

How to get from Idea to Business Plan in 60 minutes

Lior Frenkel, CEO at nuSchool

Who lets you beam money with Palm Pilot?



A screenshot of a Palm OS application interface. The background is a solid blue color. In the top-left corner, there is a small square icon with a colorful abstract design. To the right of this icon is a login form with two input fields labeled "LOGIN NAME:" and "PASSWORD:". The "PASSWORD:" field has a small square icon to its right. Below the "PASSWORD:" field is a button labeled "enter". Below the login form, there is a navigation menu on the left side with the following items: [HOME](#), [ABOUT](#), [DEMO](#), [CONTACT](#), and [SIGN UP](#). To the right of the navigation menu, there is a large rectangular area containing a small square icon with a colorful abstract design. Below this area, there is a red-bordered box containing the text: "lets you beam money to anyone with a Palm™ Organizer." Below the red-bordered box, there is another line of text: "lets you send money to anyone with an email address."

LOGIN NAME: PASSWORD: enter

[HOME](#)
[ABOUT](#)
[DEMO](#)
[CONTACT](#)
[SIGN UP](#)

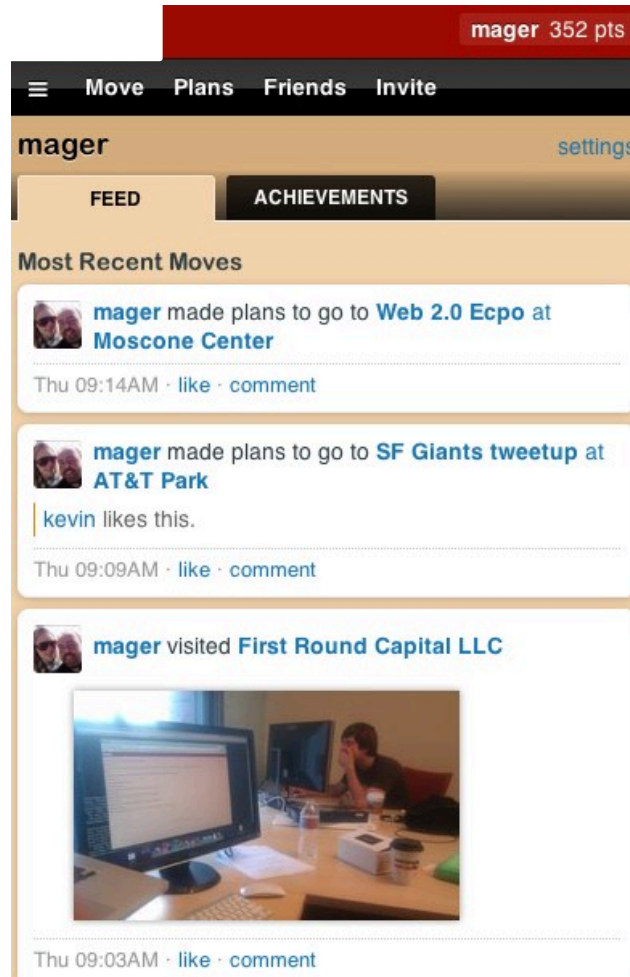
New User? Sign up [now!](#)

lets you beam money to anyone with a Palm™ Organizer.
lets you send money to anyone with an email address.

Who is behind this Dating site?



Where do you “make plans to go somewhere”?




mager 352 pts


Move Plans Friends Invite


mager settings


FEED ACHIEVEMENTS

Most Recent Moves

 mager made plans to go to [Web 2.0 Ecpo at Moscone Center](#)
Thu 09:14AM · like · comment

 mager made plans to go to [SF Giants tweetup at AT&T Park](#)
kevin likes this.
Thu 09:09AM · like · comment

 mager visited [First Round Capital LLC](#)



Thu 09:03AM · like · comment

Two words about **me**

Can you define
“what is a startup”
in few words?

Startup is... **An Experiment**
taken under conditions of
Extreme Uncertainty

Extreme Uncertainty

What is the **problem**?

What should be the **solution**?

What is the **product**?

Who is the **customer**?

Where is the **money**?

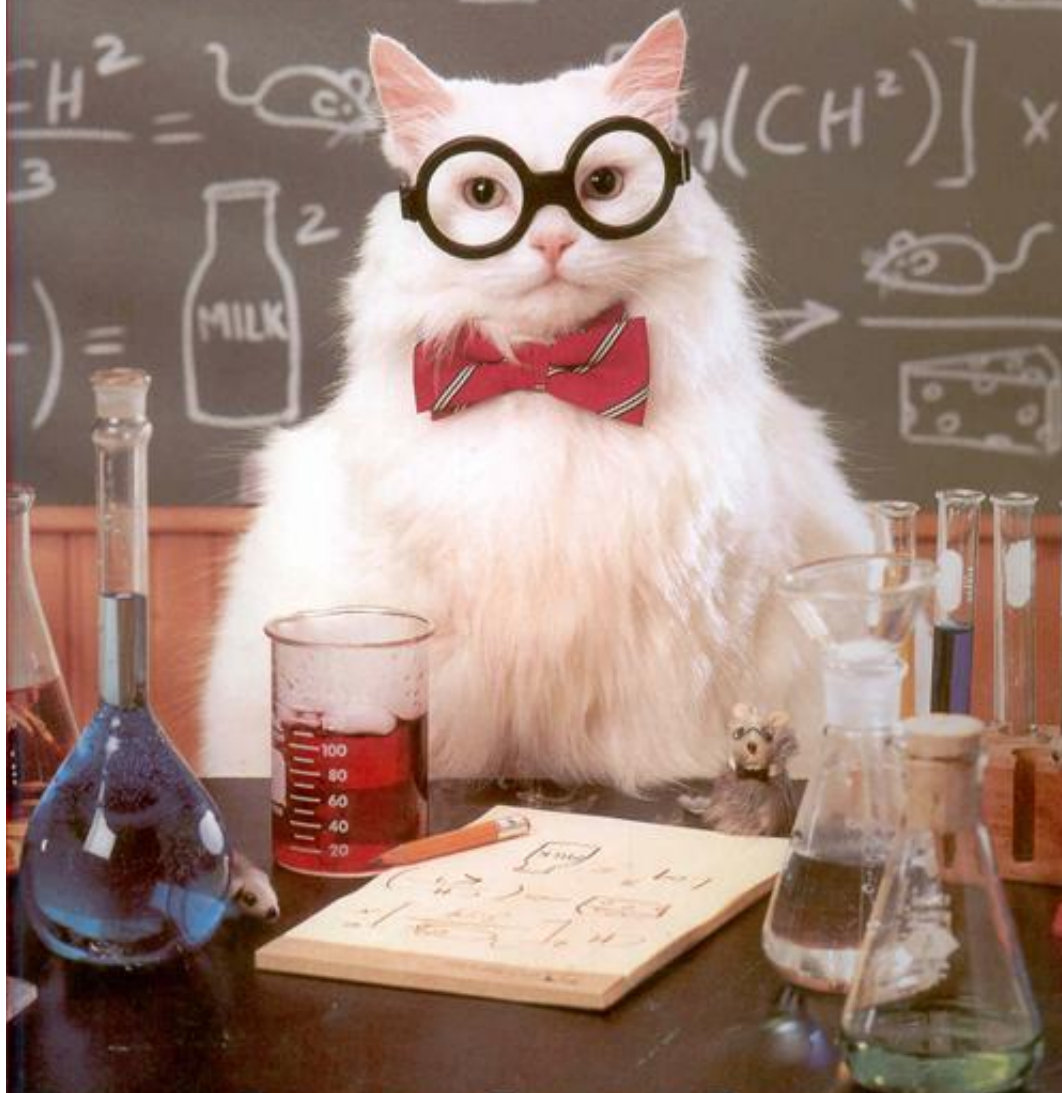
Who are the **competitors**?

What **team** is needed?

$$(2X + Y/4 - Z*31)/(4L + 2M) = ???$$

Startup Management is... Science

Stand back!



Iz goin to do science!

The Facebook Channel

The Corporate Way

The image shows a screenshot of the BigBand Networks website. At the top left is the logo "BIGBAND networks". To the right is a search bar with the text "Search This Site" and a "Go" button. Below the logo is a navigation menu with links: "Home", "Solutions", "Products", "Partners", "Services & Support", "News & Events", and "About Us". The main content area features a large video player with a blue background. On the left side of the video player is a collage of various images including a golfer, a soccer ball, a guitar, a person on a bicycle, and two children. On the right side of the video player, the text reads: "Powering the World's Largest Video Networks" in large orange and white font, followed by "Move, manage, and monetize entertainment quality video." in smaller white font. Below this text is an orange button that says "Learn more". At the bottom of the video player, there is a control bar with a play/pause icon and the text "NEWS FLASH — BigBand Advertising Solutions Deliver More than One Billion Ad Transactions a Year".

a year + hundreds \$K for R&D

The **not-so-lean** startup



almost a year, hundreds* \$K

The **lean-startup** style

Lior Frenkel 100%

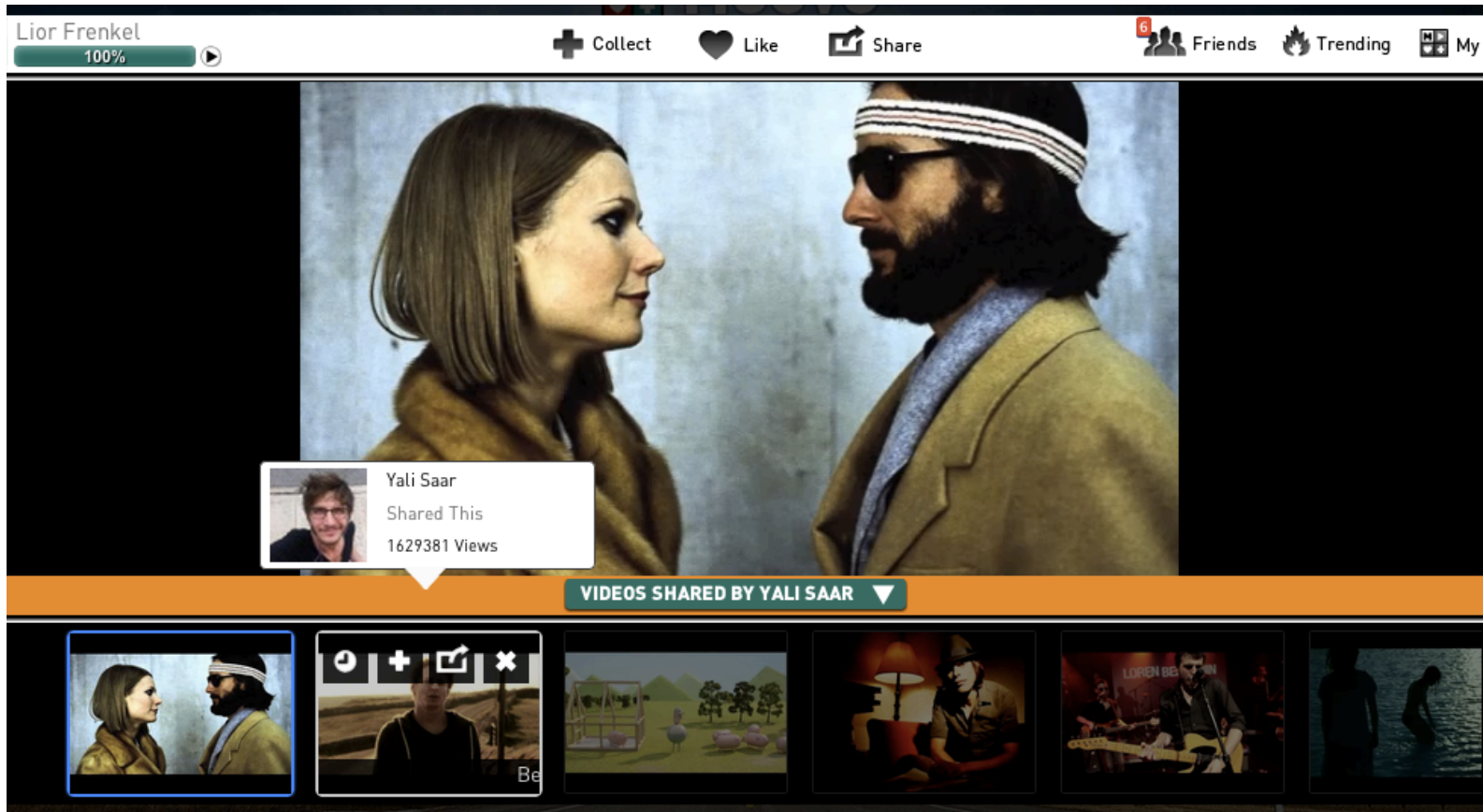
rending My

Follow Your Favorite Friends and Pages

100% complete

Close

The lean-startup style

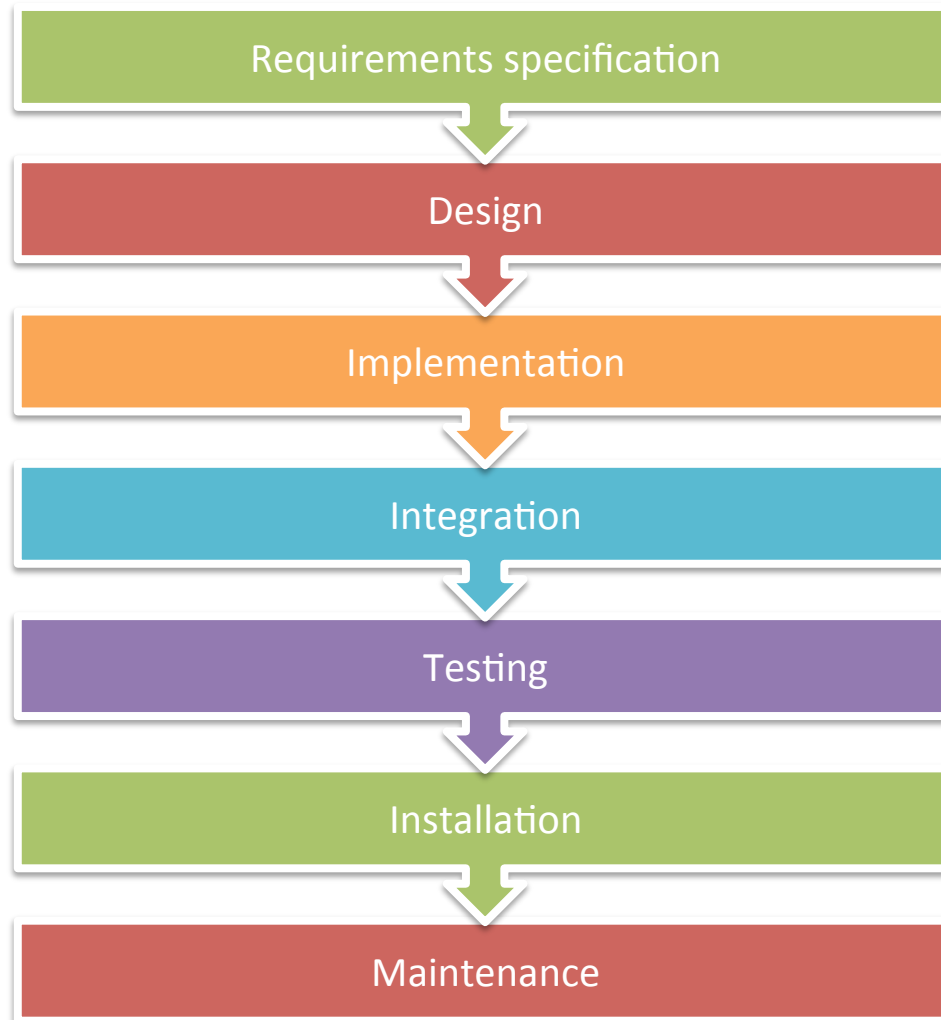


3 weeks, no more than \$10K

The most common
mistake for startups is
building a GREAT product

that nobody wants...

The Waterfall Model

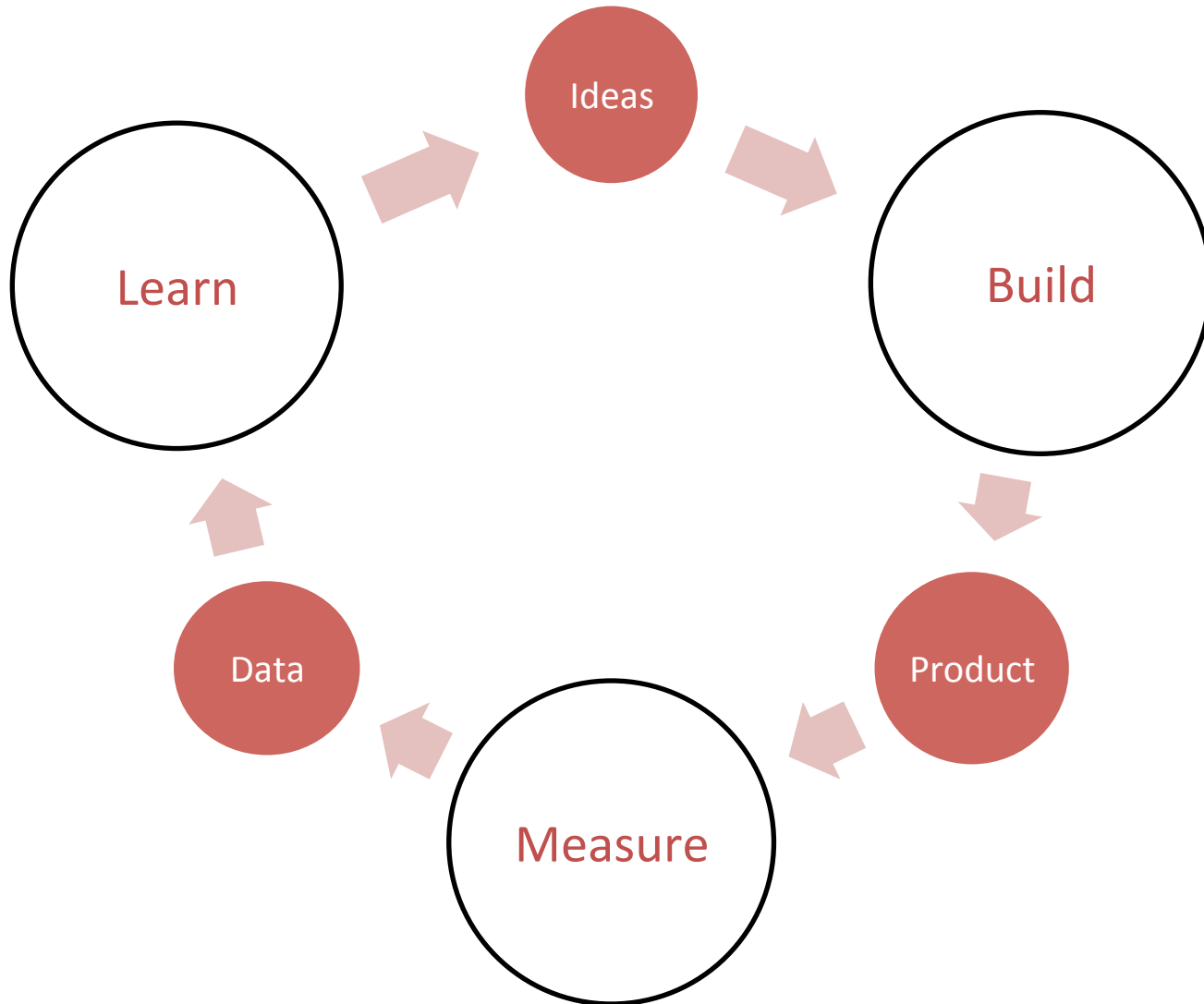


How can we avoid that?

The **feedback loop***

*Developed by Eric Ries
the author of “The Lean Startup”

The Lean Startup Feedback Loop



Minimal Viable Product

MVP should let us finish a first
build-measure-learn cycle

We need to decide **what**
we are going to **measure**

COMING SOON

loopr

Encouraging feedback

Maximize your team's performance with our easy 360° feedback service.



Encourage feedback

Loopr enables employees to provide peer reviews using the "Start, Stop, Continue" method, and allows them to turn feedback into goals.



Automated requests

Loopr makes peer feedback part of the job by inviting employees at a configurable interval.



Track performance

Monitor the amount of feedback provided and goals assigned by your employees. Learn how to create effective teams.

Your email

I'm a manager

NOTIFY ME

WHEN LOOPR LAUNCHES

Pivot is a change in **strategy**
without a change in **vision**

The Pivot

Zoom-in pivot

Zoom-out pivot

Customer segment pivot

Customer need pivot

Platform pivot

And so on...

Famous pivots

The image is a collage of overlapping screenshots from various web applications, illustrating the concept of 'famous pivots' in business. The central focus is a screenshot of the **burbn** website, which is a social networking site for location-based check-ins. The **burbn** interface shows a user profile for 'mager' with 352 points. The navigation menu includes 'Move', 'Plans', 'Friends', and 'Invite'. The main content area is titled 'Most Recent Moves' and lists three activities:

- mager made plans to go to **Web 2.0 Ecpo at Moscone Center** (Thu 09:14AM · like · comment)
- mager made plans to go to **SF Giants tweetup at AT&T Park** (Thu 09:09AM · like · comment) with a note that 'kevin likes this.'
- mager visited **First Round Capital LLC** (Thu 09:03AM · like · comment)

The **burbn** screenshot is overlaid on other web pages. To the left, a **YouTube** login form is visible, with the 'I'm a' dropdown menu circled in red. To the right, a Facebook-style login form is visible, with the 'Log In' button and a dropdown menu showing '45' circled in red. At the bottom, a blue banner with yellow text is partially visible, containing the words 'Pay', 'with a Palm™ Organizer.', and 'with an email address.', with a red box highlighting the text 'with a Palm™ Organizer.'

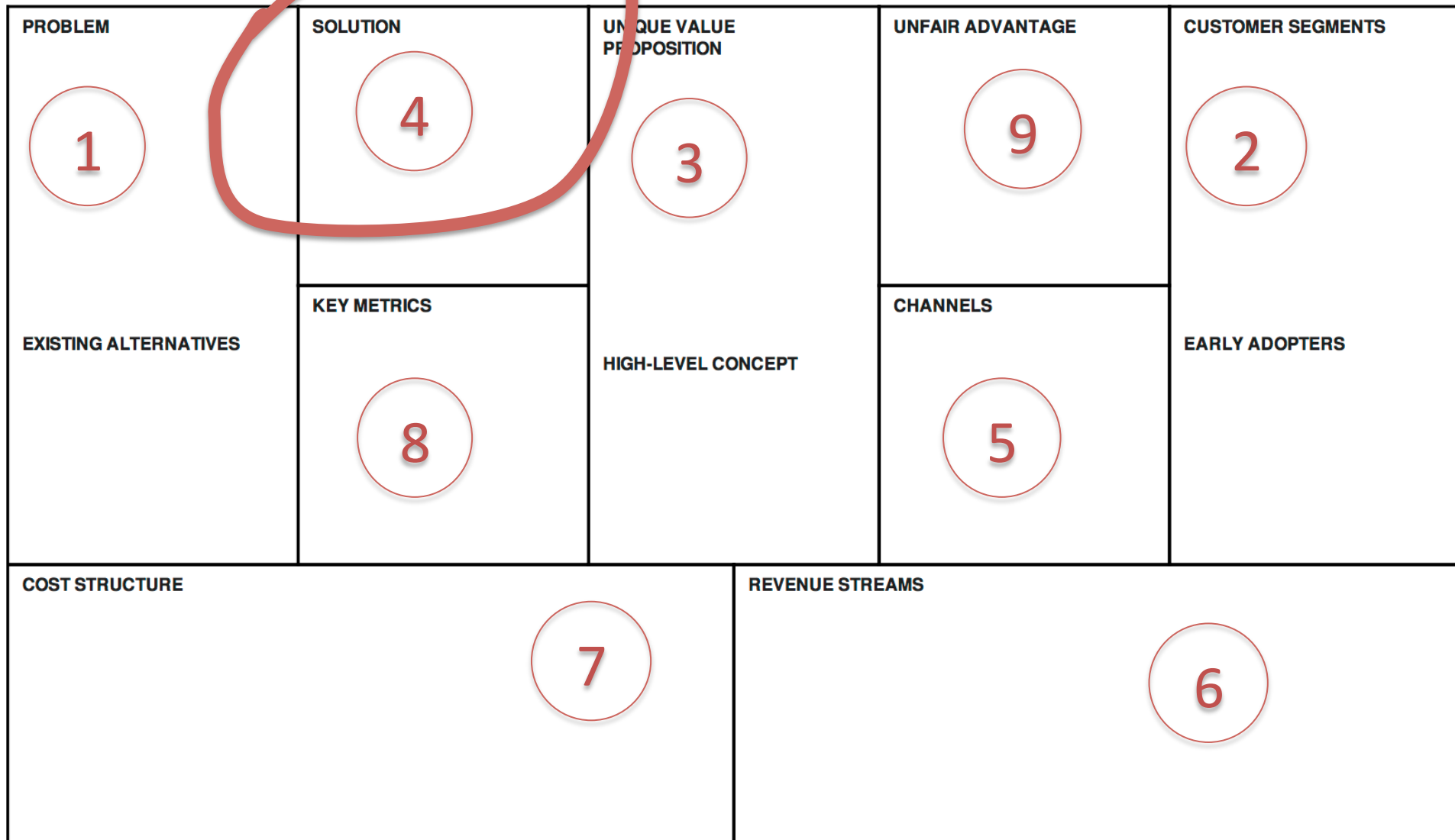
Where to *start*?!

The Lean Canvas

developed by Ash Maurya

1. Document your “plan A” Business Model
2. Identify the riskiest parts
3. Systematically test your plan

Your product is your **NOT** Business Model



The Rules

- It's OK to leave sections blank
- Be short - use the space in the canvas
- Think in present, not future
- Finish your sketch in 15 min.

The Problem + Customers

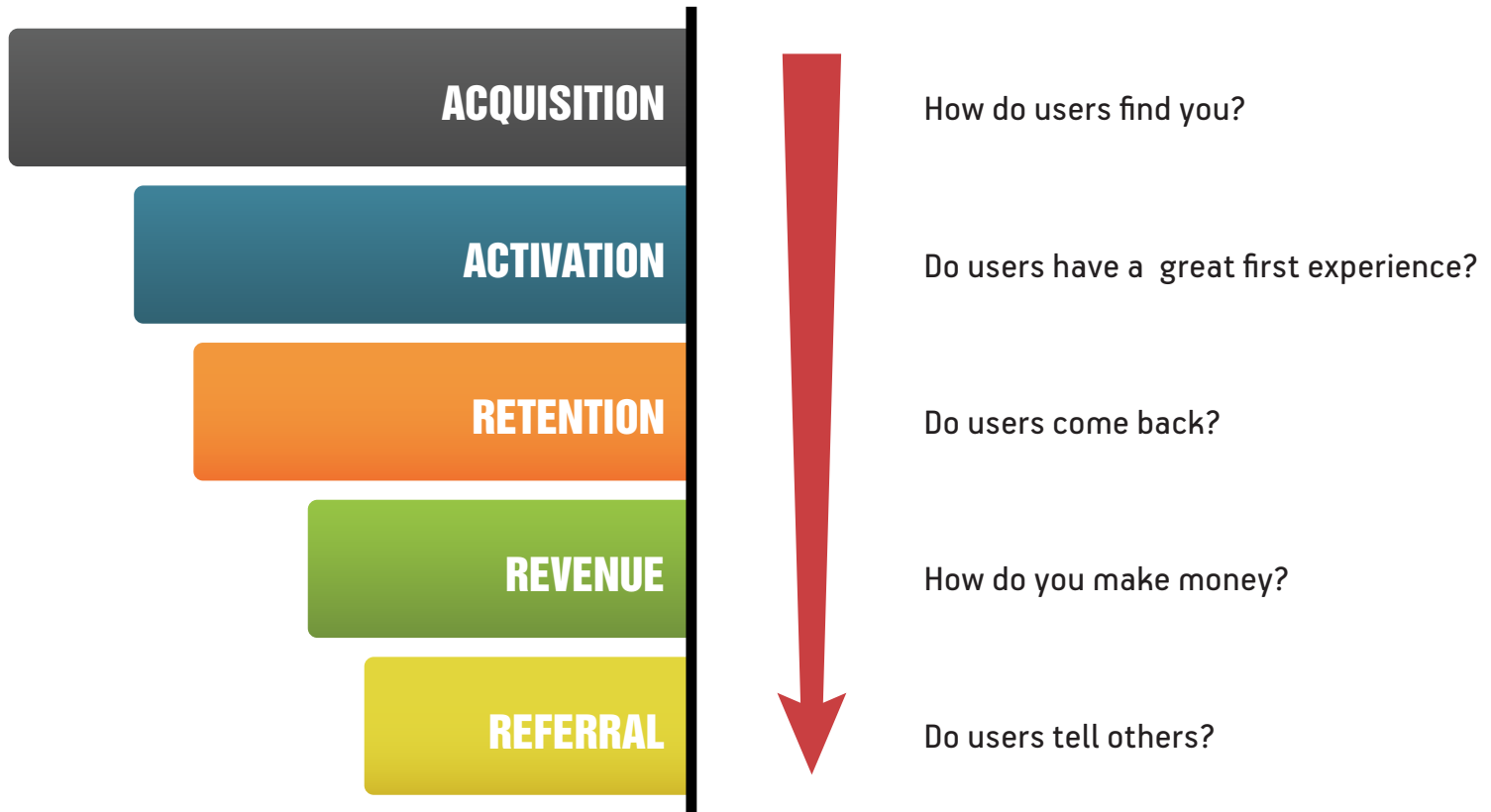
- List up to 3 problems
- Define customers and users
- Possible early adaptors

Unique Value Proposition

- Why are you different and worth attention?
- Focus on benefits, not features
- Instant Clarity Headline = End Result Customer Wants + Specific Period of Time + Address the Objections (formula by Dane Maxwell)
- Answer “what” and “who”
- High concept pitch “Facebook for Dogs”

Key Metrics

Dave McClure's Pirate Metrics:



Document your Business Model

<p>PROBLEM</p> <p>Top 3 problems</p>	<p>SOLUTION</p> <p>Top 3 features</p>	<p>UNIQUE VALUE PROPOSITION</p> <p>Single, clear, compelling message that states why you are different</p>	<p>UNFAIR ADVANTAGE</p> <p>Can't be easily copied or bought</p>	<p>CUSTOMER SEGMENTS</p> <p>Target Customers</p>
<p>EXISTING ALTERNATIVES</p>	<p>KEY METRICS</p> <p>Key activities you measure</p>	<p>HIGH-LEVEL CONCEPT</p>	<p>CHANNELS</p> <p>Path to customers</p>	<p>EARLY ADOPTERS</p>
<p>COST STRUCTURE</p> <p>Customer Acquisition Costs Distributing Costs Hosting People, etc...</p>			<p>REVENUE STREAMS</p> <p>Revenue Model Lifetime value Revenue Gross Margin</p>	