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

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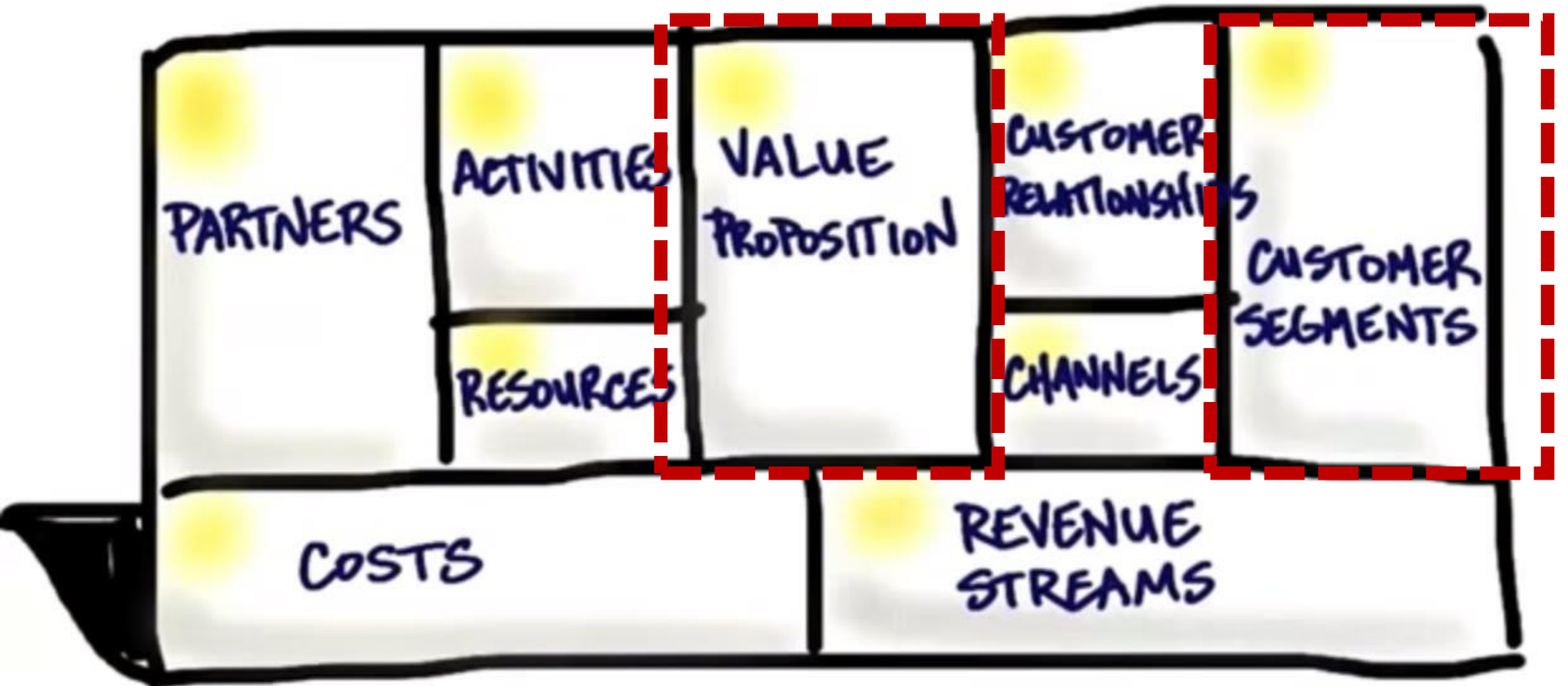
1-1 아이코어

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?

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

1-1 아이코어

The Business Model Canvas

> >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

We work from the **Customer Discovery method** developed by Steve Blank & the **Business Model Canvas** popularized by Alex Osterwalder.
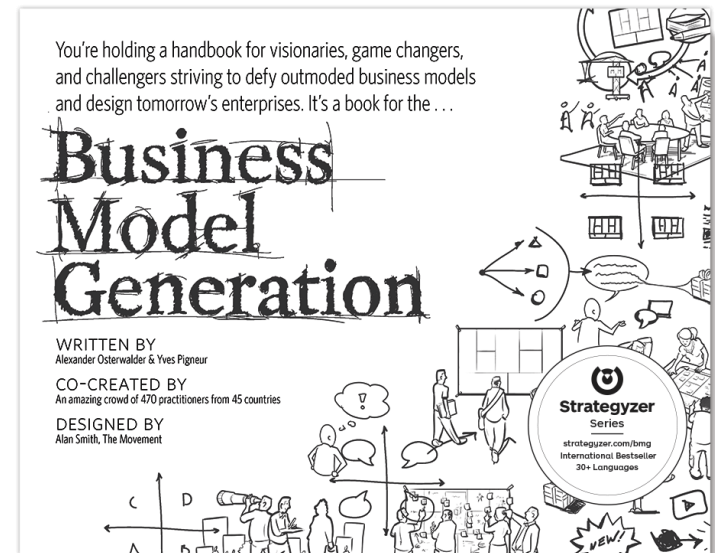
1-1 아이코어

고객 개발

비즈니스 모델 캔버스

1-1 아이코어

Lean Launch Pad

- BMC 관리
- 고객 인터뷰 History & 멘토링 관리

1-1 아이코어

Box.com

- 자료 관리

1-1 아이코어

Box.com

- 자료 관리

GW

파일 및 폴더 검색

모든 파일
최근 항목
동기화됨
휴지통
알림
Notes
관리자 콘솔
즐겨찾기
빠른 액세스를 위해 여
기에 항목 끌어다 놓기

모든 파일 > ☆ 2019-02 Intro to I-Corps TEAMS

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 아이코어

Eventbrite

- 강의 일정, 모임 관리

2-1 GW Node

NSF I-CORPS™
Nodes and Sites Map

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2-1 GW 기업가센터 진행하는 NVC 참여

https://newventurecompetition.gwu.edu/

2-1 GW 기업가센터 진행하는 NVC 참여

https://newventurecompetition.gwu.edu/

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

WASHINGTON, DC

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

2018 4th Place Team - Sassy Paints

김성일 대표

김규태 교수님

가천대
서원식 교수님

한양대
최경철 교수님

인하대
유홍성 교수님

이남희

UST
박정민 교수님

고려대
심경수 교수님

■ 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

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	B팀
심경수 김규태 유홍성 이남희	서원식 김성일 최경철 박정민

3-1 1주차 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

5 고객 인터뷰 워크샵

Customer Discovery

Interviewing & Cold calling & Script workshop

3-1 1주차 커리큘럼 (for 인스트럭터)

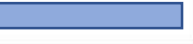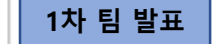| 1주차	I-Corp 프로그램 소개	Teaching Philosophy	Mentoring 프로그램 (How to get, keep, and grow a mentor network)	Beyond BMC

3-1 GW Mentor Networking Event

3-1 GW Mentor Networking Event

1

GW Mentor
Networking
Event

(15~20명)멘토와 창업팀이 서로 만나는 자리

3-2 Faculty Development Day 1

3-2 Faculty Development Day 1

**I-Corp
프로그램 소개**

PDF

Adobe Acrobat
Document

- **GW 기업가정신센터 인스트럭터 교육과정 소개**

- 주요 내용

- 자신의 경험과 철학을 토대로 강의를 개발

- 내일부터 진행되는 세션을 보고, 진행과정을 면밀히 관찰하기

- 교수진 디프리프 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

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

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3-2 Faculty Development Day 1

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

Adobe Acrobat
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 & EL이 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

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

THE VALUE OF HELPFUL MENTORS

Average Funding Raised by Stage

— Don't Have Helpful Mentors
— Have Helpful Mentors

Discovery　Validation　Efficiency　Scale
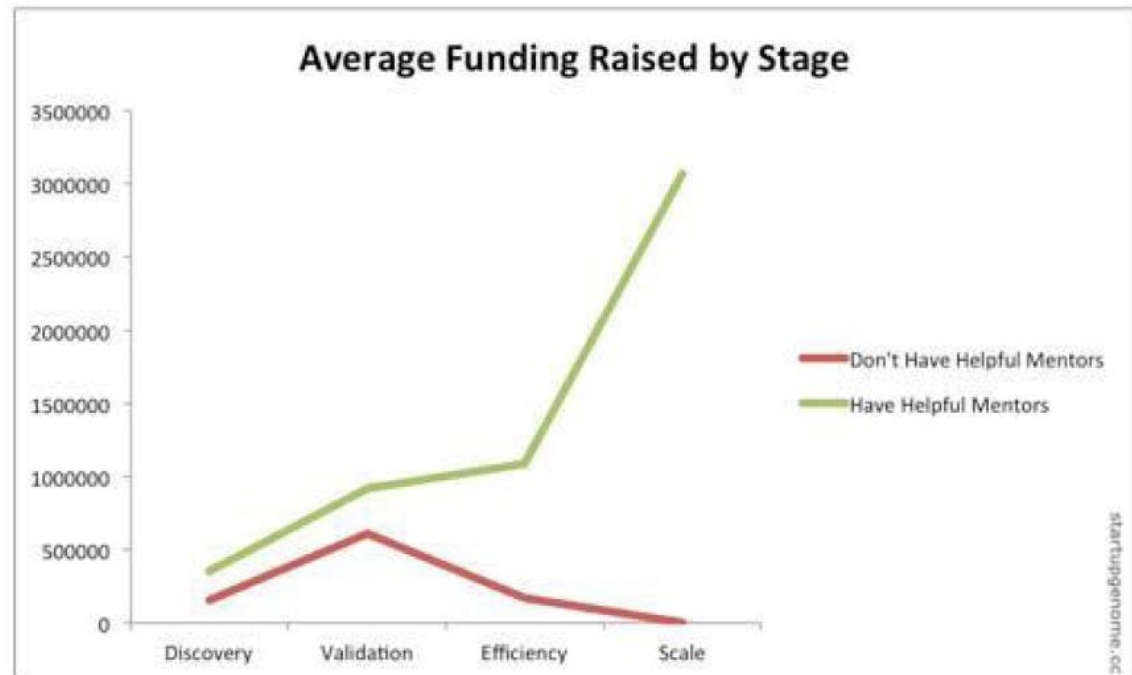
startupgenome.cc

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

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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

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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

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, *few if right*	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

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Beyond BMC

How to use Market Sizing

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

Target Market

Served Available Market

Total Available Market

DC I-Corps

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3-2 Faculty Development Day 1

Beyond
BMC

The *Petal Diagram* is a visual tool for showing *competitive landscape* and *market sizes*
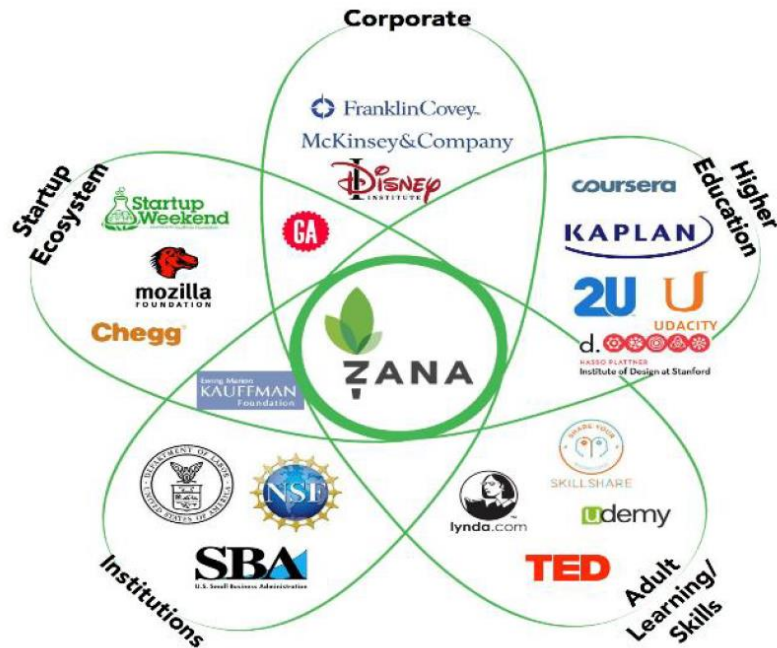
You start by drawing a "petal" for each of your Customer Segments

Beyond BMC

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

US Market

- Corporate — $100B
- Higher Education — $20B
- Adult Learning/Skills — $55B
- Institutions — $23M
- Startup Ecosystem — $20.6B

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

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3-2 Faculty Development Day 1

Beyond
BMC

Channel Economics
Direct Sales
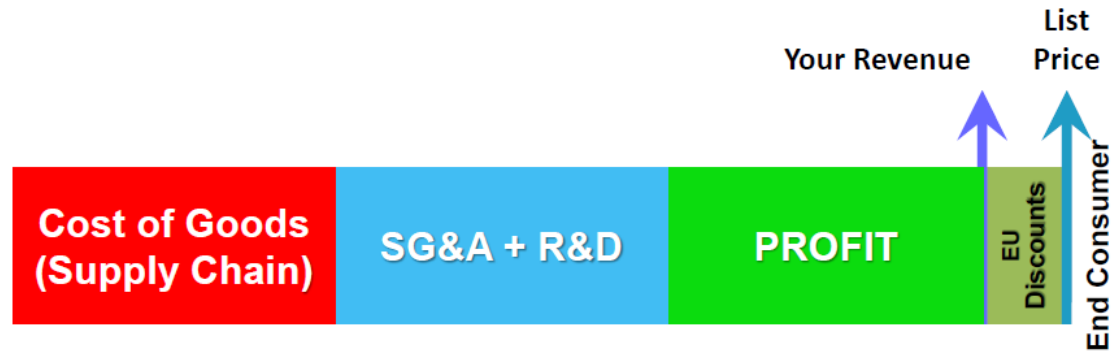
3-2 Faculty Development Day 1

Beyond BMC

How to use Channel Diagrams

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

Your Revenue

List Price

| Cost of Goods (Supply Chain) | SG&A + R&D | PROFIT | Distributor | Reseller | EU Discounts | End Consumer |
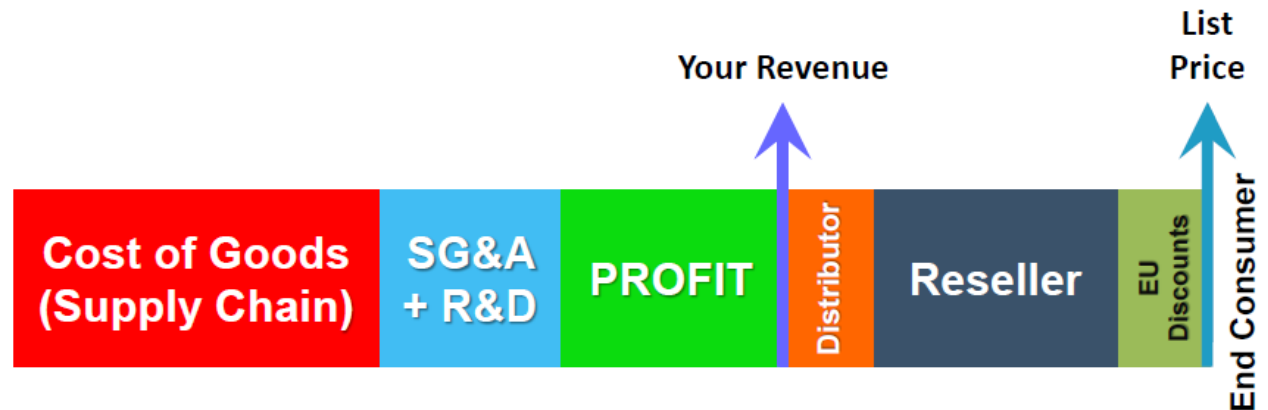
SG & A - Selling, General & Administrative Expense - 판매비 및 일반 관리비

3-3 Business Model Canvas Workshop

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 ✓
- Oversea University.
  → Save money before
  → (3-% loan)
  →

Key Resources 🏭

Value Propositions 🎁

Customer Relationships ♥
- get
- keep
- grow

CAC v LTV

Channels 🚚
- ✓
- :(

Customer Segments 👤
- ~~Archetype~~
- Oversea University.
  → Want to recruit Korean students m
  → Don't know the market tre in Korea
  → Attend the Expo Affair in Korea
  → Contrat with Korea Agency
- Korea students
  →

Cost Structure 🏷

Revenue Streams 💲

Strategyzer
strategyzer.com

3-3 Business Model Canvas Workshop

3-4　Course Opening Workshop

Legend:
- 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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10	11	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	

3-4 Course Opening Workshop

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 Document   Adobe Acrobat Document

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 (포멧 활용)

THE STARTUP OWNER'S MANUAL
The Step-by-Step Guide for Building a Great Company
Steve Blank and Bob Dorf

THE NEW YORK TIMES BESTSELLER
THE LEAN STARTUP
How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses
ERIC RIES

You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the...
Business Model Generation
WRITTEN BY Alexander Osterwalder & Yves Pigneur
CO-CREATED BY An amazing crowd of 470 practitioners from 45 countries
DESIGNED BY Alan Smith, The Movement

How to create products and services customers want. Get started with...
Value Proposition Design
strategyzer.com/vpd
Written by Alex Osterwalder, Yves Pigneur, Greg Bernarda, Alan Smith
Designed by Trish Papadakos
Strategyzer Series
Sequel to Business Model Generation
WILEY

TALKING TO HUMANS
Success starts with understanding your customers
GIFF CONSTABLE

Key Partners

Key Activities

Value Propositions

Customer Relationships

Customer Segments

Cost side of model

Channels

Cost Structure

Revenue Streams

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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			

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

오전 4:57

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 ?

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
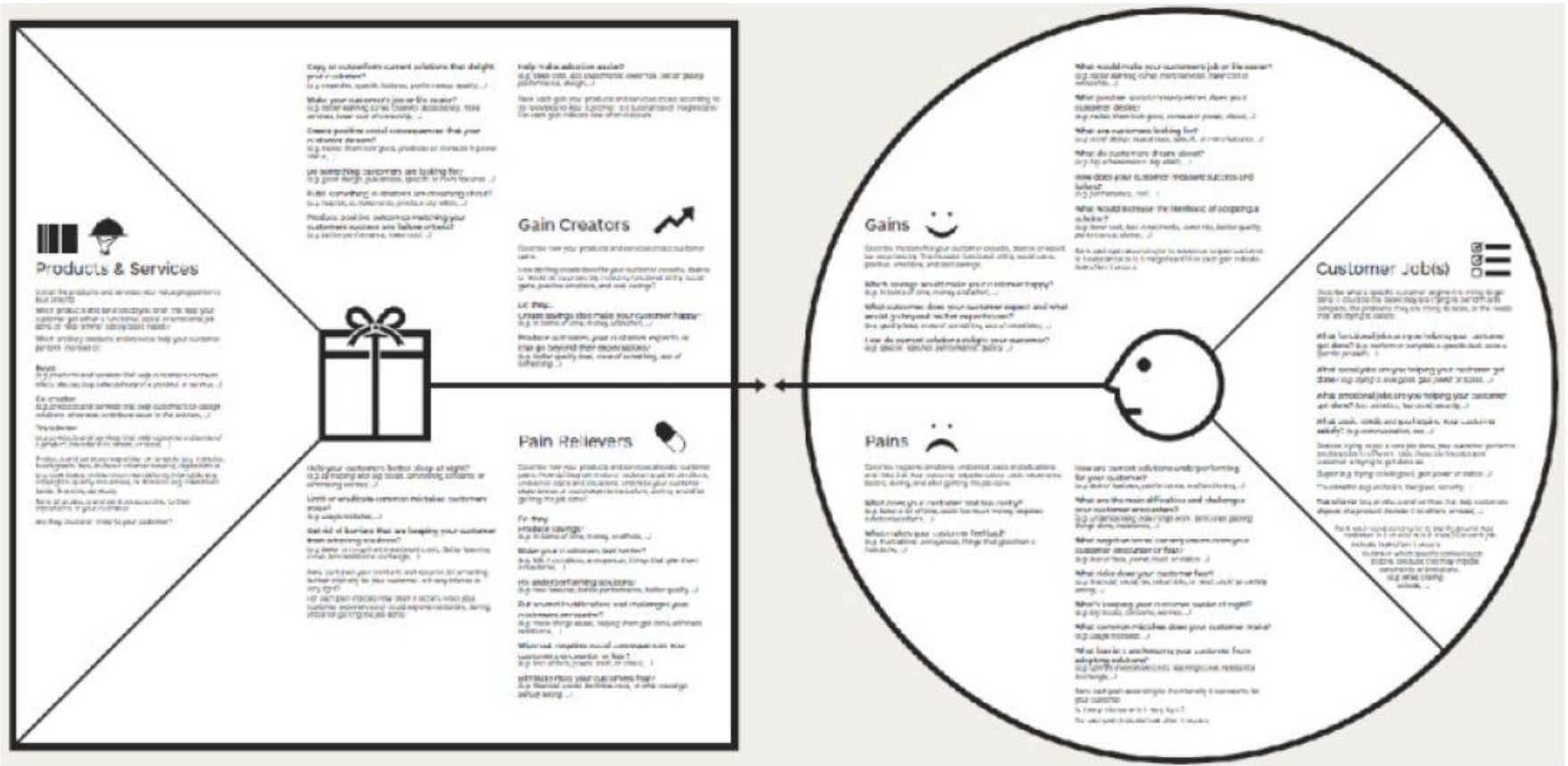
Technical Insight
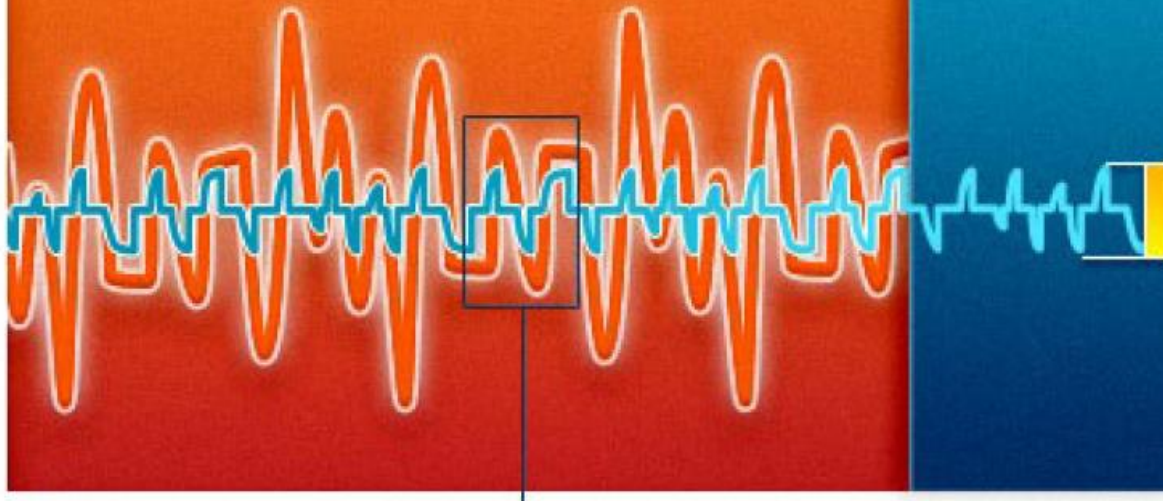
Initial Value Proposition: Accuracy

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
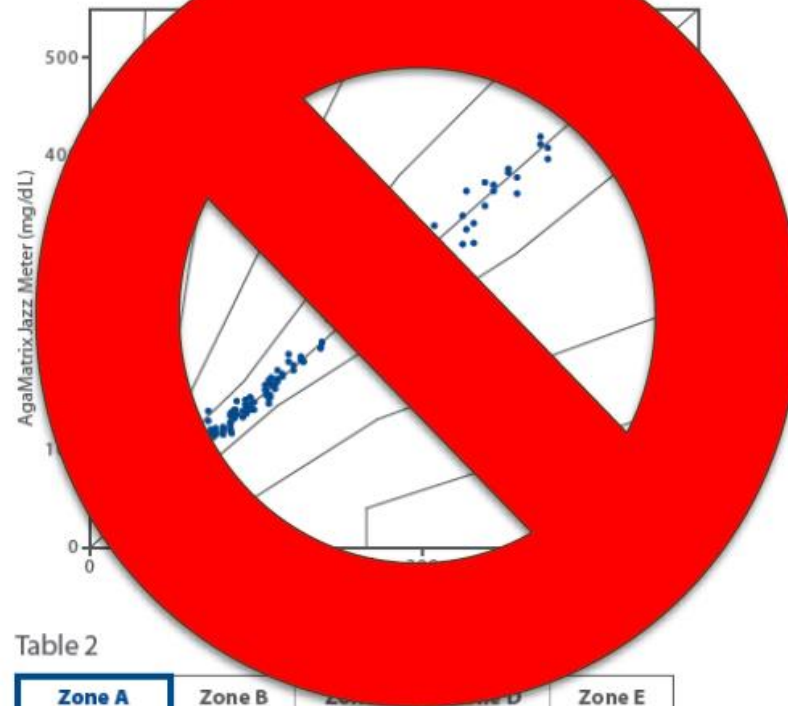
Table 2

Zone A	Zone B			Zone 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	1. Test Strip Cost 2. Delivery/ Payment 3. Meter Cost 4. Small Sample Size 5. Alternative Site Testing (Less Pain)	1. Test Speed 2. No Coding 3. Large Display 4. Form Factor 5. Memory
Frequency	1. Small Sample Size 2. Alternative Site Testing 3. Test Strip Cost 4. Delivery/ Payment 5. Meter Cost	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 µL Small Sample Size
- Alternative Site Testing
- Test Strip Fill Confirmation
- Automatic marking of control solution

- **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
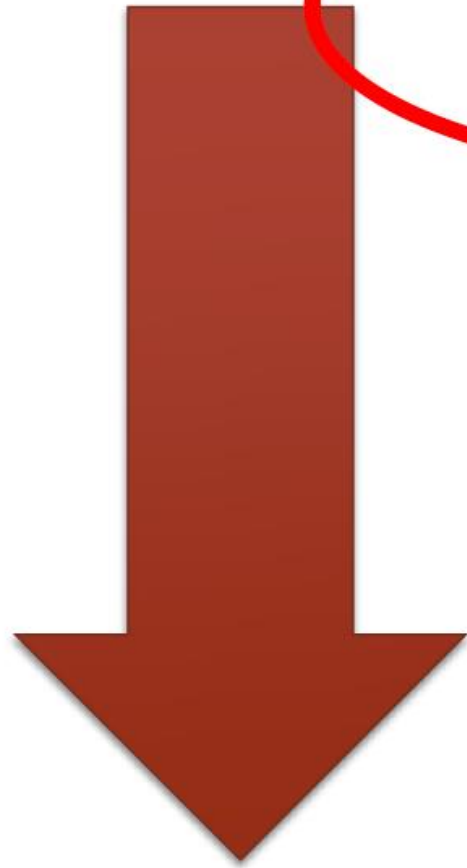
Hypothesize

Guess

Test – Interviews

Ask

Assess & Analyze

Listen

Adjust – Pivot

Guess Again
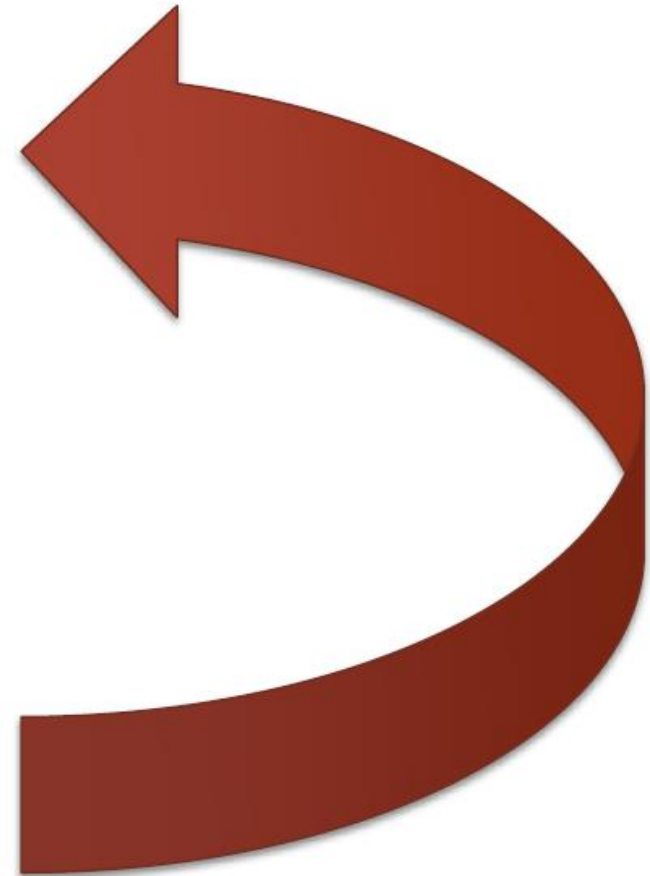
Business hypotheses

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

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

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

3-6 고객 인터뷰 워크샵

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 헷갈리거나 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

Customer Discovery

Dan Kunitz

Director of I-Corps at GW

February 15, 2019

2, 4, 8

test your hypothesis; guess the rule

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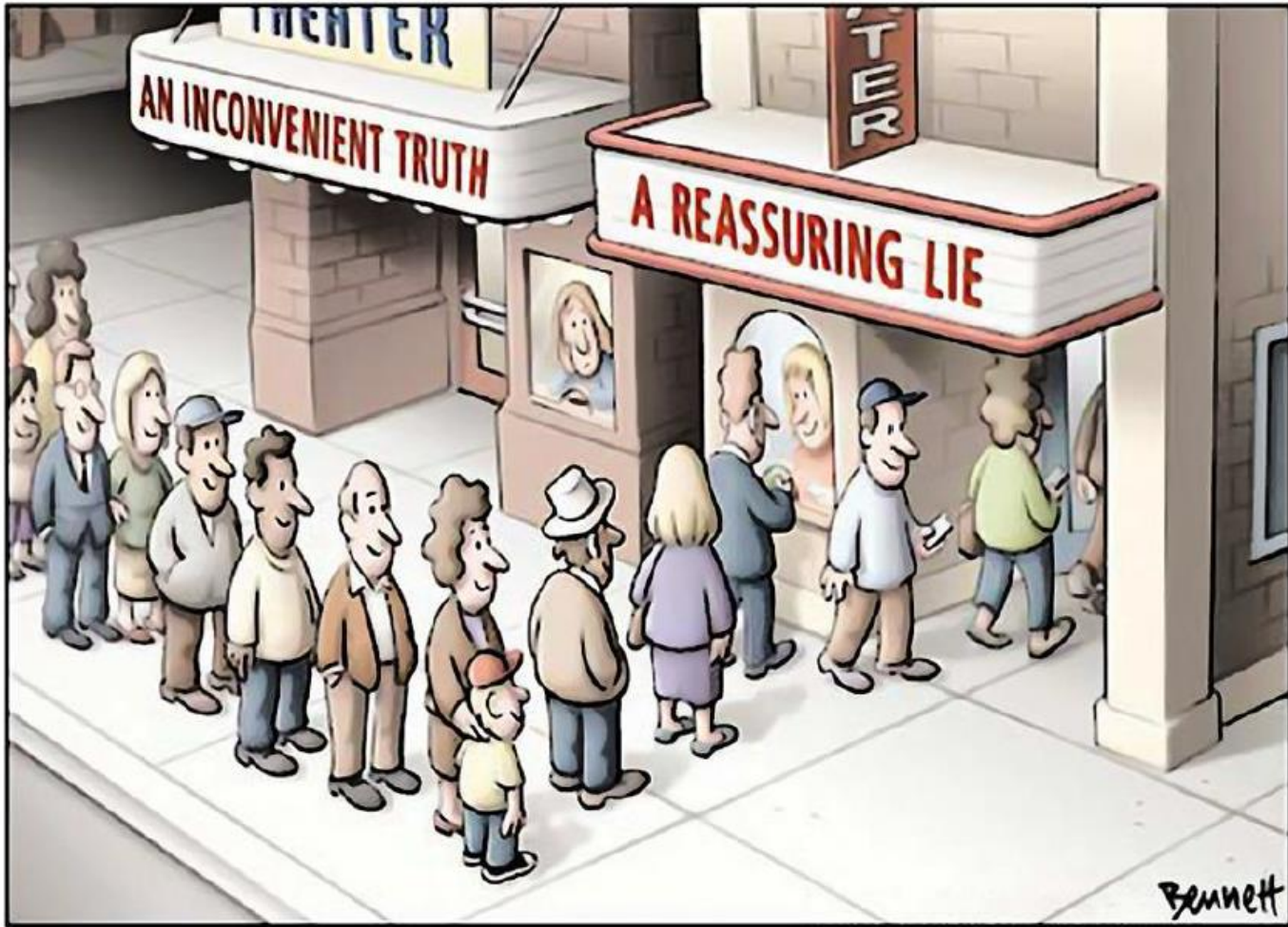
Exercise #1: Hypotheses

- 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. _____

GW | Office of Innovation & Entrepreneurship

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

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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

AccelerateGW

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Use This Form

**AccelerateGW
Competition Guide**

GW | 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

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Adobe Acrobat
Document

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

범례:
- 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 1차 팀 발표	16
17	18	19	20	21	22 2차 팀 발표	23
24	25	26	27	28 최종 발표		

8

멘토링

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

BMC
Component
발표

4-4 Feasibility Analysis Workshop

4-4 Feasibility Analysis Workshop

6

Feasibility
Analysis
Workshop
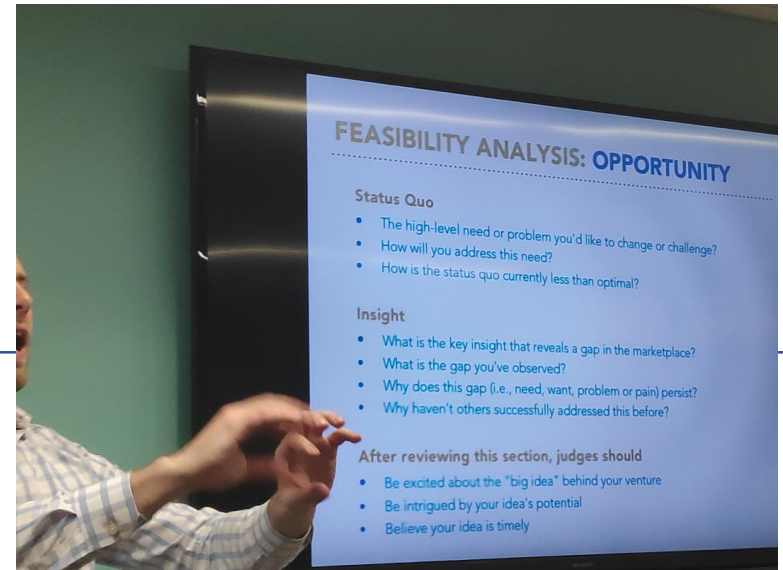
- **Feasibility Analysis Workshop**

• 전체적으로 사업 계획서에 담겨야할 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 팀 이 참여했다고 함.

Purpose

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

Impact

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

Problem

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

Existing Alternatives

How are these currently being solved?

Solution

What is your product or service?

Key Metrics

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

Unique Value Proposition

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

Unfair Advantage

Why will this venture succeed ahead of the competition?

Channels

How will you reach your customers in a scalable way.

Customer Segments

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

Early Adopters

Which customers will move first?

Cost Structure

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

Revenue

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

socialleancanvas.com

social lean canvas

v1.0.6

4-5 Easy Financial for Startups

4-5 Easy Financial for Startups

Easy Financial
for Startups

고객 개발 인터뷰로 부재

4-6 2차 팀 발표 (Mid-Point)

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 **1차 팀 발표**	16
17	18	19	20	21	22 **2차 팀 발표**	23
24	25	26	27	28 **최종 발표**		

4-6 2차 팀 발표 (Mid-Point)

8

2차 팀 PT

- 인터뷰 수
- 인터뷰를 통해 발견한 것
- 차주 계획

Team Presentations
12-minutes team presentations using

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

4-7 What's Next
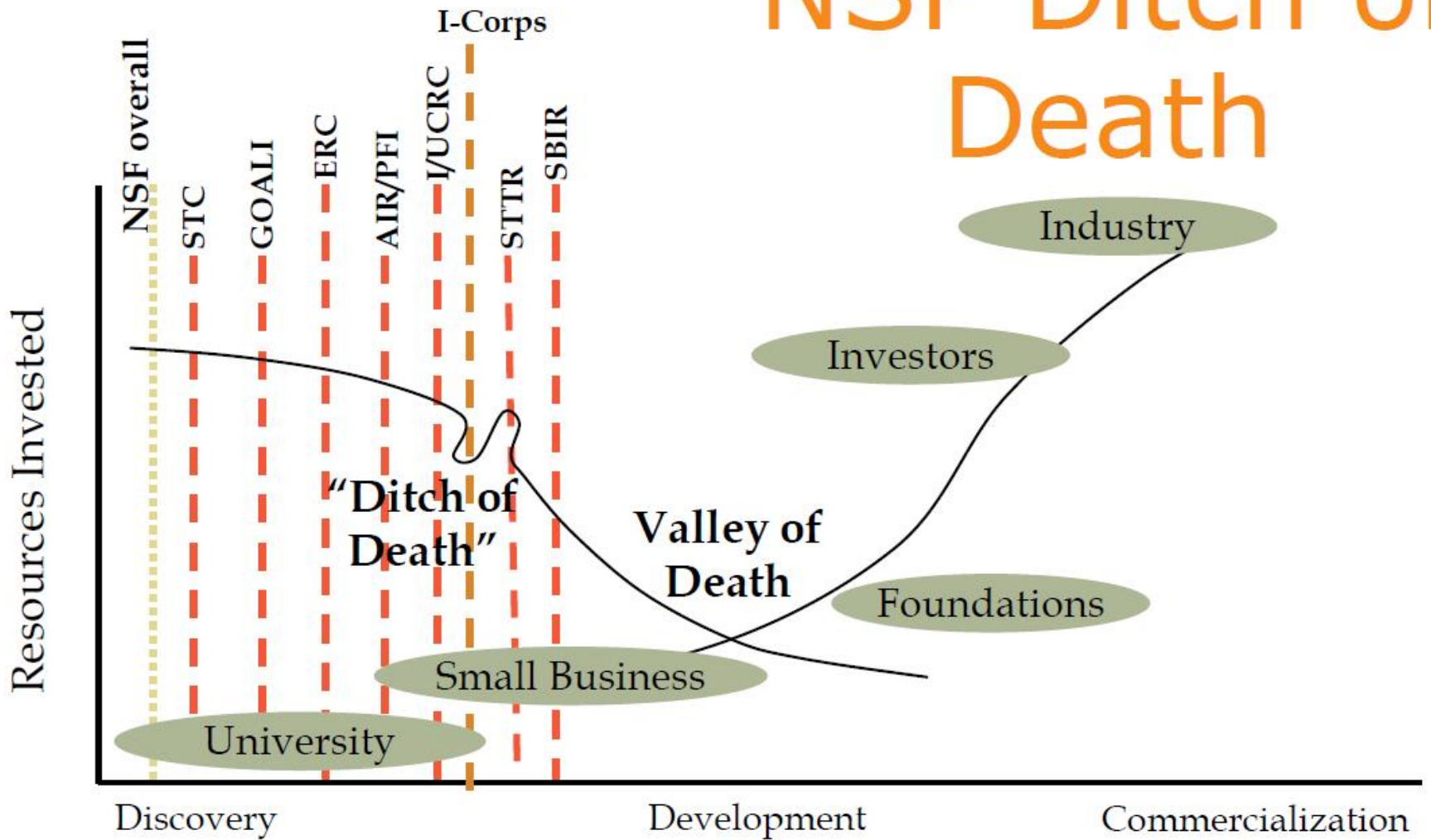
I-Corps Teams

- 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
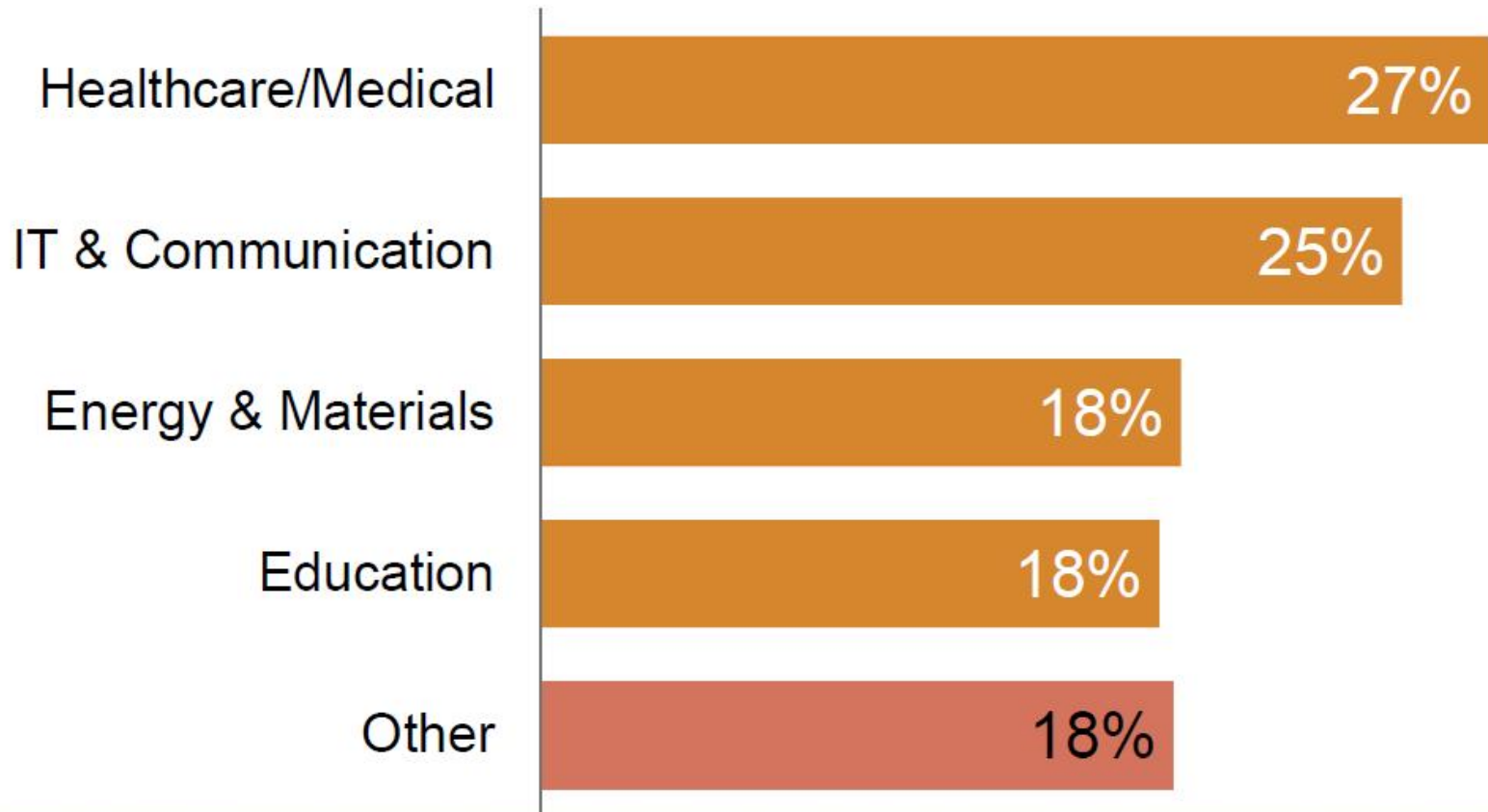
Participants reported the course met or exceeded expectations.

97%

35%	62%
Met my expectations	Exceeded my expectations

4% - Did not meet my expectations

| 3주차 | 최종 PT | |

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

Webina
멘토링 진행
방법 및 노하우
공유
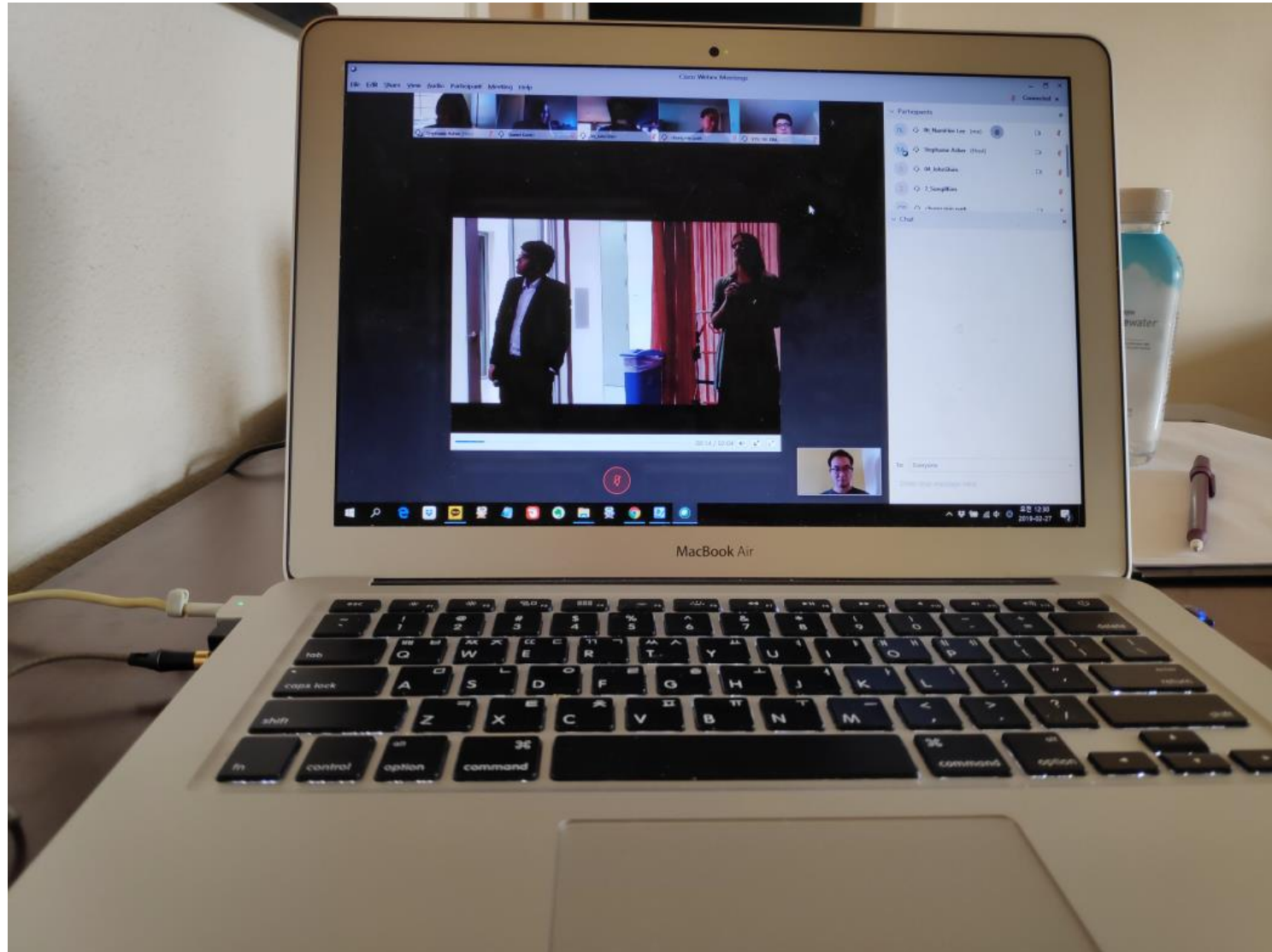
4-2 Webina 멘토링 진행 방법 및 노하우 공유

- 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)
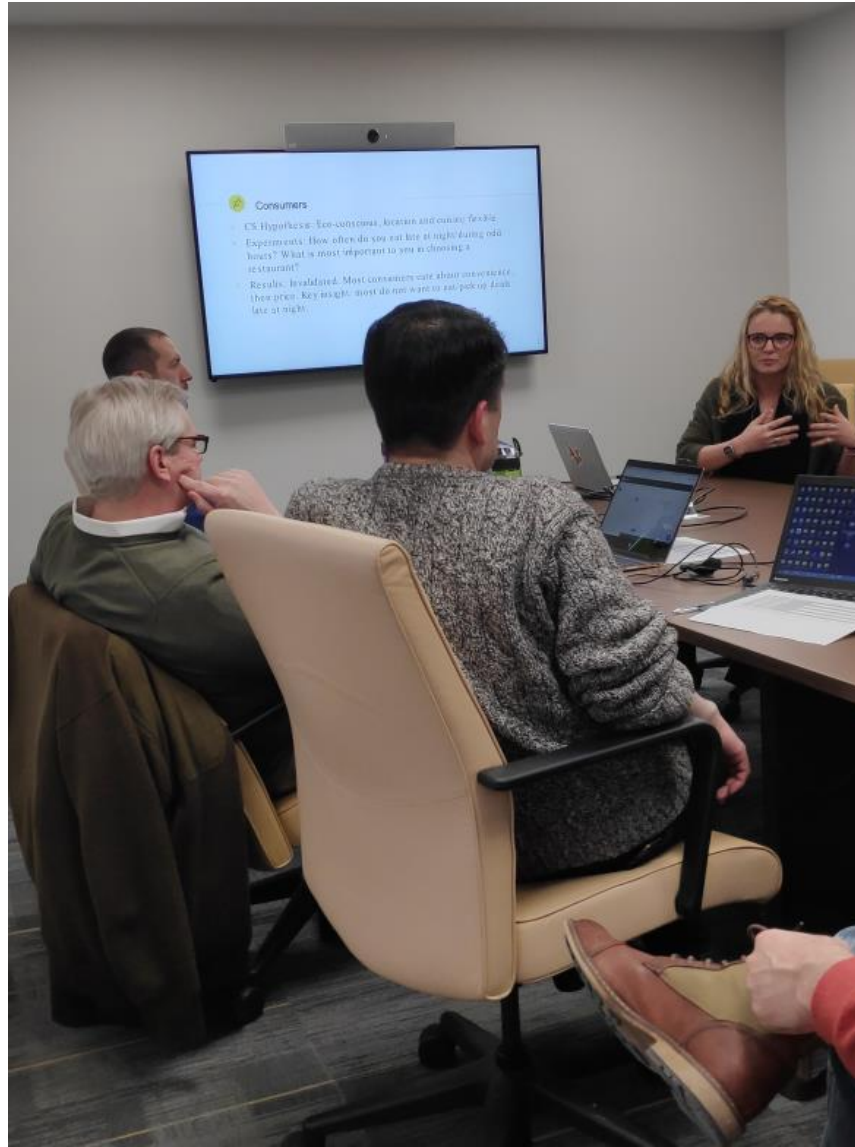22개 창업팀 멘토링 (인스트럭터 참관)
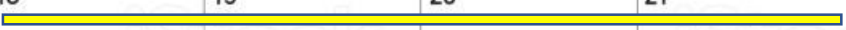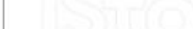
2019 Feb.

SUN.	MON.	TUE.	WED.	THU.	FRI.	SAT.
					1	2
3	4	5	6	7	8	9
10	11	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	

4-4 Team 발표 & Lesson Learned 발표

Team 발표

4-5 최종 발표

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

최종 발표

1

최종 PT

Final Presentation to instru 2번째 인터뷰에 대한 가설 검증 여부

15-minutes team presentat template:

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)

C-Lab

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Korea Innovation Center
Washington DC

SparkLabs Cyber+Blockchain

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Managing Partner

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SparkLabs
Cyber + Blockchain

감사합니다.