



7月9日 星期六
博大学联创新创业研讨会

start-up!



创新与创业研讨会

SELECTED TOPICS IN OPPORTUNITY RECOGNITION

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学习材料来自新加坡管理大学 Arcot Desai Narasimhalu 教授

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EIT 欧洲创新技术研究院



2008年3月11日成立，使命在于促进欧洲高等教育，科研，商业的互动转化，带动欧洲经济的振兴

学习材料

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SMU：新加坡管理大学，
经济与管理类新加坡国内第一



研讨会内容

- 认识创新
- 创新思维原理
- Effectuation 创新原理
- QaDIM 创新方法
- 创新价值评估
- Causation 爆发性创新原理
- Start up
- 商业模式
- 初创的发展和筹资

认识创新

Understanding Innovation

你会买哪个？



怎样确认创新机会

Seeing what everyone else sees, recognizing what others do not, **seizing** the opportunity and benefitting the world. And benefitting yourself in the process.



创新者的习惯

1. 随时学新东西 *Is ready, willing, and able to learn.*
2. 成长的行业中选大市场 *Chooses a large market in a growth industry.*
3. 最初的定位做好 *Spends more time on initial positioning.*
4. 精细利用初级投资 *Does homework on minimal capital requirements.*
5. 寻找稳定供应商，渠道 *Seeks out established suppliers and channels.*
6. 密切关注可能的竞争对手 *Pays close attention to new potential competitors.*
7. 产品服务灵活 *Is open to starting with customized product or service offerings.*

创业者思维原理

Causation and Effectuation

CAUSATION VS EFFECTUATION

- Causation (出现论) – Idea → Market analysis + competitive analysis → Business Plan → Assemble resources → execute (Gaining market share!!!)
 - Market Driven
- Effectuation (实行论) → What are the resources available → What innovative permutations will you have → Which ones will you select → How will you implement (Creating new markets!!!)
 - Technology driven
 - 89% 企业家 (Saras Saravathy 2011 试验)

Saras Sarasvathy in 2011

实行论原理

Effectuation Principales

手中小鸟原理 A BIRD IN HAND PRINCIPLE

- Effectuation process – work with means in your hands?
- Who are you, who do you know, what do you know?
- Based on your strength – No need for additional resources
- Yngve Berqvist. Sweden Ice+ ice sculptor + traveller → Ice Hotel



可承受损失原理 AFFORDABLE LOSS

- Virgin – Buy planes with a sell back to Boeing. Knows maximum loss.
- Banker keeps the returns constant and reduces the risk
- Entrepreneur keeps the risk constant and increases the returns.



疯狂的被子原理 CRAZY QUILT PRINCIPALE

- Don't focus on competition but focus on co-creation
- Branded T-Shirts – Suppliers supply only large quantities of T Shirts
Convince suppliers that you cannot afford large quantities.
- Access to new means by pre committing or co committing – new means is your partner



檸檬水原理 LEMONADE PRINCIPALE

- Surprises should be seen as new resources added to existing means
- Example POST-IT – weak adhesive that was not the goal.
- Second example Microwave – Engineer bar of chocolate in his pocket when he came close to Microwave. This is the surprise. He then said how I can apply this surprise to create a kitchen appliance for warming food.



确认相邻型创新机会

Identifying incremental Innovation opportunities
using Quick and Dirty Innovation Method

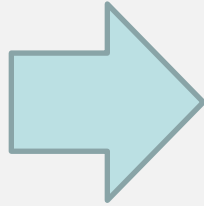
QUICK AND DIRTY INNOVATION METHOD

Increase size	Add a feature	Embed existing product into another product
Combine two products into one	Existing Product	Separate existing product into two
Embed another product into Existing product	Remove a feature	Reduce size

QADIM

Increase size 大触屏手机	Add a feature 双sim卡	Embed existing product into another product 相机
Combine two products into one 手机 + MP3	手机	Separate existing product into two 手机记忆卡
Embed another product into Existing product 手机壳	Remove a feature sim卡优化	Reduce size 折叠手机

QADIM



创新的质量和价值评估

Quality and Value of an innovation

价值定位优化

- 更快 Faster
- 更便宜 Cheaper
- 更好 Better
- 更简单 Simpler
- 更稳定 Sustainable

量化创新价值

This is a simple example to explain the quality of an innovation.

$$Q = \sum P * N * D * L \text{ where}$$

Q = 创新质量 Quality of innovation

P = 用户痛苦程度 Extent of pain suffered by customers

N = 潜在顾客 Number of potential customers

L = 生命周期 Life of the innovation

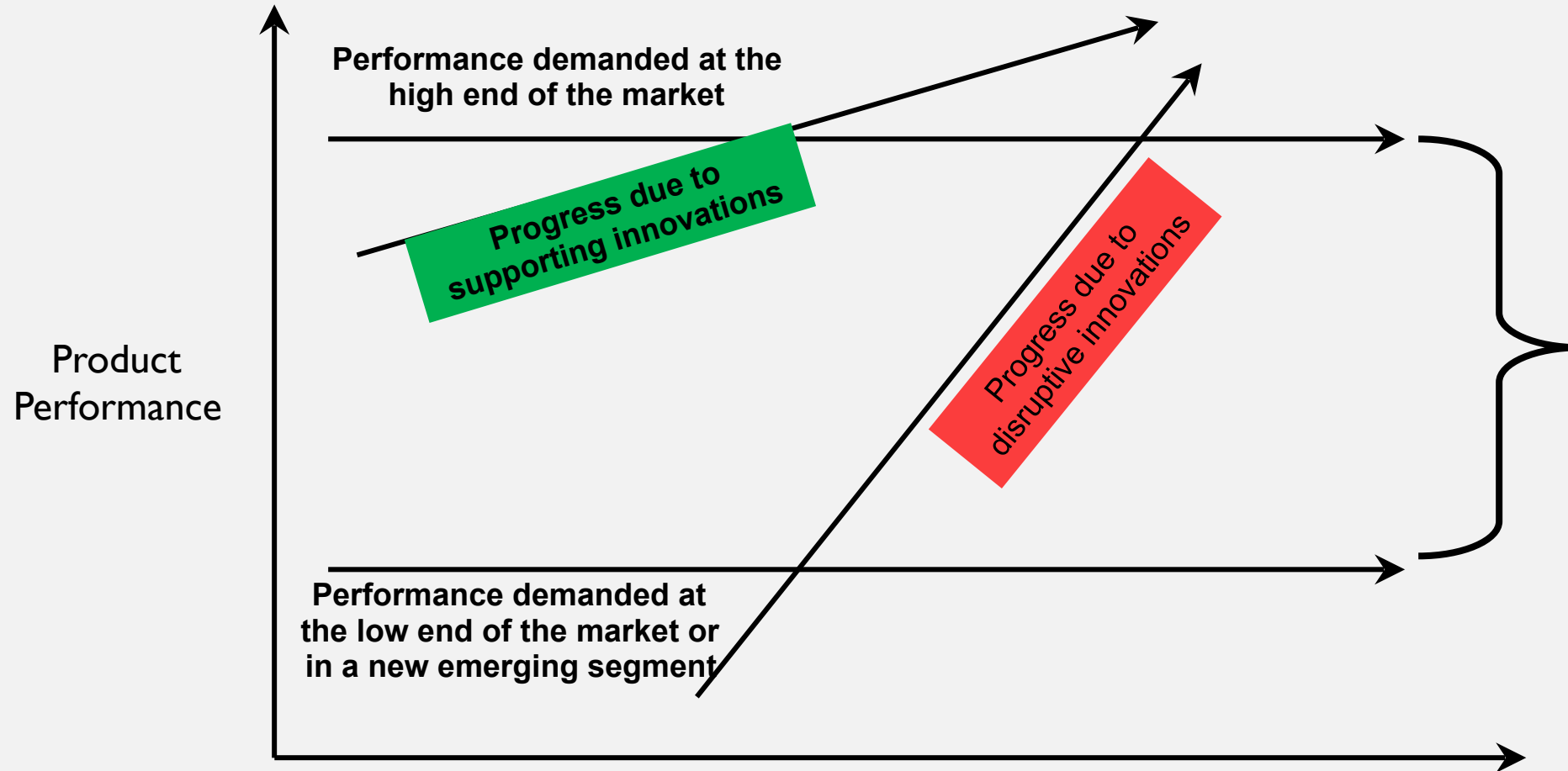
D = 呈现复制的难度

Difficulty in assembling a solution as well as difficulty in copying.

出现论原理

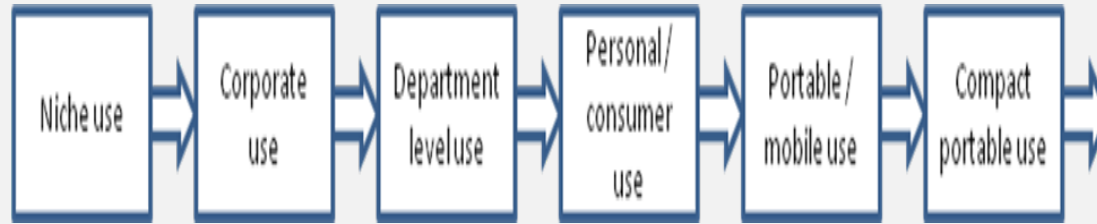
Causation Principales

INNOVATORS DILEMMA



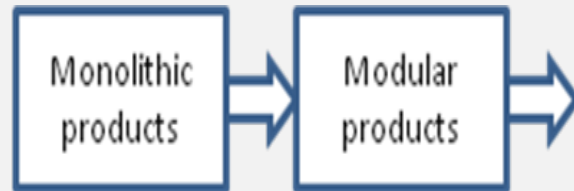
INNOVATION RULES

PC



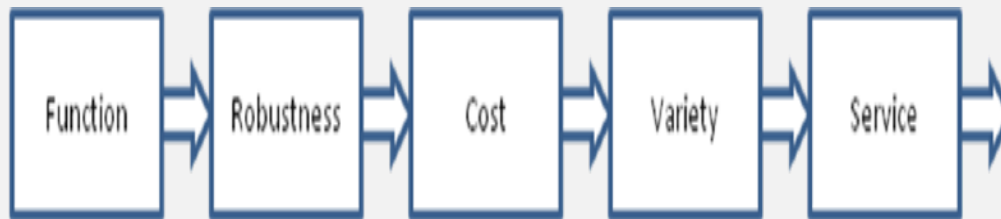
创新流行化规则
Innovation Diffusion Rule

Car components



产品组建化规则
Modular Innovation Rule

Car



价值点变换规则
Value Progression Rule

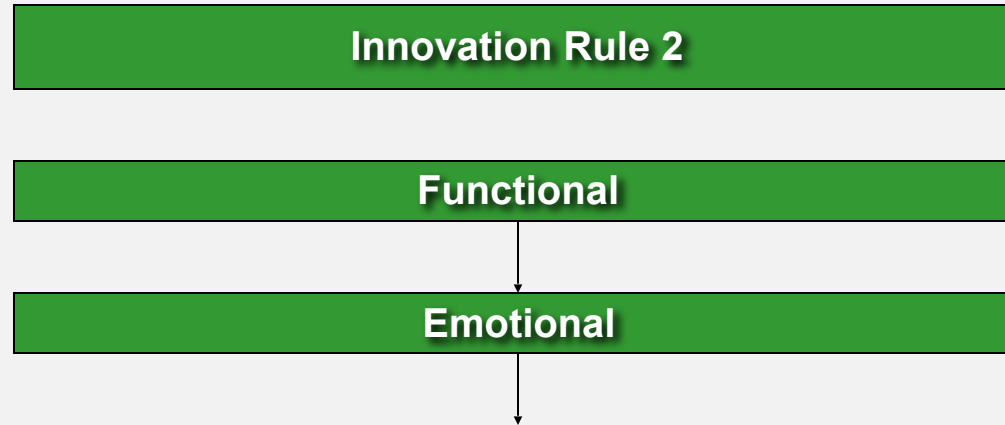
4S

Nike



产品个性化规则
Customized Innovation Rule

FUNCTIONAL TO EMOTIONAL



If a product or service addresses a functional need well,
Then explore whether you can
create an innovation that adds an emotional need

PRODUCT TO SERVICE

Innovation Rule 3 a

Product

Service

If a product addresses consumer needs adequately

And if the consumers cannot afford or need to own the product

Then

Explore creating a service innovation (Rental /Hire/Lease)

PRODUCT RELATED SERVICE

Innovation Rule 3 b

Product

Service

If a product addresses consumer needs adequately

And is difficult to be maintained by the consumer

Then

Explore creating a service innovation (Repair / Maintenance)

DISRUPTIVE INNOVATION

- Innovation Rules provide a framework for identifying disruptive / radical innovation opportunity
- Some disruptions lead to disruptions in the **components** or vice versa
- Hence every company ought to look out for emerging disruptions in its **value chain** / value network.

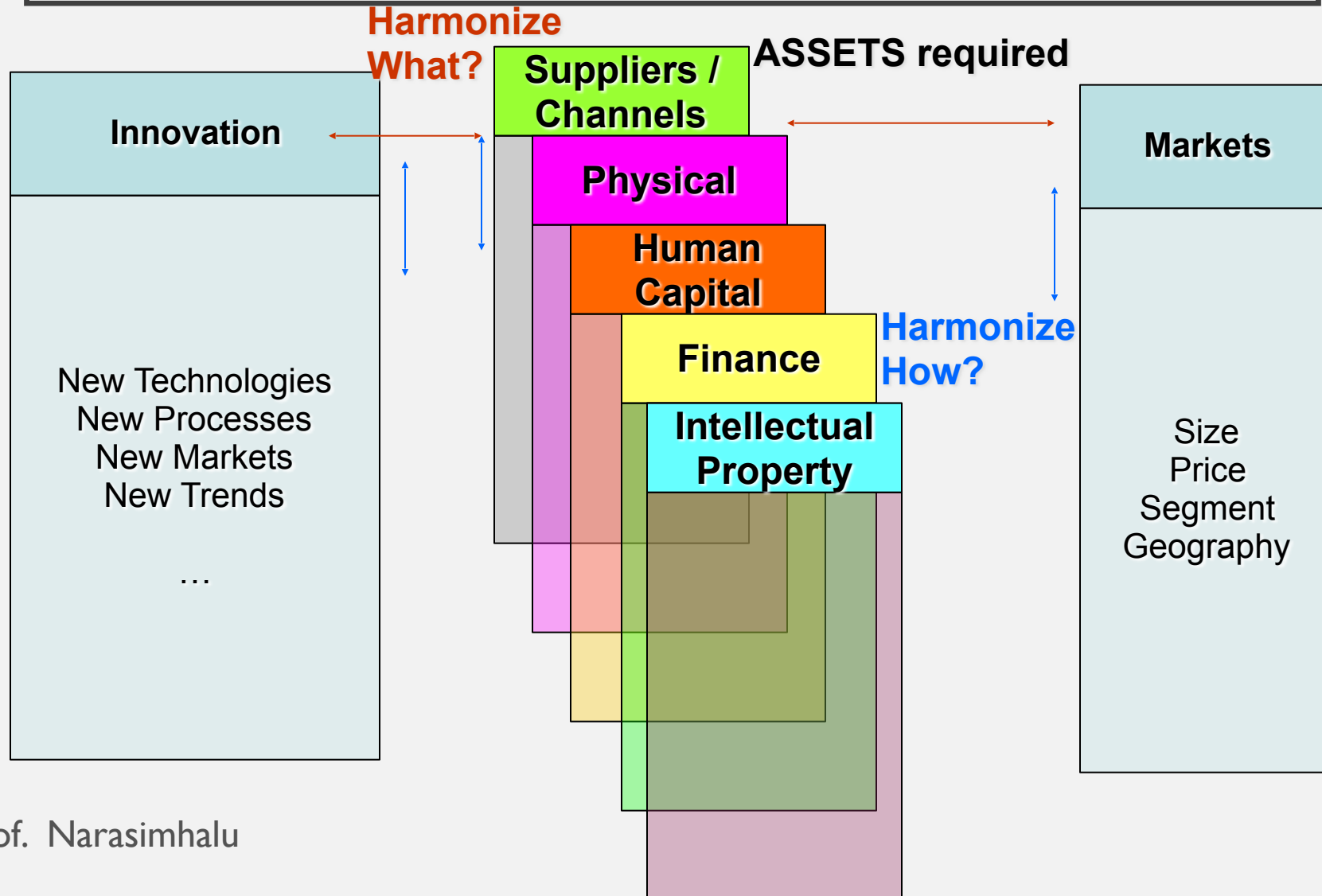
初创

Startup

创新复制的难易与所需的组件关系决定成败

		Components / infrastructure required for the innovation	
		Easily Available	Closely Held by Incumbent
Innovation	Easy to copy	The first to scale in the market wins	Incumbent wins
	Difficult to copy	Innovator wins if there are no adoption hurdles	Timing Issue

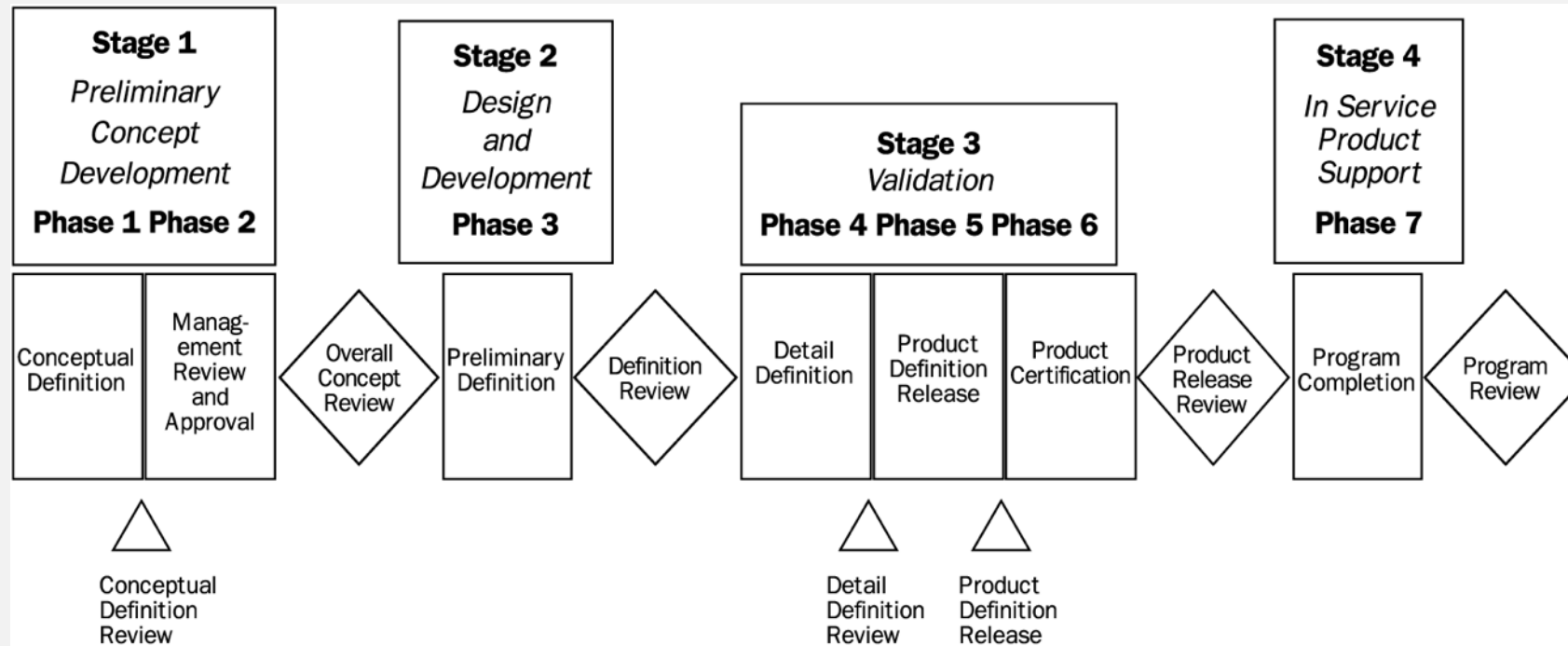
STARTUP 框架



STARTUP 组建步骤

- Stage 0** 探索 **Discovery**: Activities designed to discover **opportunities** and to generate new product **ideas**.
- Stage 1** 测评 **Scoping**: A quick and inexpensive assessment of the **technical merits** of the project and its **market prospects**.
- Stage 2** 建立商业情况 **Build Business Case**: This is the critical homework stage - the one that makes or breaks the project. **Technical, marketing and business** feasibility are accessed resulting in a business case which has three main components: **product and project definition; project justification; and project plan**.
- Stage 3** 研发 **Development**: Plans are translated into **concrete deliverables**. The actual design and development of the new product occurs, the manufacturing or operations plan is mapped out, the marketing launch and operating plans are developed, and the test plans for the next stage are defined.
- Stage 4** 测评 **Testing and Validation**: The purpose of this stage is to provide validation of the **entire project**: the product itself, the production/manufacturing process, customer acceptance, and the economics of the project.
- Stage 5** 入市场 **Launch**: Full commercialization of the product - the beginning of full production and commercial launch.

STARTUP 进展流程



Key

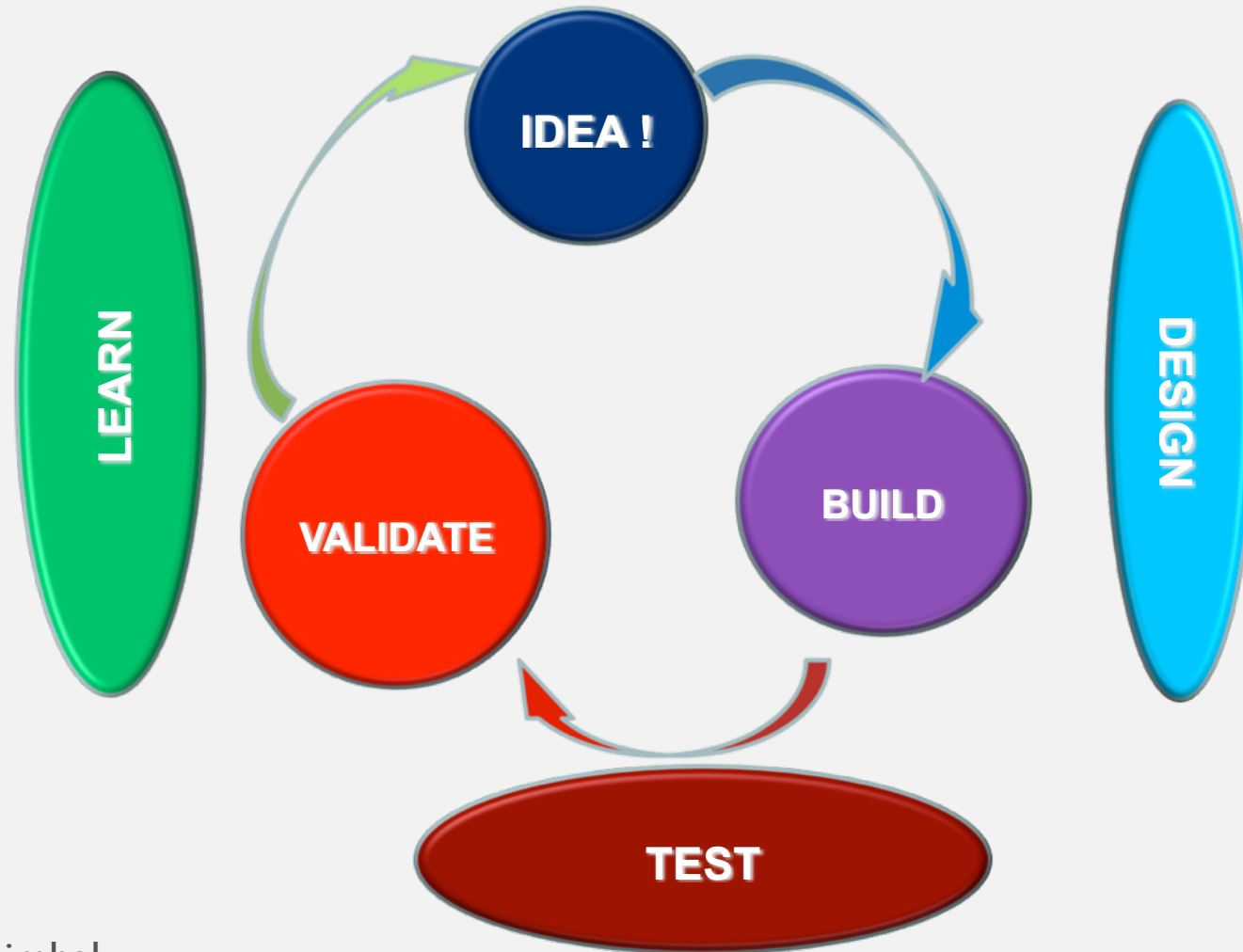


Phase Review



End of stage Review

STARTUP 滚动式成长



STARTUP 起步时的顾虑

- Time
- Cost for the expected volume
- Complexity
- Starting small
- Going to the right source for information
- Production location (offshoring/outourcing)

商业模式

Business MODEL

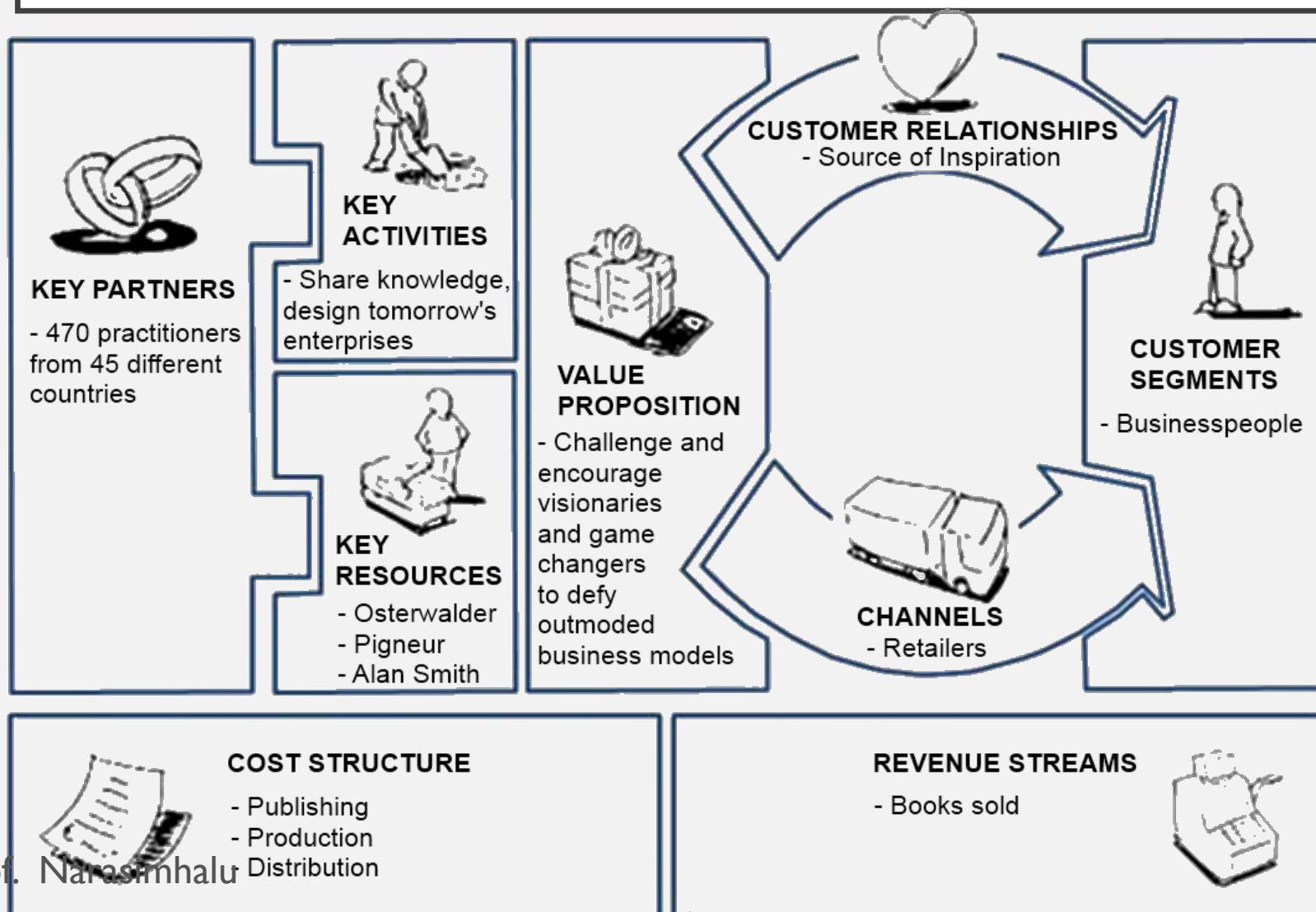
商业模式规划表

KEY 合作伙伴 Identify key network of partners and suppliers that will make the business model work	KEY 活动 What are the critical activities that will achieve the business model?	价值定位 What do you provide to the customer? Define the value to the customers	客户关系 How do you foster and retain relationship with customers?	顾客划分 Which group of customers do you propose to serve? Describe their profile.
	KEY 资源 What assets do you need to deliver the value to your customers?		渠道 How do you propose to deliver your goods and services to customers?	
开销结构 Describe the major cost categories that are required to implement the business model			收益结构 What are the different means by which you can generate revenue from your customers?	

学联模型规划表

<p>KEY 合作伙伴</p> <p>华商联合会 使馆教育处 博洛尼亚大学 中国学院 孔子学院</p>	<p>KEY 活动</p> <p>学生：指导，文化 活动活动</p> <p>赞助方：报道，产 品推广</p> <p>KEY 资源</p> <p>办公室 网络平台 活动道具 人才 赞助资金</p>	<p>价值定位</p> <p>学生困难的解 决，学生课余 活动的充实， 奖学金</p> <p>赞助单位的口 碑和产品的宣 传</p>	<p>客户关系</p> <p>和学生在平台互动 出面指导解决问题</p> <p>企业拉赞助，活动 反馈</p> <p>渠道</p> <p>线上，线下</p>	<p>顾客划分</p> <p>留学生 赞助企业</p>
<p>开销结构</p> <p>活动材料，资源租赁，外包开销，人力</p>		<p>收益结构</p> <p>社会赞助, 活动组织盈余, 学生会费, 使馆 赞助</p>		

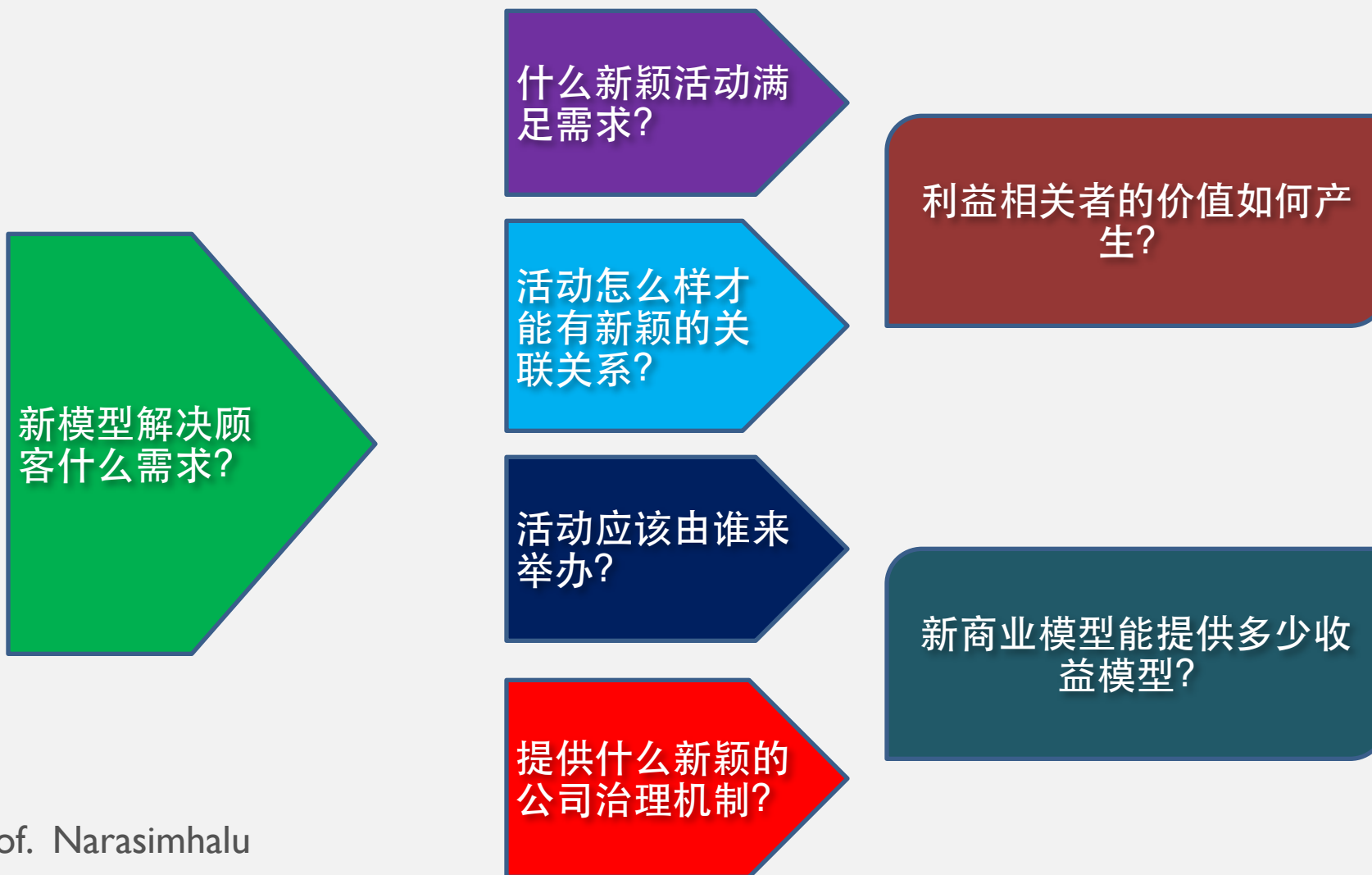
商业模式规划表



谷歌商业模式规划表



商业模型的创新



商业模型的创新例子



网络销售

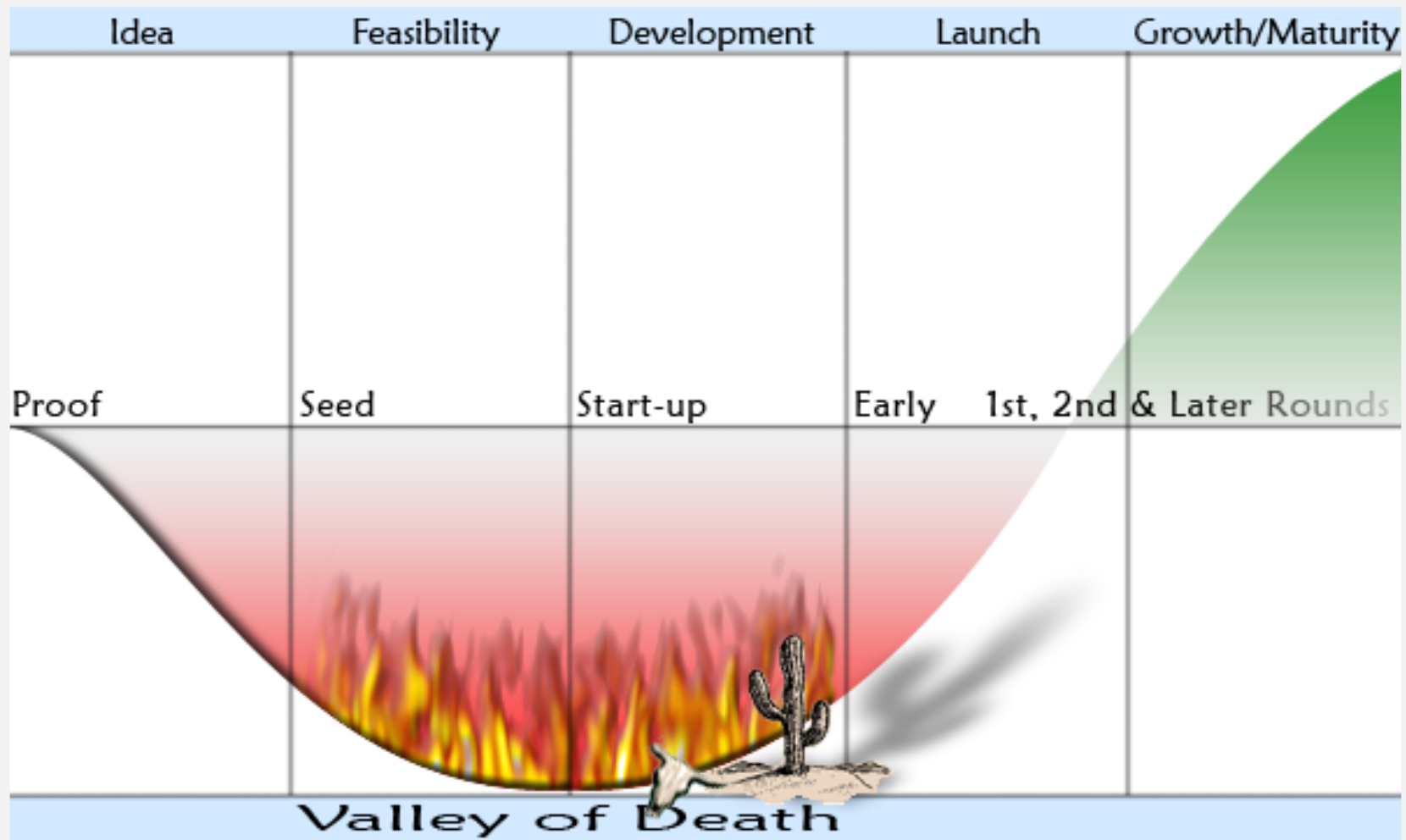
互补性创新
Crazy Quilt



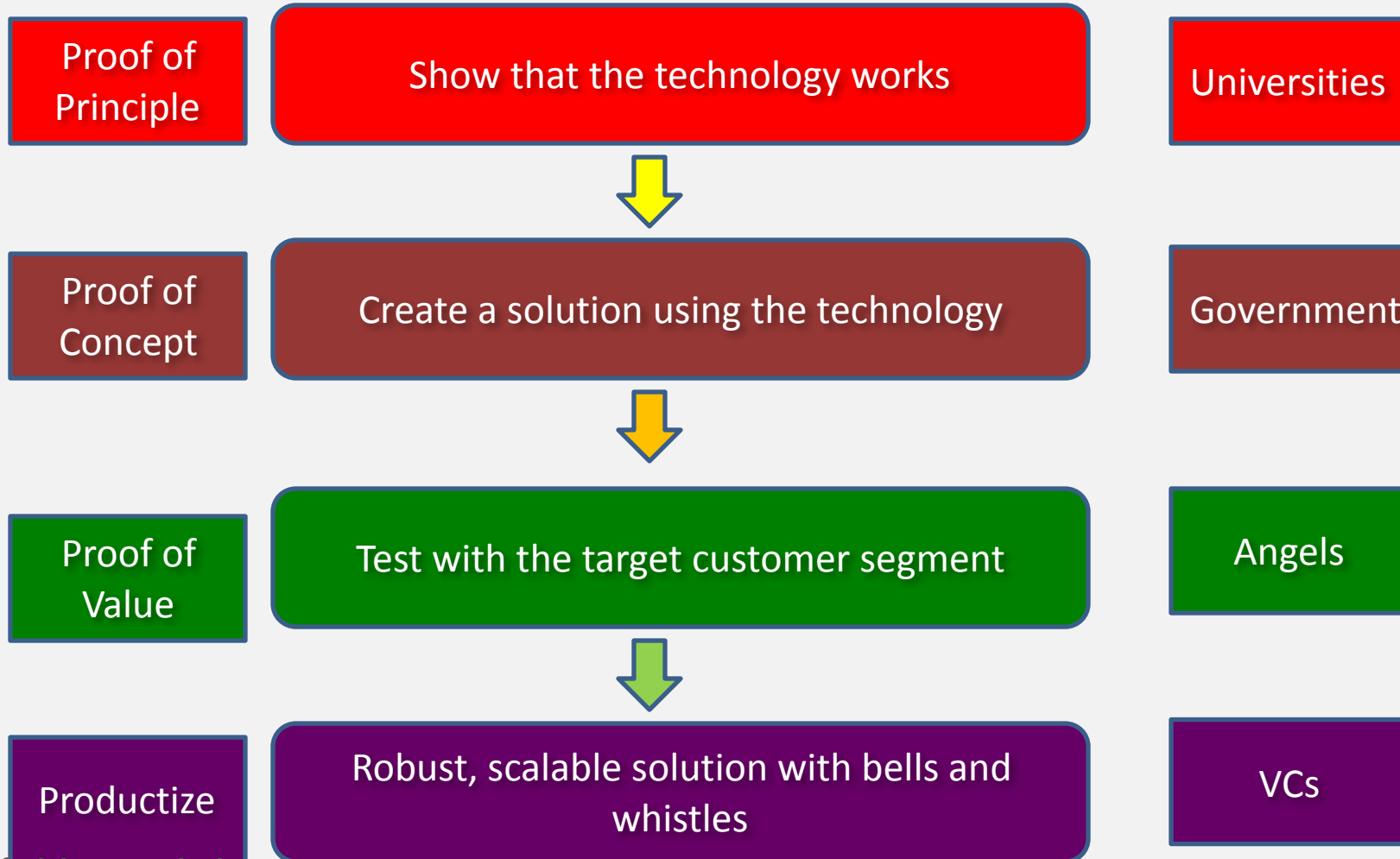
初创筹资

Founding a startup

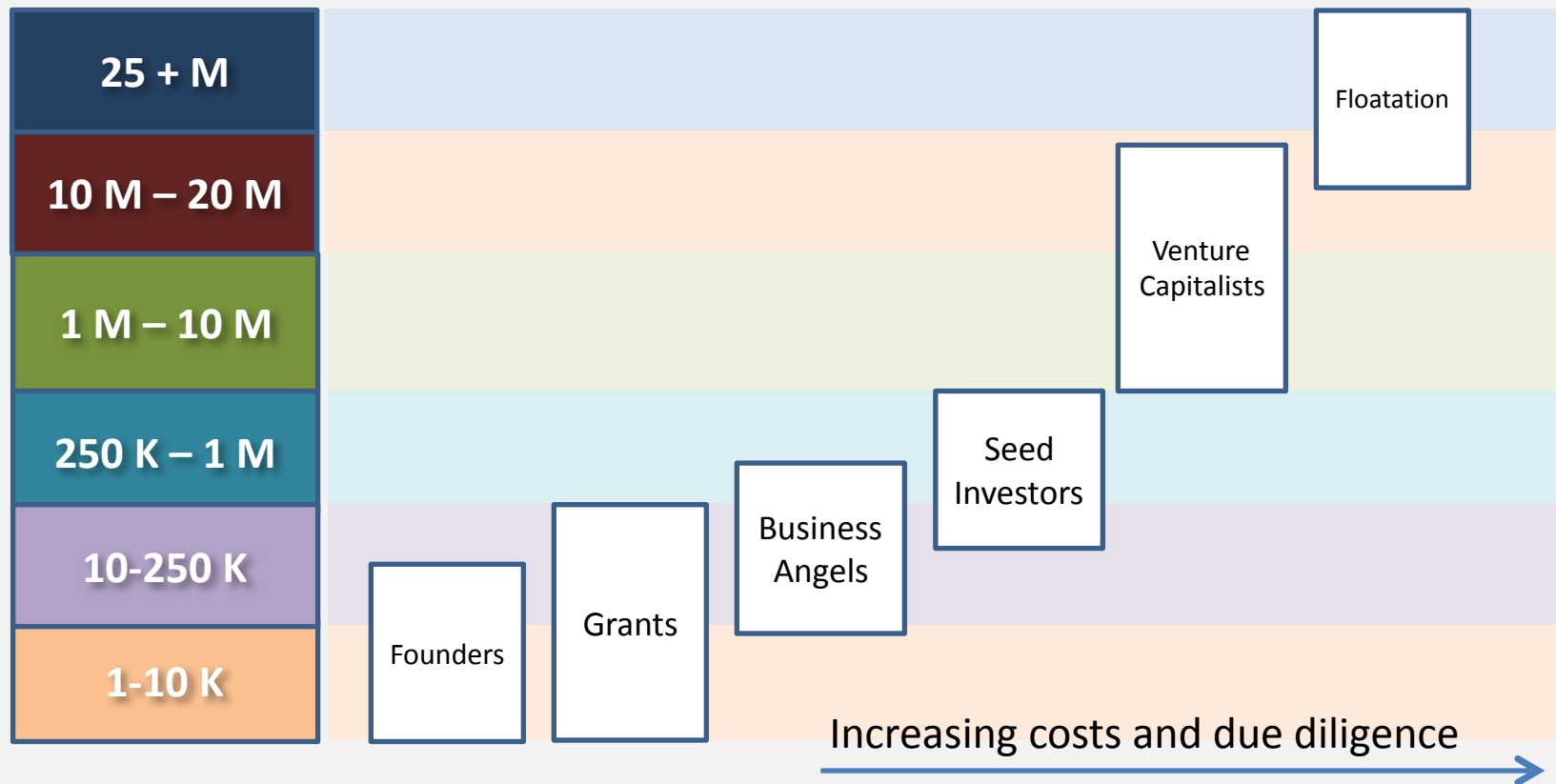
初创的死亡谷



筹资进程

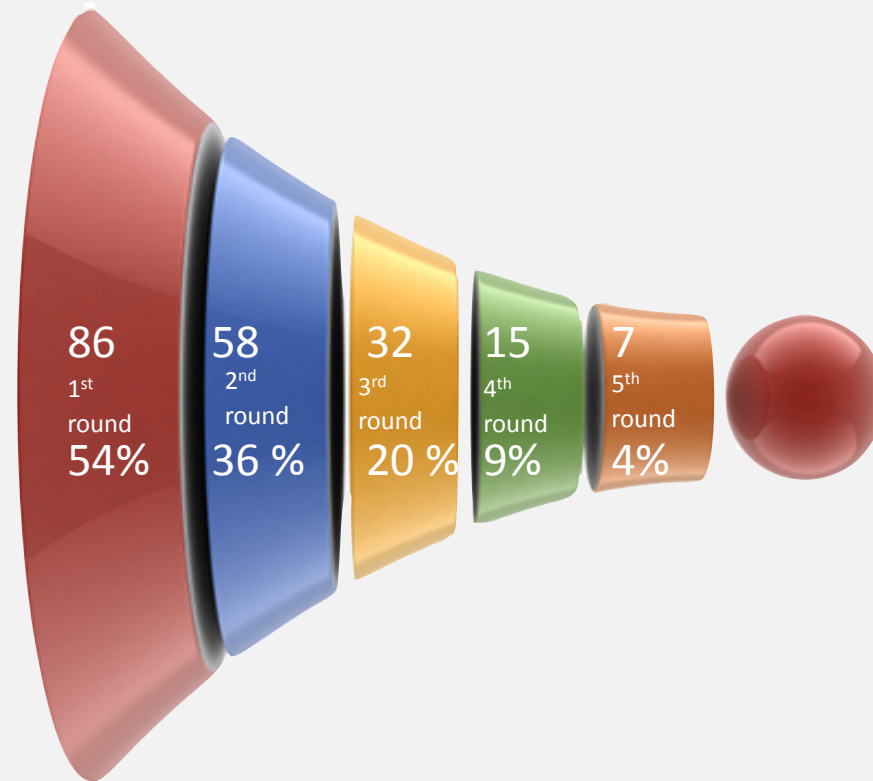


筹资进程与数额



VC隧道

160 seed
backed
companies



回顾

话题

- 认识创新
- 创新思维原理
- Effectuation 创新原理
- QaDIM 创新方法
- 创新价值评估
- Causation 爆发性创新原理
- Start up
- 商业模式
- 初创的发展和筹资

参考

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Arcot Desai Narasimhalu 2010, Random Thoughts on Innovation

Arcot Desai Narasimhalu 2010, Innovative Entrepreneurs Workbook

Arcot Desai Narasimhalu 2010, Readings in Innovation

Arcot Desai Narasimhalu 2012, Innovation Rules:
A method for identifying disruptive innovation opportunities?

Arcot Desai Narasimhalu 2012, An Extensible Framework for Selecting Incremental Innovations

Kauffman Youtube: <https://www.youtube.com/watch?v=wwShFsSFb-Y>

Effectuation: <http://www.effectuation.org>

感谢大家

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