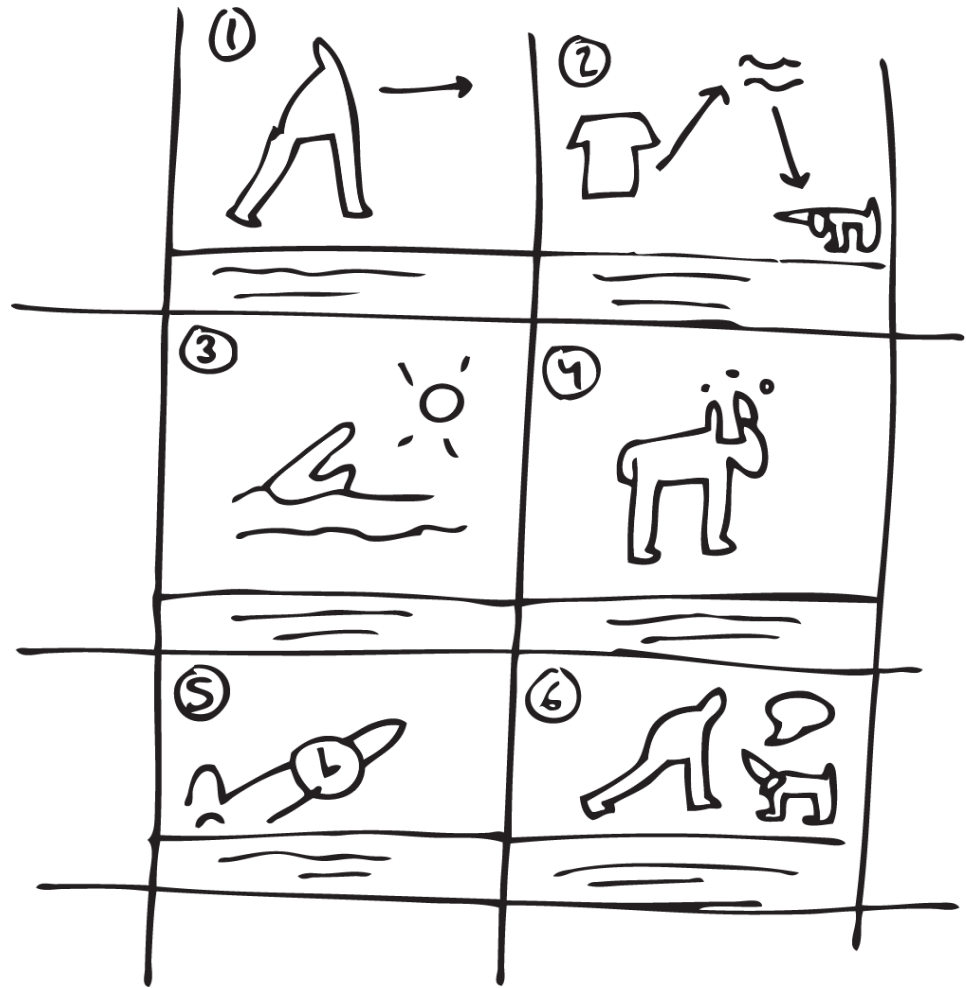


HERE WE GO - I WILL NOT EAT YOU!!!



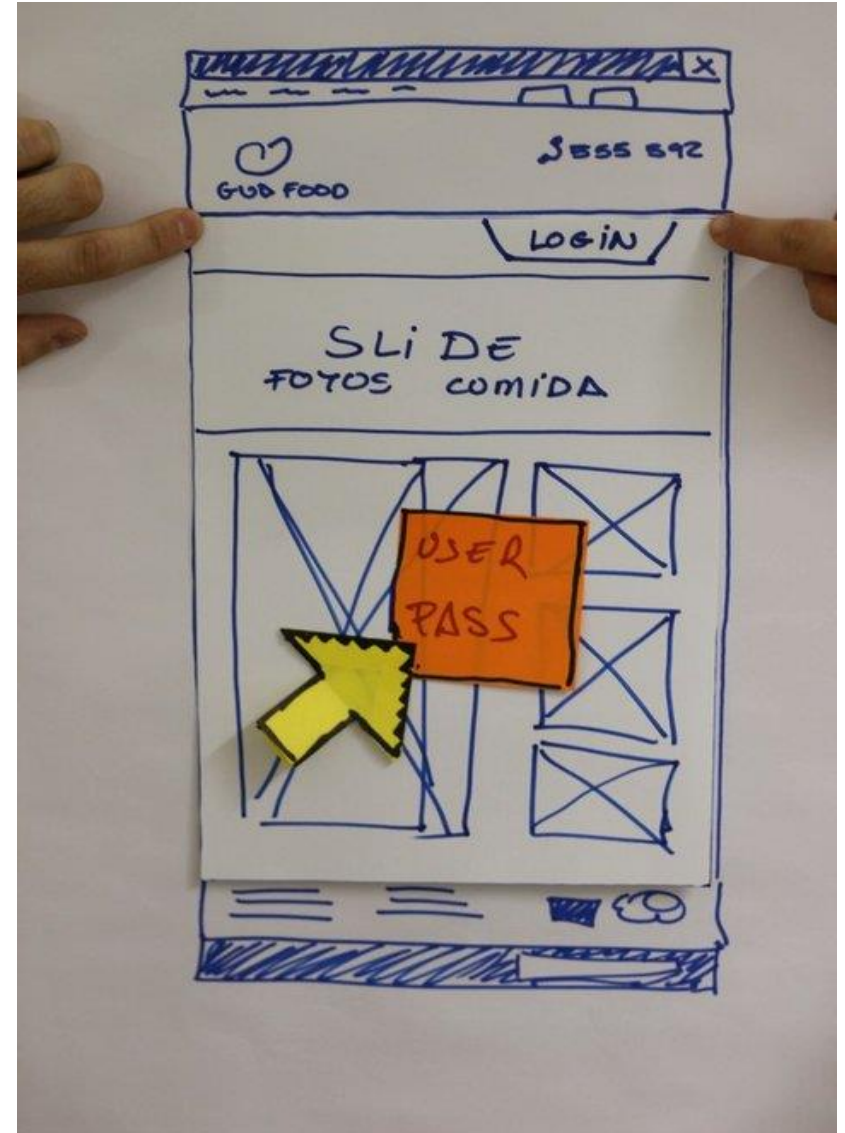
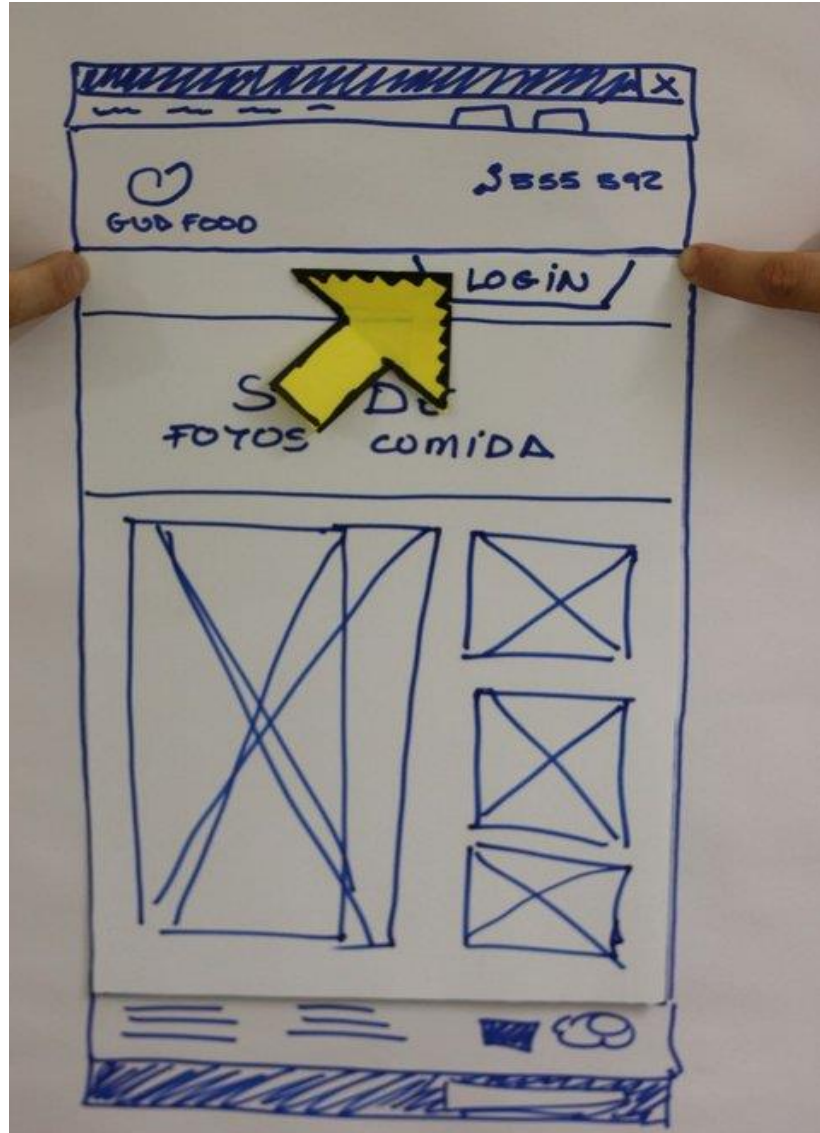
Storytelling





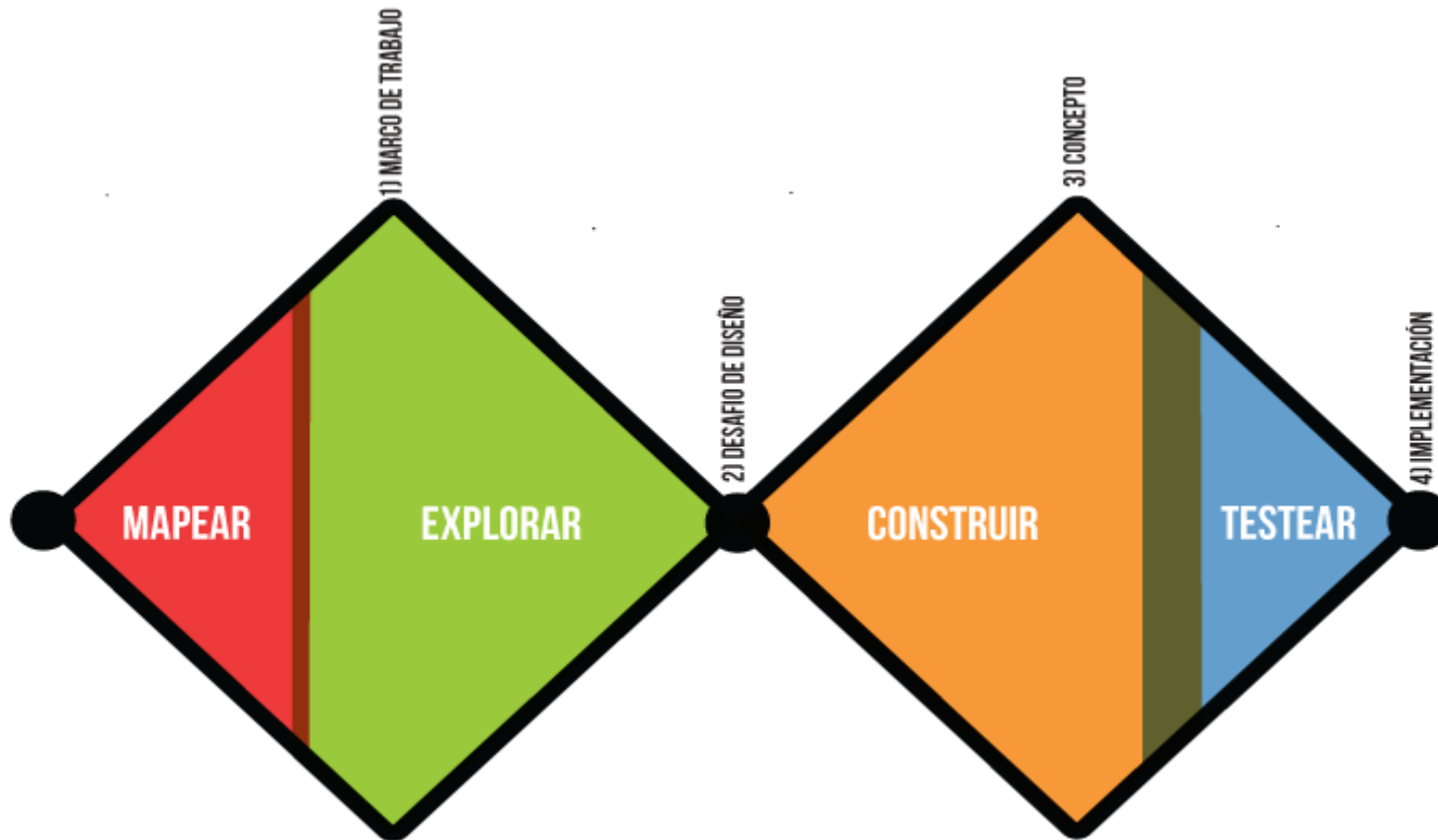
Construir. Storyboard

Sketch



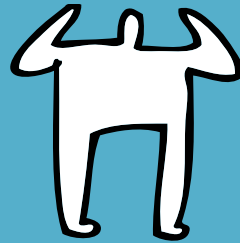
Mock Up





!Ayudame a
ayudarte!

Jerry Maguire.



Antes de preguntar

preparación

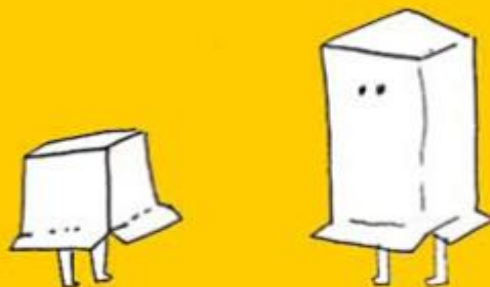
técnicas

Que formas tengo de probar con personas

**Escucha los comentarios
(feedback). Aprende. Itera**

Contar historias

Mejorar esas historias



(Future of Design)

Ejemplo

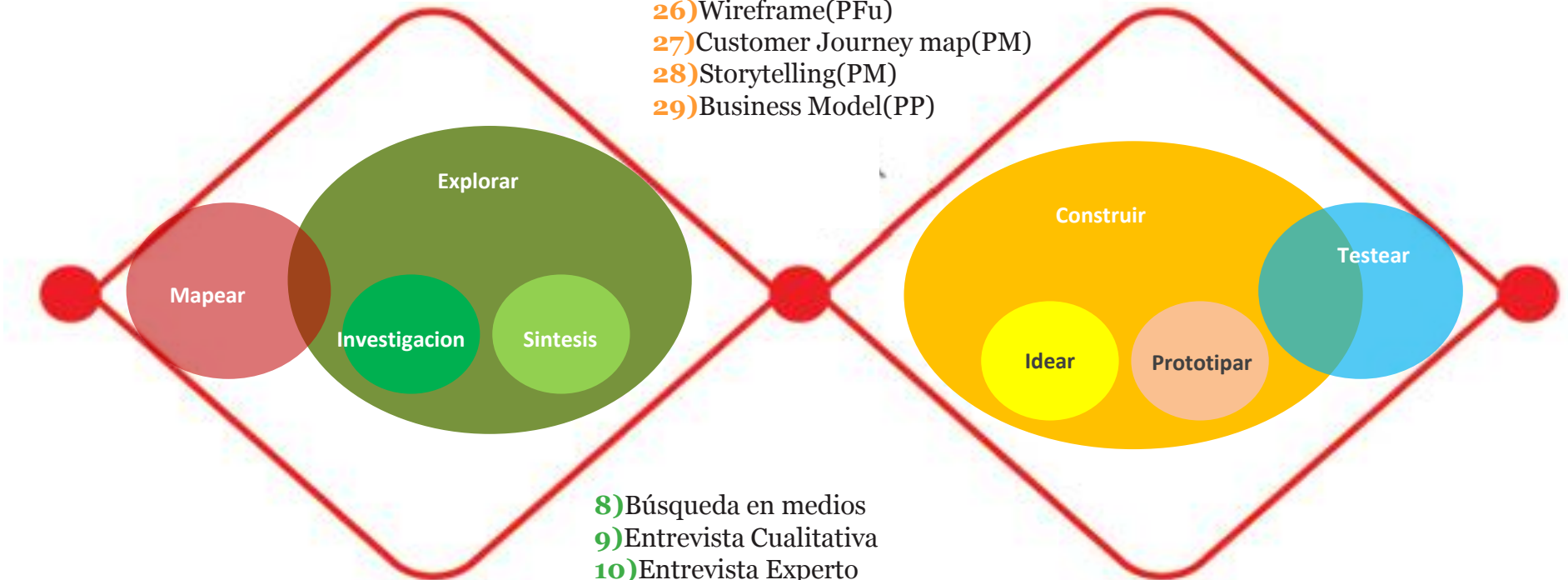


DOVASE

Business idea

- 1) 5 Por qué
- 2) Business Model Canvas
- 3) DAFO
- 4) Diagnostico de la industria
- 5) Diagrama de Sistemas ERAF
- 6) Mapa de Empatía
- 7) Persona

- 18) Mapa de convergencia
- 19) Hibridación por síntesis
- 20) Diseño de escenarios
- 21) Mapa activo de la experiencia
- 22) Sesiones de cocreación
- 23) Concept Sketch(PE)
- 24) MockUp(PM)
- 25) Solution Diagram(PP)
- 26) Wireframe(PFu)
- 27) Customer Journey map(PM)
- 28) Storytelling(PM)
- 29) Business Model(PP)



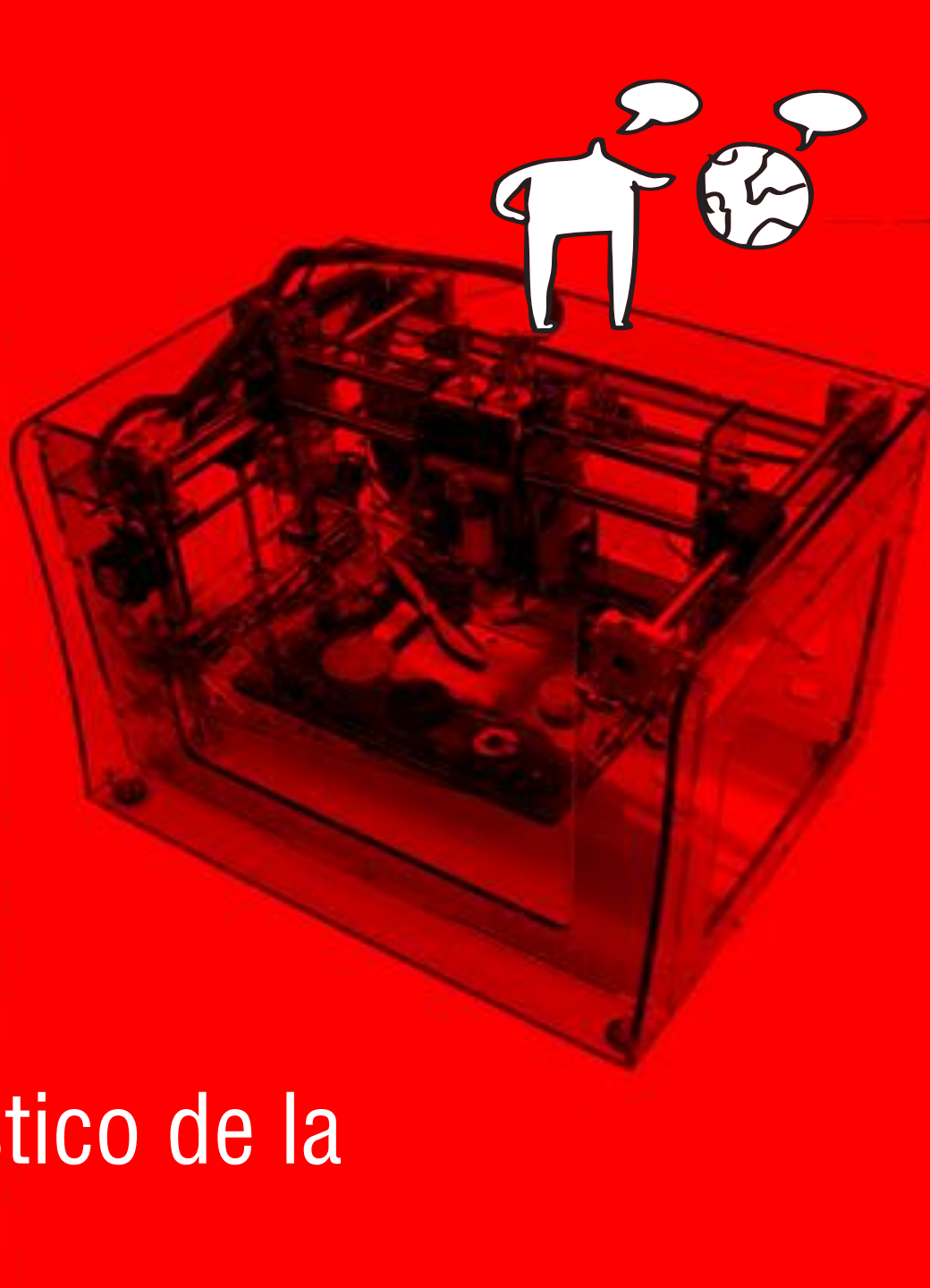
- 8) Búsqueda en medios
- 9) Entrevista Cualitativa
- 10) Entrevista Experto
- 11) Matriz de Tendencias
- 12) From... to...
- 13) Mapa evolución Innovación
- 14) Key Facts
- 15) Mapa de Empatía
- 16) Desafío de diseño
- 17) Brief

- 30) Road Map de Prototipado
- 31) Matriz de Hipótesis
- 32) Matriz de Feedback
- 33) Entrevista cualitativa
- 34) Test Cuantitativo
- 35) Test Usuario

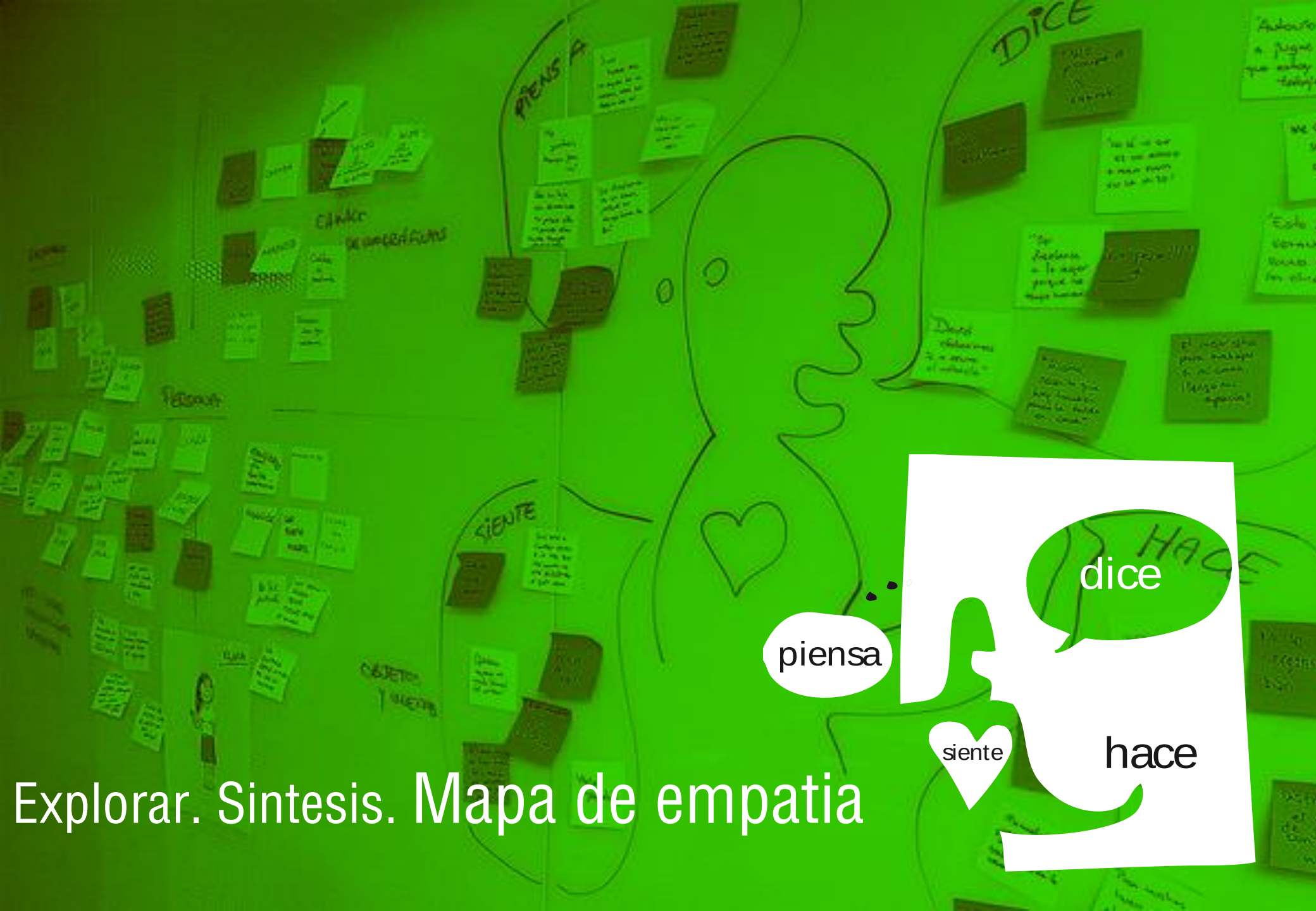


MAPEAR. Empresa. 5 por qué





MAPEAR. Empresa. Diagnostico de la
industria



piensa

dice

siente

hace

Explorar. Sintesis. Mapa de empatia

①



VIVE LE REVOLUTION



②

(integrados en web)



③



Construir. herramientas. Mockup



Construir. idear. Hibridación

Construir. idear. Sesiones de cocreación



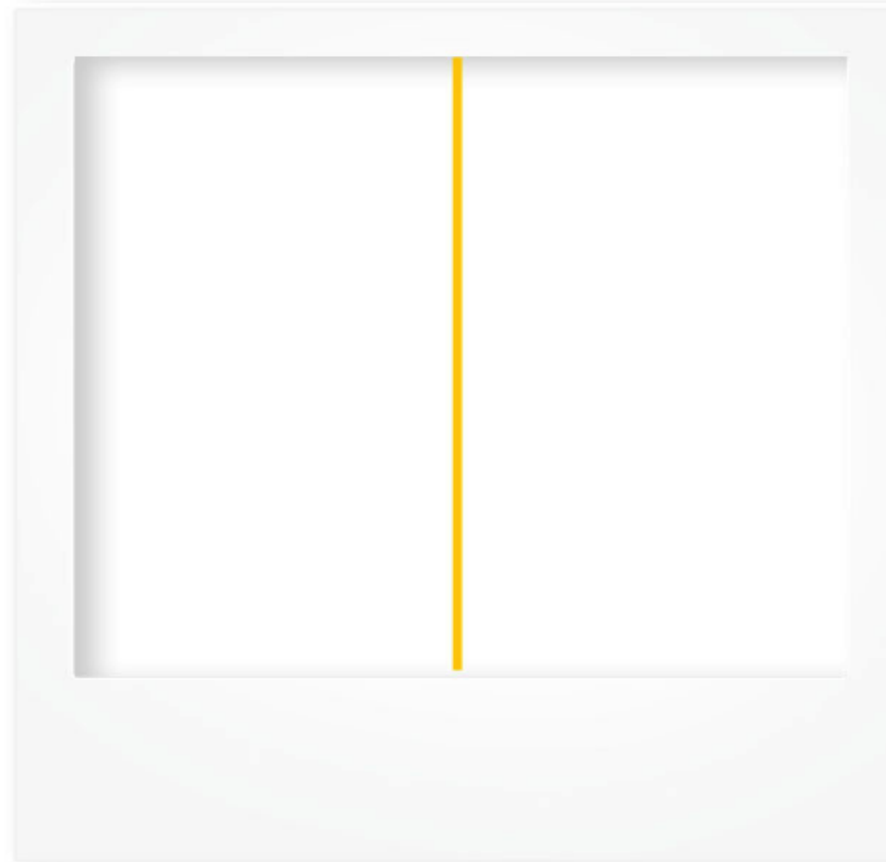
VIVE LE REVOLUTION

1. Crea tu pieza.
2. Escoge el color.
3. Indica el numero de piezas.
4. Envíala donde tú quieras.

ABOUT

VIDEO GALLERY

CONTACT



TAMAÑO 1

TAMAÑO 2

TAMAÑO 3

COLOR



Nº PIEZAS

1

100€

OK

PREVIEW



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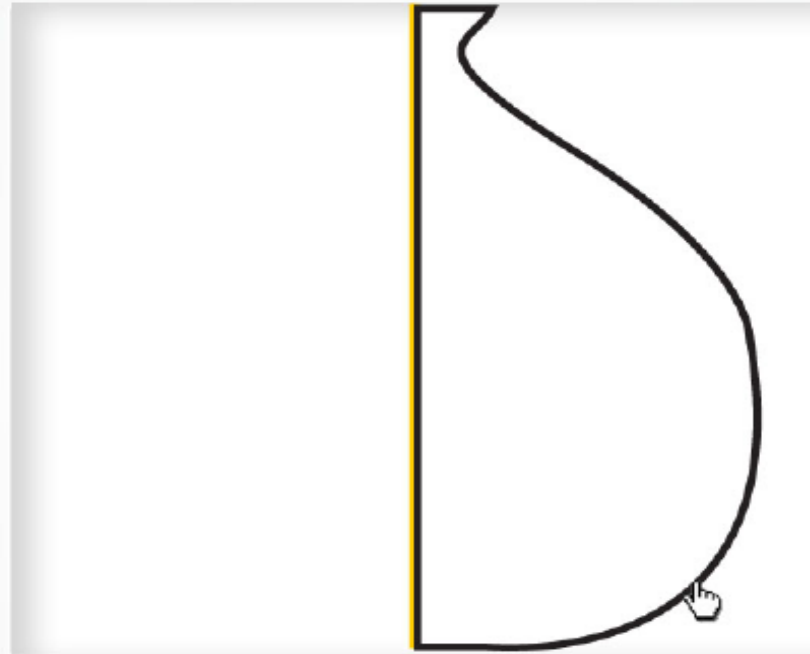
VIVE LE REVOLUTION

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ABOUT

VIDEO GALLERY

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TAMAÑO 1

TAMAÑO 2

TAMAÑO 3

COLOR



Nº PIEZAS

1

100€

OK



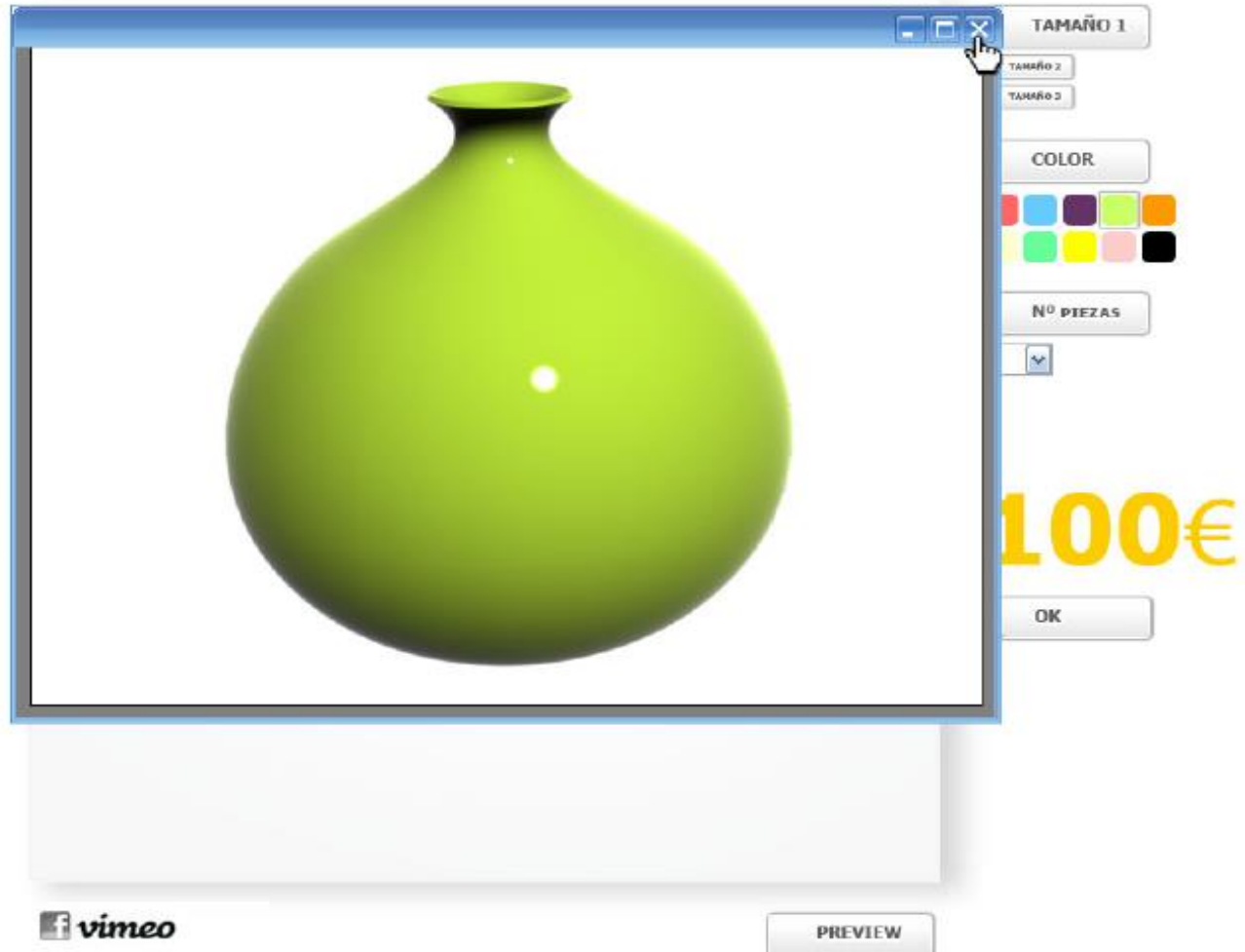
PREVIEW

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VIVE LE REVOLUTION

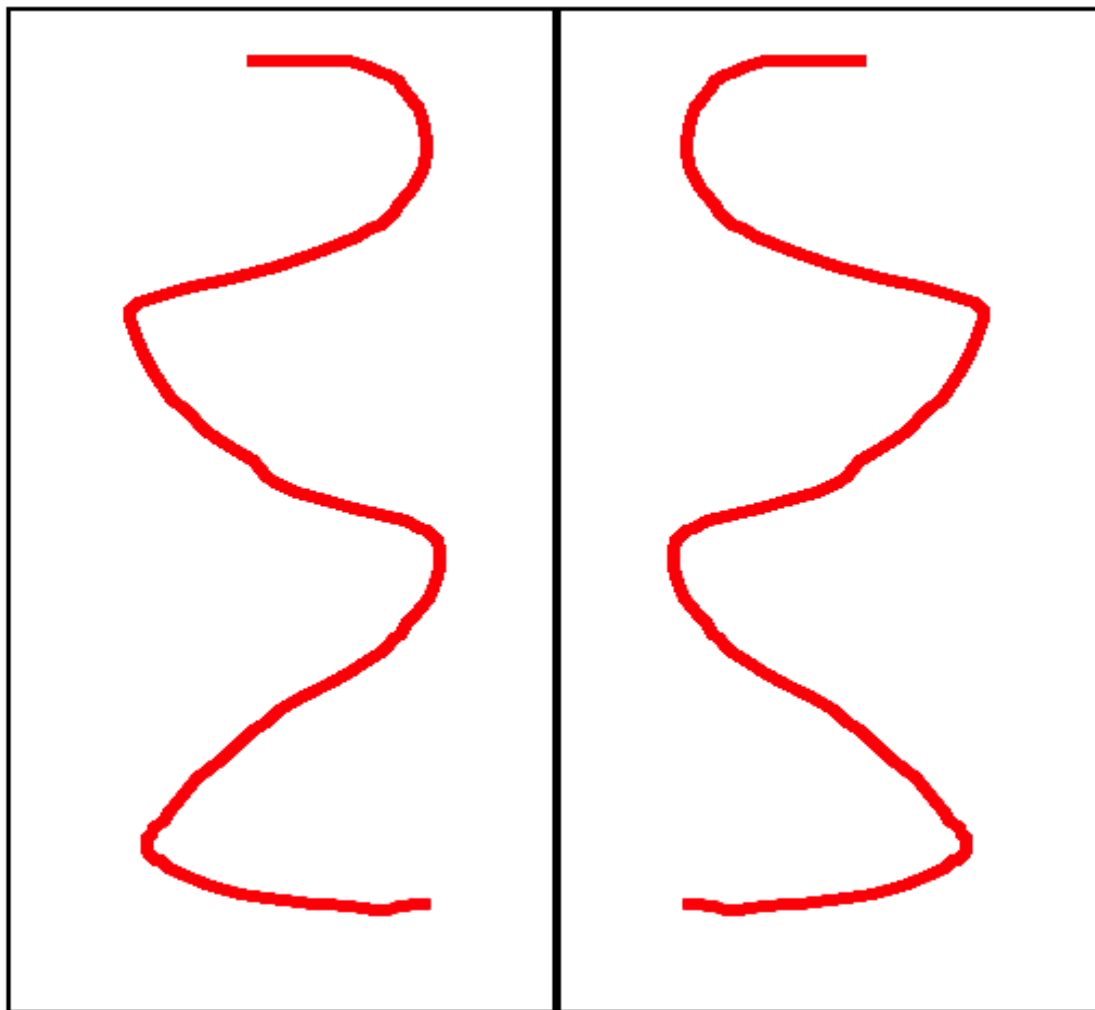
1. Crea tu pieza.
2. Escoge el color.
3. Indica el numero de piezas.
4. Envíala donde tú quieras.

ABOUT
VIDEO GALLERY
CONTACT



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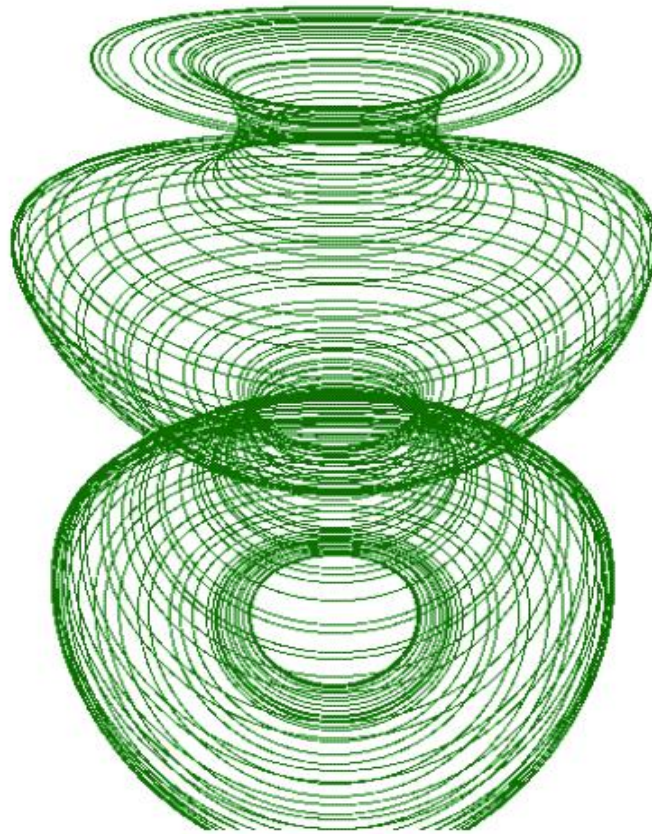
Save Manises Ceramic



Borrar

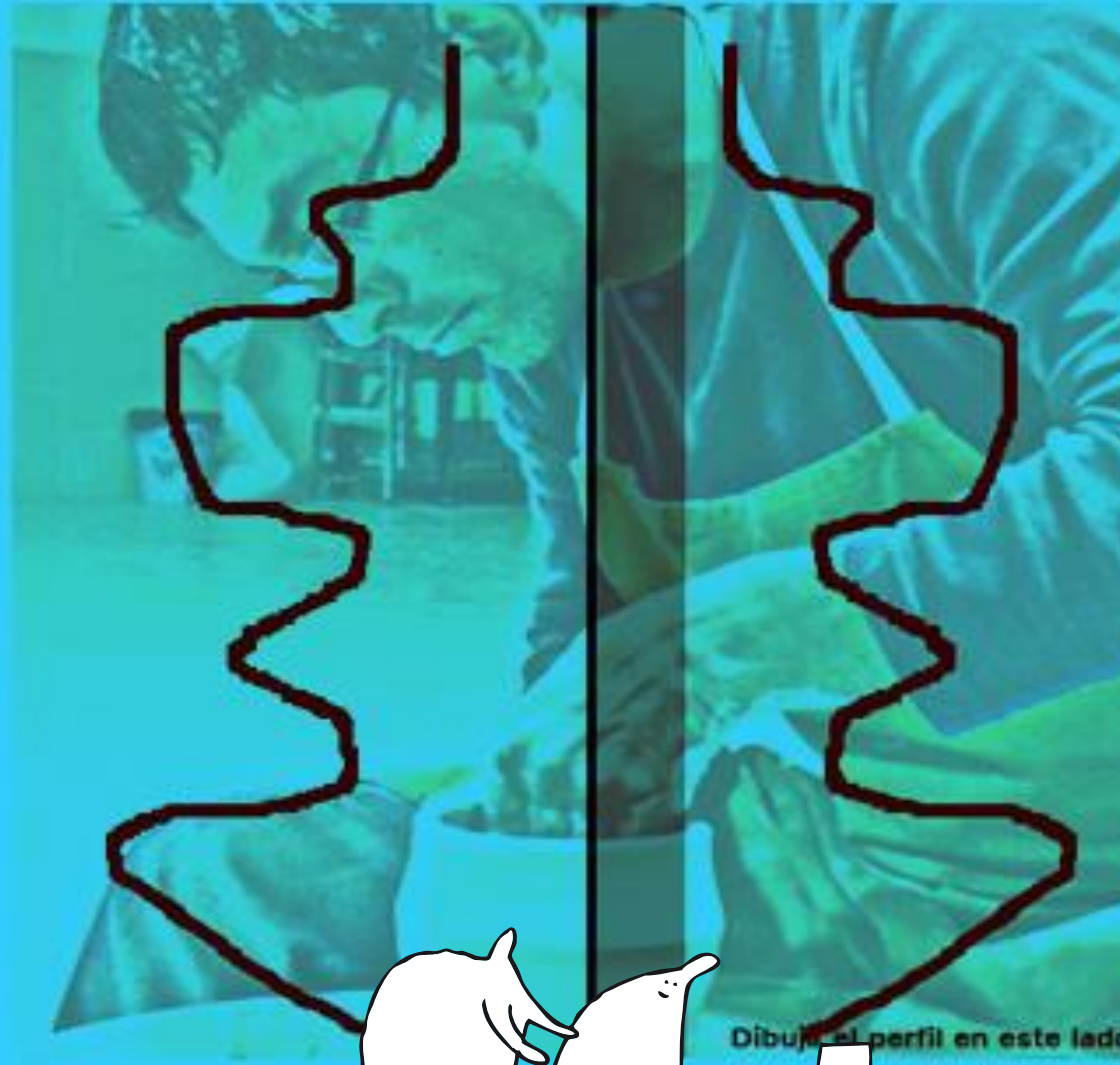
[Ver Modelo en 3D](#)

THINKERSCO



Save Manises Ceramic - Mozilla Firefox





Testear. Técnicas. Test de usuario.







**SAVE
CERAMICS**

UNCERTAINTY / PATTERNS / INSIGHTS

CLARIFY / FOCUS



idea

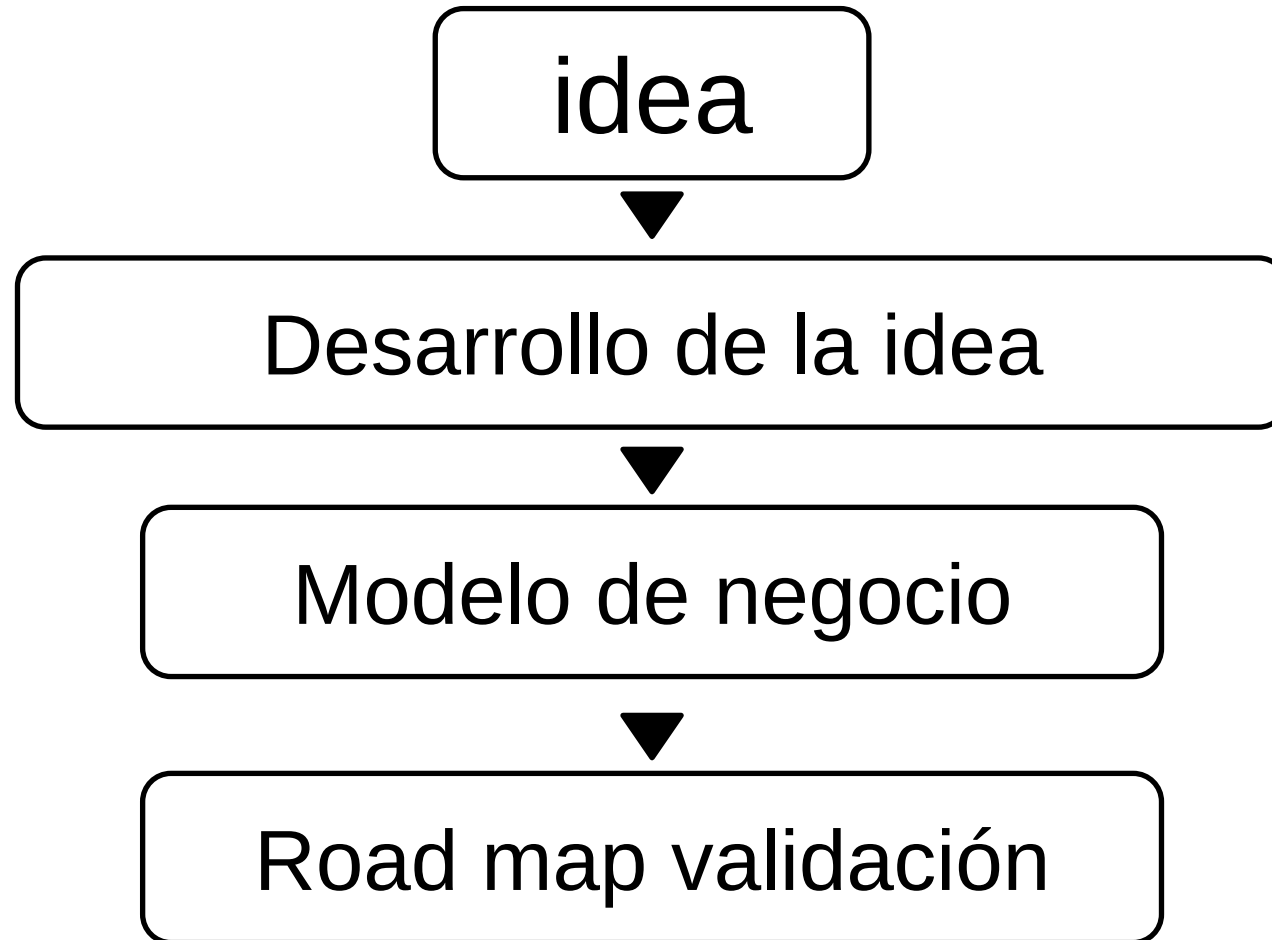
Desarrollo idea

UNCERTAINTY / PATTERNS / INSIGHTS

CLARIFY / FOCUS



Proceso



Proceso

idea



Desarrollo de la idea



Modelo de negocio



Road map validación

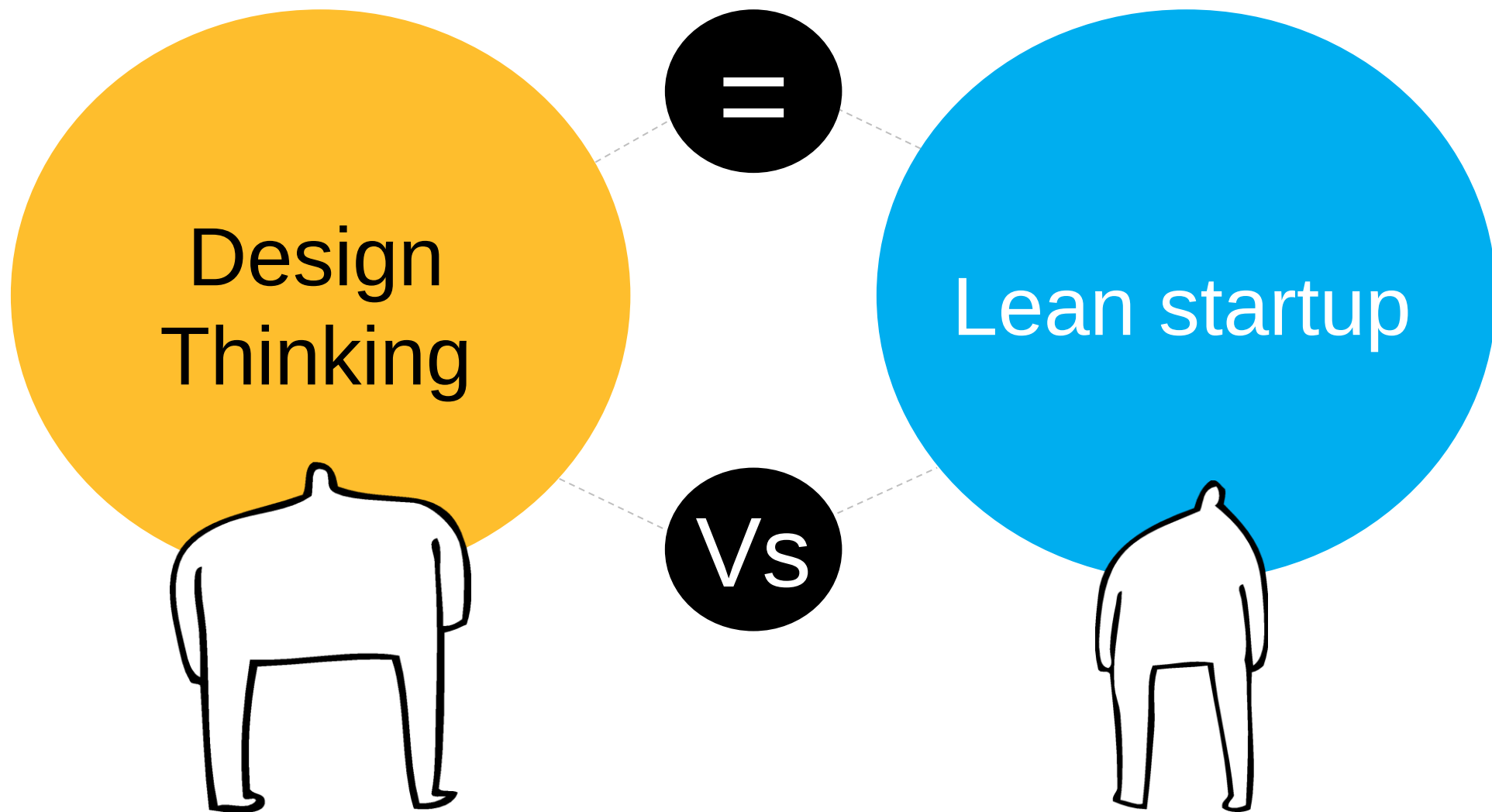
UNCERTAINTY / PATTERNS / INSIGHTS

CLARIFY / FOCUS



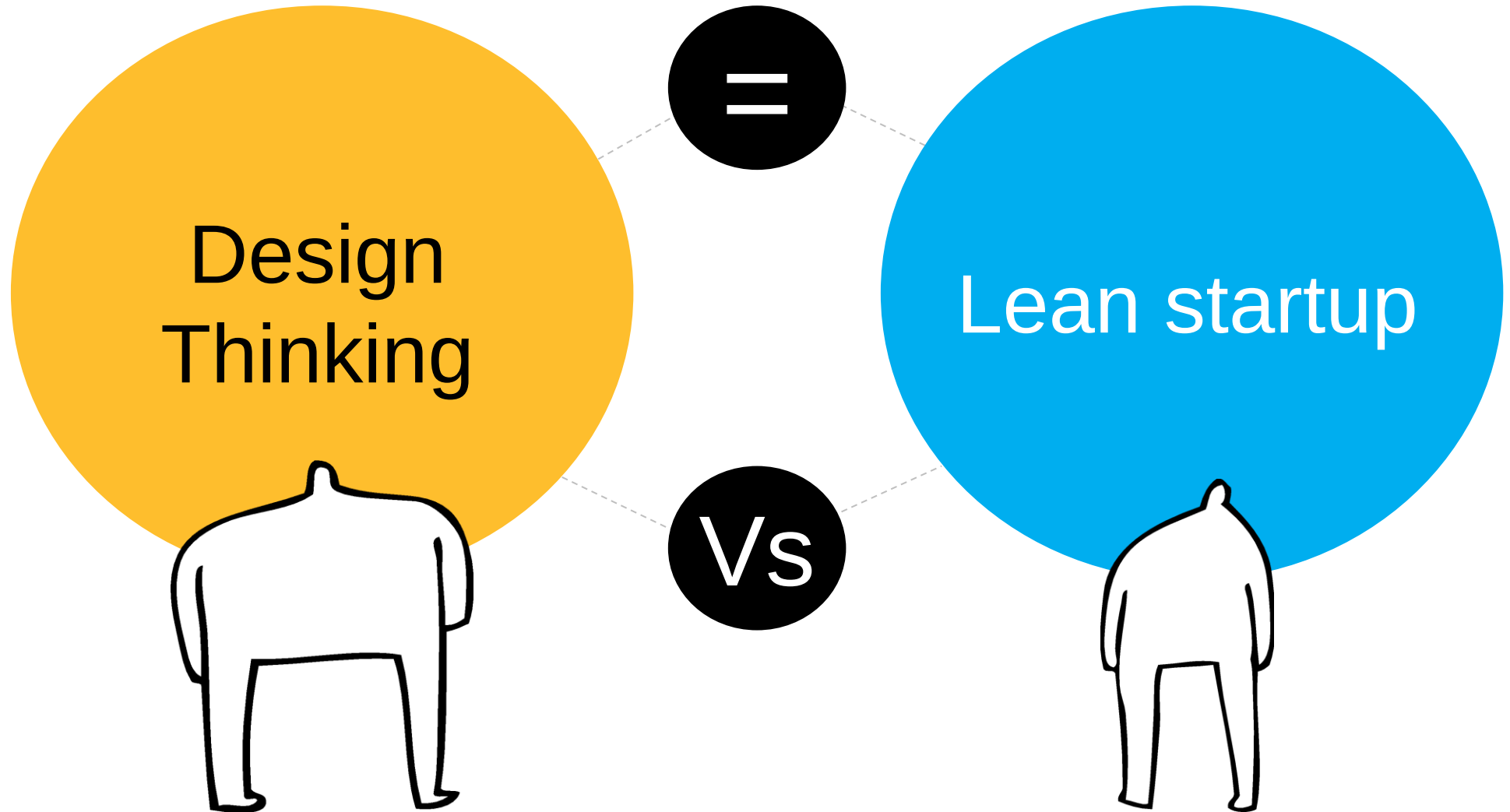
Design thinking

Lean Startup



ENCONTRAR LA META

ENCONTRAR EL CAMINO



ENCONTRAR LA META

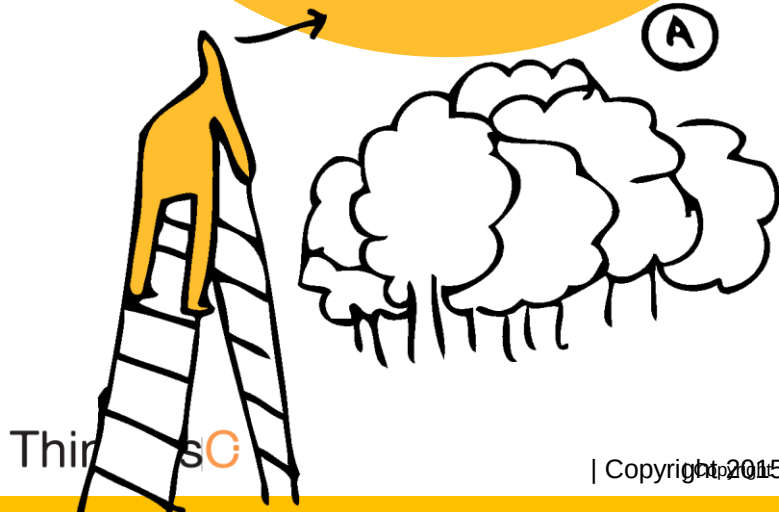
ENCONTRAR EL CAMINO

Design
Thinking

Lean startup

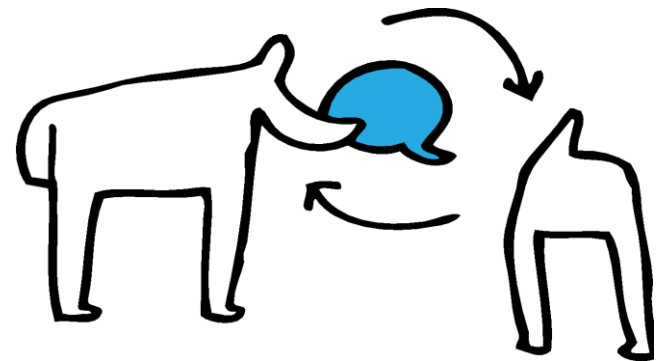
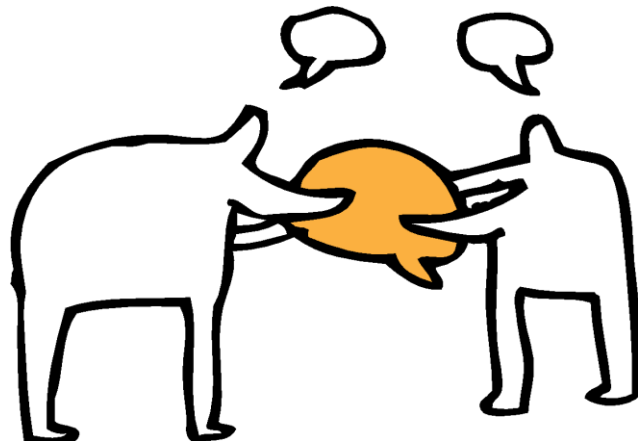
=

Vs



1

Personas vs. Clientes



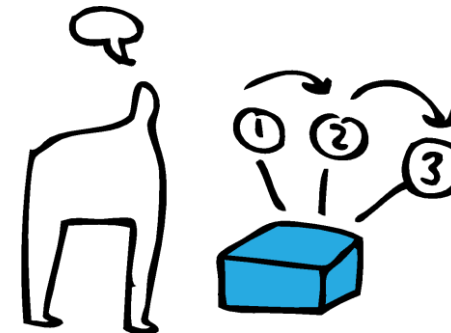
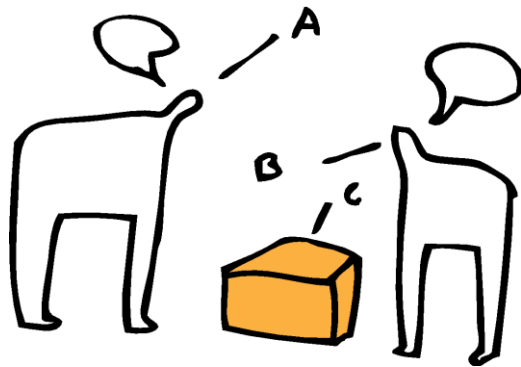
2

Test / Prueba



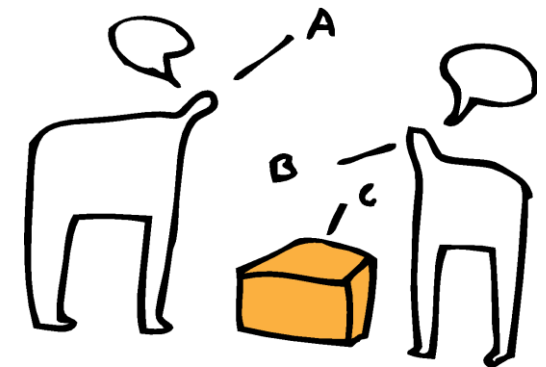
3

Prototipo



Prototipar – NEXO DE COMUNICACIÓN

(Design Thinking)

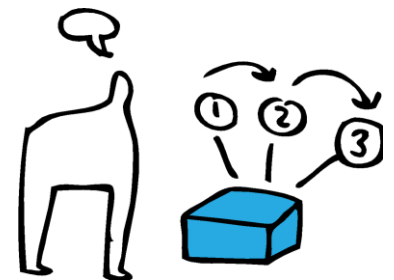


Prototipar – HERRAMIENTA VALIDACIÓN

(lean startup)

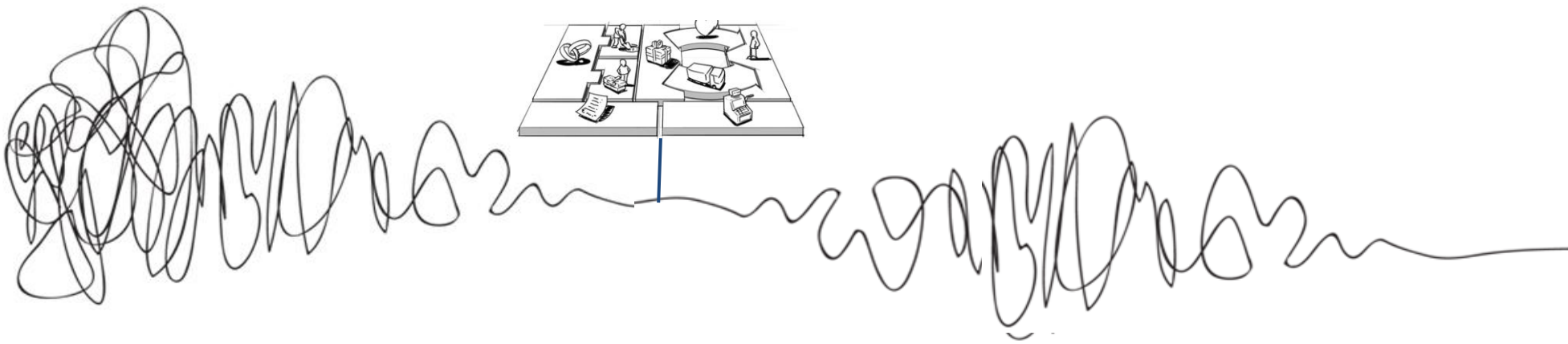


- 1 For Q1 release, music search only
- 2 Related artists determined by user purchasing data mining
- 3 Album art to be approved by legal



UNCERTAINTY / PATTERNS / INSIGHTS

CLARIFY / FOCUS



Design thinking

Lean Startup

¿QUÉ ES UN MODELO DE NEGOCIO?

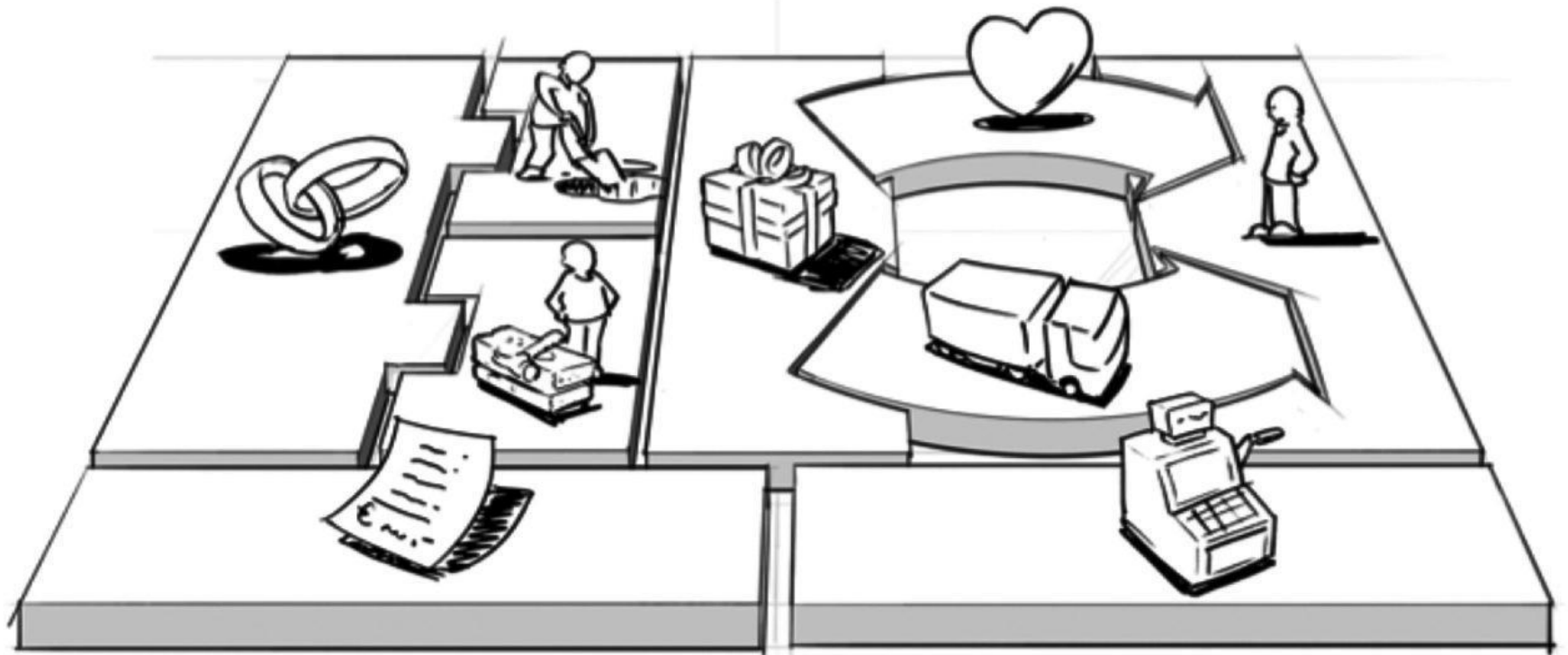
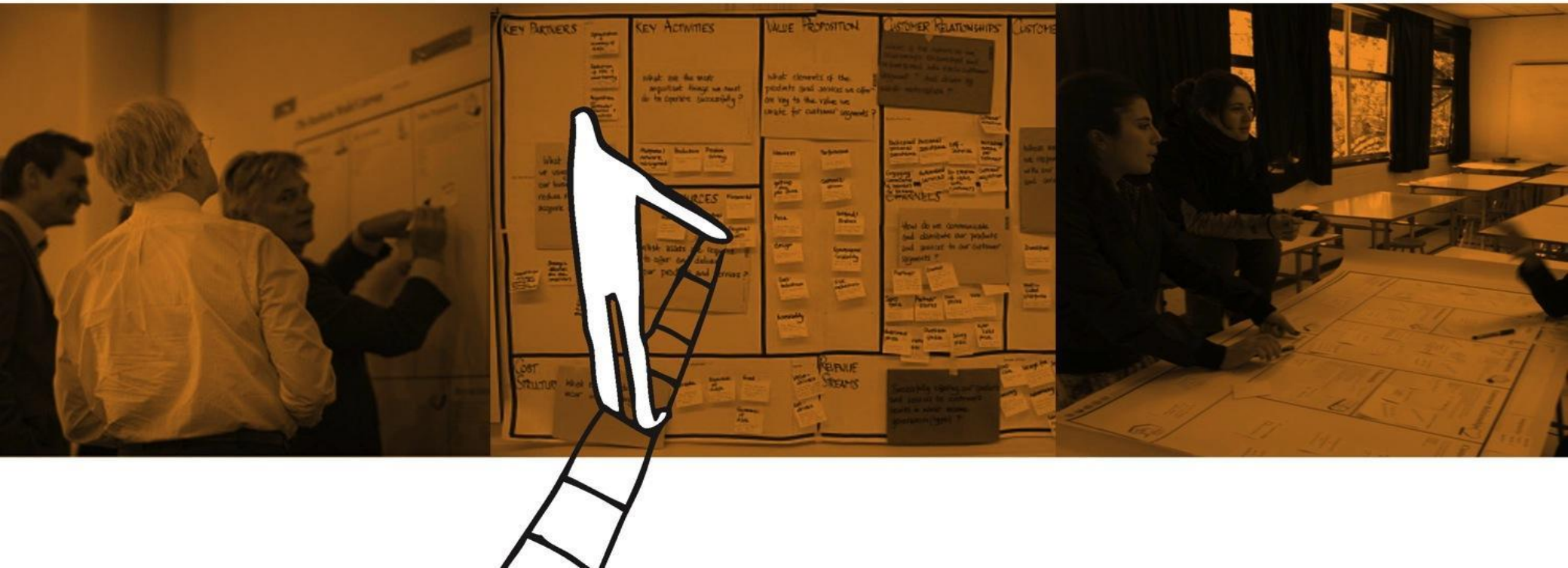
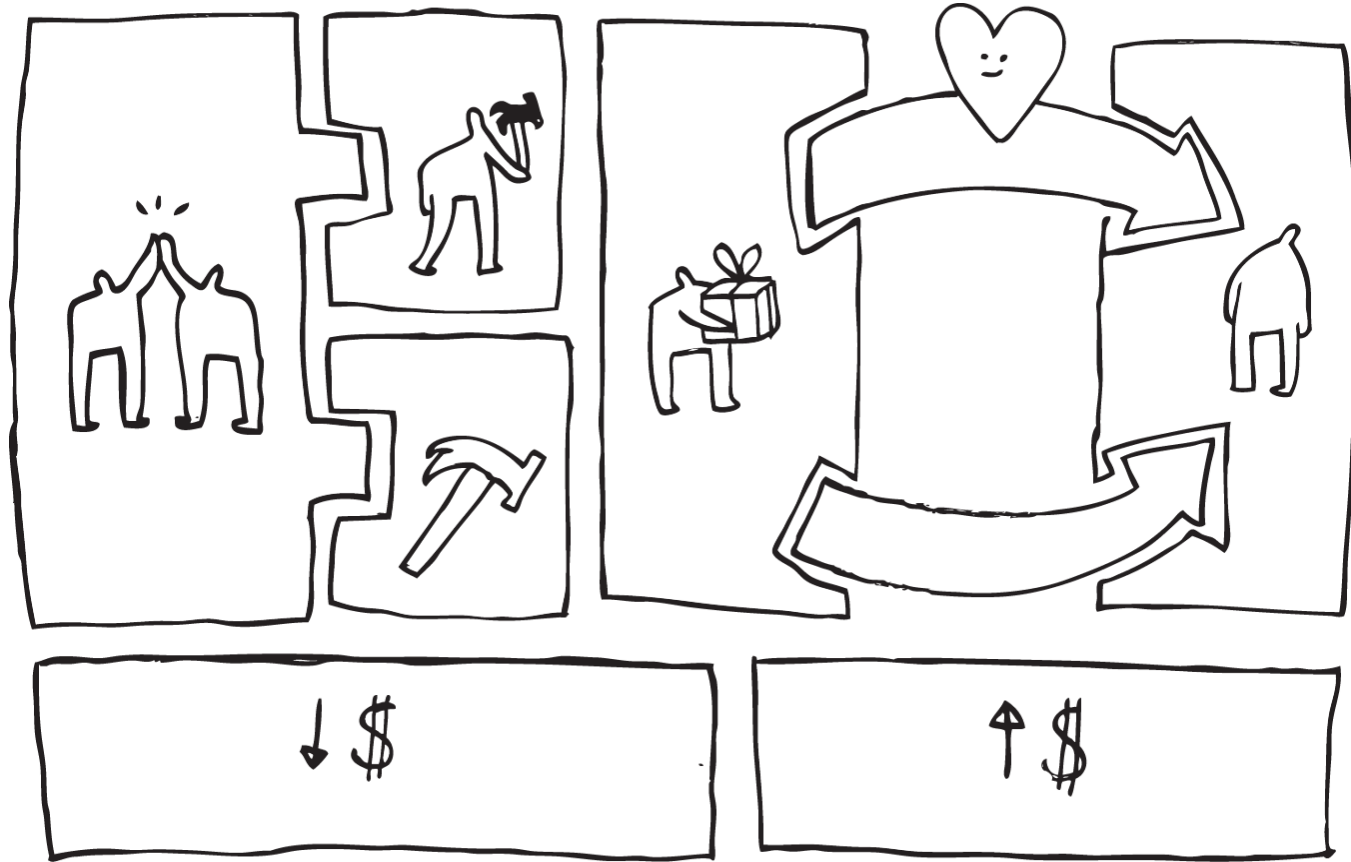


Diagrama de flujos entre la empresa y los clientes

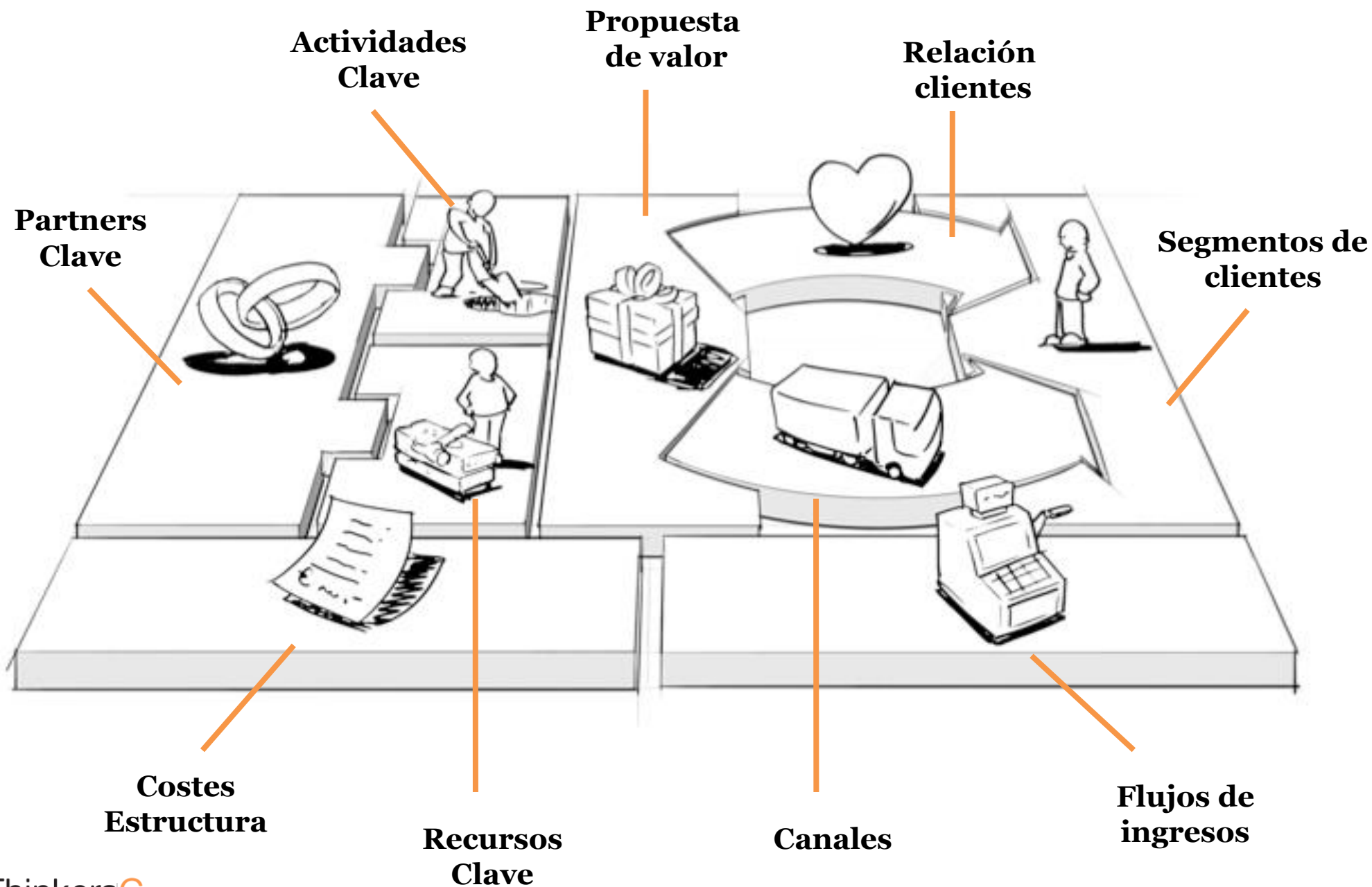
PROTOTIPO

A diferencia de un Plan de Negocios, un modelo de negocios es un prototipo dinámico, un mapa funcional que puede rediseñarse, o adaptarse en base a cambios rápidos y continuos.





Business Model



propuesta de valor

**qué valor entregas a tu
cliente?**

**qué servicios o productos
ofreces a tu cliente?**

**cuáles son aquellas cosas por
las que tu cliente paga?**

**qué necesidad o problema
solucionamos?**

**qué diferencia tiene tu
propuesta con las de otros?**



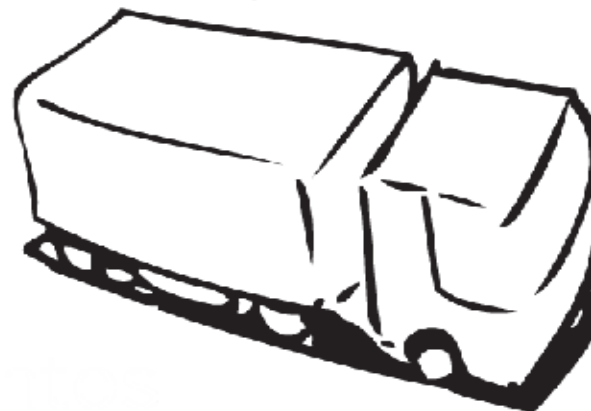
novedad
personalización
ayuda a hacer el trabajo
diseño
marca
status social
precio
reducción de costes
reducción de riesgos
usabilidad

...

canal de distribución

**cómo llega a tus clientes y
cómo los conquista?
a través de cuáles canales
interactúas con tus clientes?**

			información	evaluación	compra	entrega	postventa
proceso	directo	equipo de ventas	cómo llegas a conocer a tus clientes (servicio)?	cómo les entregas a evaluar nuestra propuesta?	cómo va a poder comprar?	cómo le entregamos la propuesta de valor al cliente?	qué servicios de atención postventa ofrecemos?
		ventas por internet					
distrib	indirecto	tiendas propias					
		tiendas con socios mayoristas					



			información	evaluación	compra	entrega	postventa
propio	directo	equipo de ventas	cómo damos a conocer nuestros servicios?	cómo les ayudamos a evaluar nuestra propuesta?	cómo va a poder comprar?	cómo le entregamos la propuesta de valor al cliente?	qué servicios de atención postventa ofrecemos?
		ventas por internet					
Socio	indirecto	tiendas propias					
		tiendas con socios					
		mayoristas					

relación con los clientes

**qué tipo de relación tienes
con tus clientes?**

**qué estrategia de relación
con tus clientes?**

**cómo se integra este relación
en tu organización?**

asistencia personalizada

gestor de cuentas

autoservicio

automatizada

comunidades



ingresos

cómo es la estructura de nuestros ingresos?
cómo ganamos dinero?
qué tipo de ingresos?

venta de activo
por uso
por suscripción
alquiler
licencia
publicidad
...



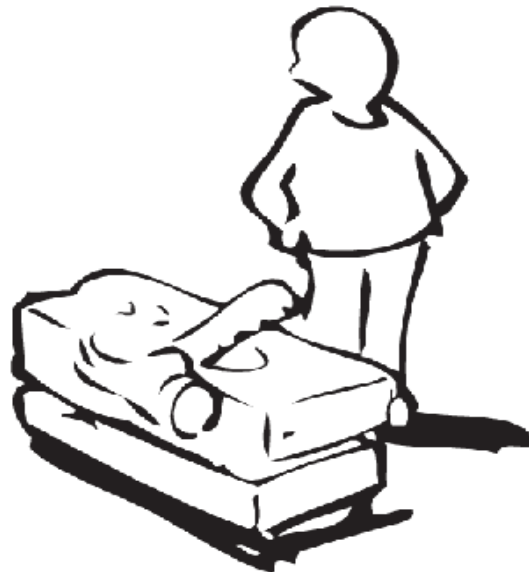
actividades clave

**qué actividades claves tiene tu
propuesta de valor? canales?
relaciones con tus clientes?
ingresos?**



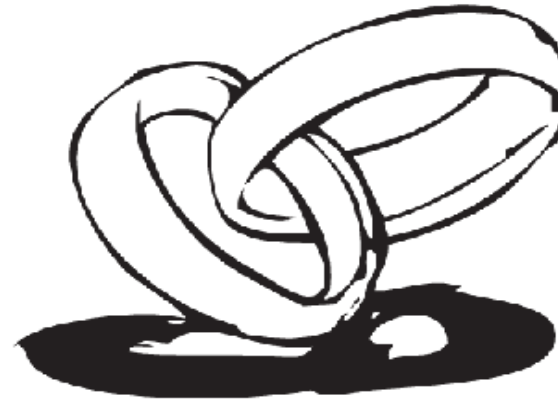
recursos clave

**qué recursos requiere tu propuesta de
valor? canal? relación? ingresos?**



**físicos
intelectuales
humanos
financieros**

Socios claves



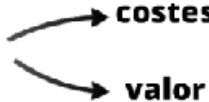
**quiénes son los aliados
estratégicos?**

**quiénes nos apoyan con recursos y
actividades claves?**

**qué actividades se pueden hacer de
manera externa a mayor calidad y
mejor precio?**

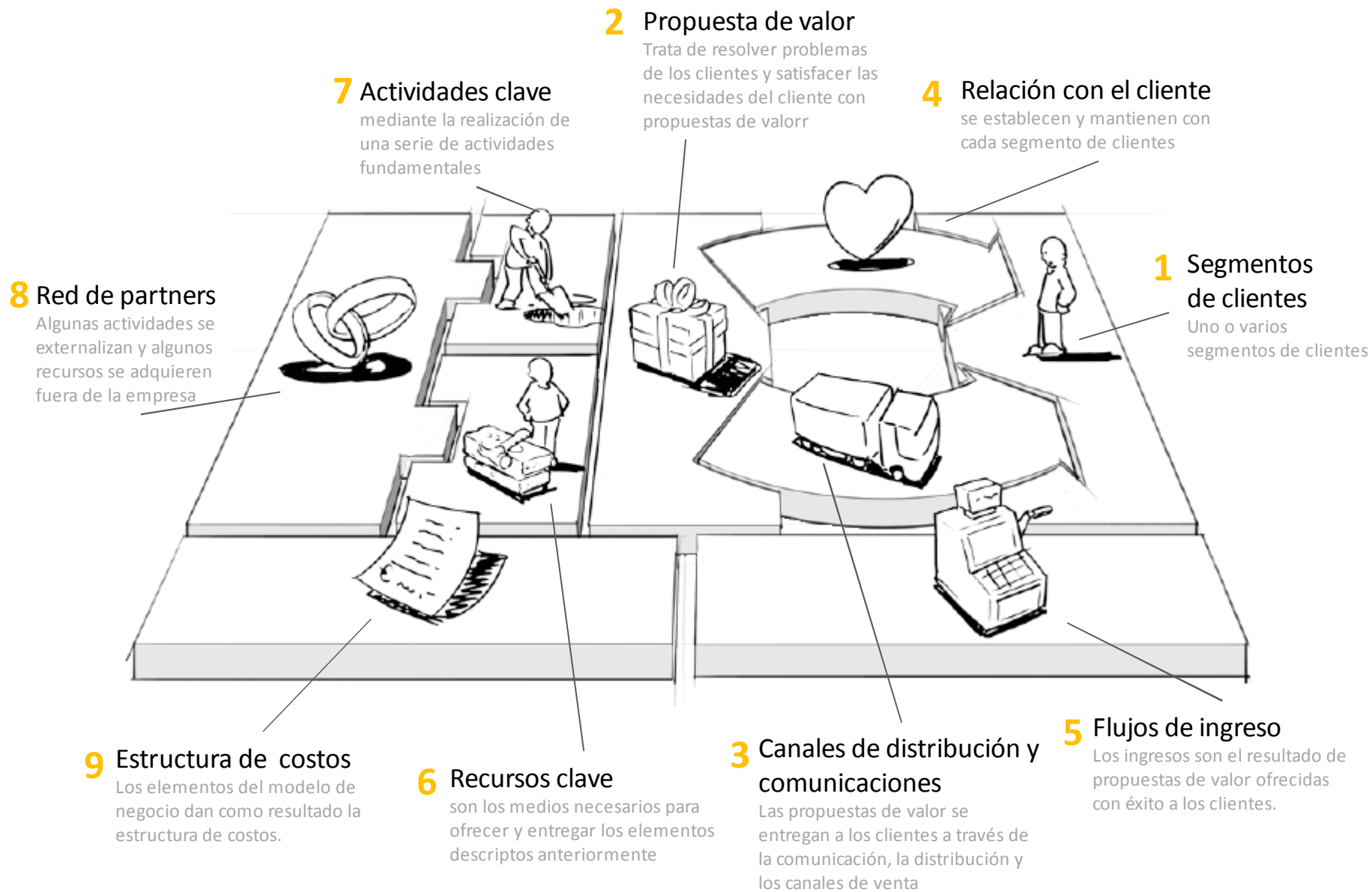
estructura de costes

**cómo es nuestra estructura de costes?
cuáles son los costes más importantes de
nuestro modelo? recursos, actividades?**

enfoque a 
costes
valor

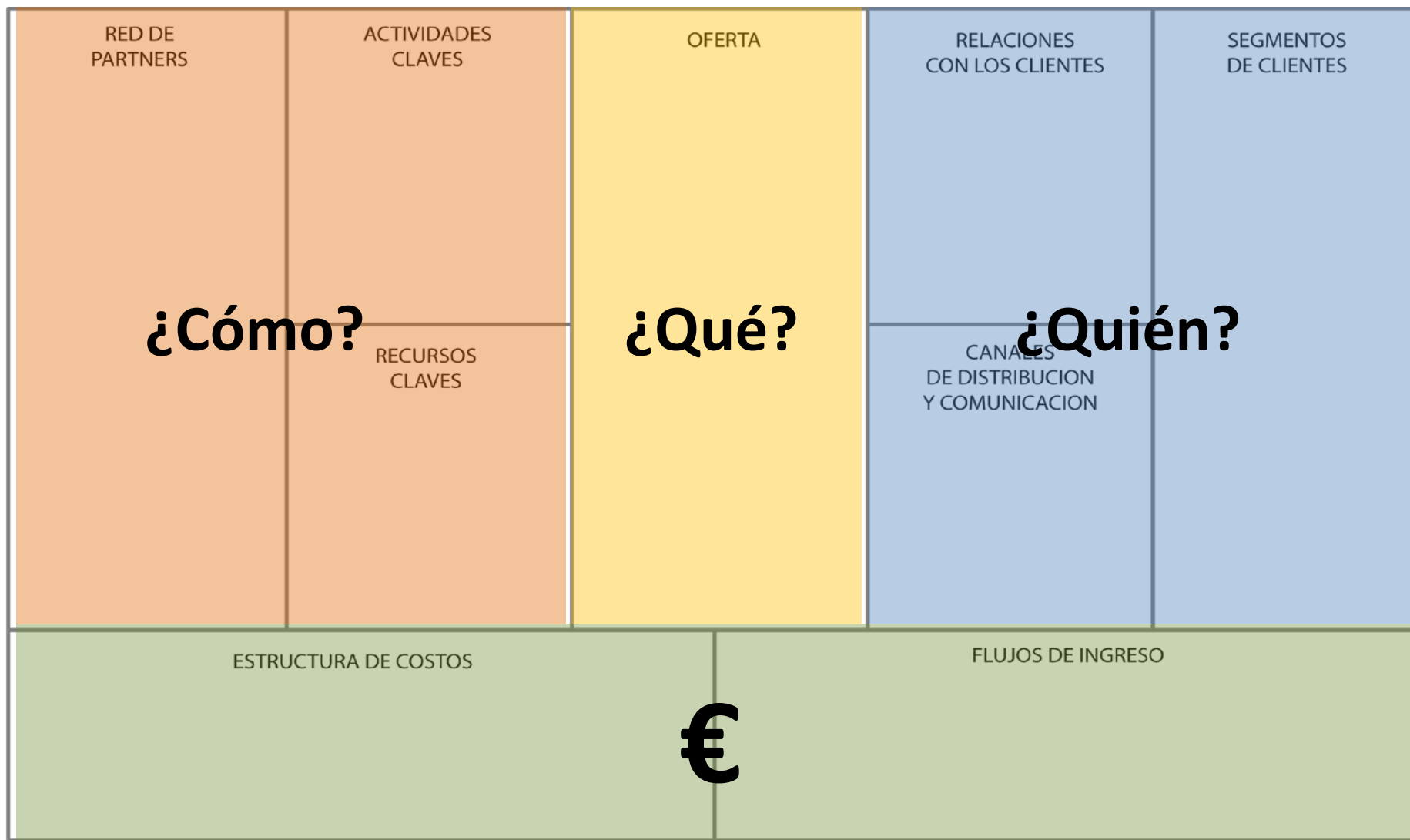
costes fijos
costes variables
economía de escala



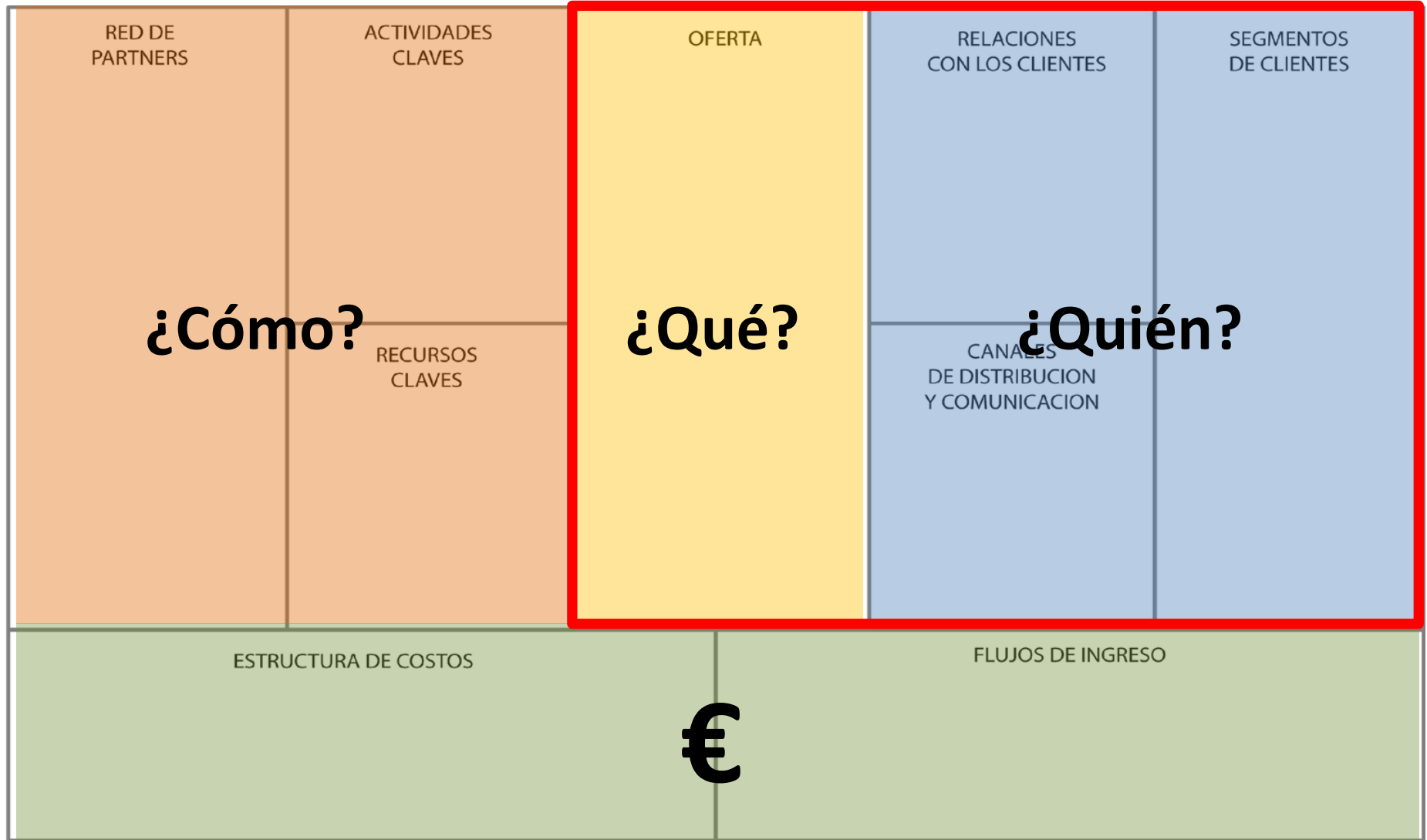




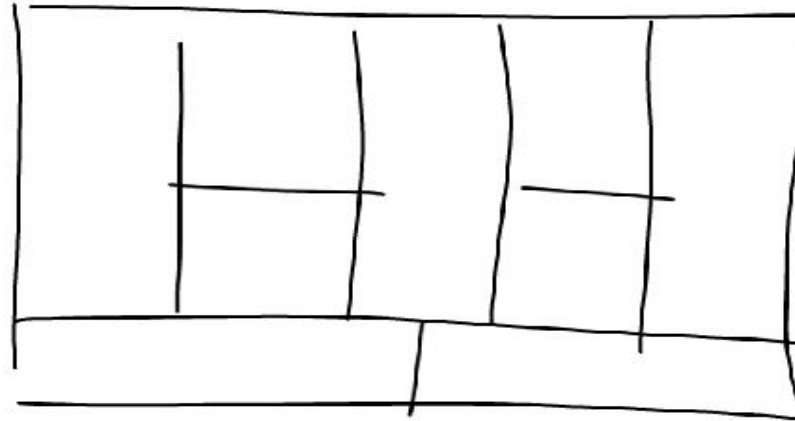
Una Explicación Visual de  SinPalabras © 2011



Design Thinking

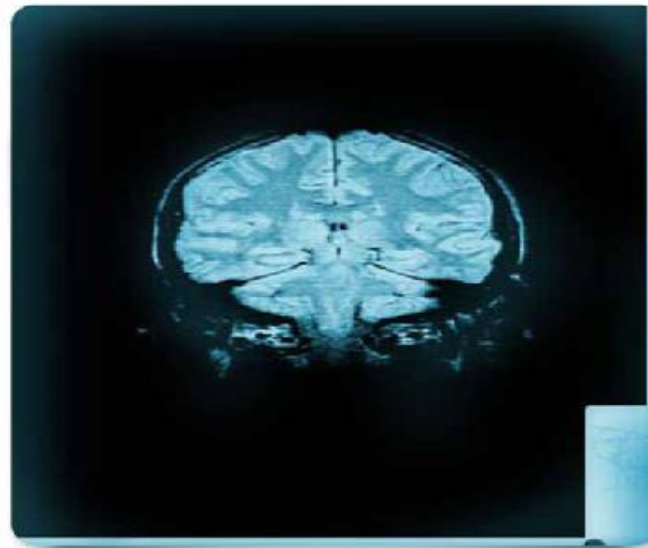


eficiencia

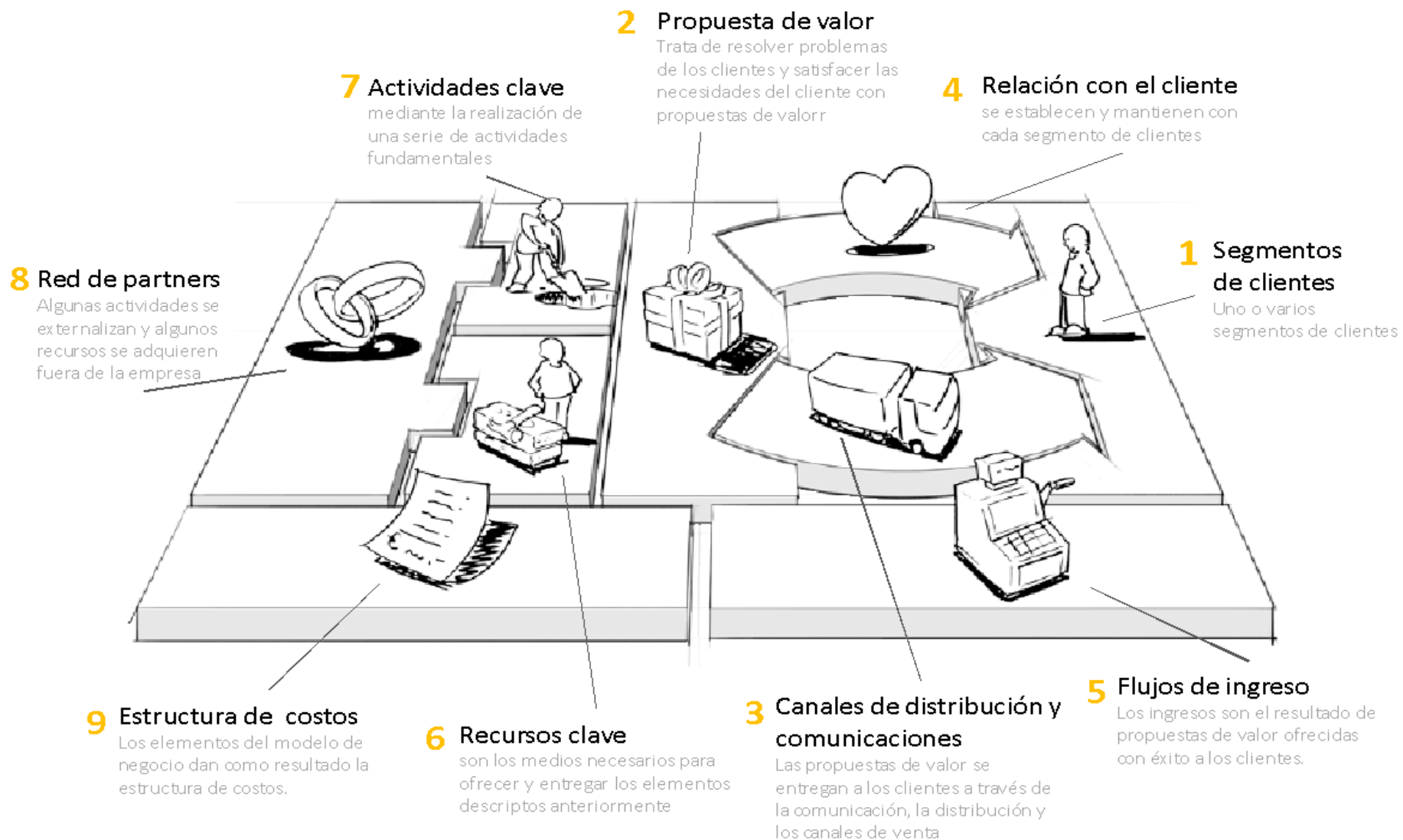


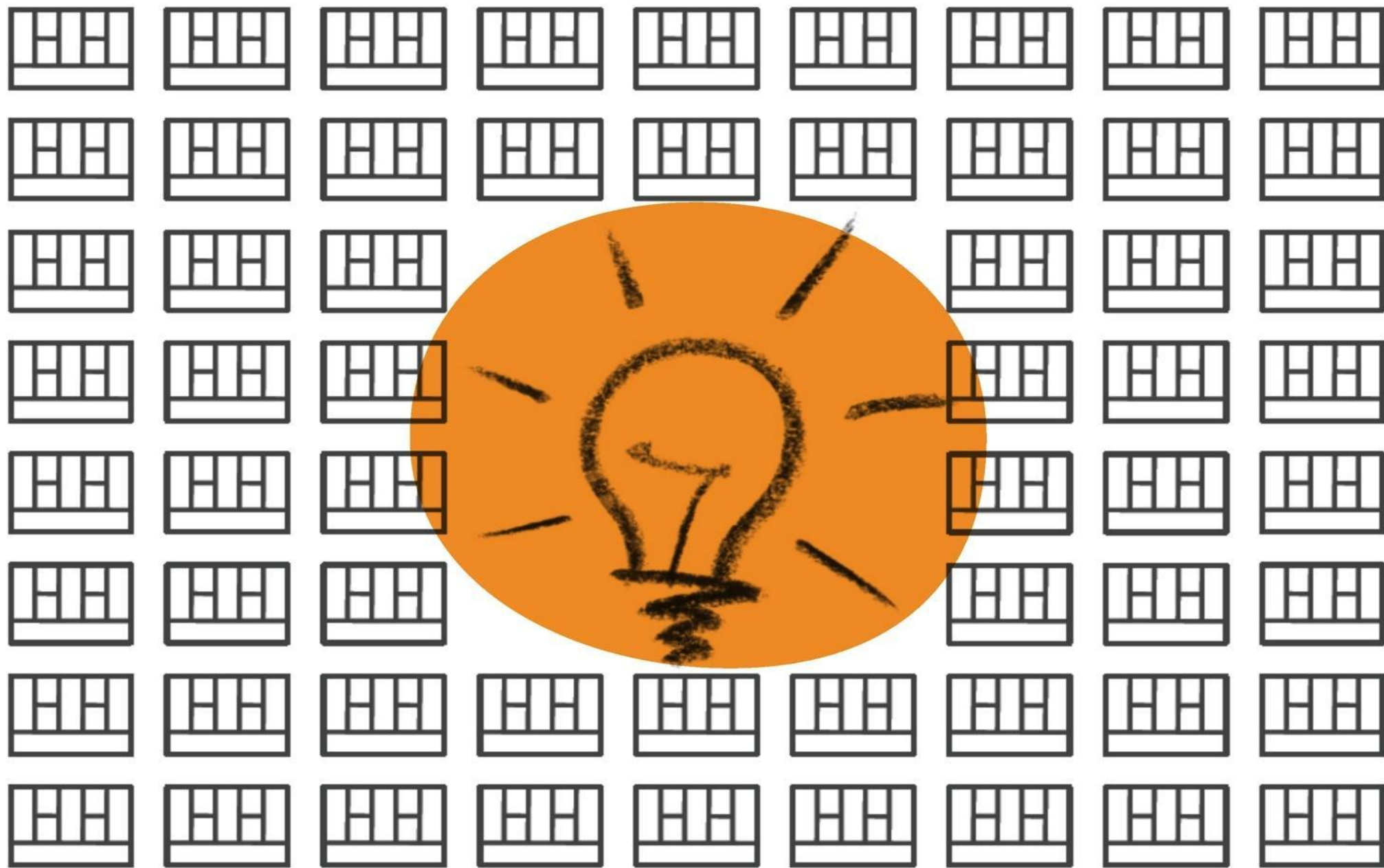
valor

logica



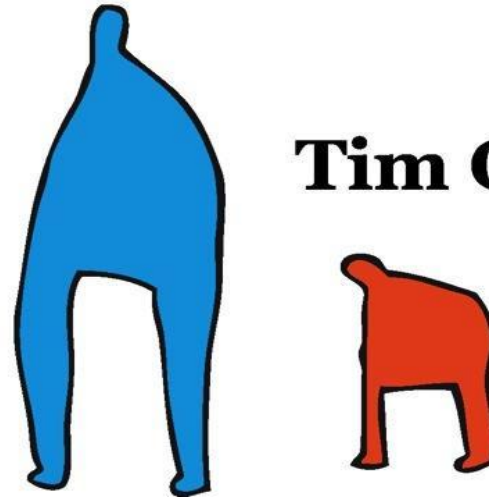
emoción





“No hay un único modelo
de negocio...
Las oportunidades y
opciones son innumerables,
solo tenemos que descubrirlas”

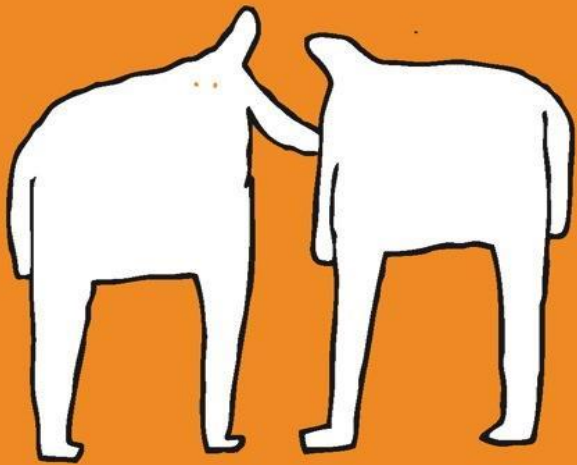
Tim O'Reilly



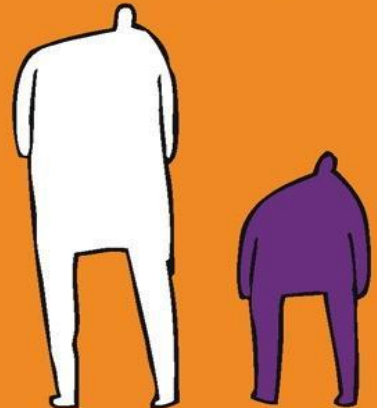
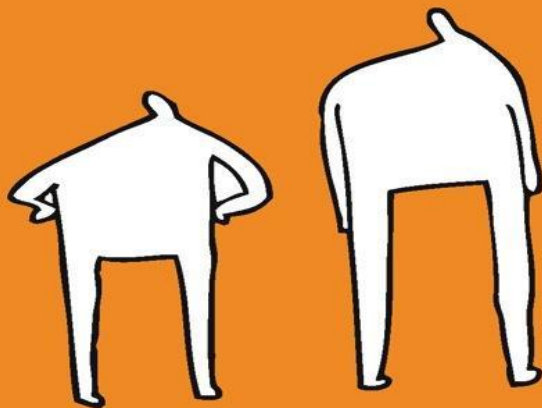


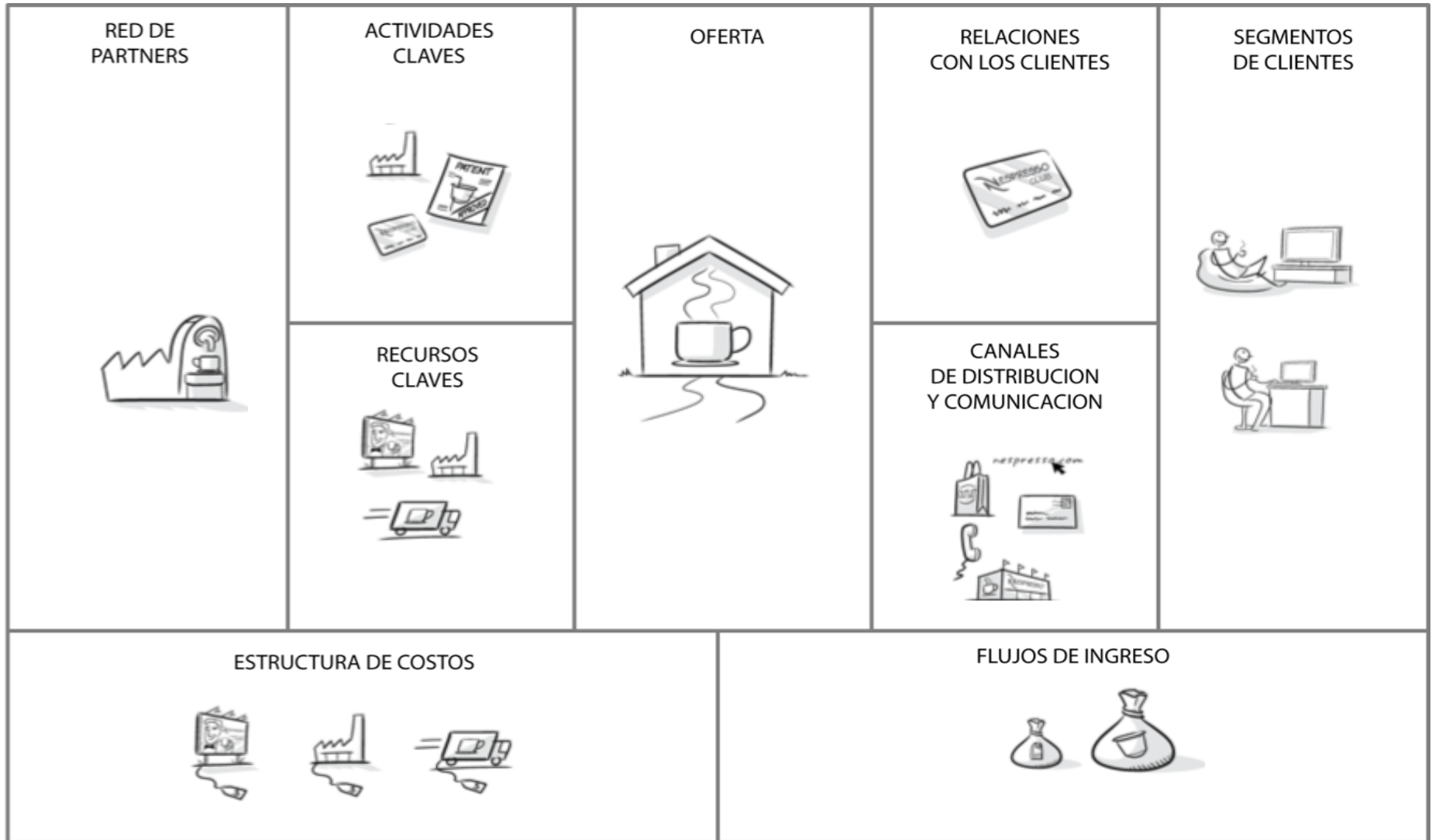


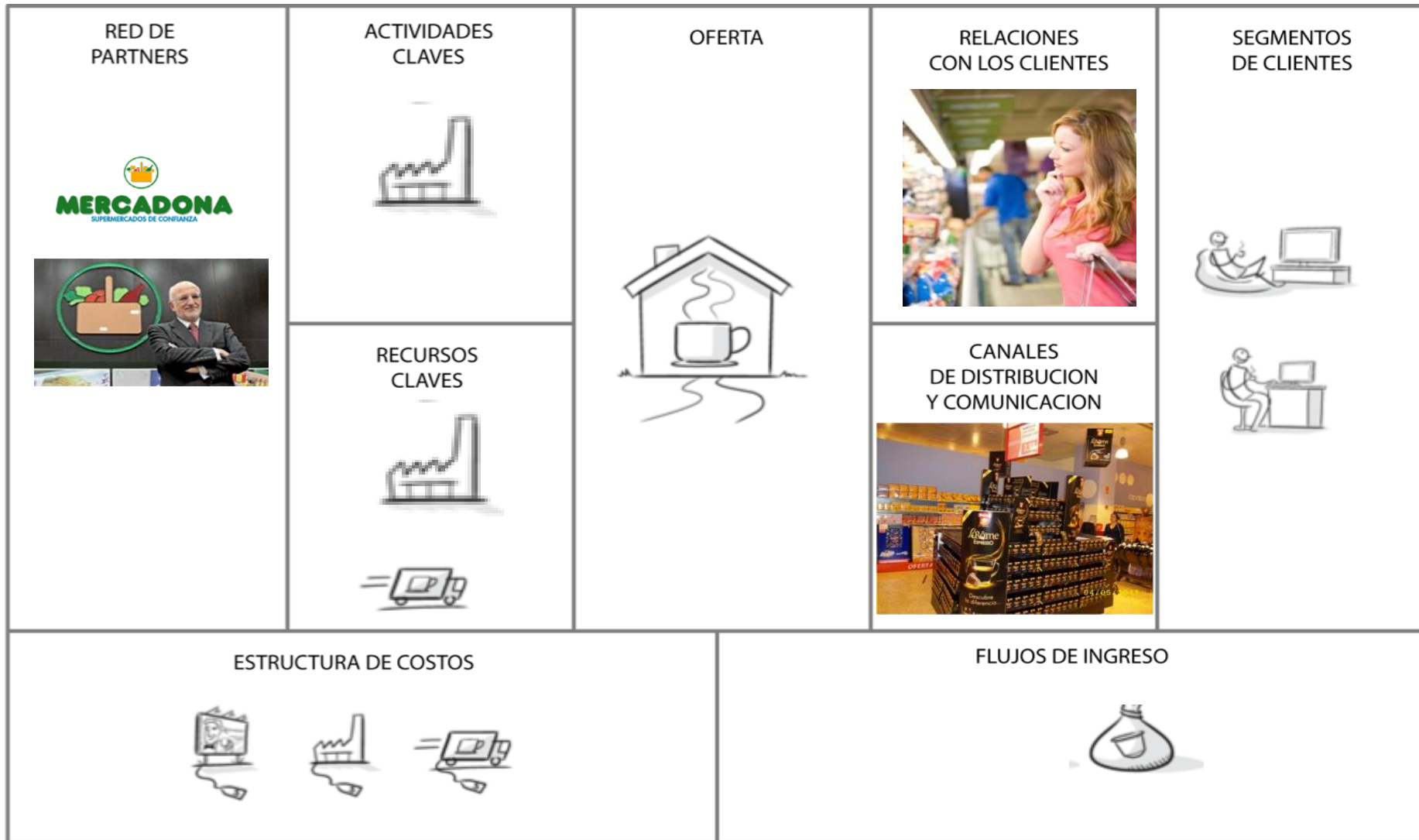
**Tu Producto
no es tu
“producto”,
es tu modelo
de negocio.**



-La misma tecnología, producto o servicio
puede tener numerosos
modelos de negocio







La mayoría startups **fallan por falta de cliente** no por problemas en el desarrollo de producto.

"With your Personal Bank of Memories,
we challenge Alzheimer's
with you."



<https://vimeo.com/61047985>

PROCESO

IDEA

DESARROLLO DE LA IDEA

MODELO DE NEGOCIO

ROAD MAP VALIDACIÓN



What We Used to Believe

Startups are a **Smaller Version**
of a Large Company

What We Now Know

Startups Search
Companies Execute

Planning comes before the plan

More startups fail from
a lack of customers than from a
failure of product development

Putting Search first is a
radical change

It's not just one more methodology

Startups are
in **SEARCH**
mode!



The CANVAS...

A set of
~~HYPOTHESES?~~
GUESSES!

HERE'S
HOW...

? **HOW** do we
change "guesses"
into **FACTS**?

The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year
Iteration:

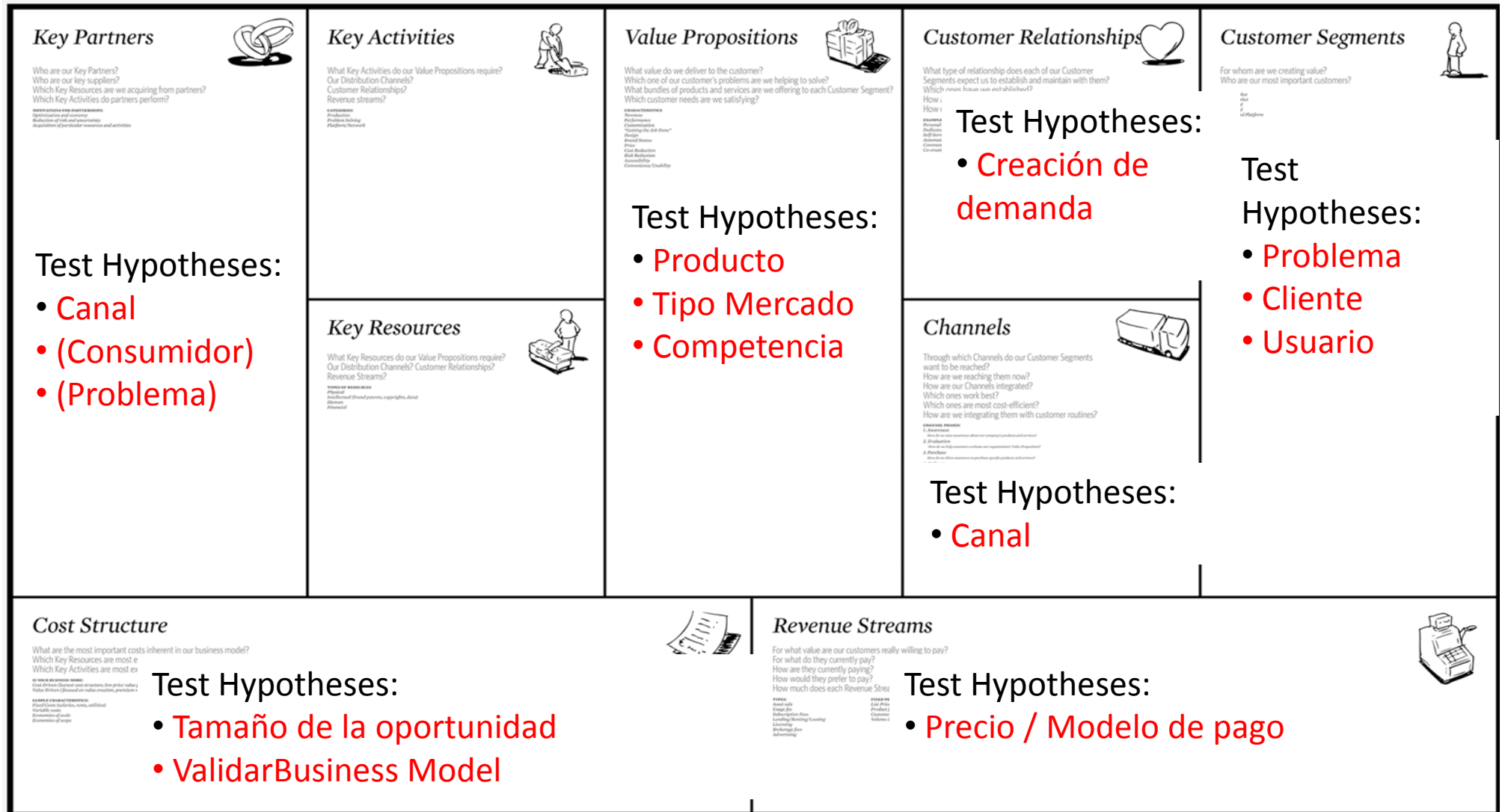
Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? <i>Key Partnerships may include:</i> Logistics and external Production of sub-components Acquisition of particular resources and activities Guess	Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? <i>Key Activities may include:</i> Production Production Support Platform Network Guess	Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? <i>Value Propositions may include:</i> Newness Performance Customization Convenience "Getting the job done" Design Price Place Quality Service Speed Status Stress Reduction Risk Reduction Social Acceptance Compatibility Guess	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? Guess	Customer Segments For whom are we creating value? Who are our most important customers? <i>Customer Segments may include:</i> Mass Market Niche Market Segmented Multi-sided Platforms Guess
Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? <i>Key Resources may include:</i> Physical Intellectual (brand, patents, copyrights, data) Human Guess		Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? <i>Utilize the channel "touchpoints" feature?</i> Guess		
Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? <i>Cost Structure may include:</i> Cost of Goods Sold Salaries and Wages Marketing Infrastructure Research and Development Facilities Utilities Transportation Insurance Legal Accounting Office Supplies Equipment Software Travel Miscellaneous Guess		Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? <i>Revenue Streams may include:</i> Transaction Fees Subscription Fees Licensing Advertising Sales Rental Usage Fees Performance Fees Referral Fees Commission Royalties Interest Dividends Capital Gains Other Guess		

www.businessmodelgeneration.com

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Convertir las hipótesis en hechos



The CUSTOMER DEVELOPMENT PROCESS, continued...



TEST your GUESSES...
and LOOK for INSIGHTS!

- Mark up your old canvas.
- ... but don't discard your learning.

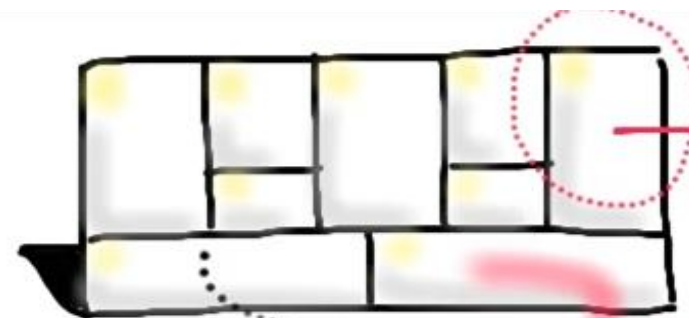


START 2 NEW CANVAS.

- New hypotheses...
- New experiments...
- New tests...

...and GET OUT of the BUILDING!





Customer Segments



Your canvas...

Do the hypotheses need to be MODIFIED?

Did the results match the hypothesis?

WHY? WHY NOT?

INSIGHT

ITE

HYPOTHESES

"Customers will be MALE... 24-35... in URBAN AREAS... who like STARBUCKS..."



"How about a GOOGLE ADWORDS campaign to acquire?"

DESIGN EXPERIMENT

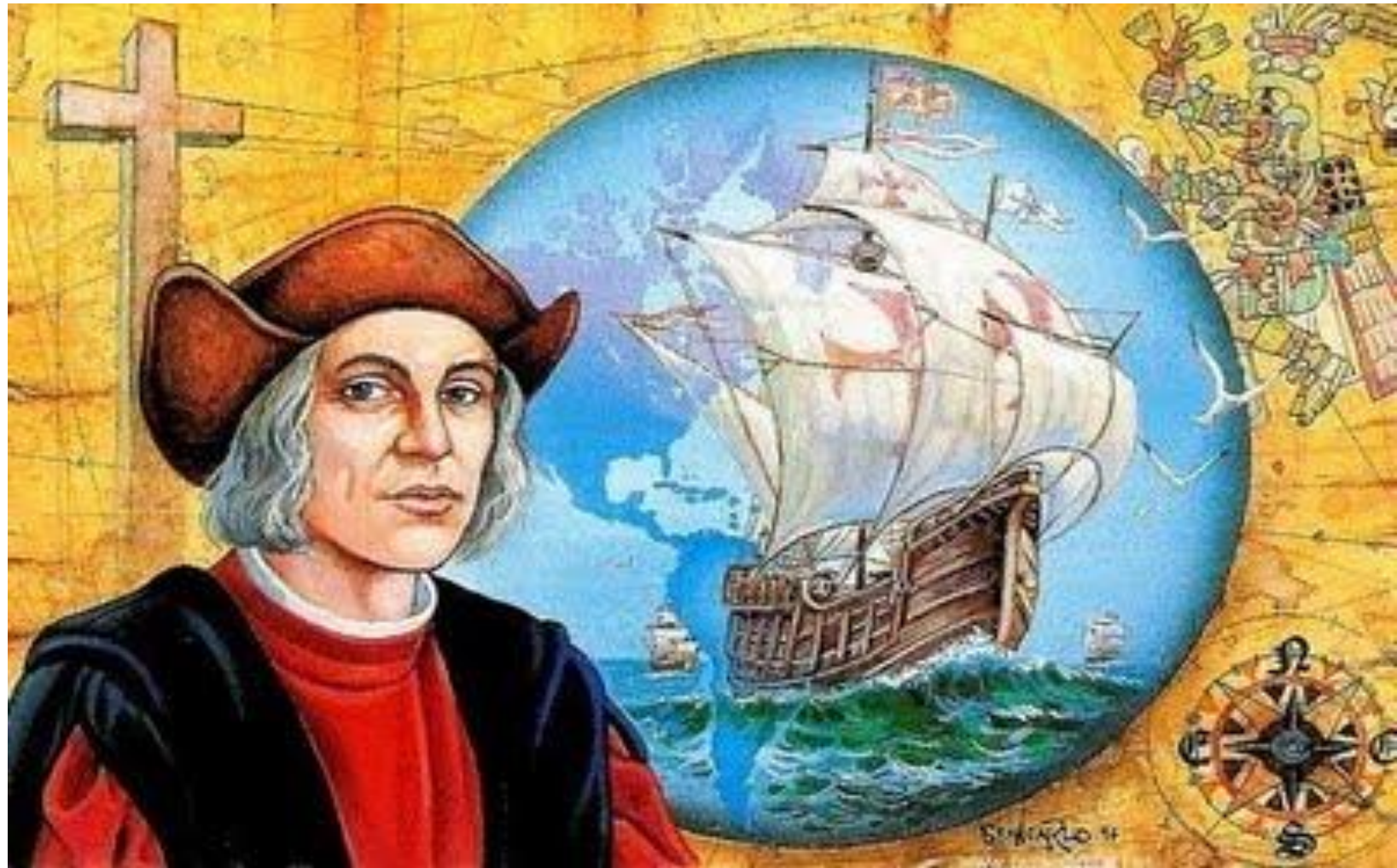


TEST

- Run Google Adwords campaign to acquire
- COLLECT and ANALYZE the data



"Oops! We kept getting TEEN GIRLS in suburbia!"



No construyas la compañía hasta que hallas verificado tu Modelo de Negocio

Quemarás dinero/esfuerzo mientras exploras el modelo de negocio

- Ejecución no es búsqueda
- Ejecución continua a la investigación

Minimal Viable Product

Continued...



Because customers didn't have input, many products were made that didn't satisfy customers' **WANTS** and **NEEDS**.



HOW ABOUT SOMETHING DIFFERENT?

MINIMAL VIABLE PRODUCT

1. Build the minimum features in order to get **FEEDBACK**.

DEMO

WHAT DO YOU THINK?

2. QUICKLY and ITERATIVELY GET CUSTOMER FEEDBACK...

"CHANGE THIS!"

"IT'S BETTER, BUT..."

"THUMBS UP!"

3. As you get more feedback, you can **ADD MORE FEATURES**.

of TIME...
of PEOPLE...
of MATERIAL
of RESOURCES...

WASTE!



MVP – Mínimo Producto Viable

{ Wikipedia - Un **producto viable mínimo** es la versión de un nuevo producto que permite a un equipo recolectar, con el menor esfuerzo posible, la máxima cantidad de conocimiento validado sobre sus potenciales clientes . }



PIVOT



SPEED: On the web, you can reach thousands of customers in a short amount of time.

TEMPO:

Like a metronome tempo is CONSTANT, CONSISTENT, and RELENTLESS.



PIVOTS are the RESULT of HYPOTHESIS TESTING and EXPERIMENTATION.



REMEMBER!
Hypothesis testing involves **FAILURE!**



PIVOT



What do you do when **HYPOTHESES** do not match **REALITY**?



A PIVOT is a SUBSTANTIVE CHANGE to one or more business model components.



An ITERATION is a minor change...



FIRE the HYPOTHESIS, not the FOUNDER.



You're FIRED!



VIVE LE REVOLUTION

1. Crea tu pieza.
2. Escoge el color.
3. Indica el numero de piezas.
4. Envíala donde tú quieras.

ABOUT

VIDEO GALLERY

CONTACT

TAMAÑO 1

TAMAÑO 2

TAMAÑO 3

COLOR



Nº PIEZAS

1

100€

OK



PREVIEW

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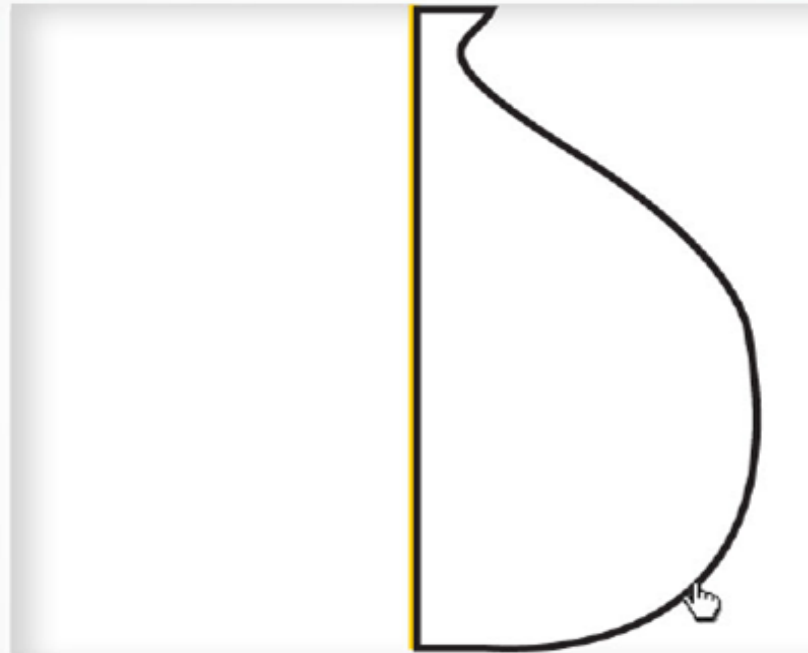
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PREVIEW



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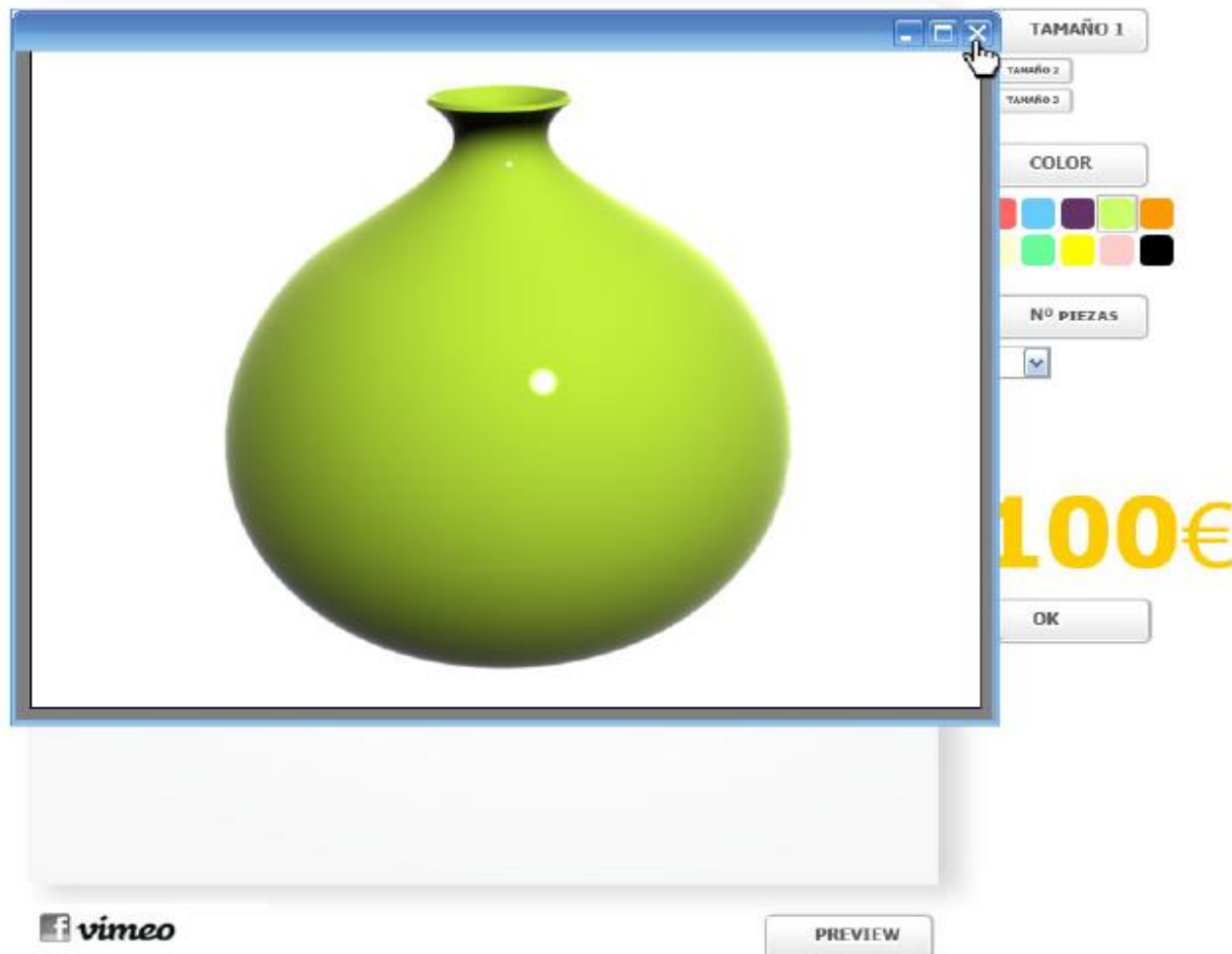
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 vimeo

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The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year
Iteration:

Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

Key Partnerships help create resources,
optimize the use of existing resources,
reduce risk and uncertainty,
acquire particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?



Value Propositions



What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

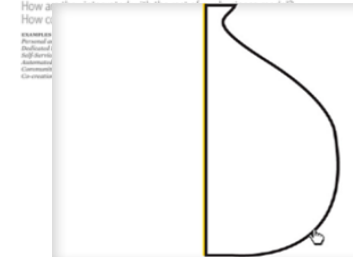
Key Resources
Key Activities
Key Partnerships
"Selling the Iceberg"
Design
Brand Status
Price
Clear Distribution
Availability
Customer Quality



Customer Relationships



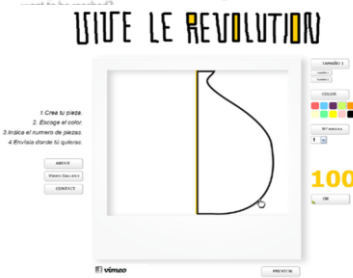
What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?



Channels



Through which Channels do our Customer Segments



Customer Segments



For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Multi-sided Platform



¿?

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

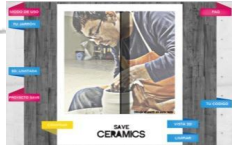
THINKERS C



ThinkersC

Cost Structure

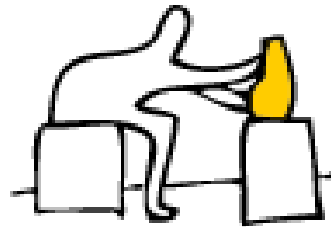
What are the most important costs inherent in our business model?
Which?



Revenue Streams

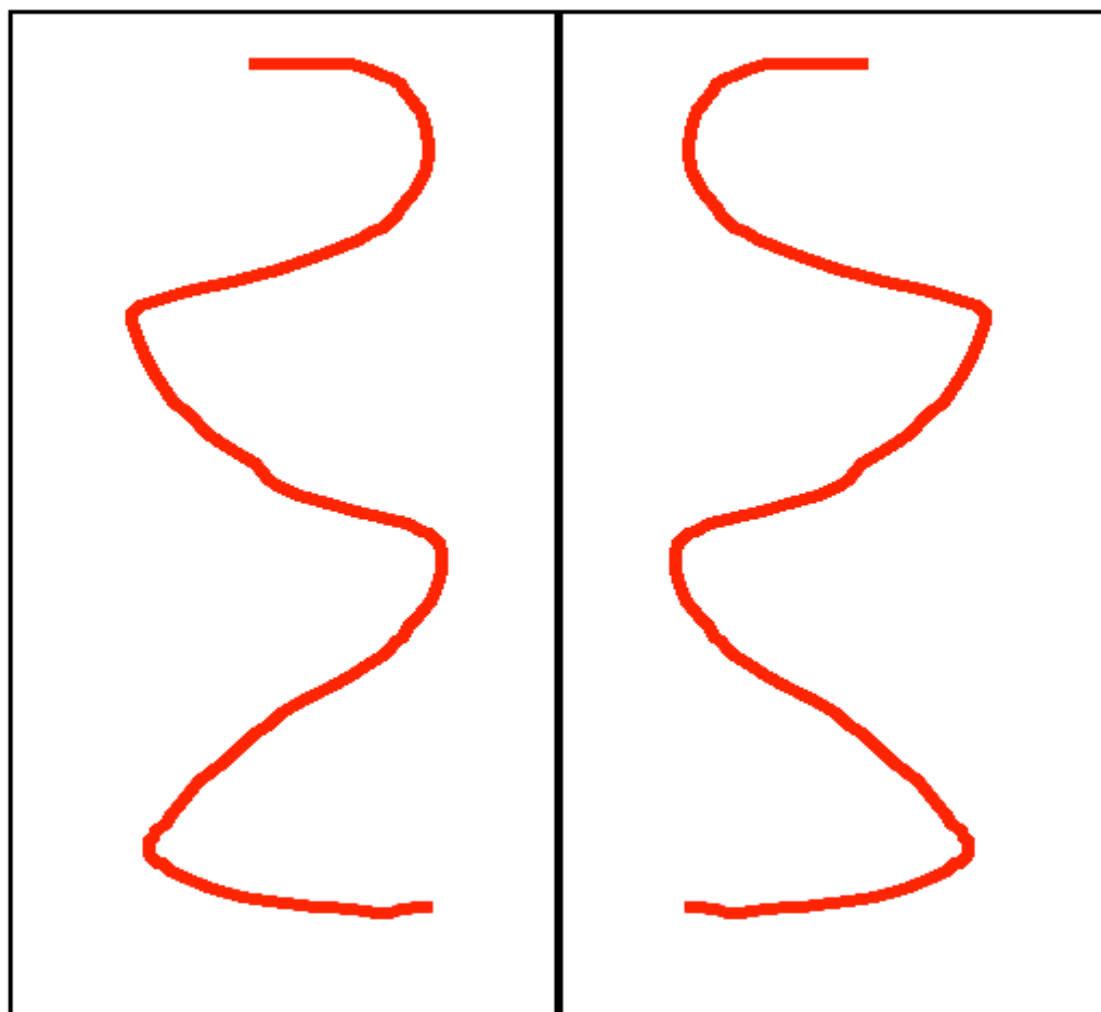
For what?
For what?
How are?
How are?
How are?

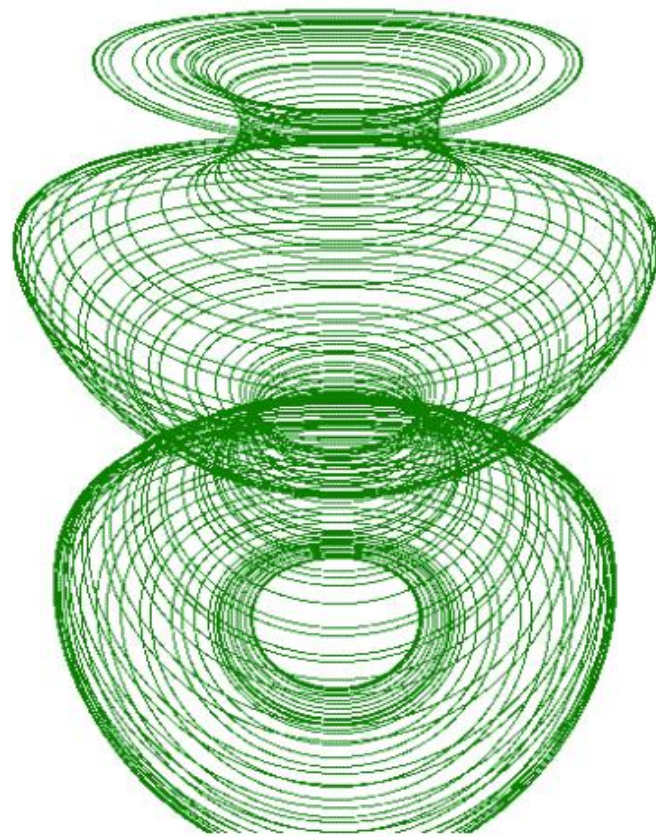




DO YOU
WANT TO
SAVE
CERAMICS

Save Manises Ceramic





The Business Model Canvas

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Designed by:

On: Day Month Year
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Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

Key partners help us realize our vision.
Reduce risk of scale uncertainty.
Acquisition of particular resources and activities.

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

Manufacturing
Procurement
Production
Problem Solving
Platform Building



Value Propositions



What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
Which bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

Performance
Price
Customization
"Conquering the Job Done"
Design
Brand Status
Price
Social Features
Ease of Use
Availability
Convenience/Usability

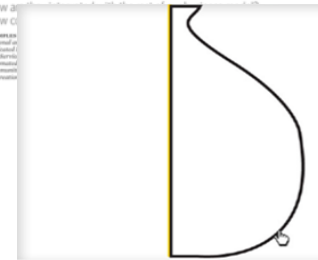


Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How do we establish them?

Personal Assistance
Personalized Service
Self-Service
Automated
Communities



Channels



Through which Channels do our Customer Segments



Customer Segments



For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Multi-sided Platforms



¿?

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

Human Resources
Physical Resources
Financial Resources
Intellectual Resources
Social Resources
Channel Resources
Technology Resources
Infrastructure Resources



ThinkersC

Cost Structure

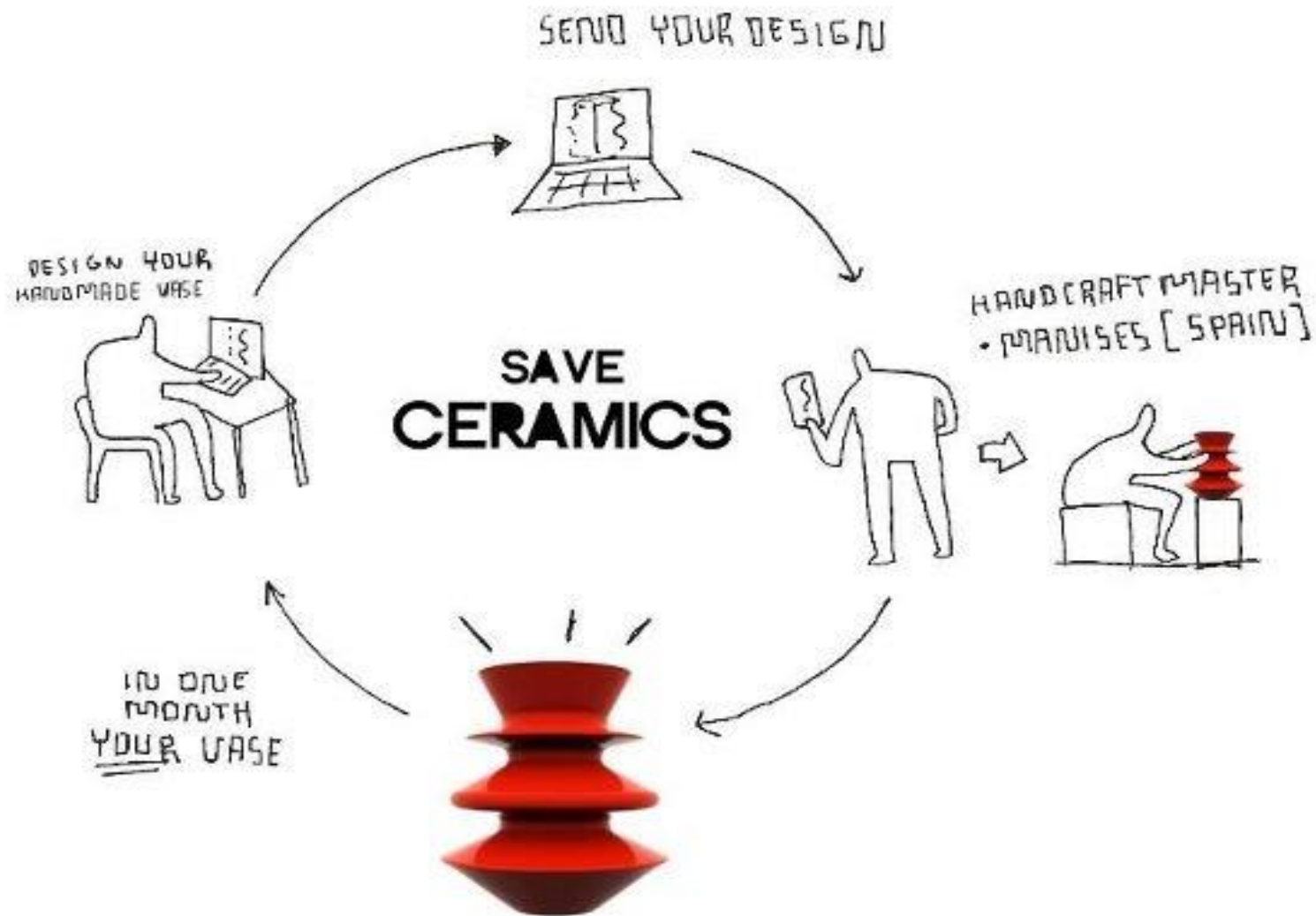
What are the most important costs inherent in our business model?
Which? Fixed? Variable?
Which? Fixed? Variable?

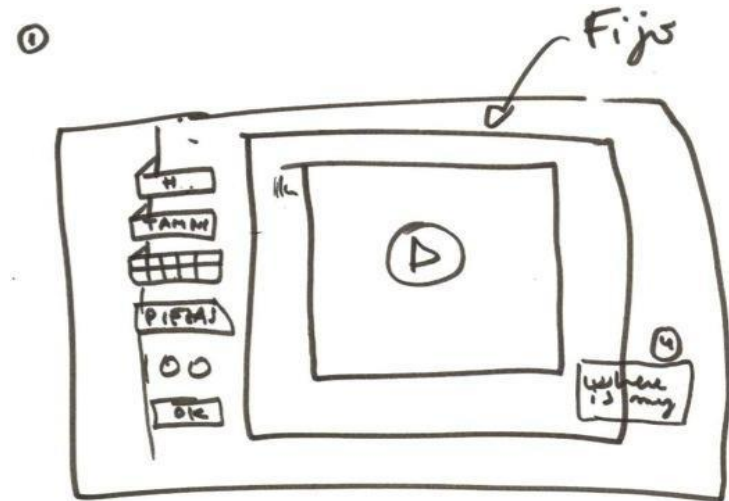
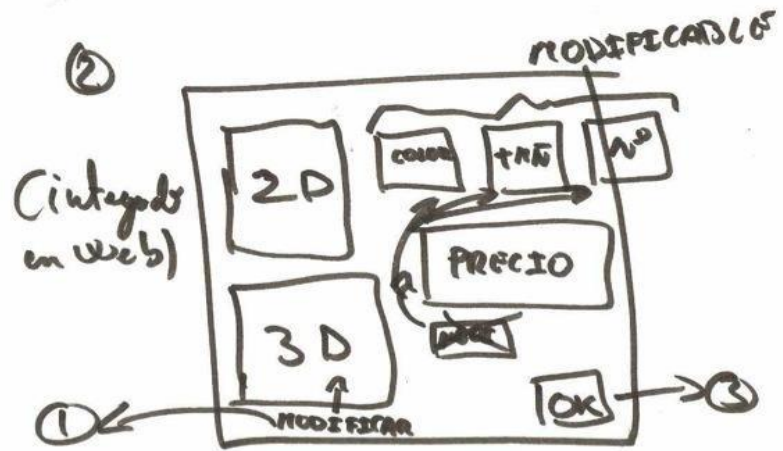


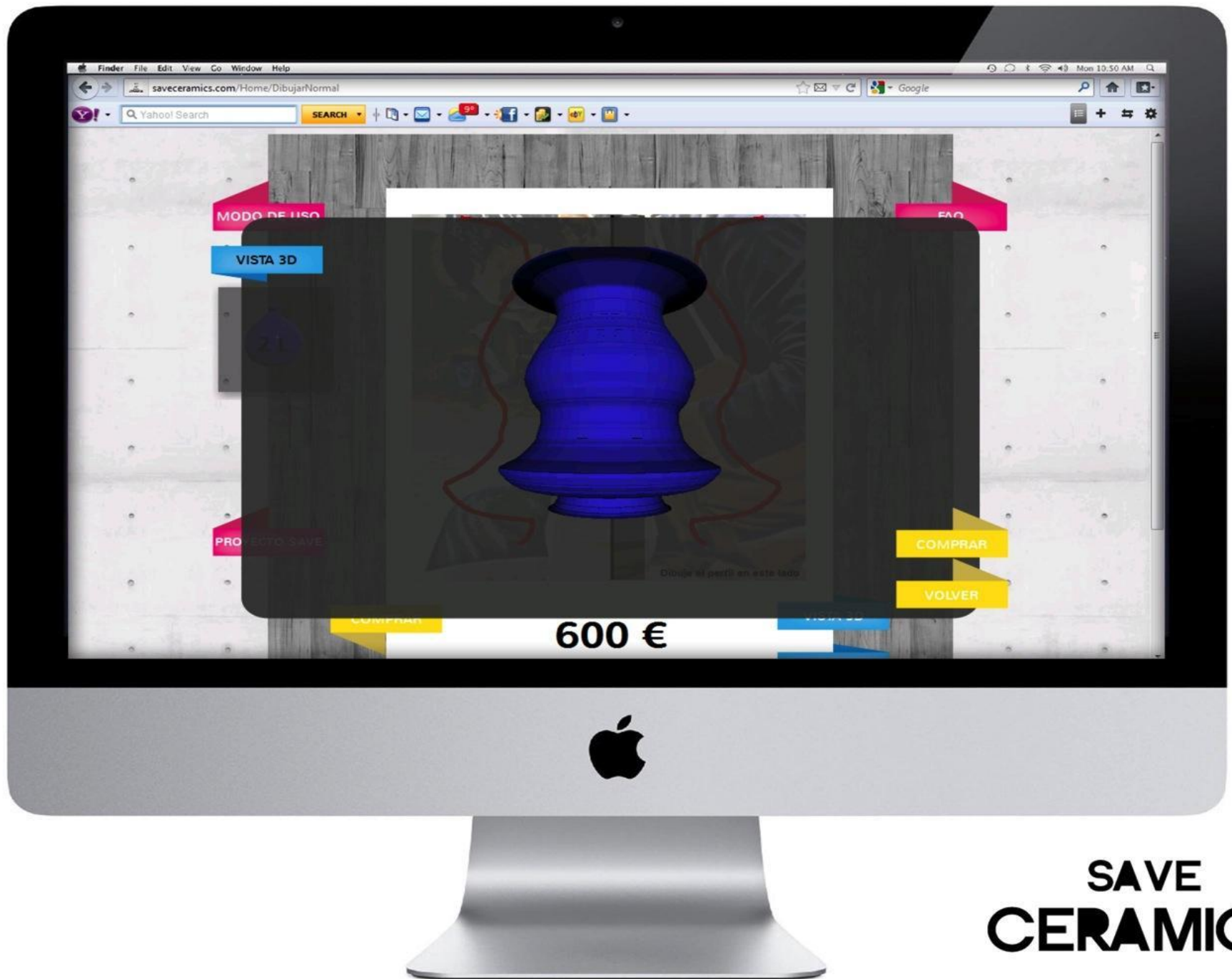
Revenue Streams

For what?
For what?
For what?
For what?
For what?
For what?









SAVE
CERAMICS



**SAVE
CERAMICS**

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Designed by:

On: Day Month Year
Iteration:

Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

Key Partnerships help create resources,
optimize the production process,
reduce the risk of failure, and
acquire specific resources and activities.

vortica
cognitive engineering for design

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

Key Activities help create resources,
optimize the production process,
reduce the risk of failure, and
acquire specific resources and activities.



Value Propositions

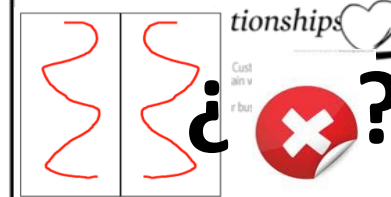


What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

Value Propositions help create resources,
optimize the production process,
reduce the risk of failure, and
acquire specific resources and activities.



Design your own vase



Customer Segments



For whom are we creating value?
Who are our most important customers?

Key Partnerships help create resources,
optimize the production process,
reduce the risk of failure, and
acquire specific resources and activities.



Cost Structure

What are the most important costs inherent in our business model?
Which?

Key Partnerships help create resources,
optimize the production process,
reduce the risk of failure, and
acquire specific resources and activities.



Revenue Streams

For what?
For what?
For what?
For what?
For what?



EL REPLANTEAMIENTO





DOVASE

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23:06

99%

DOVASE

Guardar

Mi galeria

Pressed

COLOR



TAMAÑO

XL

L

S

RENDER

iPad

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99%

DOVASE

Guardar

Mi galeria

Pressed

COLOR

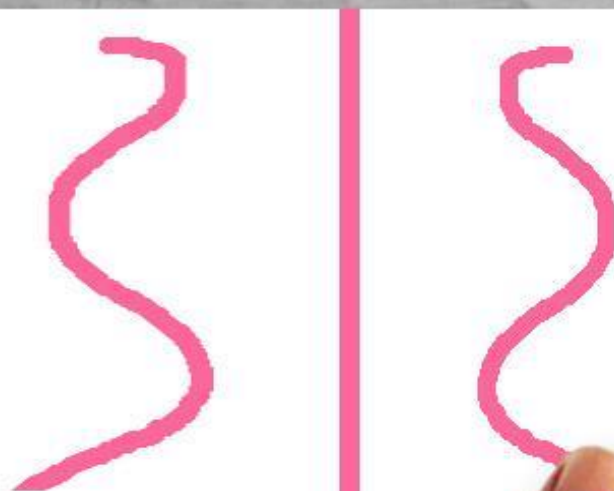


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DOVASE

Guardar

Mi galeria

Pressed

COLOR



TAMAÑO

XL

L

S

RENDER

DOVASE

The logo consists of the word "DOVASE" in a white, sans-serif font. A thick, teal-colored diagonal line is drawn over the letter "V", extending from the top right to the bottom left.

<http://www.dovase.com/>

DOVASE

HAZ TÚ DOVASE
DO YOUR DOVASE

PROCESO ARTESANO
ARTISAN PROCESS

GALERÍA
GALLERY



DOVASE

HAZ TÚ DOVASE
DO YOUR DOVASE

PROCESO ARTESANO
ARTISAN PROCESS

GALERÍA
GALLERY



1. DESCARGA LA APP / DOWNLOAD THE APP
2. CREA TU DOVASE / CREATE YOUR DO VASE
3. MANDANOS TU OBRA / SEND US YOUR PIECE

DESCARGARTE LA VERSION DE PRUEBA
DOWNLOAD THE TRIAL VERSION



¿Quieres que te avisemos cuando tengamos la versión completa?
Want to be notified when this the full version?



Enviar /Send

The Business Model Canvas

Designed for:

Designed by:

On:
Iteration:

Key Partners



Who are our Key Partners?
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Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

Key Partnerships help entrepreneurs:
Acquire critical resources
Reduce risk and uncertainty
Acquire particular resources and activities

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cognitive engineering for design



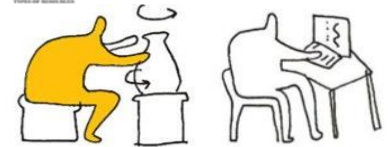
Key Activities



What Key Activities, in our Value Propositions require?
Our Distribution Channels
Revenue streams



Desarrollador app
videojuegos



ThinkersC

Value Propositions

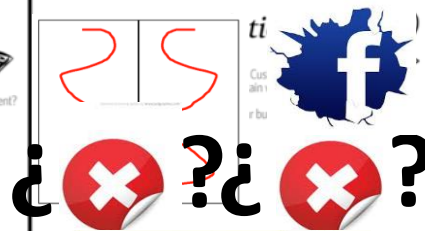


What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

Key Resources
Key Partnerships
Key Activities
Key Channels
Key Customer Segments
Key Revenue Streams
Key Cost Structure
Key Channels
Key Customer Segments
Key Revenue Streams
Key Cost Structure



Design your own vase

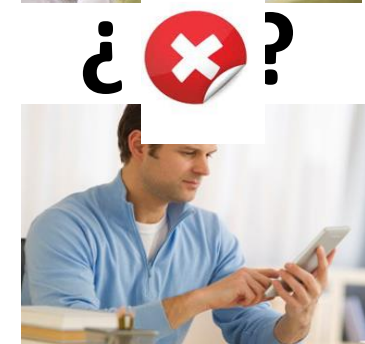


Customer Segments



For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Multi-sided Platform



Cost Structure

What are the most important costs inherent in our business model?
Which?



Revenue Streams

For what?
For what?
For what?
For what?
For what?
For what?
For what?
For what?
For what?
For what?



CONSEJOS PILDORA

DISEÑAR MÁS

SE MÁS LEAN

APRENDER HACIENDO

DON'T THINK, DO IT!

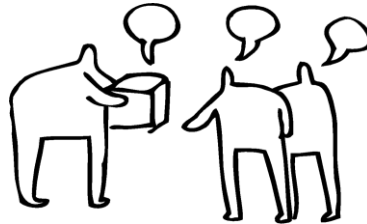
DON'T BE ALONE

ESCUCHA A TU CLIENTE

DIVIERTETE!!!



Juan Gasca
@juangascaTC



ThinkersC

An Innovation Design Agency

info@thinkersco.com
<http://thinkersco.com>

 **CEEI**
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EMPRESAS INNOVADORAS