

아이코어 해외 교육 과정 내용 공유

엑셀러레이팅컴퍼니

이남희

2019.04.23

1-1 아이코어

I-Corp 프로그램 소개

- 미국NSF가 주관하여 산하 연구기관의 과학기술 R&D 성과물의 사업화를 추진하는 Federal Project
- George Washington 대학 등 유수의 기관에 I-Corps Node를 개설하여 7주 동안 Online 과 Offline을 병행하여, Science & Technology Commercialization Acceleration Program을 운영



our impact | by the numbers

Over **1450 Teams** from over **230 universities** trained

More than **600 startups** formed by teams

More than **\$210MM** in private funds raised

Customer Development

CUSTOMER
DISCOVERY

CUSTOMER
VALIDATION

CUSTOMER
CREATION

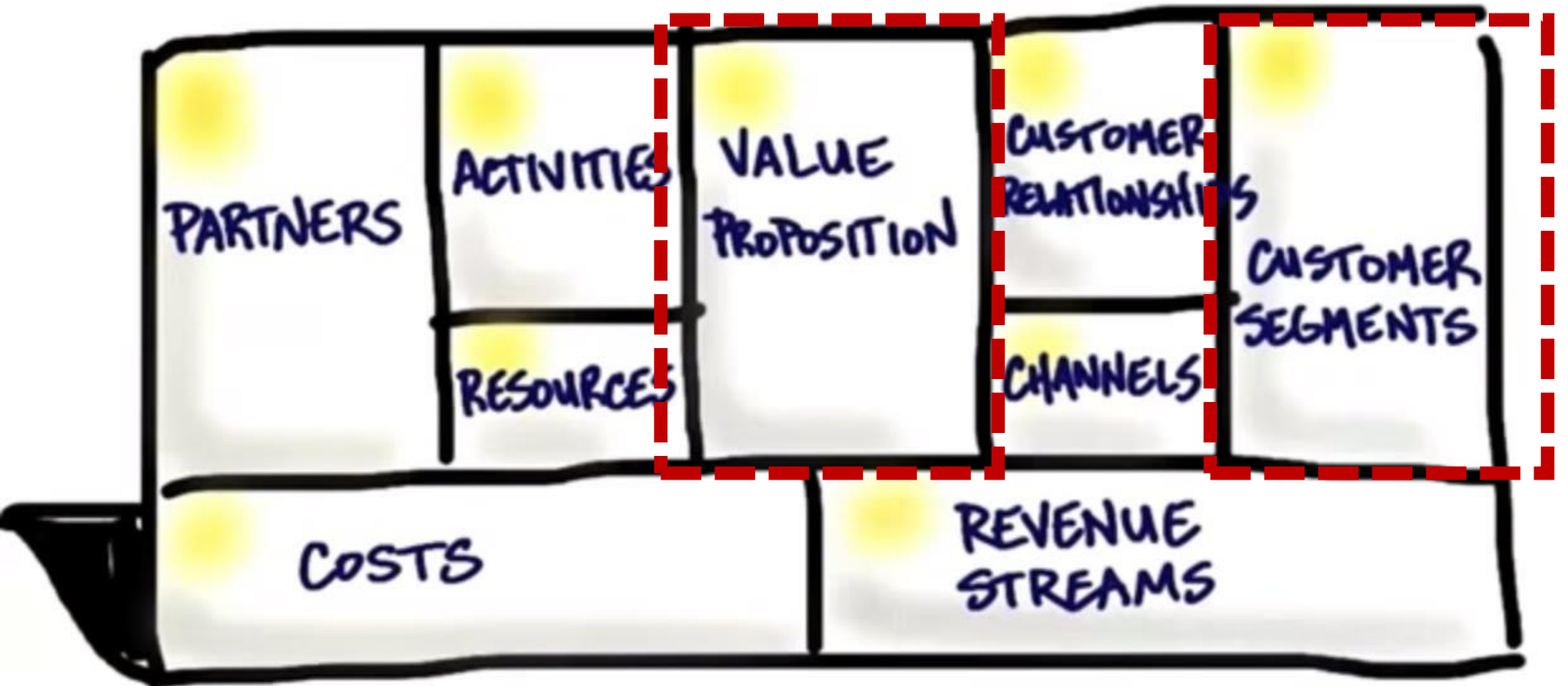
COMPANY
BUILDING

↑ PIVOT ↓

SEARCH

EXECUTION

BUSINESS MODEL CANVAS



1-1 아이콘어

I-Corps is **NOT** about:

Selling

Pitching

Raising Funding

Writing Grants

Writing Papers

Writing Business Plans

1-1 아이코어

I-Corps is a process that helps you determine:

What do your customers care about?

&

Can you build a viable business around your innovation(s)?

Do you have product-market fit?

1-1 아이콘어

>100 face to face interviews with potential customer and partners.
We focus on **customer discovery**.











1-1 아이콘어

The Business Model Canvas

Designed for:

Designed by:

Date: _____
Iteration: _____

| | | | | |
|--|--|---|---|--|
| <p>Key Partners</p>  <p>Who are our Key Partners? Who are our key suppliers? Which activities do our Key Partners perform? What can they do for us that we are unable to do ourselves?</p> | <p>Key Activities</p>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? Channels? Customer Segments? Key Partners?</p> | <p>Value Propositions</p>  <p>What value do we deliver to the customer? What problem do we solve for our customers? What bundles of products and services are we offering to each Customer Segment? Which customer segments are we targeting? Customer Channels? Customer Relationships? Revenue Streams? Key Partners? Key Activities? Key Resources? Customer Segments?</p> | <p>Customer Relationships</p>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which are the most important? How are they integrated into the rest of our business model? How costly are they? Channels? Key Partners? Key Activities? Key Resources? Customer Segments?</p> | <p>Customer Segments</p>  <p>For whom are we creating value? Who are our most important customer segments? Are they: Mass? Niche? Segmented? Diversified? Multi-segmented?</p> |
| <p>Key Resources</p>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? Channels? Customer Segments? Key Partners? Key Activities? Key Partners?</p> | | <p>Channels</p>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-effective? How are our marketing efforts used to reach our customers? Channels? Key Partners? Key Activities? Key Resources? Customer Segments? Key Partners? Key Activities? Key Resources? Customer Segments?</p> | | |
| <p>Cost Structure</p> <p>What are the most important costs inherent in our business model? Which Key Activities are most expensive? Which Key Resources are most expensive? Channels? Customer Segments? Key Partners? Key Activities? Key Resources? Customer Segments?</p> | | <p>Revenue Streams</p>  <p>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? Channels? Key Partners? Key Activities? Key Resources? Customer Segments? Key Partners? Key Activities? Key Resources? Customer Segments?</p> | | |

>100 face to face interviews with potential customer and partners. We focus on **customer discovery**.

Business Model Canvas: value propositions, customer segments, key activities, key resources, key partners, channels, and revenue streams

www.businessmodelgeneration.com

The work of Steve Blank and Steve Osterwalder is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike license. © 2011 Steve Blank and Steve Osterwalder. All rights reserved. CC BY-NC-SA

We work from the [Customer Discovery method](#) developed by Steve Blank & the [Business Model Canvas](#) popularized by Alex Osterwalder.

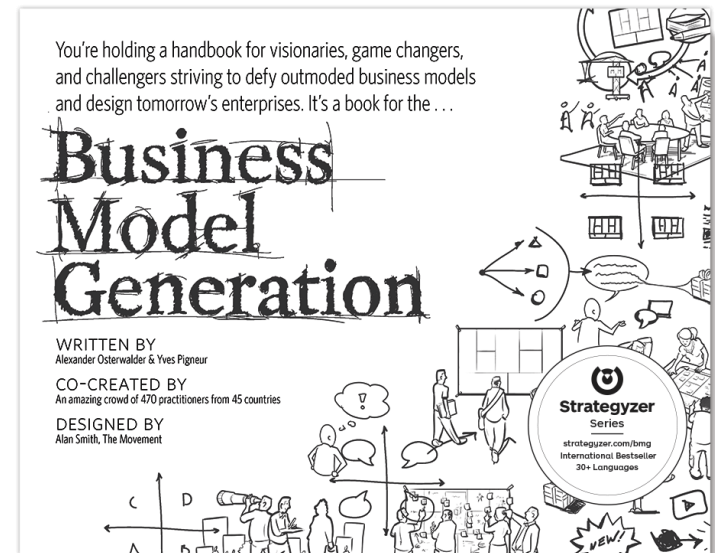
1-1 아이콘어

고객 개발

비즈니스 모델 캔버스



Steve Blank
Stanford & Berkeley



1-1 아이콘어

Lean Launch Pad

- BMC 관리
- 고객 인터뷰 History & 멘토링 관리

The screenshot displays the LaunchPad Central interface, which is a Business Model Canvas tool. The browser window shows the URL <http://www.launchpadcentral.com>. The page header includes the logo for LaunchPad Central (LPC) and navigation links for Organizations, Teams, Cohort Analysis, and Collective Intelligence. The main content area is titled "Business Model Canvas" and features a blue header with navigation controls (Week << 3 >>) and an "Add New" button. The canvas is divided into several sections:

- Key Partners:** Includes "Companies w/ database of interview subjects" and "Universities: bschools, dschools, social sciences".
- Key Activities:** Includes "Software development" (highlighted with a mouse cursor), "Customer acquisition", and "UX design".
- Key Resources:** Includes "Software developers" and "Data analytics experts".
- Value Proposition:** Includes "Save time preparing for trial", "Save time on each study; more efficient data collection...", "More effectively leverage video assets before and during trial", "Reduce redundant work; access & learn from...", "More effectively leverage video assets before and during trial", and "Develop better insights: easier to sort through data...".
- Customer Relationships:** Includes "Get: SEM; SEO; social; blogs", "Keep: product enhancements; surveys; high switching costs...", and "Grow: cross-selling; up-selling; unbundling; Facebook ...".
- Channels:** Includes "Direct Sales", "Dedicated e-commerce", and "App Stores".
- Customer Segments:** Includes "Product Owners - brand and product managers", "Entrepreneurs", "Law Firms", "Market research firms", "Later stage entrepreneurs", and "Product Owners - brand and product managers".
- Cost Structure:** Includes "Software development", "SG&A", "Storage, bandwidth, and server fees", and "Revenue Stream".
- Revenue Stream:** Includes "Monthly subscription fees: per user based on tools needed...", "Free data collection, Fee-based data analysis", and "Value Based Price Point".

The footer of the page contains the text: "Licensed from businessmodelgenerator.com under a Creative Commons Attribution-ShareAlike 3.0 Unported License".

1-1 아이콘어

Box.com

- 자료 관리

The screenshot displays the Box.com web interface. At the top, there is a blue navigation bar with the 'box' logo on the left, a search bar in the center containing the text '파일 및 폴더 검색', and a green button on the right labeled '더 큰 저장 공간'. Below the navigation bar is a vertical sidebar on the left with icons for home, recent, shared with me, trash, notifications, share, analytics, and favorites. The main content area shows a list of files and folders under the heading '모든 파일'. The list is organized into columns: '이름', '업데이트', and '크기'. The items listed are:

| 이름 | 업데이트 | 크기 |
|--|----------------------|---------|
| 2019-02 Intro to I-Corps TEAMS | 2019년 3월 5일, Chri... | 89개 파일 |
| 2019-02 Intro to I-Corps TTT | 2019년 3월 2일, Jiemin | 119개 파일 |
| Box for Android Intro.mp4 | 2019년 2월 13일, sta... | 29.7 MB |
| Top 10 things to do with Box for Andr... | 2019년 2월 13일, sta... | 1.1 MB |

1-1 아이콘어

Box.com

- 자료 관리

The screenshot shows the Box.com interface. On the left is a navigation sidebar with options like '모든 파일', '최근 항목', '동기화됨', '휴지통', '알림', 'Notes', '관리자 콘솔', and '즐거찾기'. The main area displays a folder view for '2019-02 Intro to I-Corps TEAMS'. A search bar at the top contains the text '파일 및 폴더 검색'. Below the folder name, there is a table listing the contents of the folder.

| 이름 ^ | 업데이트 | 크기 |
|---|---------------------------------------|----------|
| 01_Intro to I-Corps Day 2 Presentation Due 2-15-19 | 2019년 2월 18일, startup@accelerating.kr | 24개 파일 |
| 02_Midpoint Presentation Due 2-21-19 | 2019년 2월 23일, Stephanie Asher | 21개 파일 |
| 03_Final Presentation Due 2-28-19 | 2019년 3월 5일, Christine Pintz | 19개 파일 |
| Course Materials TEAMS | 2019년 2월 16일, GIRIDHAR SRINIVASAN | 11개 파일 |
| Lectures | 2019년 2월 24일, Stephanie Asher | 12개 파일 |
| GW Intro to I-Corps 2019-02 Syllabus v4_TEAMS.pdf V2 | 2019년 2월 16일, Stephanie Asher | 748.3 KB |
| WEBEX Instructions.docx | 2019년 1월 24일, Ryan Onsgard | 101.8 KB |

1-1 아이콘어

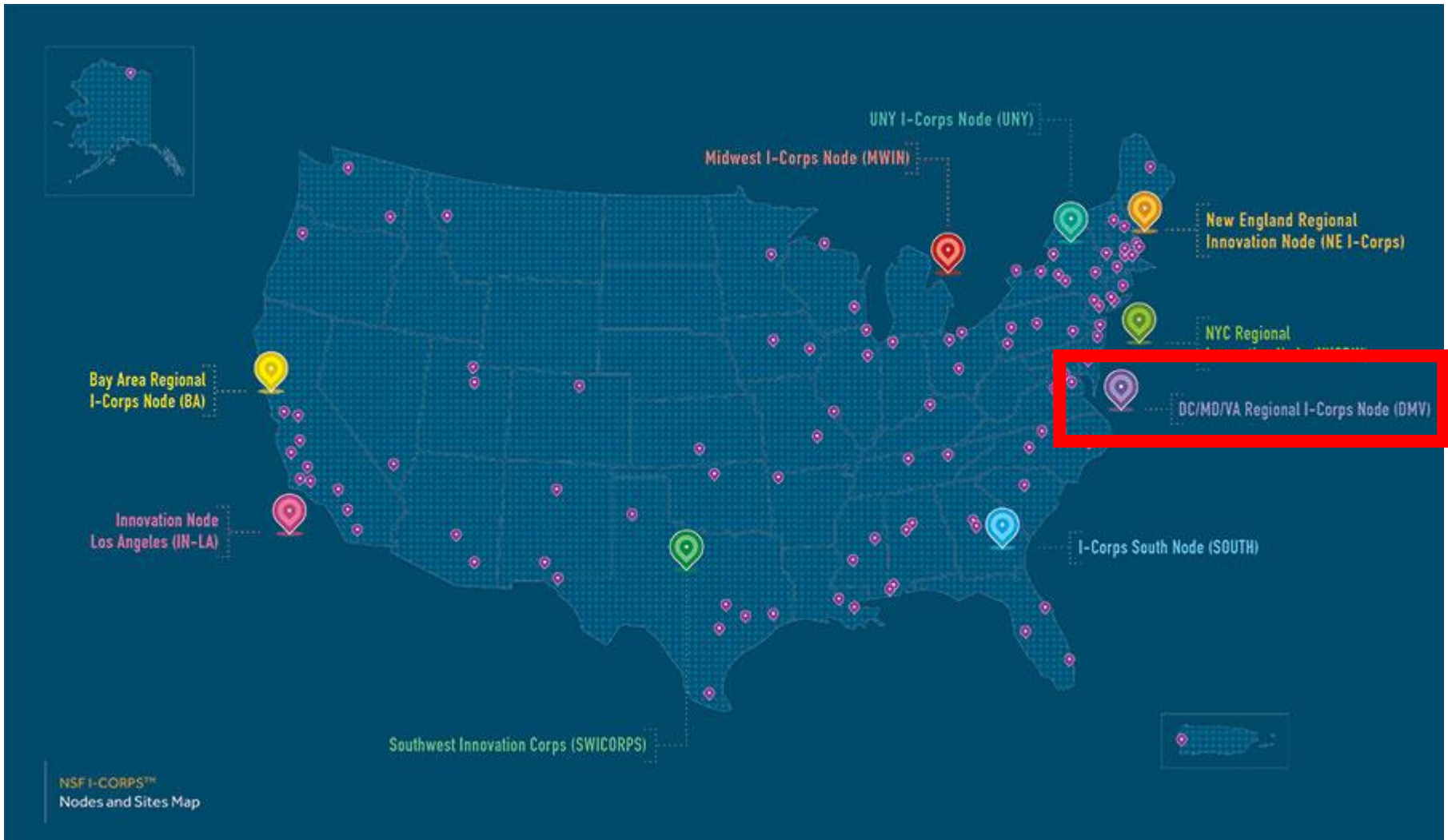
- 강의 일정, 모임 관리

The screenshot shows the Eventbrite website interface. At the top left is the 'eventbrite' logo. To the right are links for 'Find events' and 'My Tickets'. The main content area features a blue header for the event: 'Business Model Canvas Workshop is Wednesday at 5:30 PM'. Below this, it states 'Organized by GW Office of Innovation & Entrepreneurship'. A section titled 'Don't forget your tickets' offers options for 'Mobile Tickets' (with 'Available on the App Store' and 'GET IT ON Google Play' buttons) and 'Paper Tickets' (with a note to 'Open the email attachment or download here'). A 'Questions about this event?' section provides a contact email 'jbautista@gwu.edu'. The 'About this event' section includes the date 'Wednesday, February 13, 2019 from 5:30 PM to 7:00 PM (EST)', the location 'Gelman Library, 2130 H Street NW, Room 219, Washington, DC 20052', and a map showing the location in Washington, DC. At the bottom, there are links to 'Add to my calendar' with options for Google, Outlook, iCal, and Yahoo.

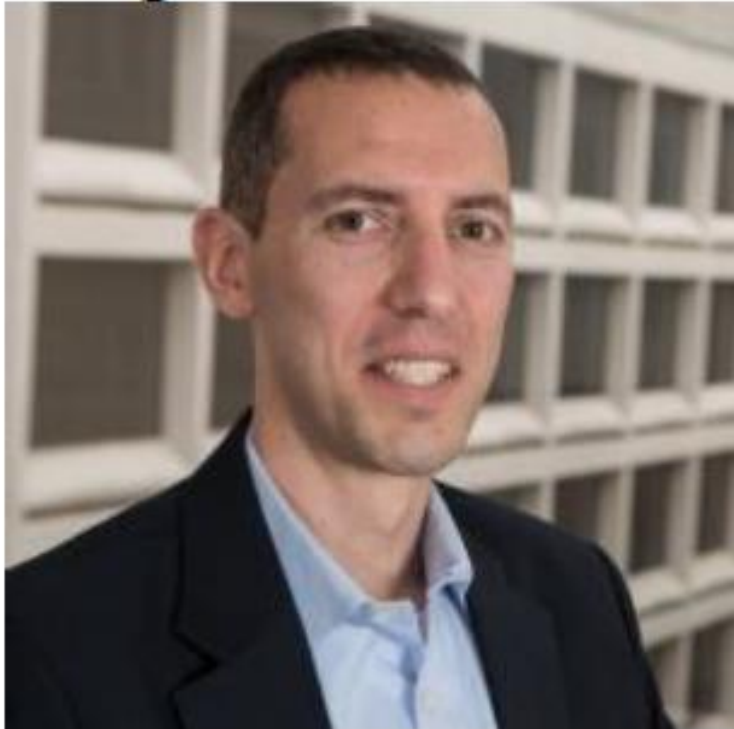
Eventbrite

The screenshot shows the Eventbrite app store page. On the left is the Eventbrite logo, a white 'e' on a red square. The main title is 'Eventbrite - Discover popular events & nearby fun'. To the right of the title is a '에디터 추천' (Editor's Choice) badge. Below the title is the text 'Eventbrite 엔터테인먼트' and a star rating of 4.5 stars with 82,238 reviews. A green '전체이용가' (Everyone) rating is also present. A green information icon is followed by the text '일부 기기와 호환되는 앱입니다.' (App compatible with some devices). Below this is a paragraph: '이 항목을 가족과 공유할 수 있습니다. 가족 콘텐츠 라이브러리 자세히 알아보기' (You can share this item with your family. Learn more about family content library). A green '설치됨' (Installed) button is on the right. At the bottom, there are four smartphone screens displaying the app's interface. The first screen shows 'A great event can CHANGE your life' and 'What's good in San Francisco'. The second screen shows 'KASBO at MEZZANINE' with event details. The third screen shows 'Anytime in San Francisco' and 'Add it up for Anything'. The fourth screen shows 'Do more YOU' and 'Search for...' with a list of events including 'FURY - A Tragedy' and 'Berry B!'. At the bottom of the screens is the text 'DISCOVER the best your city has to offer'.

2-1 GW Node



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2-1 GW 기업가센터 진행하는 NVC 참여

<https://newventurecompetition.gwu.edu/>

nvc

NEW VENTURE COMPETITION

A program of

The logo for George Washington University, consisting of the letters 'GW' in a bold, serif font, with a horizontal line above and below the letters.

Office of Innovation
& Entrepreneurship



GEORGE WASHINGTON UNIVERSITY NEW VENTURE COMPETITION

Build your ideas, engage with experts, and journey to the finals.

Win \$300,000 in prizes.

2-1 GW 기업가센터 진행하는 NVC 참여

<https://newventurecompetition.gwu.edu/>

The GW NVC is the 9th Largest Collegiate Competition in the US



2018 4th Place Team - Sassy Paints

The New Venture Competition provides GW students, faculty, and alumni with real-world experiences in entrepreneurship that can't be replicated anywhere else!

GW students have the opportunity to compete in three tracks, Tech, Social, and New Venture and bring an idea to the table, work with mentors to craft and pitch a stellar idea, and vie for cash and non-cash prizes equaling \$300,000.

Attend Finals April 18, 2019

김성일 대표

가천대
서원식 교수님

한양대
최경철 교수님

김규태 교수님

이남희

UST
박정민 교수님

인하대
유홍성 교수님

고려대
심경수 교수님



2-1 일정



Adobe Acrobat Document

- 인스트럭터만 참여한 교육
- 22개 창업팀 교육 (인스트럭터 참관)
- 22개 창업팀 멘토링 (인스트럭터 참관)

2019

Feb.

| SUN. | MON. | TUE. | WED. | THU. | FRI. | SAT. |
|------|----------|------|------|------|---------------|------|
| | | | | | 1 | 2 |
| 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 10 | 11 출국 | 12 | 13 | 14 | 15 1차 팀 발표 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 2차 팀 발표 | 23 |
| 24 | 25 | 26 | 27 | 28 | 최종 발표 | 귀국 |

| JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
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2-1 커리큘럼 (for 창업팀)

1주차

1

GW Mentor
Networking
Event

2

Business Model
Canvas
Workshop

3

Course Opening
Workshop

- Introduction to Lean Start-up
- Customer Segments
- Value Proposition Design
- Hypothesis Development

4

1차 팀 PT

- 비즈니스 가설
- Ecosystem Hypothesis
- Customer Hypothesis

2주차

5

고객 인터뷰 워크샵

Customer Discovery
Interviewing & Cold
calling & Script
workshop

6

Feasibility
Analysis
Workshop

7

Easy Financial
for Startups

9

2차 팀 PT

- 인터뷰 수
- 인터뷰를 통해 발견한 것
- 차주 계획

8

멘토링

3주차

10

What's Next

- GW Office of Innovation and Entrepreneurship
- I-Corps National Teams Program, I-Corps Go, SBIR
- Venture Creation Support

11

최종 PT

2-1 커리큘럼 (for 인스트럭터)

1주차

I-Corp
프로그램 소개

Teaching
Philosophy

Mentoring
프로그램
(How to get, keep,
and grow a mentor
network)

Beyond
BMC

2주차

멘토링 참관

BMC
Component
발표

3주차

Webina
멘토링 진행
방법 및 노하우
공유

Beyond BMC
발표

Team 발표
&
Lesson
Learned 발표

2-1 교육 목표 및 범위

창업 교육/멘토링 교수법

1

22개 창업팀 교육/멘토링 참관 (교수법)

2

22개 창업팀 고객개발/멘토링 (멘토링 < 참관)

3

교안 작성해서 발표하기

2-1 추가로....

한국 인스트럭터도 창업팀처럼 똑같이 고객 개발을 한다.

인터뷰는 최소 10명 이상

A팀

심경수
김규태
유홍성
이남희

B팀

서원식
김성일
최경철
박정민

3-1 1주차 커리큘럼 (for 창업팀)

1

GW Mentor
Networking
Event

2

Business Model
Canvas
Workshop

3

Course Opening
Workshop

- Introduction to Lean Start-up
- Customer Segments
- Value Proposition Design
- Hypothesis Development

4

1차 팀 PT

- 비즈니스 가설
- Ecosystem Hypothesis
- Customer Hypothesis

5

고객 인터뷰 워크샵

Customer Discovery

Interviewing & Cold
calling & Script
workshop

1주차

3-1 1주차 커리큘럼 (for 인스트럭터)

1주차




I-Corp
프로그램 소개

Teaching
Philosophy

Mentoring
프로그램
(How to get, keep,
and grow a mentor
network)

Beyond
BMC




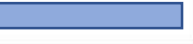


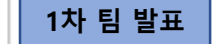

3-1 GW Mentor Networking Event









-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
-  22개 창업팀 멘토링 (인스트럭터 참관)



2019

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3-1 GW Mentor Networking Event

1
GW Mentor
Networking
Event

(15~20명)멘토와 창업팀이 서로 만나는 자리





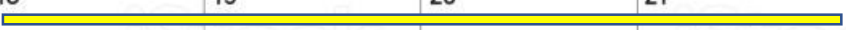










3-2 Faculty Development Day 1

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
-  22개 창업팀 멘토링 (인스트럭터 참관)

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| | |  |  |  | 1차 팀 발표  | |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| |  |   | |  | 2차 팀 발표  | |
| 24 | 25 | 26 | 27 | 28 | | |
| | |  | |  |  | |
| | | | | | 최종 발표  | |

| JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
|----------------------------|----------------------------|------------------------------------|------------------------------------|---|---|---|--|---|--|--|--|
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3-2 Faculty Development Day 1

I-Corp 프로그램 소개



Adobe Acrobat
Document

- GW 기업가정신센터 인스트럭터 교육과정 소개
- 주요 내용
- 자신의 경험과 철학을 토대로 강의를 개발
- 내일부터 진행되는 세션을 보고, 진행과정을 면밀히 관찰하기
- 교수진 디프립프 과정에서 자유로운 질의응답을 하는 방법
- 한국인스트럭터는 개별적으로 2개 Lecture(BMC Component 중 택일, Beyond the canvas 중 택일)를 진행하고 피드백 받기.
- 한국인스트럭터도 팀을 구성해서 고객 개발 과정에 참여함.
- LaunchPadCentral 사용방법 숙지
- 22개 GW 학생 Team Customer Discovery 과정에 참여 : 1개 팀 선정

3-2 Faculty Development Day 1

I-Corp
프로그램 소개



3-2 Faculty Development Day 1

Teaching Philosophy



Adobe Acrobat
Document

- Teaching Philosophy by GW **인스트럭터 Dan Gordon**
- Start-up과 계속 관계하면서 Start-up이 길을 찾도록 지속적으로 가이드함
- 인스트럭터로서 항상 초심을 잃지 않도록 해야 함
- 매주 누가 가장 인터뷰를 많이 했는지 등, 인터뷰를 하지 않은 이유를 계속 Push하는 Cohort 방식으로 추진
- **consulting vs. guiding : 문제를 해결하는 것을 알려주는 것이 아니라 과정을 찾는 방법을 알려주는 것이므로 컨설팅을 해서는 안됨. 즉 비즈니스아이디어에 대한 판단은 해서는 안됨**
- 중요한 데이터에 집중하며, Customer Discovery의 경우, 왜, 무엇을 했는지, 왜 인터뷰에서 무엇이 문제라고 했고, 어떻게 해결할 것인가, 왜, 누구와 인터뷰를 하는가 등을 중점 확인
- Customer Discovery는 1주에 10-20명 인터뷰, 이를 위해 최소 100건의 연락이 필요
- 최대한 GW 인스트럭터는 최대한 매일 교수진들이 Team Teaching을 위해 서로 논의

3-2 Faculty Development Day 1

Teaching
Philosophy

Faculty vs. Mentors

Faculty

- On the side of the process
- Guide the team to insights
- Authoritative

Mentors

- On the side of the team
- Consult with the team
- Motivating

3-2 Faculty Development Day 1

Mentoring 프로그램 (How to get, keep, and grow a mentor network)



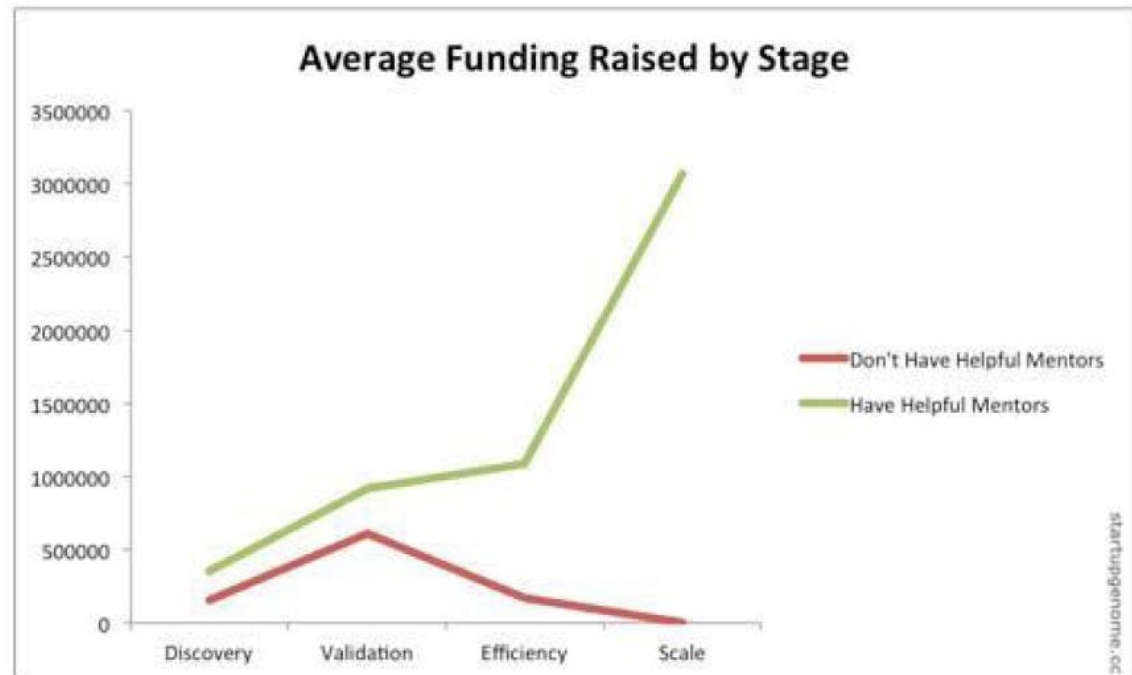
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Document

- **How to get, keep, and grow a mentor network by GW 인스트럭터 Jim Chung**
- 왜 멘토 네트워크가 필요한가에 대한 설명 : 멘토는 스타트업의 성장을 촉진
- 2013년 스타트업 리포트(멘토의 역할: 그들의 보유한 네트워크 활용 멘토링, 경청할 뿐 no business, 신뢰감을 주며, 정량화 할 수 있도록 도와줌)
- 멘토의 비영역(변호사와 같은 상업적 비용이 발생하는 세일즈 네트워크, 멘티를 위해 대신 일해주는 것, 컨설턴트로서의 역할을 하려고 하는 것 등)
- **GW 현재 미국내 300명 보유하는 데 2년의 시간이 걸림(동문 / PI & EI이 보유한 스스로의 멘토를 활용, 아카데믹한 분야가 아닌 실질적인 추진 가능 멘토를 발굴)**
- 멘토의 검증(직접 만나서 2번 이상의 스크리닝, 보통은 추천을 통해서 알게 됨, 경험을 중심으로 리뷰, 멘토가 되고자 하는 이유를 이해해야 함)
- 멘토의 유형(성공적으로 은퇴를 했고, 무엇인가 기여하고 싶어하는 사람, 은퇴를 하지는 않았으나, 여전히 새로운 것에 목말라 하는 성공한 사업가 등)
- 멘토에게 주는 가치(giving back(사회로의 환원), keeping fresh, new opportunities, education, networking, prestige, acknowledgment , fun)

3-2 Faculty Development Day 1

THE VALUE OF HELPFUL MENTORS

**Mentoring
프로그램**
(How to get, keep,
and grow a mentor
network)



*Based on study of 650+ start-up ventures (The Startup Genome Report, April 2013)

3-2 Faculty Development Day 1

Mentoring

프로그램

(How to get, keep,
and grow a mentor
network)

MENTOR **DOs** & **DON'Ts**

DO help the team:

- Cultivate their own network
- Listen, not sell
- Establish credibility and accountability

3-2 Faculty Development Day 1

Mentoring

프로그램

(How to get, keep,
and grow a mentor
network)

MENTOR DOs & DON'Ts

DON'T:

- Talk about yourself
- Focus on the technology
- Do the work for them

3-2 Faculty Development Day 1

Mentoring

프로그램

(How to get, keep,
and grow a mentor
network)

MENTOR DOs & DON'Ts

CHARACTERISTICS TO SEEK:

- Good listeners
- Interested in learning
- Relevant experience

3-2 Faculty Development Day 1

Beyond BMC



Adobe Acrobat
Document

- Other Tools by GW 인스트럭터 Dan Gordon

- **BMC를 보다 강화하는 Tool 활용**
- **Market Type:** 기존시장(existing markets: can you provide something so much better), 재세분화 시장(re-segmented markets: whole food, southwest), 신시장(new markets:groupon), 복제시장(clone markets: baidu)
- **Market Size and Sizing:** Secret: Never do top-down, you have to do bottom up
- **Petal Diagram:** corp. higher edu, startup ecosystem(visualize by using petal diagram)
- **Channel Economics :** 직접 판매, 리테일 판매, Supply 공급 모델 관련하여 매출 구조를 확인할 수 있음.

3-2 Faculty Development Day 1

Beyond
BMC

Market Types

| | Existing | Re-Segmented | New | Clone |
|----------------|--|------------------------------------|--------------------------------|----------------------|
| Customers | Known | Possibly Known | Unknown | Possibly Known |
| Customer Needs | Performance | Better Fit | Transformational Improvement | Local Version |
| Competitors | Many | Many if wrong, <i>few if right</i> | None | None |
| Risk | Lack of branding, sales and distribution ecosystem | Market and product re-definition | Evangelism and education cycle | Misjudge local needs |
| Examples | Google | Southwest | Groupon | Baidu |

3-2 Faculty Development Day 1

Beyond
BMC

Why is Market Type Important?

- Well, it affects...
 - Market size
 - Cost of entry
 - Launch type
 - Competitive barriers
 - Positioning
 - Sales model
 - Margins
 - Sales cycle
 - Ongoing capital needs
 - Time to profitability
- When to use it
 - Channels lecture
 - Partners lecture
 - Revenue Sources lecture
- Office hours
 - Help team to pin down some of these issues
- Discuss with Mentor

3-2 Faculty Development Day 1

**Beyond
BMC**

How to use Market Sizing

- Exercise for all teams
- Ask during office hours for teams that are chasing a small niche

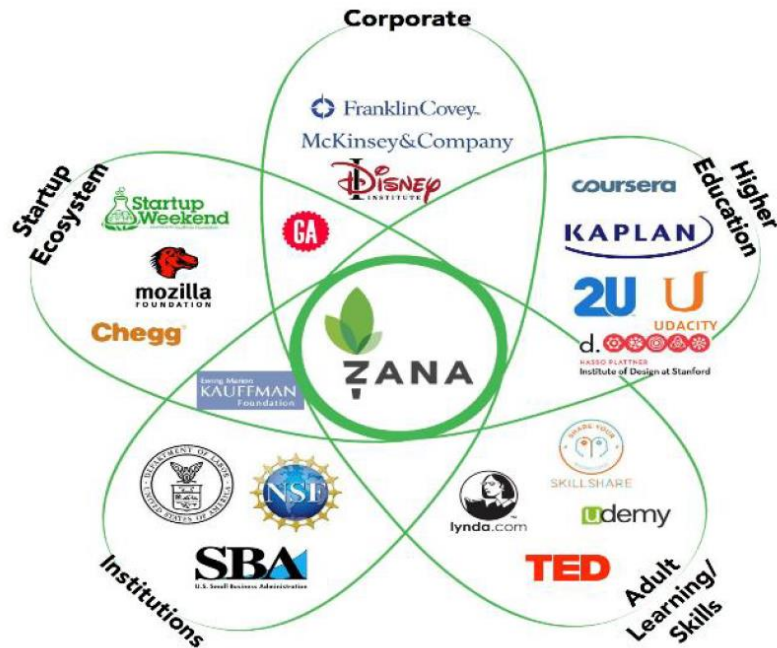


DC I-Corps

3-2 Faculty Development Day 1

Beyond
BMC

The *Petal Diagram* is a visual tool for showing *competitive landscape* and *market sizes*

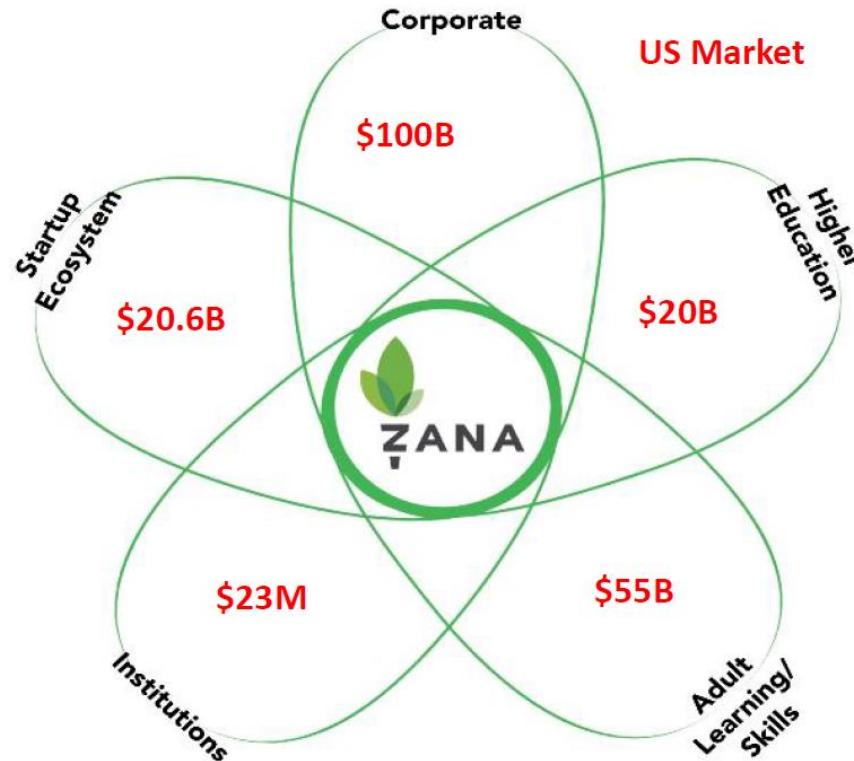


You start by drawing a “petal” for each of your Customer Segments

3-2 Faculty Development Day 1

Beyond
BMC

Estimate *Market Size* for each of the customer segments (petals)



3-2 Faculty Development Day 1

Beyond
BMC

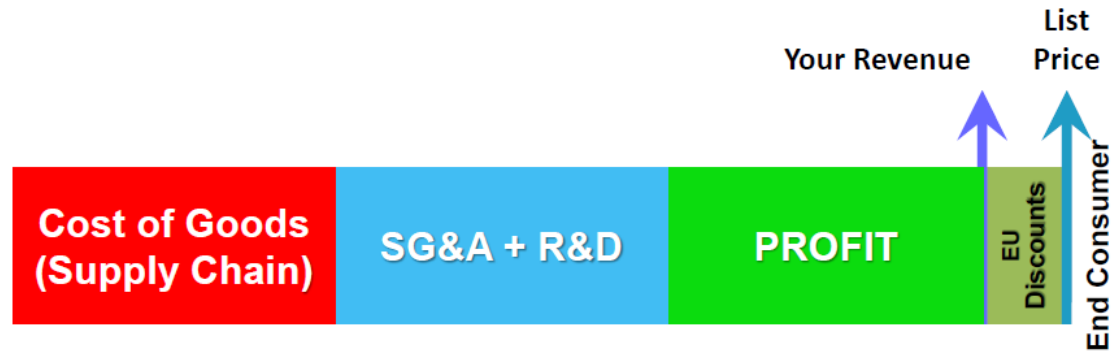
How to use Petal Diagram

- Exercise for all teams
- Helps to:
 1. Understand competition
 2. Evaluate multiple initial markets
 3. Identify new Customer Segments

3-2 Faculty Development Day 1

Beyond
BMC

Channel Economics *Direct Sales*

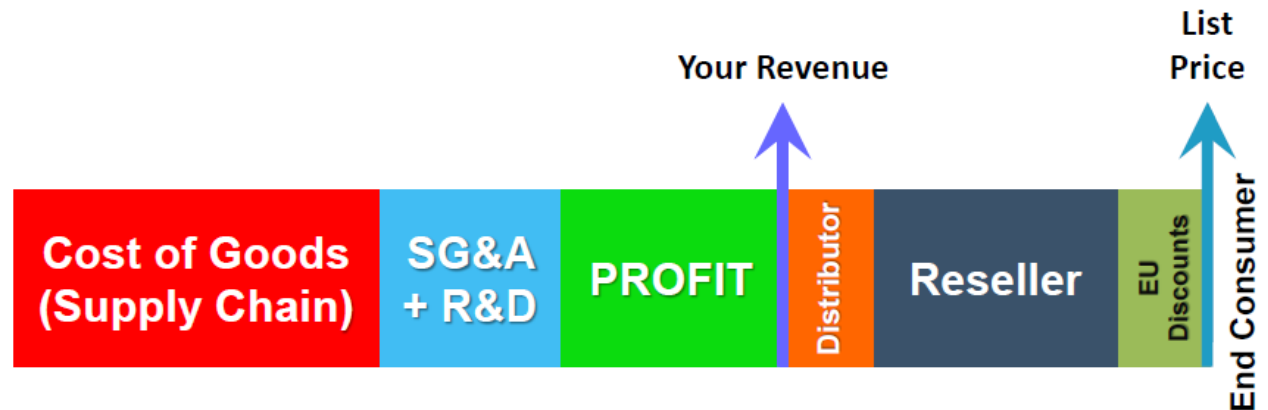


3-2 Faculty Development Day 1

Beyond
BMC

How to use Channel Diagrams

- Channels lecture
- Review in Office Hours for teams that are having trouble with channels



SG & A - Selling, General & Administrative Expense - 판매비 및 일반 관리비

3-3 Business Model Canvas Workshop

2 Business Model Canvas Workshop










- 비즈니스 모델 캔버스에 대한 이론 강의
- 1시간 30분 소요
 - 이론만 강의, 워크시트 배포 (BMC, 가치맵)



3-3 Business Model Canvas Workshop

The Business Model Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____

| | | | | |
|--|--|--|--|---|
| Key Partners  | Key Activities  | Value Propositions  | Customer Relationships  | Customer Segments  |
| | Key Resources  | Channels  | Cost Structure  | Revenue Streams  |

Value Propositions:
• Oversea University
→ ~~Save money~~ ^{keep} ~~before~~
→ (30% Lower)




Customer Relationships:
• get
• keep
• grow

CAC v LTV

Customer Segments:
~~Archetype~~
• Oversea University
→ Want to recruit Korean students 11
→ Don't know the market trend in Korea
→ ~~Send~~ Attend the Expo in Korea
→ Contract with Korea Agency

• Korea students
→

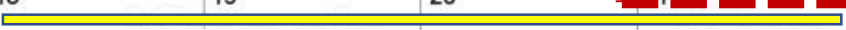








3-4 Course Opening Workshop

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
-  22개 창업팀 멘토링 (인스트럭터 참관)

2019

Feb.

| SUN. | MON. | TUE. | WED. | THU. | FRI. | SAT. |
|------|------|------|------|------|------|------|
| | | | | | 1 | 2 |
| 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | | |

 (SUN 18 - FRI 22)
 (TUE 12 - WED 13)
 (WED 13 - THU 14)
 (THU 14 - FRI 15)
 (FRI 15 - SAT 16)
 (TUE 19 - WED 20)
 (THU 21 - FRI 22)
 (FRI 22 - SAT 23)
 (FRI 22 - SAT 23)

1차 팀 발표

2차 팀 발표

최종 발표

| JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
|--|---|---|---|--|---|--|--|--|--|--|----------|
| S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | |

3-4 Course Opening Workshop

3 Course Opening Workshop

- Introduction to Lean Start-up
- Customer Segments
- Value Proposition Design
- Hypothesis Development

린스타트업에 대한 소개, BMC에서 고객 & 가치제안 소개, 가설 수립



3-4 Course Opening Workshop



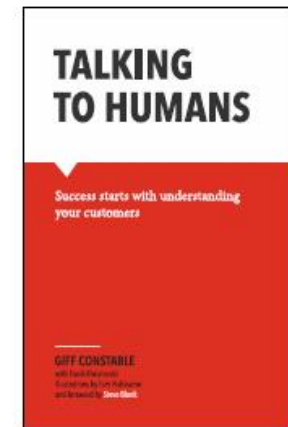
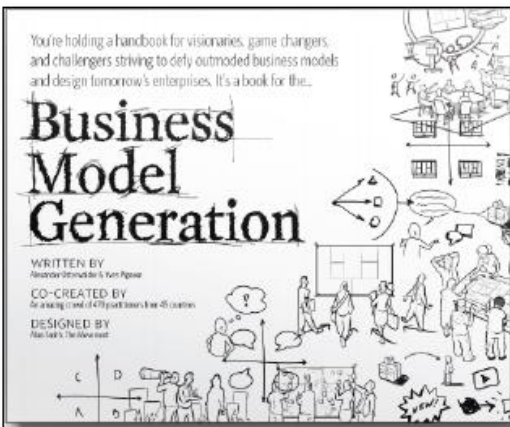
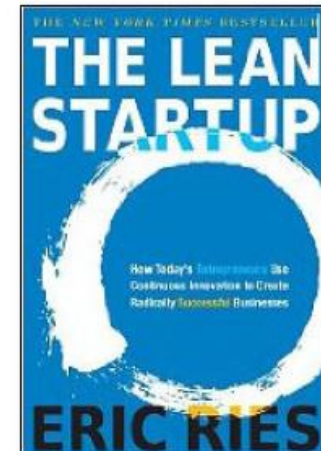
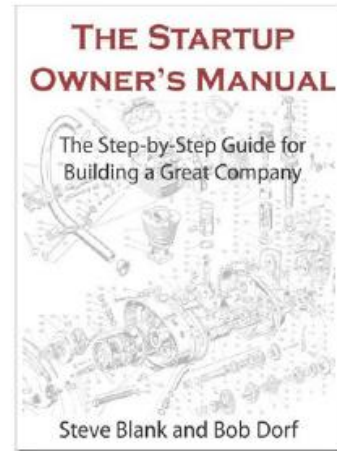
Adobe Acrobat
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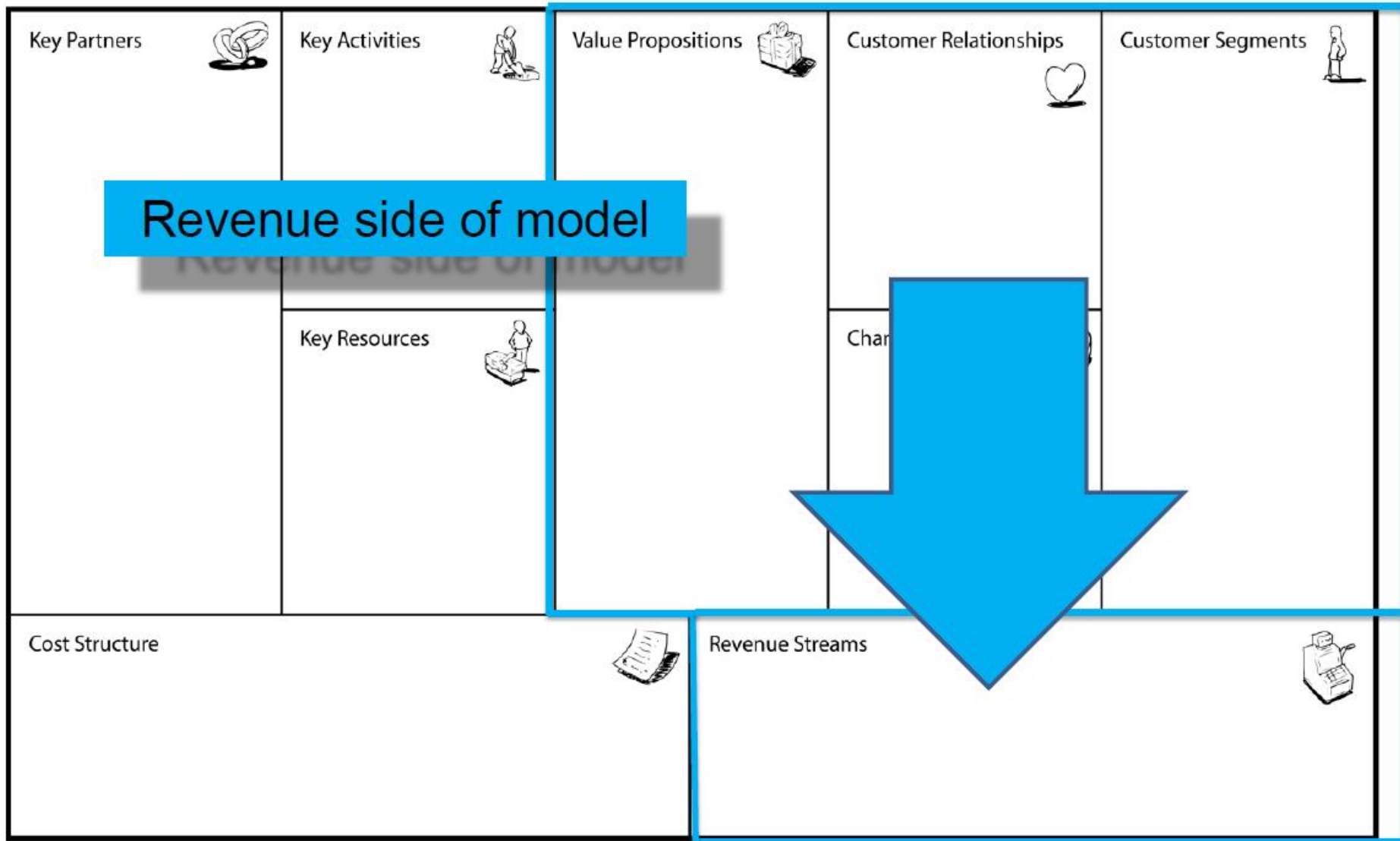


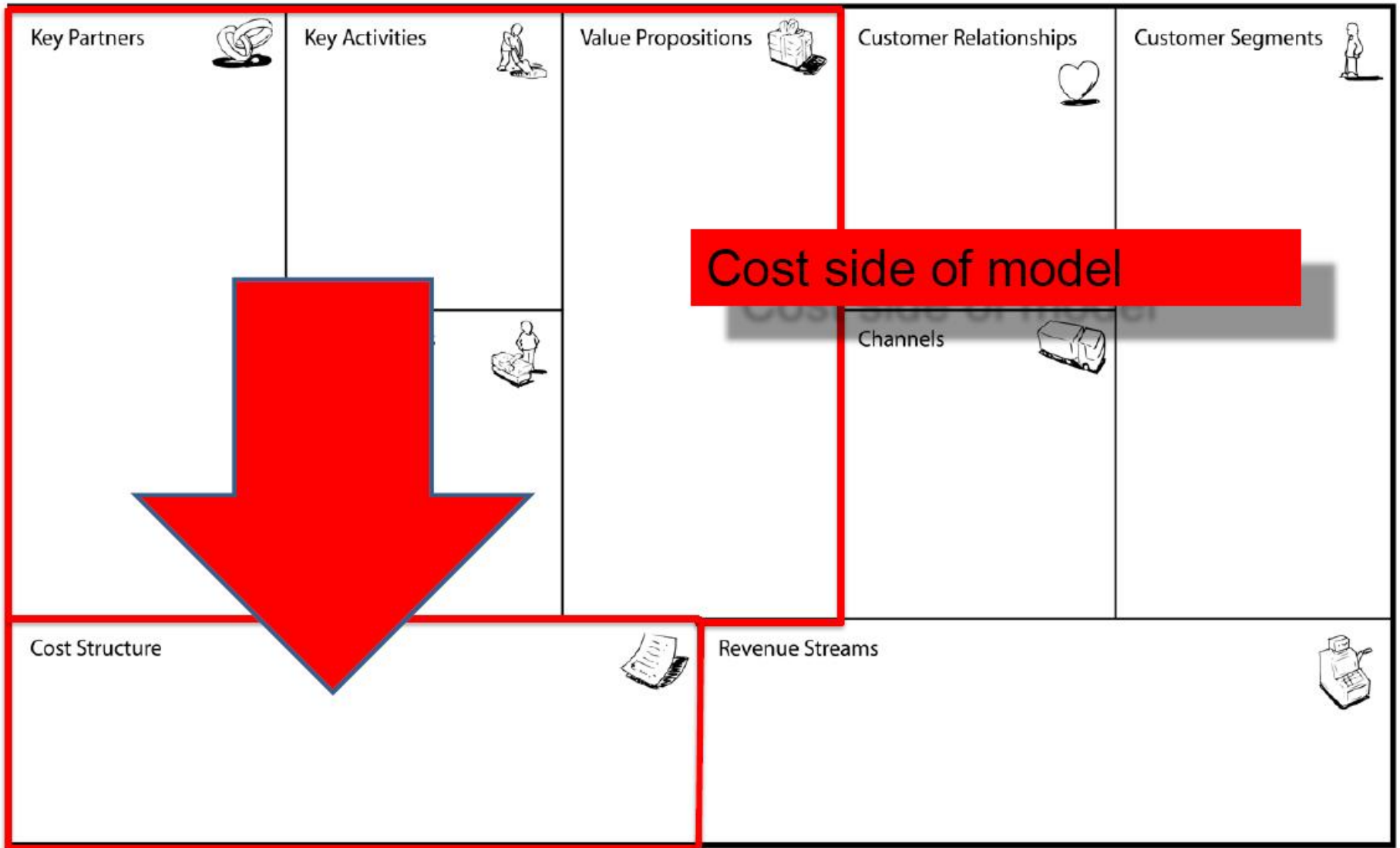
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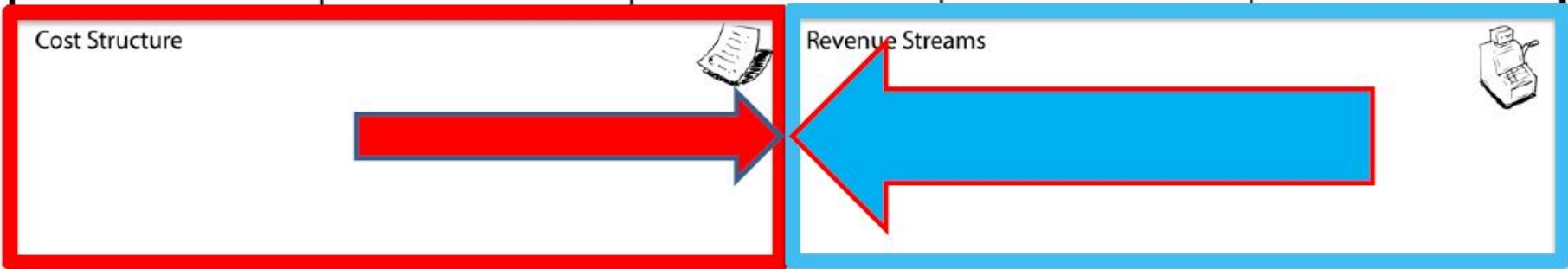
Introduction to Lean Start-up/Customer Segments GW **인스트럭터 Dan Gordon**

- 스타트업은 무엇인가? Temp. org.
- 왜 실패하는가? No demand from market
- 22개 GW I-corps 팀 소개 (이름, 멤버 이름, 제품/기술/발명/아이디어), 60초 동안 소개
- 비즈니스 모델은 무엇인가? how you make money?
- Product, Market Fit이 성립하지 않으면? STOP sign and need to stop!
- 유효성을 검증하되, Discovery 과정에서 멘토와 함께 진행, 또한 투자자나 직원들, 멘토, 팀과 지속적인 상의가 필요
- 고객 segment를 고객의 잠재 숫자와 응용 가능한 시장 종류에 따라 구분한 매트릭스 사례로 설명(스마트폰을 이용한 유틸리티 시장 사례)
- 고객 segment 실습 (포맷 활용)









Get to a definable sub-segment

Age, income, severity, etc.

Rural/urban?

Large/small not usually not good enough

Is it definable, measurable, real?

Case Study



iRestore
Smartphone Apps
for Smart Utilities



Utilities

IOUs

Co-ops

Munis

> 1,000,000
customers

> 100,000
customers

> 25,000
customers

| | | |
|--|--|--|
| | | |
| | | |
| | | |

Utilities

IOUs


Co-ops

Munis

> 1,000,000
customers

> 100,000
customers

> 25,000
customers

| | | |
|---|--|--|
| | | |
|  | | |
| | | |

Instructor Chat



Dan Gordon

They somehow were able to focus on the VP and find out that a different VP was important: test-strip cost

about 2 minutes ago



Sung-il Kim

Ranking was decided based on what?

about 1 minute ago



Dan Gordon

Good question. Ask him..

about 1 minute ago



Dan Kunitz

Ranking based on relevance and frequency. Relevance was how important it was to the interviewee. Frequency was how often they heard it.

25 seconds ago

Send



Who are the people to talk to?

- Economic Buyer?
- User?
- Decision Maker?
- Recommender?
- Influencer?
- Saboteur?
- Archetypes for each?

**Who do you talk to?
All of them!!**

Define Customer **Archetype/Persona**

- Who are they?
 - Position / role / title / age / sex
- Draw a Day in the Life of the customer
- What matters to them?
 - What motivates them?
- Who influences them?
 - What do they read/who do they listen to?

Who's the Customer? Exercise

Market Segment: _____

- _____ Job Title will Buy and pay for my P/S
- _____ Job Title will Use my product/service
- _____ Job Title will Make the Decision
- _____ Job Title will Recommend my P/S
- _____ Job Title will Influence the 'buy'
- _____ Job Title will Sabotage my efforts
- _____ Job Title ? Other ecosystem players ?

3-4 Course Opening Workshop



Adobe Acrobat
Document

Value Proposition Design GW 인스트럭터 Jim Chung

- 수강생에게 강사의 신뢰도를 주기위해 자신의 백그라운드를 설명 (10 of 60')
- 가치 제안의 설계 프로세스: customer profile(jobs, pains, gains), value map (product/service, pain relievers, gain creators), fit(problem solution, product market, business model)
- 사전에 자료 배포는 하지 않음. 강의에 집중하도록 관련 슬라이드 시점마다 배포
- 주의 환기를 위한 action 필요
- 인스트럭터의 경험과 연관지어 i-corps BMC를 비교하면서 Value proposition을 설명
- Value proposition의 4가지 질문: 무엇을 Build-up, 왜 우리의 고객이 pay하는가, 누구를 위해 Build-up, 무엇인 MVP인가
- 전체 강의를 지루하지 않게 속도감 있게 진행하되, 반드시 시간내에 종료하도록 타임 체크
- 고객의 Pains: 현재 고객이 어려움을 느끼고 있는 부분
- 고객의 Gain: 미래에서 무엇인가를 바꾸어서 얻을 수 있는 것

Value Proposition Design Process

Customer Profile

- Jobs
- Pains
- Gains

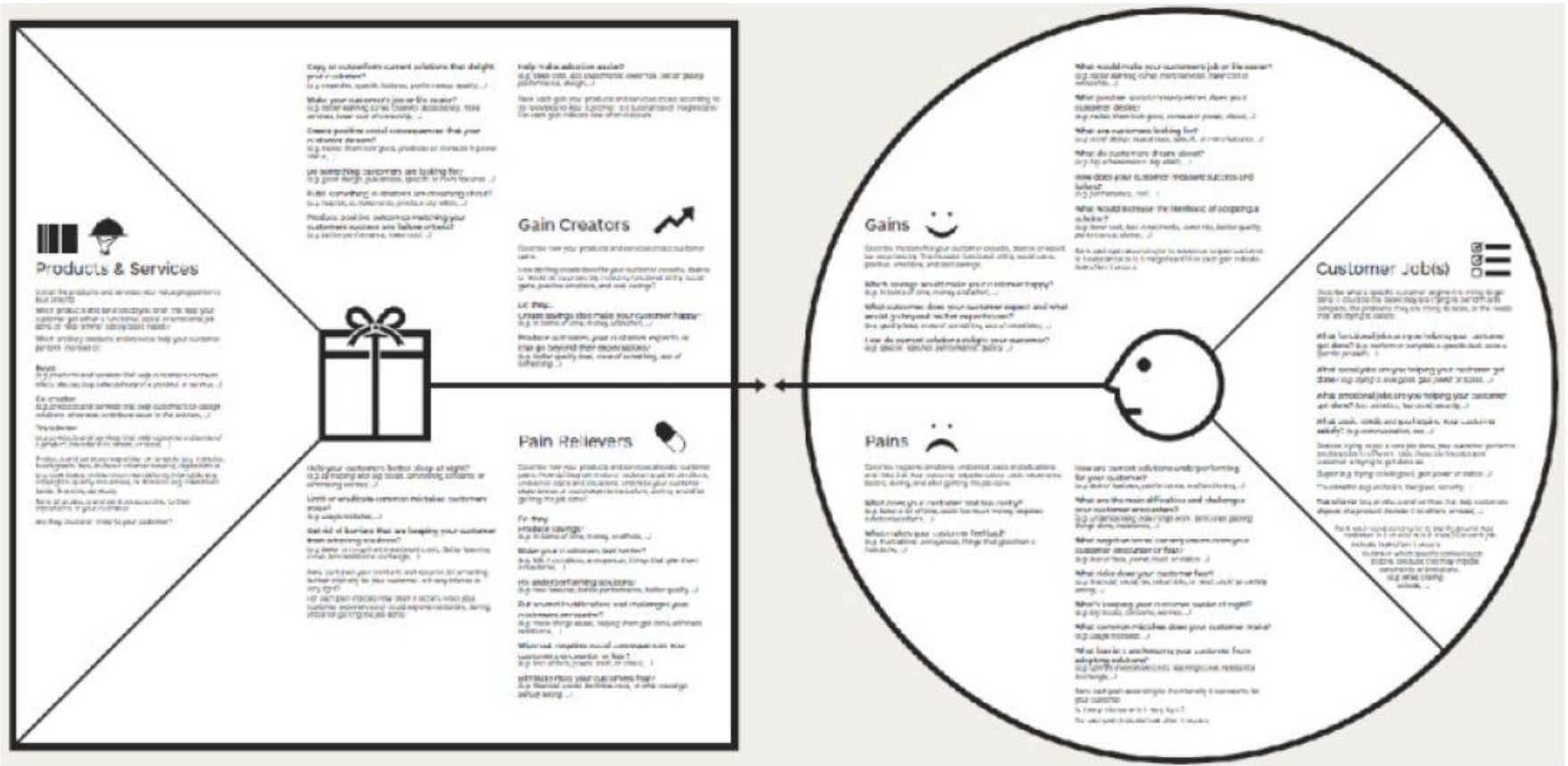
Value Map

- Product/Services
- Pain Relievers
- Gain Creators

Fit

- Problem Solution
- Product Market
- Business Model

The Value Proposition Canvas



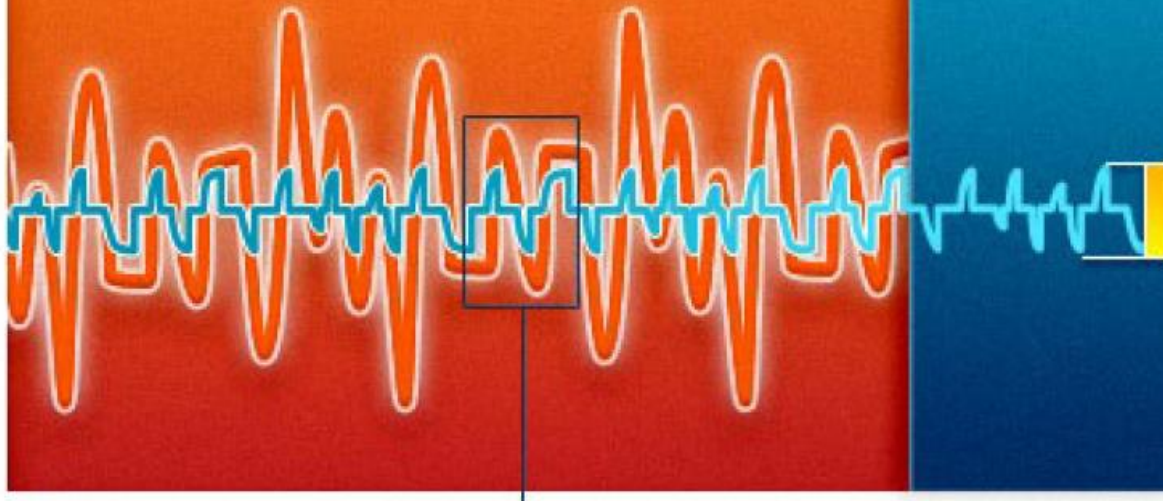


AgaMatrix.[®]

Technical Insight

WaveSense Dynamic Electrochemistry™ Technology:

INPUT SIGNAL:



OUTPUT SIGNAL: *Resulting Reading*

**WAVESENSE
TECHNOLOGY
PERFORMANCE**
(ERROR %)

Initial Value Proposition: Accuracy

The data presented in the Parkes Error Grid and Table 2 indicates that 99.5% of the glucose readings obtained during the study are within the clinically accurate

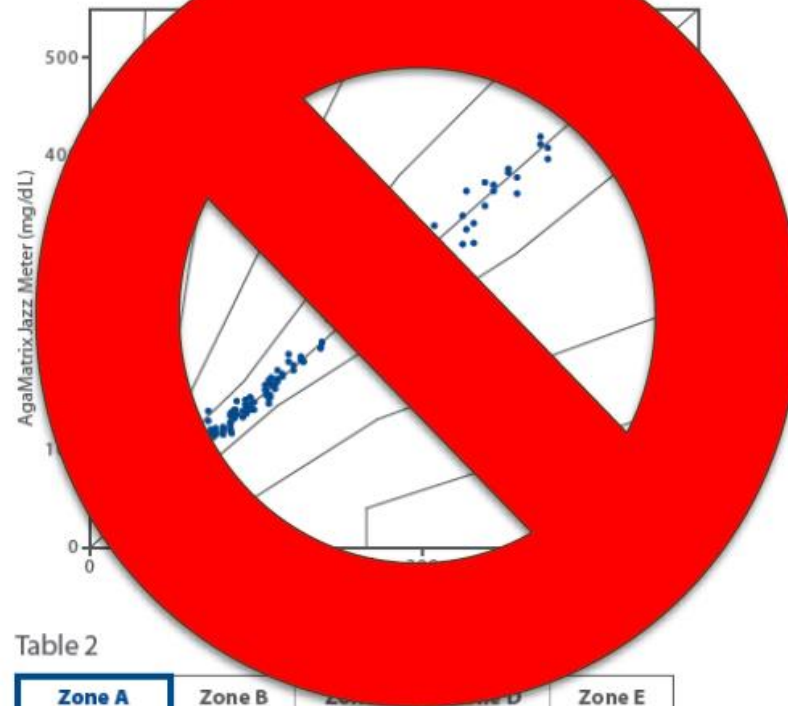


Table 2

| Zone A | Zone B | Zone C | Zone D | Zone E |
|--------------------|-----------------|---------------|---------------|---------------|
| 199/200 (99.5%) | 1/200 (0.5%) | 0/200 (0%) | 0/200 (0%) | 0/200 (0%) |

Tactics: VP Ranking

| | Pain Killers | Gain Creators |
|-----------|--|--|
| Relevance | <ol style="list-style-type: none"> 1. Test Strip Cost 2. Delivery/ Payment 3. Meter Cost 4. Small Sample Size 5. Alternative Site Testing (Less Pain) | <ol style="list-style-type: none"> 1. Test Speed 2. No Coding 3. Large Display 4. Form Factor 5. Memory |
| Frequency | <ol style="list-style-type: none"> 1. Small Sample Size 2. Alternative Site Testing 3. Test Strip Cost 4. Delivery/ Payment 5. Meter Cost | <ol style="list-style-type: none"> 1. Test Speed 2. Large Display 3. Form Factor 4. Memory 5. No Coding |

Value Proposition

Key Features

- No Coding Required
- As fast as 1-2-3®*
- Large, backlit digits
- Non-slip rubber grips and feet
- 1,865 test memory
- 0.5 μ L Small Sample Size
- Alternative Site Testing
- Test Strip Fill Confirmation
- Automatic marking of control solution



3-4 Course Opening Workshop

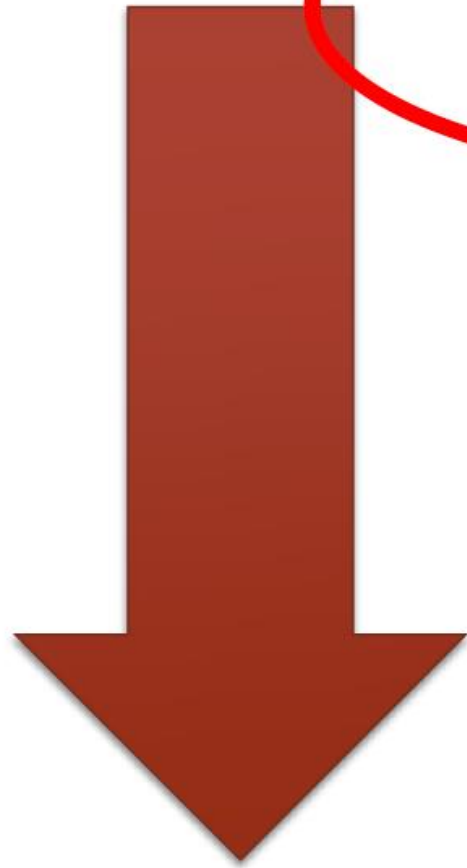


Adobe Acrobat
Document

- Hypothesis Development GW **인스트럭터 Dan Kunitz**

- 가설에 대한 검증 방법에 대한 설명
- Pain / gain을 기초로 설정
- Gain (save time or money) / Pain / Jobs to be done
- **좋은 비즈니스 가설의 특성들: 명확함, 집중, 간결함, 독립적인 기술과 제품으로 구현, 추정 배제**
- **케이스 사례 제시와 함께 레드/그린 카드를 활용하여 즉시 실습 병행(best teaching method)**
- Ecosystem hypothesis는 의사 결정권을 가진 사람들에 대한 특정 행동등을 가정한다.
- Customer hypothesis는 Ecosystem hypothesis에서 가정한 사람들의 Pain point & Gain point를 정의한다.

The Process



Hypothesize

Guess

Test – Interviews

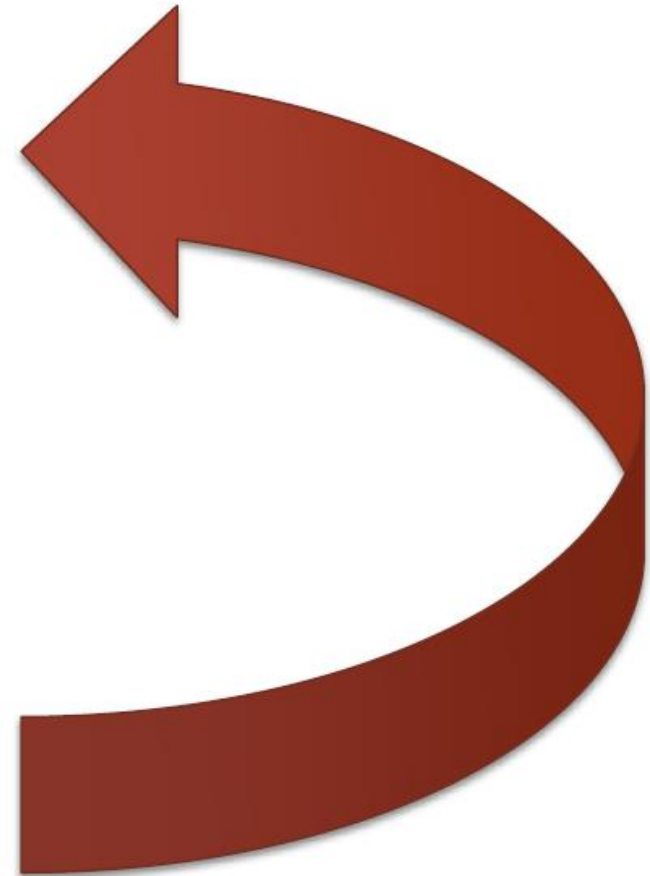
Ask

Assess & Analyze

Listen

Adjust – Pivot

Guess Again



Business hypotheses

Ecosystem hypotheses

- Jobs & responsibilities
- Work flow
- Decision making
- Reporting structure

Customer hypotheses

- Pains & gains
- Priorities
- Motivations
- Challenges

Sample ecosystem hypothesis

Framework:

A customer [specific person]
performs [controls, makes, influences]
specific actions [decision, behavior]

Business hypotheses

Ecosystem hypotheses

- Jobs & responsibilities
- Work flow
- Decision making
- Reporting structure

Customer hypotheses

- Pains & gains
- Priorities
- Motivations
- Challenges

Sample customer hypothesis

Framework:

A customer [specific person]
prioritizes [controls, makes, influences]
specific variables [pains, gains, jobs]
over other variables [pains, gains, jobs]

가설을 세울 때...

Q R S T

Quantity

Relevant

Specific

Testable

 **Good Hypothesis** or **Bad Hypothesis** 

Mothers don't want their children to get bug bites



Quality assurance managers at the top 5 tire manufacturing plants are strong influencers but don't make purchasing decisions



Team16 - Universal Scheduler and
Booking LLC d/b/a (US/8)
Team17 - Carbon Flex
Team18 - Thermoelectric 3D
Team19 - _____Tacks
Team20 - Real Clear Infra
Team21 - Physics

LaunchPad Central, Inc. © 2019

Next Page | Next Up | Current

Jim Chung
We want them to make
hypotheses where they are
afraid of getting the wrong
answer.

Jim Chung
The wrong answer meaning
hearing things that they don't
want to hear.

MacBook Air





Hypothesis Development:

Develop at least one ecosystem hypothesis and at least one customer hypothesis.

- Consider balance and trade offs of major variables
- Independent of your technology
- Quantified, specific, focused
- Informs your business model

Ecosystem hypothesis:

A customer [specific person]:

performs [controls, makes, influences]

specific actions [decision, behavior]

Customer hypothesis:




A customer [specific person]:

prioritizes [controls, makes, influences]

specific variables [pains, gains, jobs]

over other variables [pains, gains, jobs]

3-5 1차 팀 발표

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
-  22개 창업팀 멘토링 (인스트럭터 참관)

2019

Feb.

| SUN. | MON. | TUE. | WED. | THU. | FRI. | SAT. |
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| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | | |

Calendar details for February 2019:

- Feb 15: 1차 팀 발표 (Blue bar, highlighted with a red dashed box)
- Feb 18-21: 2차 팀 발표 (Yellow bar spanning Mon-Fri)
- Feb 22: 2차 팀 발표 (Blue bar)
- Feb 26: 인스트럭터만 참여한 교육 (Yellow bar)
- Feb 28: 인스트럭터만 참여한 교육 (Yellow bar)
- Feb 29: 최종 발표 (Blue bar)

| JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
|----------------------------|----------------------------|------------------------------------|------------------------------------|---|---|--|--|---|--|--|--|
| S M T W T F S 1 2 3 4 5 | S M T W T F S 1 2 3 4 5 | S M T W T F S 1 2 3 4 5 6 7 8 9 | S M T W T F S 1 2 3 4 5 6 7 8 9 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 |

가설 설계에 집중

Team Presentations

- Value Proposition & Customer Segments Presentation
- Primary hypotheses to test

Slide Template -

Slide 1 must include:

- One Ecosystem Hypothesis to test
- Describe experiment/interviewees related to that hypothesis

Slide 2 must include:




- One Customer Hypothesis to test
- Describe experiment/interviewees related to that hypothesis



Evaluating Hypotheses














- Hotel brand market research directors make decisions on new customer evaluation tools in the following order: (a) trade shows; (b) hotel GM recommendations; (c) hotel owner recommendations; (d) direct sales resources to their own needs.
- Experiment:
 - Ask 10 market researchers / managers of hotel companies put forth their own methods.
- Interviews:
 - Market research companies (i.e. Modus)

3-6 고객 인터뷰 워크샵

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
-  22개 창업팀 멘토링 (인스트럭터 참관)

2019

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| | |  | |  |  최종 발표 | |

| JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
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| S M T W T F S 1 2 3 4 5 | S M T W T F S 1 2 3 4 5 | S M T W T F S 1 2 3 4 5 6 7 8 9 | S M T W T F S 1 2 3 4 5 6 7 8 9 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 |

2-2 커리큘럼

- A그룹 11개 Team, Ecosystem / Customer Hypothesis 설명(각 1분) 및 피드백

- * 확정 편견 사례로 시작 : 2, 4, 8의 숫자를 제시하고, 규칙을 파악(최소 2~3개 이상의 숫자를 이야기하게 함)
- * Talking to humans, DEWALT 사례 언급
- * 불편한 진실을 외면하고, 거짓이더라도 믿고 싶은 것을 추종하려는 사람들의 보수적인 성향을 언급

- * 어떻게 고객을 찾는가: 전시회 참가, Trade associations (특히 워싱턴은 미국내 다양한 협회의 본사가 소재)
- * 구글, 페이스북, 링크드인, 잡지, 저널리스트 등
- * 50개 정도에서 1,2개가 동작하지만, 점차 콜드콜이 줄어들게 됨
- * 면대면이 가장 좋고, 그룹 인터뷰를 피할 것, 1:1이 불가할 경우 스카이프나 이메일을 활용
- * 항상 이어나갈 수 있는 질의(Open ended questions)를 유도할 것! (yes/no나 여러개의 옵션(고객에 헛갈리거나 복잡하게 생각함)은 좋지 않음) : 과거의 경험을 이야기하도록 유도
- * 인터뷰 시, 예산에 대해 물어보는 것에 두려워하지 말 것

2-2 상세 내용

- Customer Discovery W/S by GW 인스트럭터 Dan Kunitz

- 구글에서 경쟁사를 찾을 때, 고객의 Pain/gain을 키워드로 활용하는 것도 방법임
- 미국 인스트럭터도 처음으로 참가팀들이 갖고 있는 사업모델에 있어서 참가팀들이 서로 경쟁사팀을 찾아주는 실습을 하는 점이 좋았음.
- 서로 찾아주는 과정을 통해 미처 생각하지 못했던 결과를 찾아낼 수 있는 연결의 힘을 잘 활용하였음.
- 8분후, 오리지널 팀이 찾지 못한 경쟁사를 찾은 팀을 거수로 확인

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

Customer Discovery

Dan Kunitz

Director of I-Corps at GW

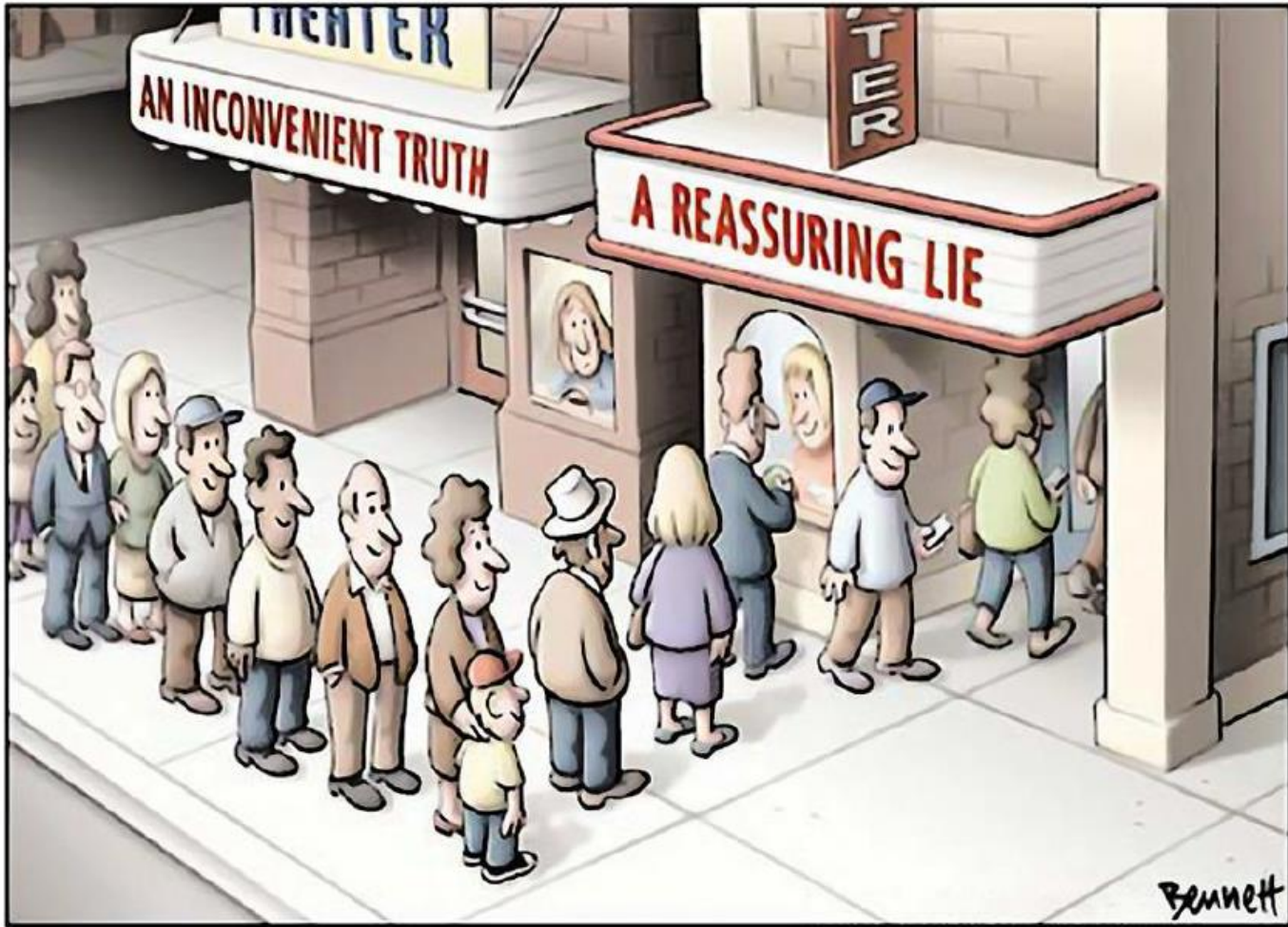
February 15, 2019



<https://www.youtube.com/watch?v=vKA4w2O61Xo>

2, 4, 8

test your hypothesis; guess the rule



Exercise #1: Hypotheses

- Partner with another team in the room
- Share your current business hypotheses
- Suggest one or two critical *assumptions, questions, or uncertainties* that you have about their business model

5 minutes

Interviewing: Best Practices

The power of referrals



- Ask open-ended questions
 - Not yes/no
 - Not multiple choice
 - Avoid “would,” “should,” “could,” “do you think...”
 - Avoid surveys



- Don't talk about your technology!
 - Know your Value Propositions and ask about their jobs
 - Get them talking, and listen
 - Take pictures

- ALWAYS FINISH WITH...
 - “What did I forget to ask?”
 - “Is there anyone else you think I should meet?”

- Why?
- Why?
- Why?
- Why?
- Why?

After the interview

1. Write your notes up immediately
2. Discuss each interview as a team
3. Collect data, look for patterns

CUSTOMER INTERVIEW GUIDE

SEGMENT: _____

TITLE/JOB: _____

KEY HYPOTHESIS TO

TEST:

1. _____
2. _____
3. _____

KEY QUESTIONS TO

ASK:

1. _____
2. _____
3. _____
4. _____
5. _____



Office of Innovation
& Entrepreneurship

AccelerateGW I-Corps Site Program

Competition Research



Adobe Acrobat
Document

Dan Gordon

DanGordonTech LLC

Feb. 15, 2019



Value Proposition

- Your VP is always determined relative to other available alternatives
 - Including the status quo
- How is your product/service different and better?
- How do Customers Solve This Problem Today?
- Consider substitutes

No Competition??

- Never
- Finding Competitors
 - Google
 - Other social media
 - Ask your customers
 - Attend a conference
 - Ask potential suppliers



Exercise #1: Current Competitors

Please write down your

- Product or Service
- Key Customer Segments
- Key Value propositions
- Current Competitors ($0 < N < 6$)

2 minutes

Use This Form

AccelerateGW
Competition Guide



Office of Innovation
& Entrepreneurship

Product or Service: _____

Key Customer Segments: _____

Key Value Propostions: _____

Current Competitors:

Exercise #2: Additional Competitors

- Pair up with another team
- Go online and find an additional competitor (one they did not list) for the other team.

8 minutes

AccelerateGW

I-Corps Site Program

Interviewing Workshop

Dan Gordon
DanGordonTech LLC

Feb. 15, 2019

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC





**Adobe Acrobat
Document**



Exercise #1: Hypotheses

- Hypothesis: A statement that can be tested.
- Hypothesis: A statement that can be tested.
- Hypothesis: A statement that can be tested.
- Hypothesis: A statement that can be tested.

4-1 2주차 커리큘럼 (for 창업팀)

2주차

6

Feasibility
Analysis
Workshop

7

Easy Financial
for Startups

9

2차 팀 PT

- 인터뷰 수
- 인터뷰를 통해 발견한 것
- 차주 계획

8

멘토링




4-1 2주차 커리큘럼 (for 인스트럭터)

2주차

멘토링 참관















BMC
Component
발표

4-2 멘토링

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
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| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
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| |  |  | |  |  최종 발표 | |

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4-2 멘토링

8

멘토링

Zoom 40-Minutes Meeting ID: 920-299-2346

NamHee Lee (K...)

Daniel Gordon

Chloe King

Erin McGeoy

Gallery View

Zoom Group Chat

From Daniel Gordon to Everyone:
I can't hear Chloe (yet!)
NamHee is muted
Erin, can you talk?

From Me to Everyone:
i'm not hear chole.

From Chloe King to Everyone:
I think it might be your audio, Erin can hear me

From Me to Everyone:
now i hear.




To: Everyone

Type message here...

Mute Start Video Invite Participants Share Chat Record Leave Meeting


















dan gorden의 멘토링 방식은 학생들이 답을 찾도록 계속 생각하게 만들어 가는 부분이 인상적이었고, 더 이상 학생들이 진전을 못 하는 경우에 가벼운 수준에서 답을 주어주는 과정으로 진행하고 있음.

4-3 BMC Component 발표

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
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| | |  | |  |  최종 발표 | |

| JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
|----------------------------|----------------------------|------------------------------------|--|--|--|--|--|---|--|--|--|
| S M T W T F S 1 2 3 4 5 | S M T W T F S 1 2 3 4 5 | S M T W T F S 1 2 3 4 5 6 7 8 9 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 |

BMC
Component
발표























4-4 Feasibility Analysis Workshop

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
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2019

Feb.

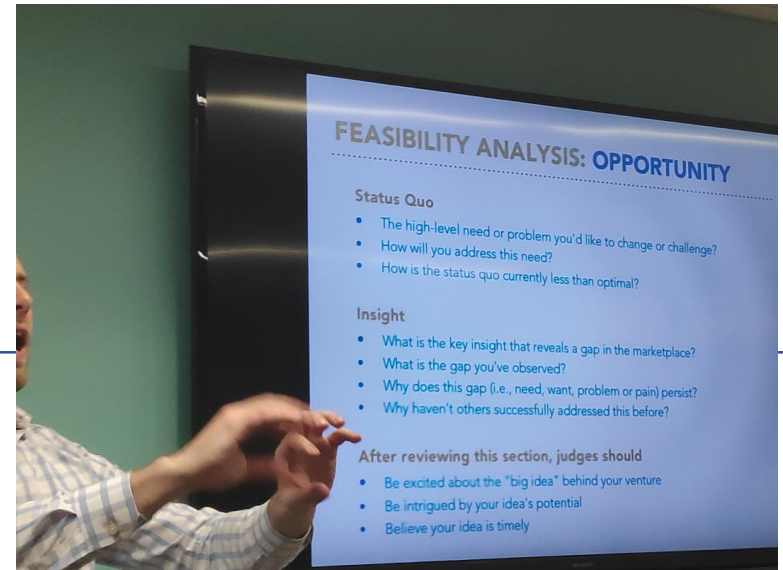
| SUN. | MON. | TUE. | WED. | THU. | FRI. | SAT. |
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| | |   | |  |  최종 발표  | |

| JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
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4-4 Feasibility Analysis Workshop

6

Feasibility Analysis Workshop



- Feasibility Analysis Workshop

- 전체적으로 사업 계획서에 담겨야 할 내용들이 무엇인지를 설명하는 강의가 전체적으로 진행되었음.
- 특히, 소셜벤처를 위한 feasibility analysis 부분이 체계적으로 진행되는 점이 인상적이었음.
- New Venture Competition 2라운드에 대한 설명하였고, 현재까지 총 216개 팀이 참여했다고 함.

Purpose

Your reason for doing this venture, clearly defined in terms of the social or environmental problems you want to solve.

1

Impact

What is the intended social or environmental impact of your venture?

2

Problem

What are the specific problems each of the different customer types face?

4

Solution

What is your product or service?

6

Unique Value Proposition

What is the unique combination of benefits your product or service will offer to overcome problems the customer has?

5

Unfair Advantage

Why will this venture succeed ahead of the competition?

11

Customer Segments

Who do you need to move to make your business model work?

3

Existing Alternatives

How are these currently being solved?

Key Metrics

What are the numbers that will show your business model is working?

10

Channels

How will you reach your customers in a scalable way?

7

Early Adopters

Which customers will move first?

Cost Structure

What are the major costs associated with running this social enterprise.




9

Revenue

What are the ongoing flows of income that will create financial sustainability for this venture?







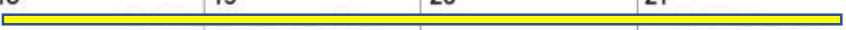









8

4-5 Easy Financial for Startups

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
-  22개 창업팀 멘토링 (인스트럭터 참관)

2019

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4-5 Easy Financial for Startups

7

Easy Financial
for Startups

고객 개발 인터뷰로 부재

4-6 2차 팀 발표 (Mid-Point)

8

2차 팀 PT

- 인터뷰 수
- 인터뷰를 통해 발견한 것
- 차주 계획



첫번째 인터뷰에 대한 가설 검증 여부

Team Presentations

12-minutes team presentations using t

Cover Slide, including:

- (Team member names, Team name, Team number)
- Business thesis (Who is your customer, what problem do they have, what is your solution?)
- Total # of customer interviews completed

Slide 2 – n: What have you learned through your customer discovery? Focus on customer segments and value propositions. Include answers to the following points

(slides updated from the assignments in Classes 1 & 2):

- Hypothesis: Here's What We Thought
- Experiments: So, Here's What We Did
- Results: So, Here's What We Found
- Iterate: So, Here's What We Are Going to Do Next

Final Slide: Current business model canvas with any changes marked

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

What's Next

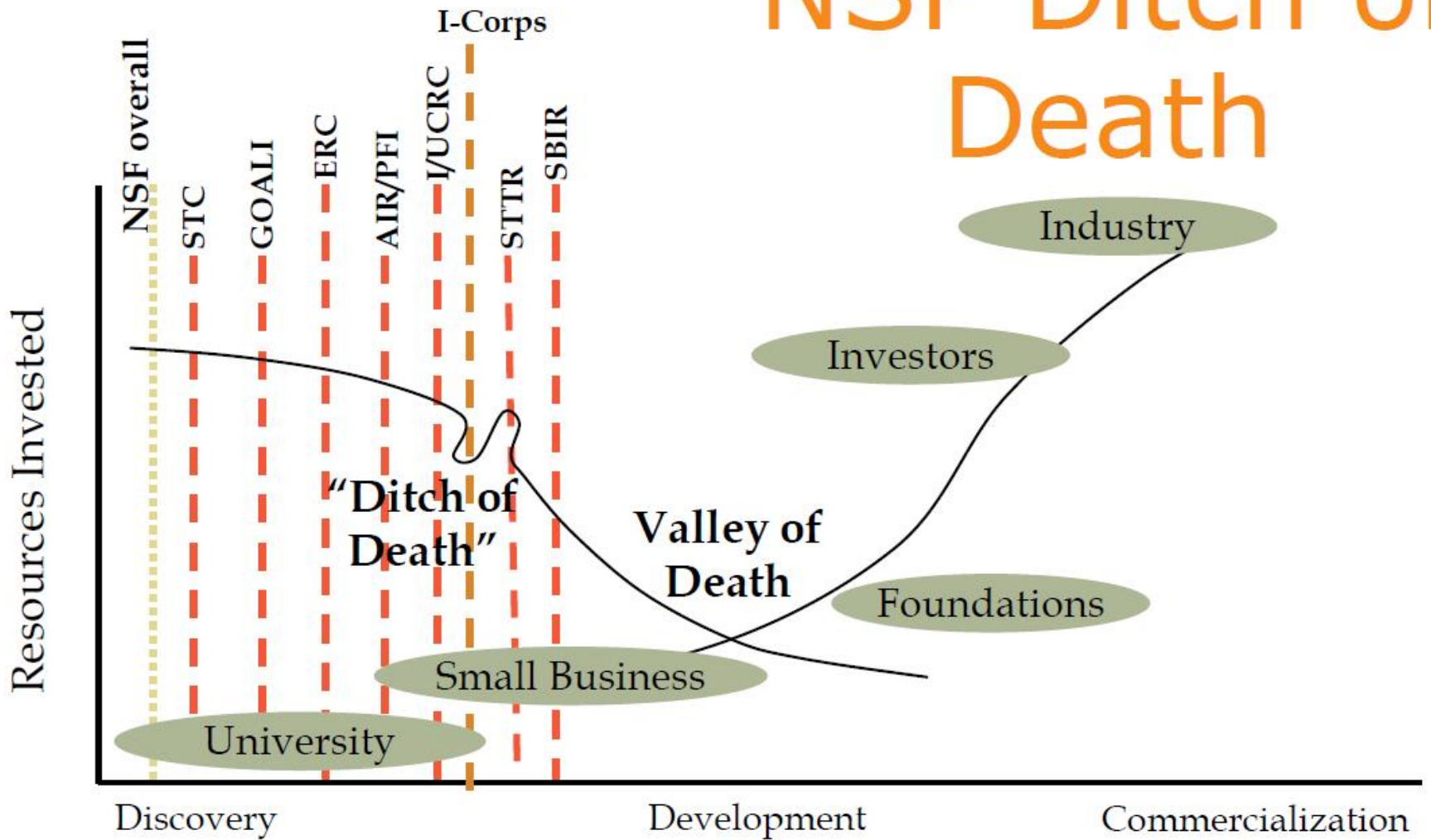
Dan Kunitz

Director of I-Corps at GW

February 22, 2019



NSF Ditch of Death



I-Corps Teams

- National NSF program
- \$50K grants from NSF
- Seven weeks
 - Significant commitment (100 interviews)
 - Extensive travel
- Offered every quarter; rolling admission
- NSF lineage required
 - Can be obtained through Node or Site activity

I-Corps Teams

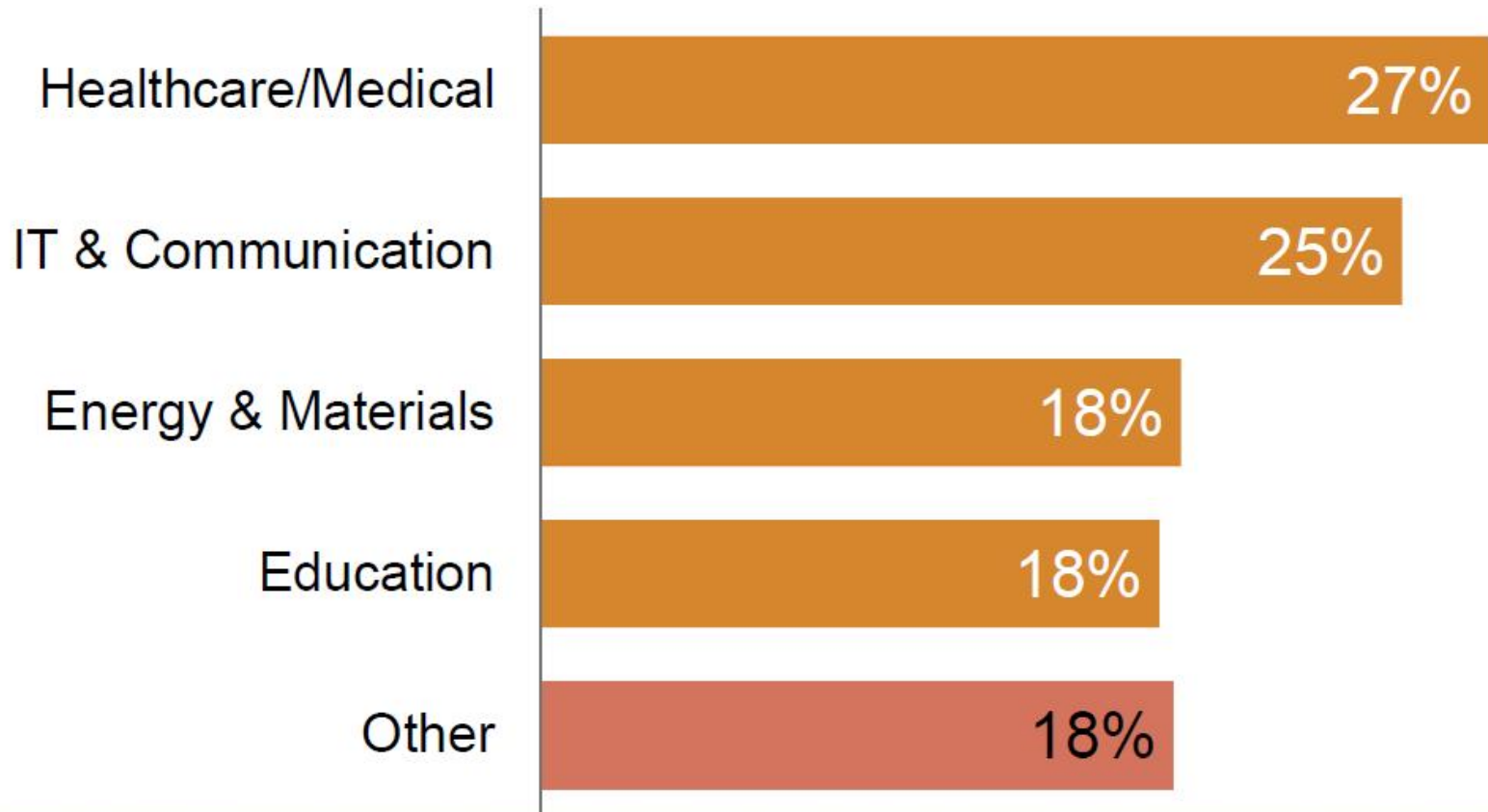
- Team composition:
 - Principal Investigator (PI)
 - Can have a “PI or Record” who is not formally on the team
 - Technical Lead (TL)
 - Often the PI and TL are the same person
 - Entrepreneurial Lead (EL)
 - Industry Mentor (IM)
- All teams **MUST** have three members
 - But, exceptions apply to the roles
 - Ask us for details

I-Corps Teams

- Did you say \$50,000?
 - \$5,000 overhead to university
 - Up to \$15,000 compensation to the EL
 - No compensation to the PI or IM
 - \$1,500 per participant registration fees
 - \$5,000 prototype development
 - After seven-week program, with NSF approval
 - Remainder for customer discovery

1,400 Teams nationally.

Nearly 90% of all projects are in 4 sectors



Participants reported the course met or exceeded expectations.

97%



4% - Did not meet my expectations

5-1 3주차 커리큘럼 (for 창업팀)

3주차



최종 PT

5-1 3주차 커리큘럼 (for 인스트럭터)




3주차

Webina
멘토링 진행
방법 및 노하우
공유

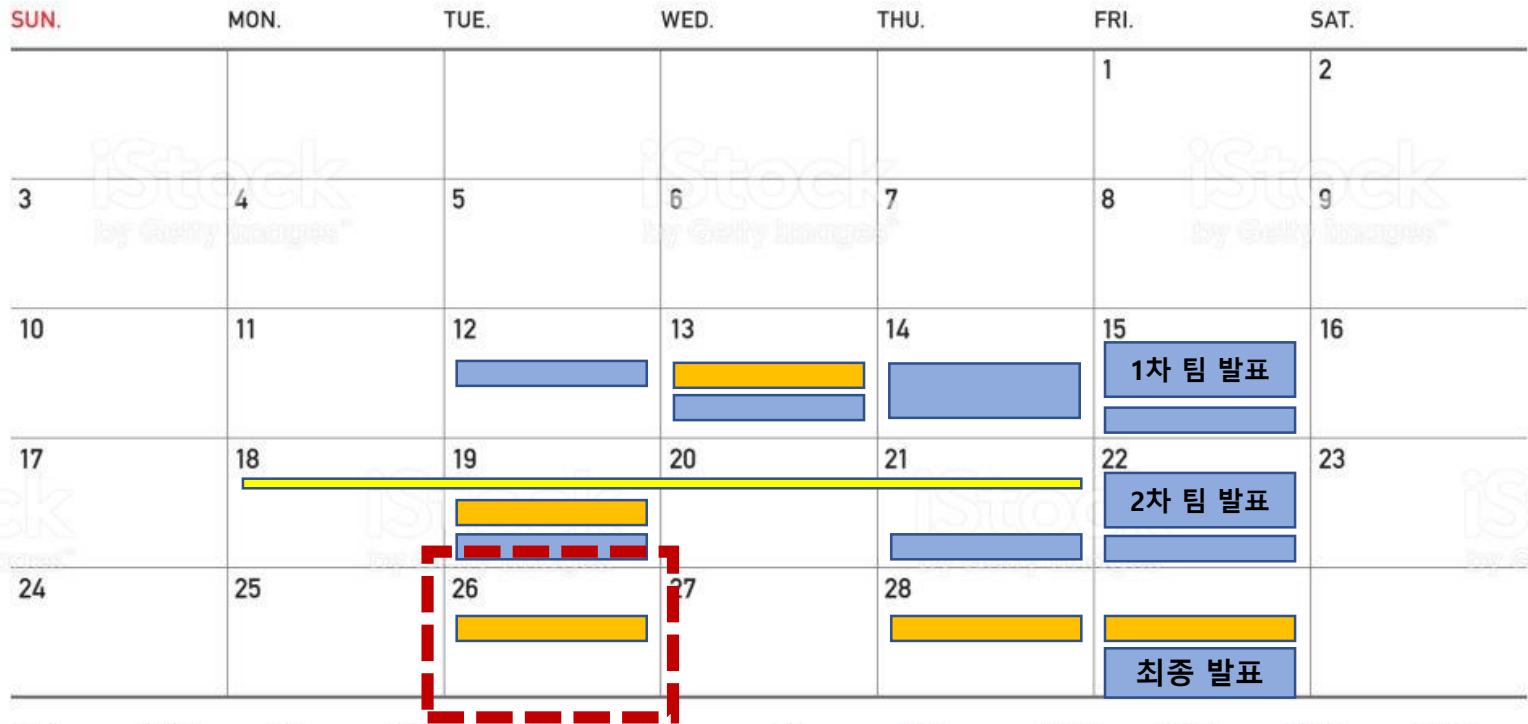
Beyond BMC
발표

Team 발표
&
Lesson
Learned 발표

4-2 Webina 멘토링 진행 방법 및 노하우 공유

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
-  22개 창업팀 멘토링 (인스트럭터 참관)

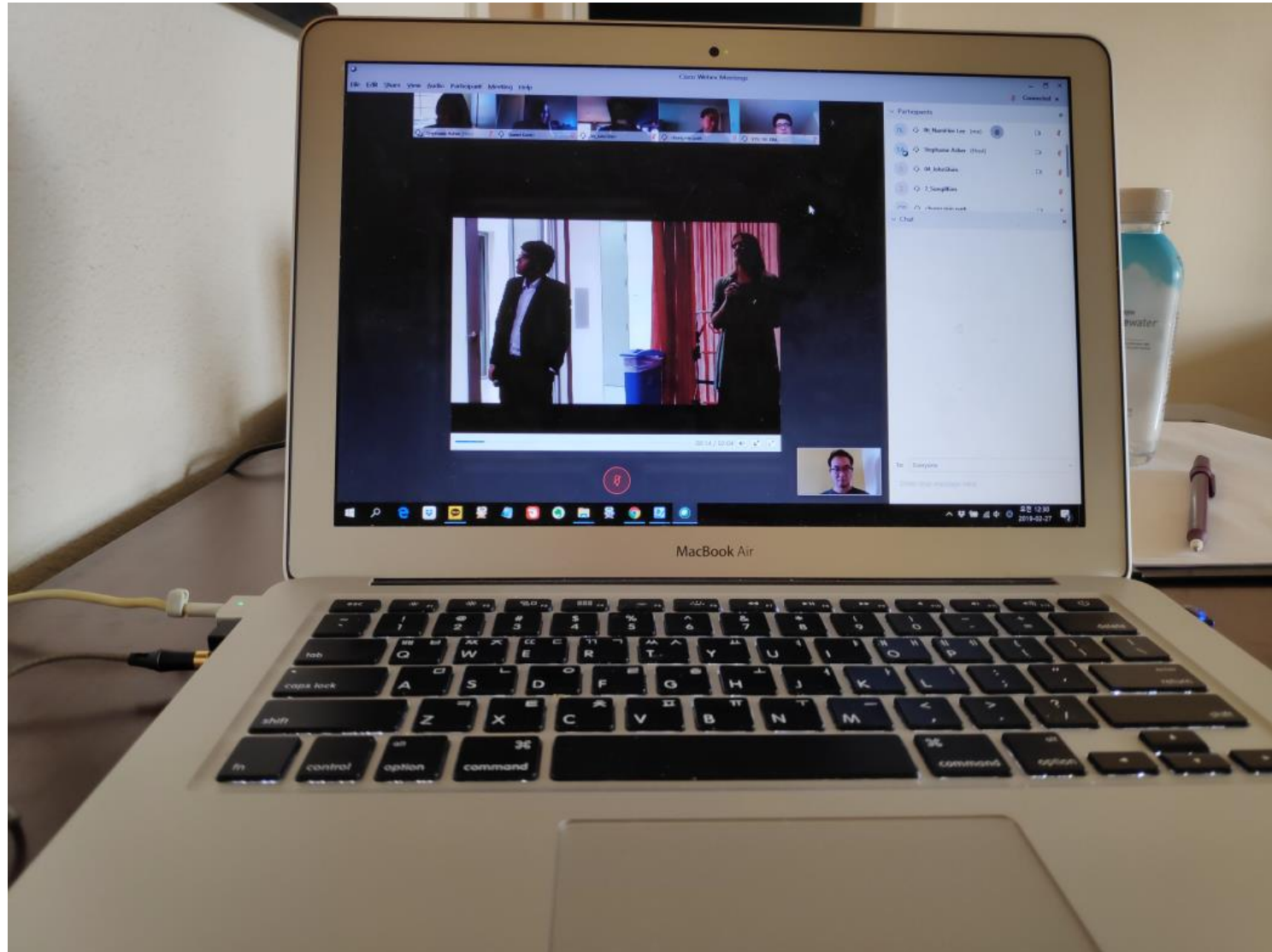
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| JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
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4-2 Webina 멘토링 진행 방법 및 노하우 공유




Webina
멘토링 진행
방법 및 노하우
공유



4-2 Webina 멘토링 진행 방법 및 노하우 공유

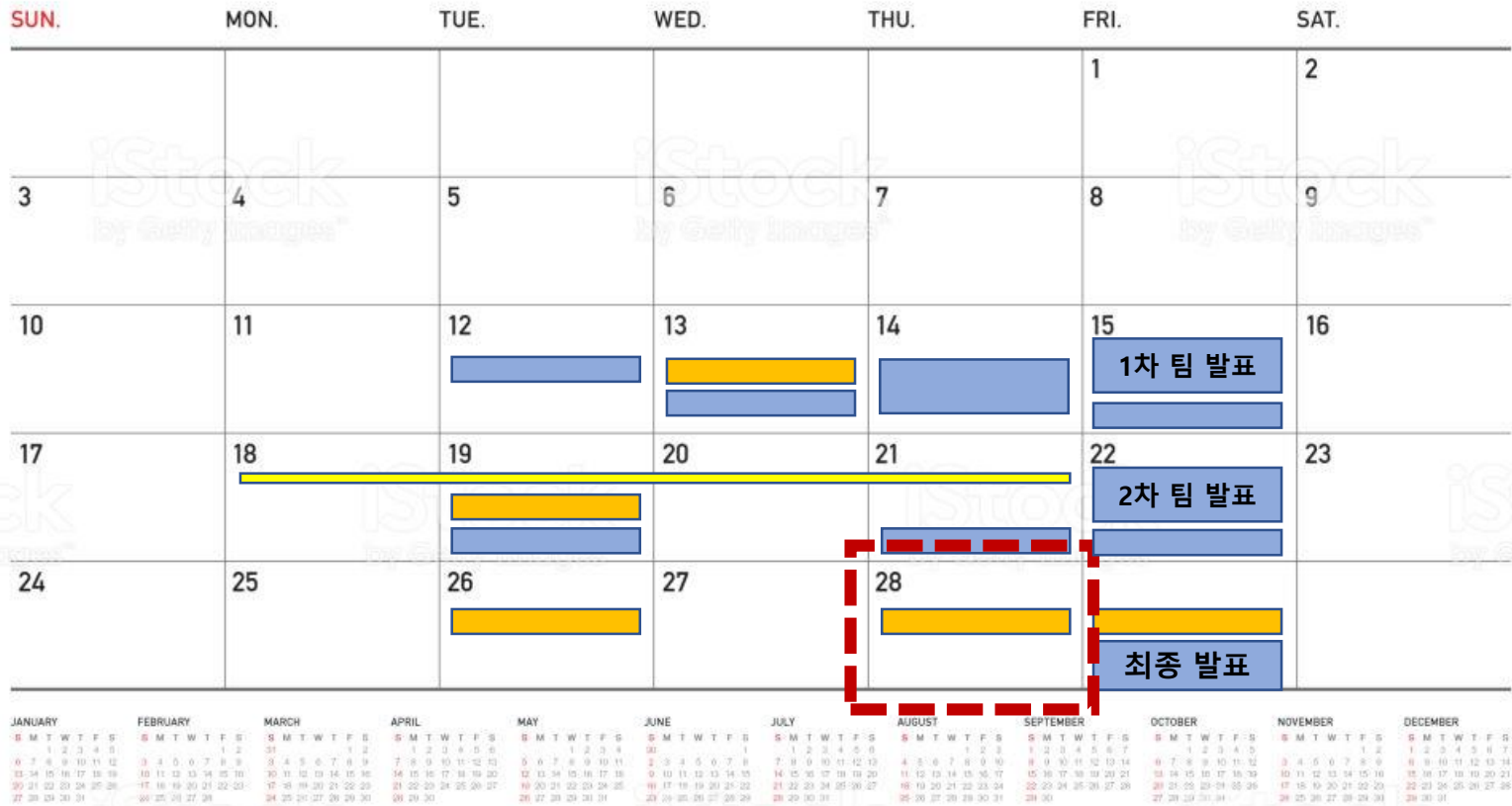
- Dan Kunitz, Jim Chung 인스트럭터 진행
- 향후 수많은 창업팀을 멘토링하고 관리하는데 있어서 온라인 멘토링 방법이 효과적인 방법임을 알려주었음.
- 팀 멤버들이 webina에 접속할 때 넘버링을 메기는게 중요함. 그래야 팀 인원 수에 맞춰 몇 명이 들어왔는지를 빠르게 체크 가능함.
- 팀 멤버들이 영상 캠을 틀어놓게 하는게 중요함. 왜냐면 멘토링에 집중하는지를 빠르게 확인하고 이에 맞춰 긴장감을 유지시킴
- 참가할 때 반드시 헤드셋을 착용해서 주변 소음에 최대한 방어할 수 있도록 하는게 중요함.

4-3 Beyond BMC 발표




-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
-  22개 창업팀 멘토링 (인스트럭터 참관)

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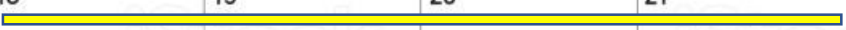


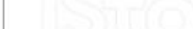








4-4 Team 발표 & Lesson Learned 발표

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
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| | |  | |  |   최종 발표 | |

4-4 Team 발표 & Lesson Learned 발표

Team 발표



The slide content is as follows:




KoEF Team B
TECH BEE

John Shim (EL) Hongsung Yoo (EM) Namhee Lee (EM) Kyutae Kim (EM)

Business Thesis: Tech transfer officers will need to have tech visualizing (short-video) platform for reducing time (50%) of searching potential buyers (AI) and doubling (2x) the their business & sales cycle (Blockchain).
















Interviews (Target) Total Number in US = 10

4-5 최종 발표

-  인스트럭터만 참여한 교육
-  22개 창업팀 교육 (인스트럭터 참관)
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2019

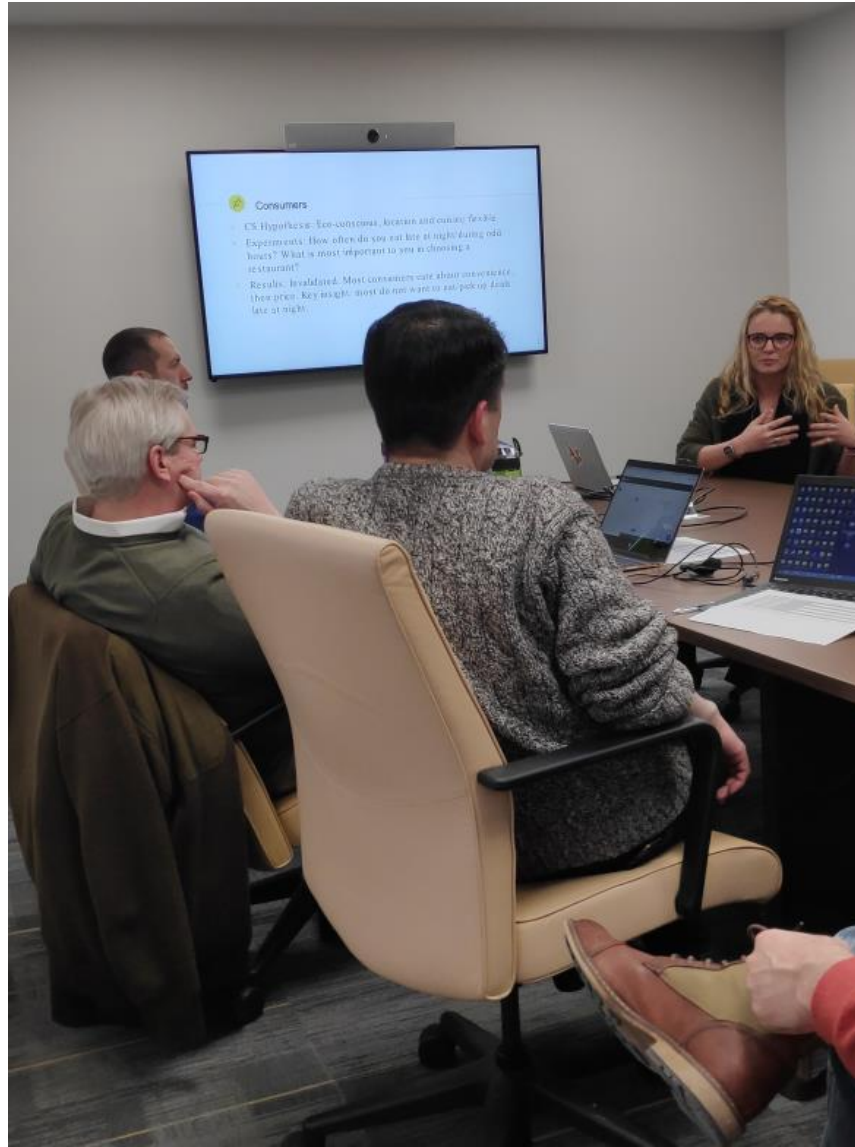
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4-5 최종 발표

최종 PT



Final Presentation to instructor
15-minutes team presentation
template:

2번째 인터뷰에 대한 가설
검증 여부

Cover Slide, including:

- (Team member names, Team name, Team number)
- Business thesis
- # of customer interviews completed this week
- Total # of customer interviews completed

Slide 2 – n:




What have you learned through your customer discovery? Focus on customer segments and value propositions. Include answers to the following points:

- Hypothesis: Here's What We Thought
- Experiments: So, Here's What We Did
- Results: So, Here's What We Found
- Iterate: So, Here's What We Are Going to Do Next

Final Slide:

Current business model canvas with any changes marked

5-1 고객 개발 (팀 과제)

-  인스트럭터만 참여한 교육
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Sample customer hypothesis

Positive customer hypothesis: users will use the app because of the 10% off promotion. The user engagement will be high.

Users will use the app because of the 10% off promotion. The user engagement will be high.









C-Lab

KIC

Korea Innovation Center
Washington DC



Foggy Bottom

OR
OR
Fremont
Fremont Southfield
Lynn Canyon
Town Center





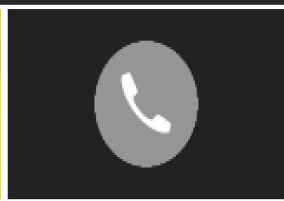








John Shim







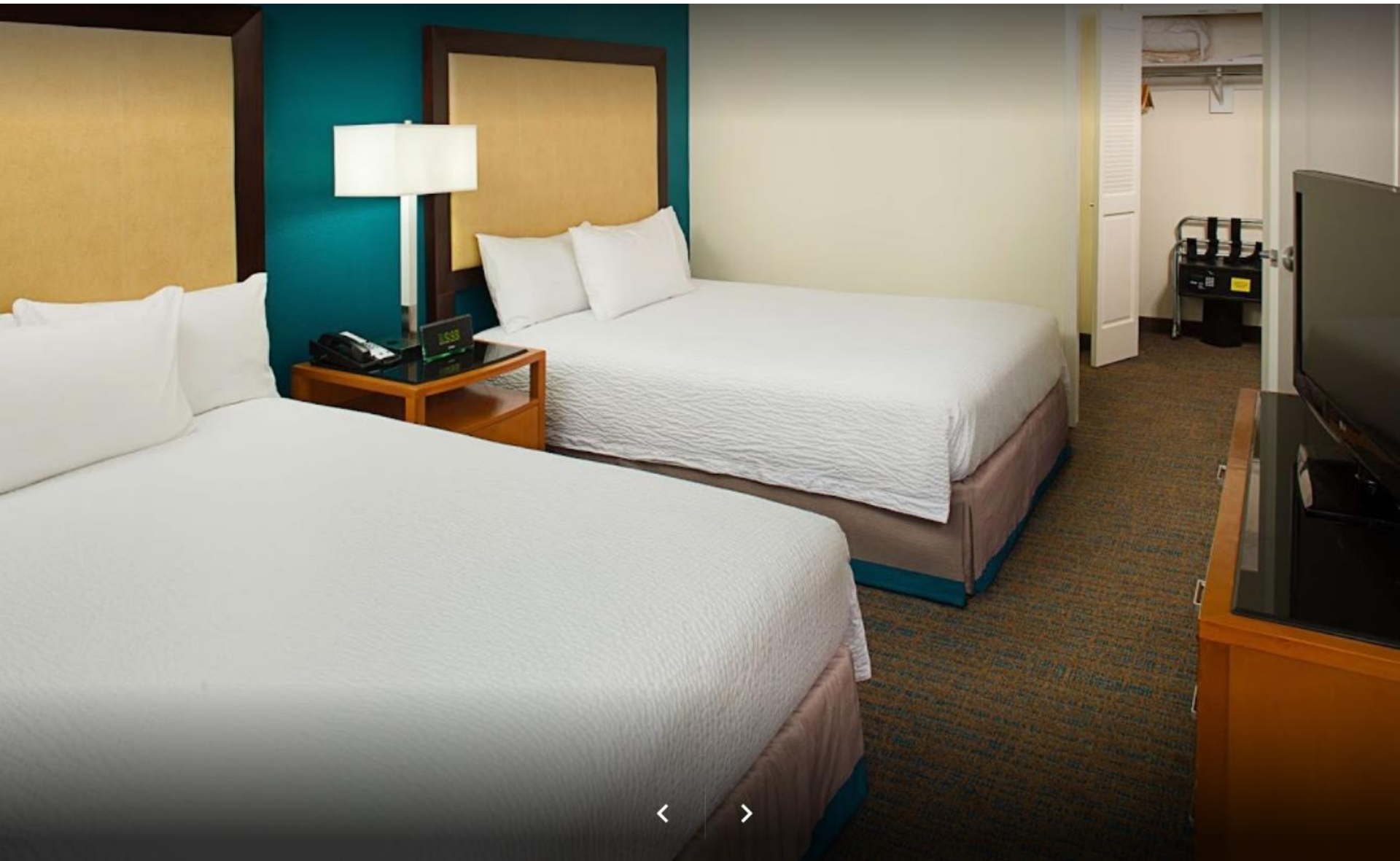




Residence Inn
Marriott

801
Residence Inn
Marriott



















감사합니다.