



European Institute of  
Innovation & Technology

# HEI Initiative

## HEI Call 2

DIN-ECO

Boosting Digital Innovation and  
Transformation Capacity of HEIs in an  
Entrepreneurial ecosystem



Funded by the  
European Union







European Institute of  
Innovation & Technology

# DIN-ECO

## Boosting Digital Innovation and Transformation Capacity of HEIs in an Entrepreneurial ecosystem



Funded by the  
European Union







European Institute of  
Innovation & Technology

## Training Course

«Mugla Sitki Kocman  
University»



Funded by the  
European Union



# Introduction

# 01



# Lesson preview

- This interactive course aims at improving business idea formation skills.
- Due to the fact that business idea formation is related to other fundamental skills, the course focuses on weaknesses of traditional business plans, and then offers a lean business model as a better application for start-ups. Furthermore, market analysis methods, product development and strategic planning for start-ups will be covered within this course.
- Participants will be given the opportunity to analyze, discuss, and reflect on various learning scenarios, enabling them to adapt these skills in their future entrepreneurial journey

**DIN  
ECO**



# Learning outcomes

Completing this course learners will be able to:

- Prepare business canvas model for their own business ideas
- Design and implement their own marketing research while honing their business idea.
- Brainstorming new business ideas with team members
- Enhance their understanding of business strategies for start-ups

# Prerequisites

- Target-audiences are university students and academic staff/researchers **interested in entrepreneurship**.
- Participants should have a basic understanding and ability to communicate in the English language. They should be able to read, write, and speak fluently in this language.
- Learners need to be comfortable using digital technology, including accessing online platforms, participating in virtual discussions, and using online collaboration tools.
- Participants should be able to work effectively in a team, contributing to group tasks and providing constructive feedback to peers.

# Structure

- Session 1- Introduction
- Session 2- Lean Business Canvas Model
- Session 3- Market Analyses Methods for Startups
- Session 4- Product Development for Startups
- Session 5- Strategic Planning for Startups



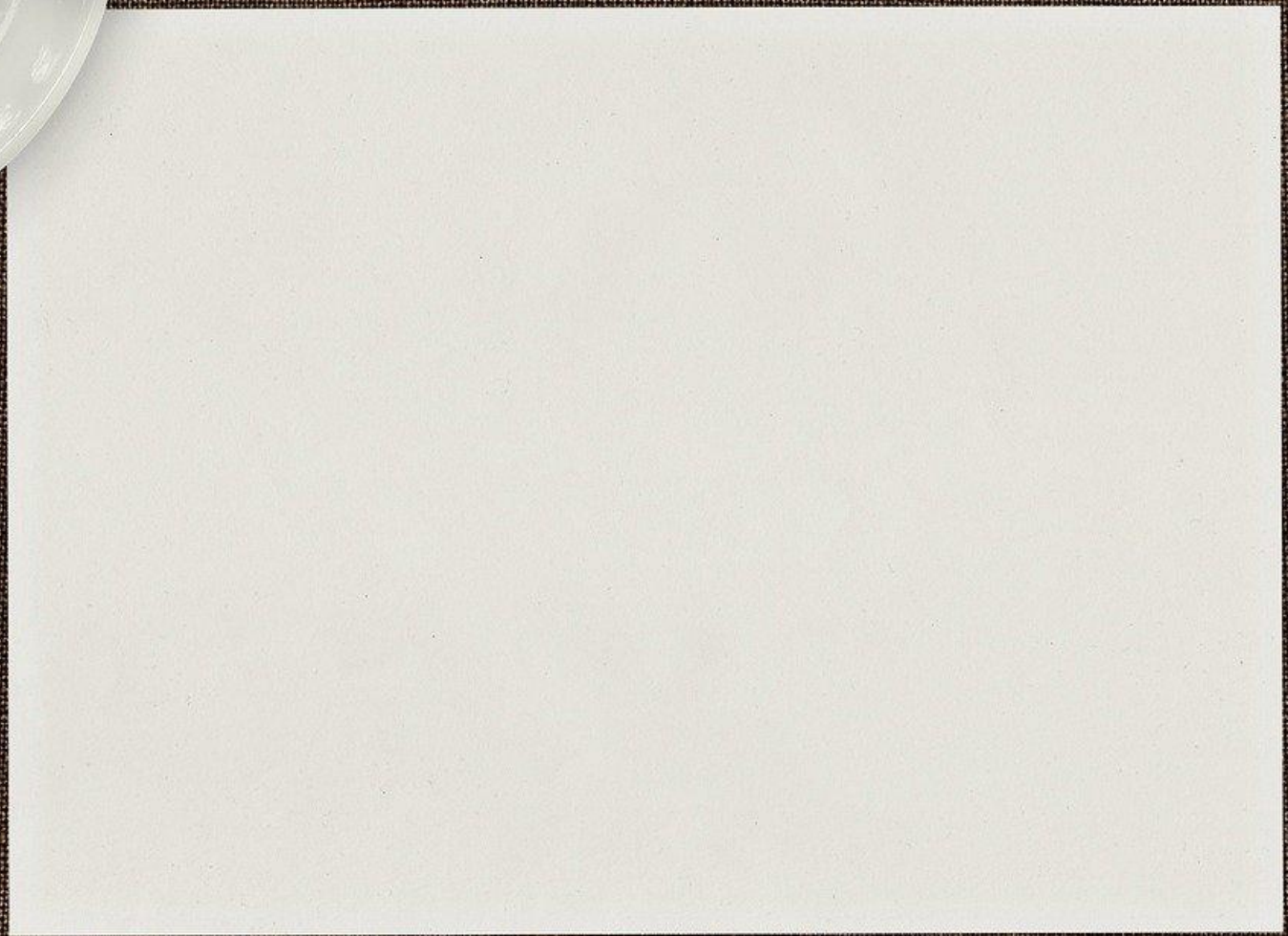
# Who Are You?

Your expectations



# Lean Business Canvas Model

# 02





# Outline

- **Traditional business plans can be a wrong choice**
- **Lean Startup**
- **Minimum Viable Product**
- **Business Canvas Model and 9 Building Blocks**
- **Netflix Example**
- **Turning into Practice**



# What we already know can be wrong

**A traditional business plan (business, value proposition (complete product), mission, vision, long-term financial forecasts, etc.)**

**Unless you like to crunch numbers –  
Hardship begins immediately**

**Fast-Paced markets, Delays (Competitors)**

**75 % Failure Rate (HBR, 2013).**

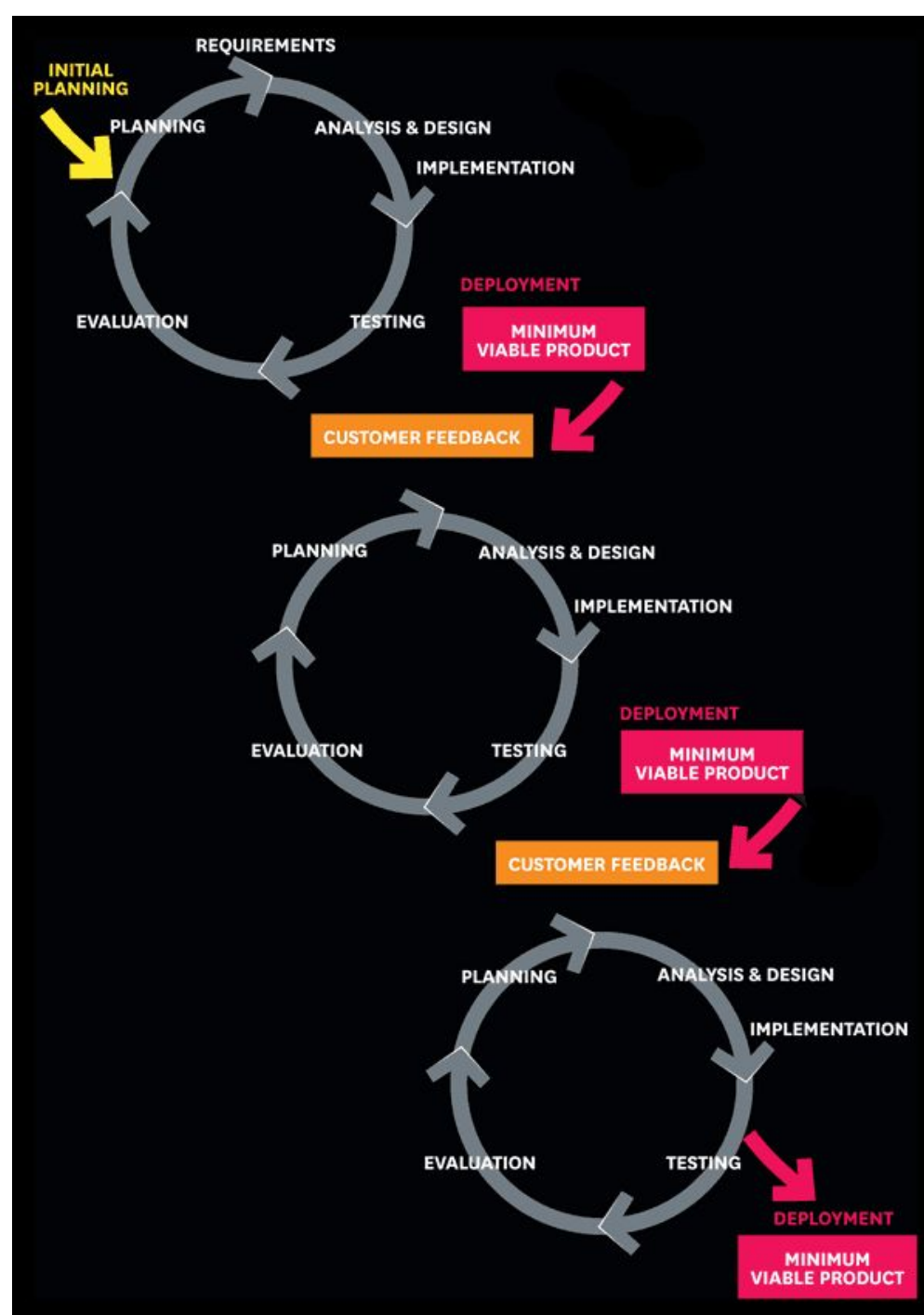


# Lean Start-up

- **Lean startup creates minimal viable products and let the customer determine value by a feedback mechanism.**
- **Series of untested hypotheses (Web site, product attributes, customer segments)**
- **Adopt fail fast learn fast approach**



# Minimum Viable Product





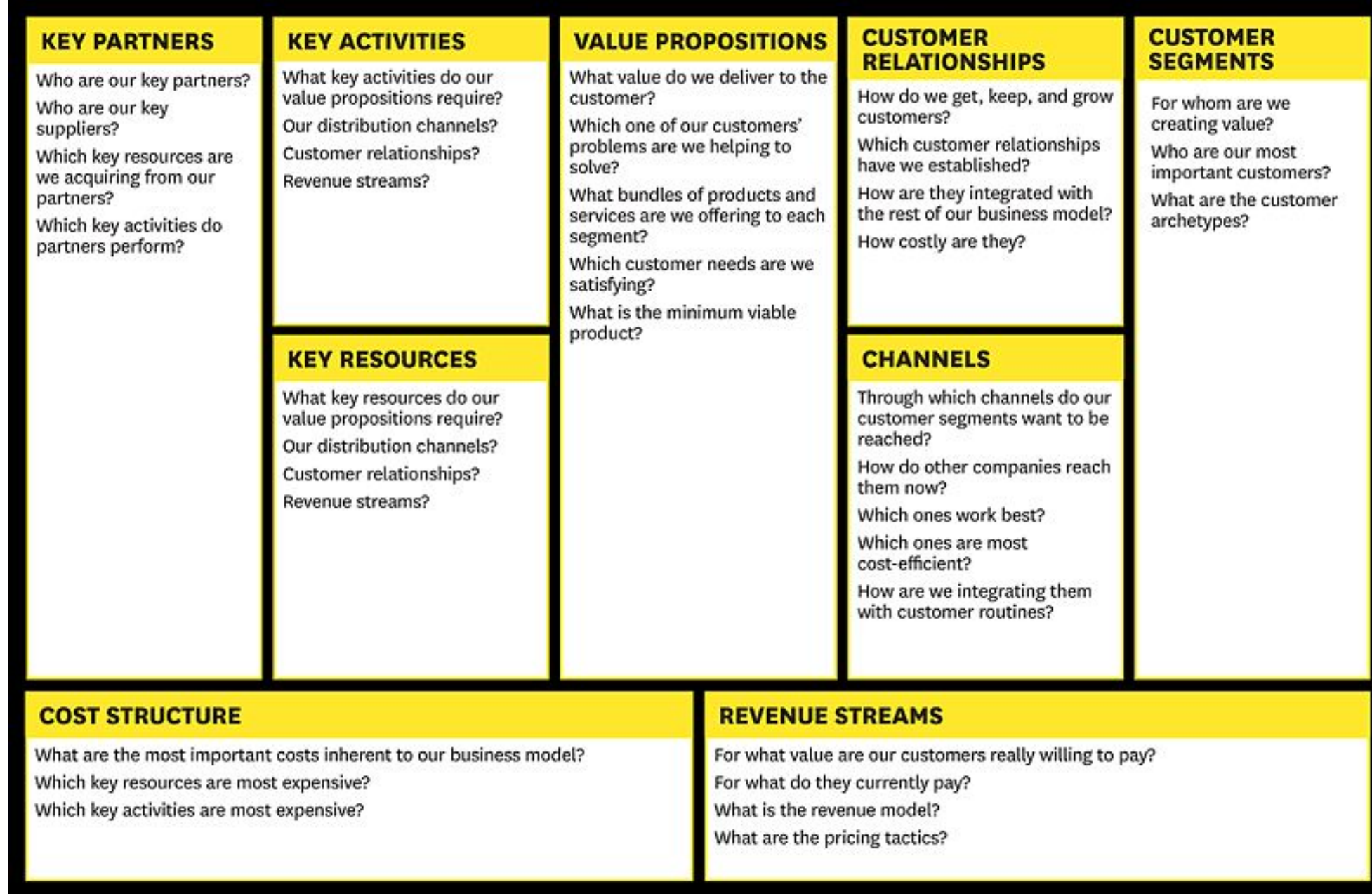
# What is your minimal viable product

- Please share experiences with us.
- What was your minimal viable product?
- Have you made any improvements to your product?

# Business Canvas Model (BCM)

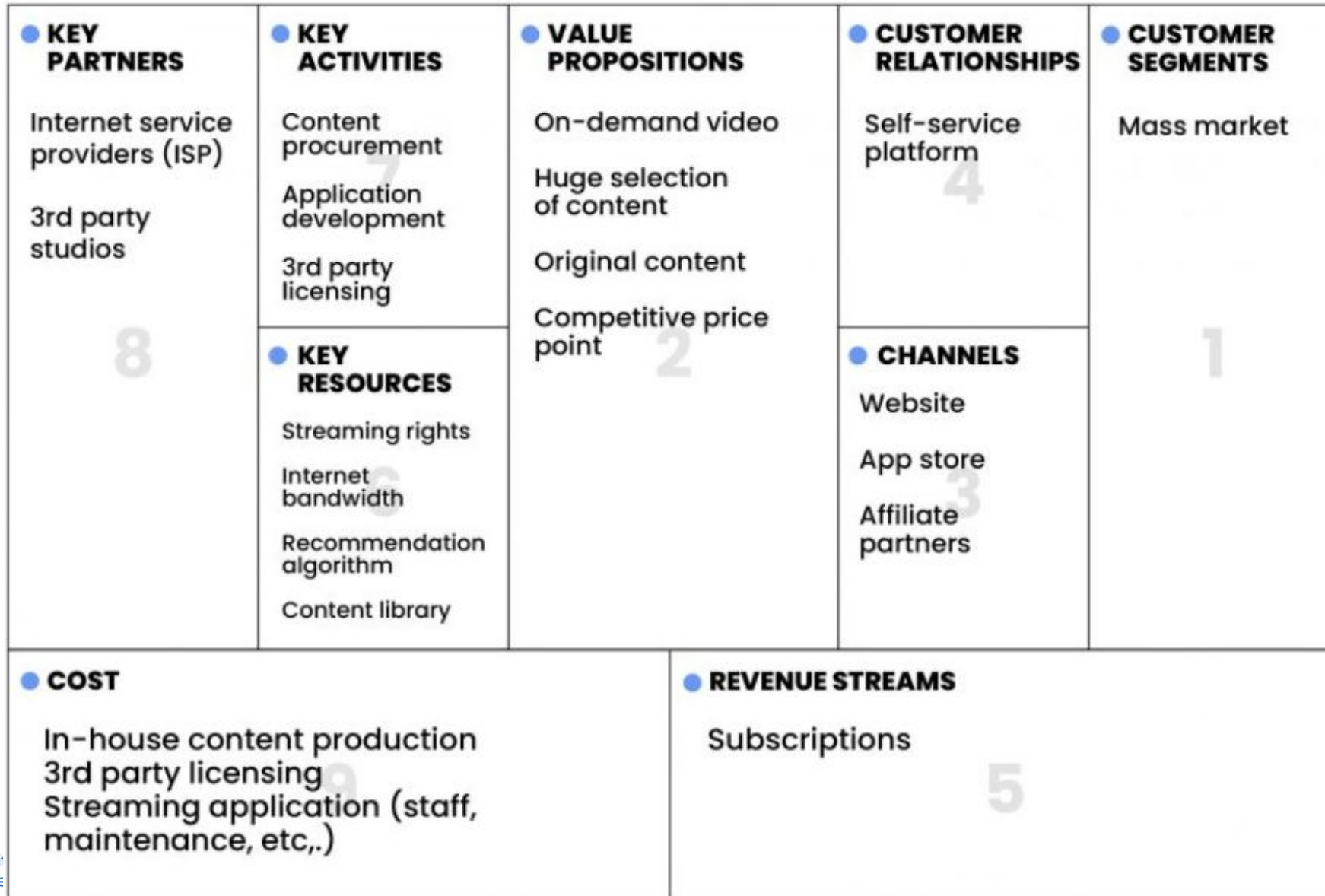
- BCM is a diagram of how a company creates value for itself and its customers.







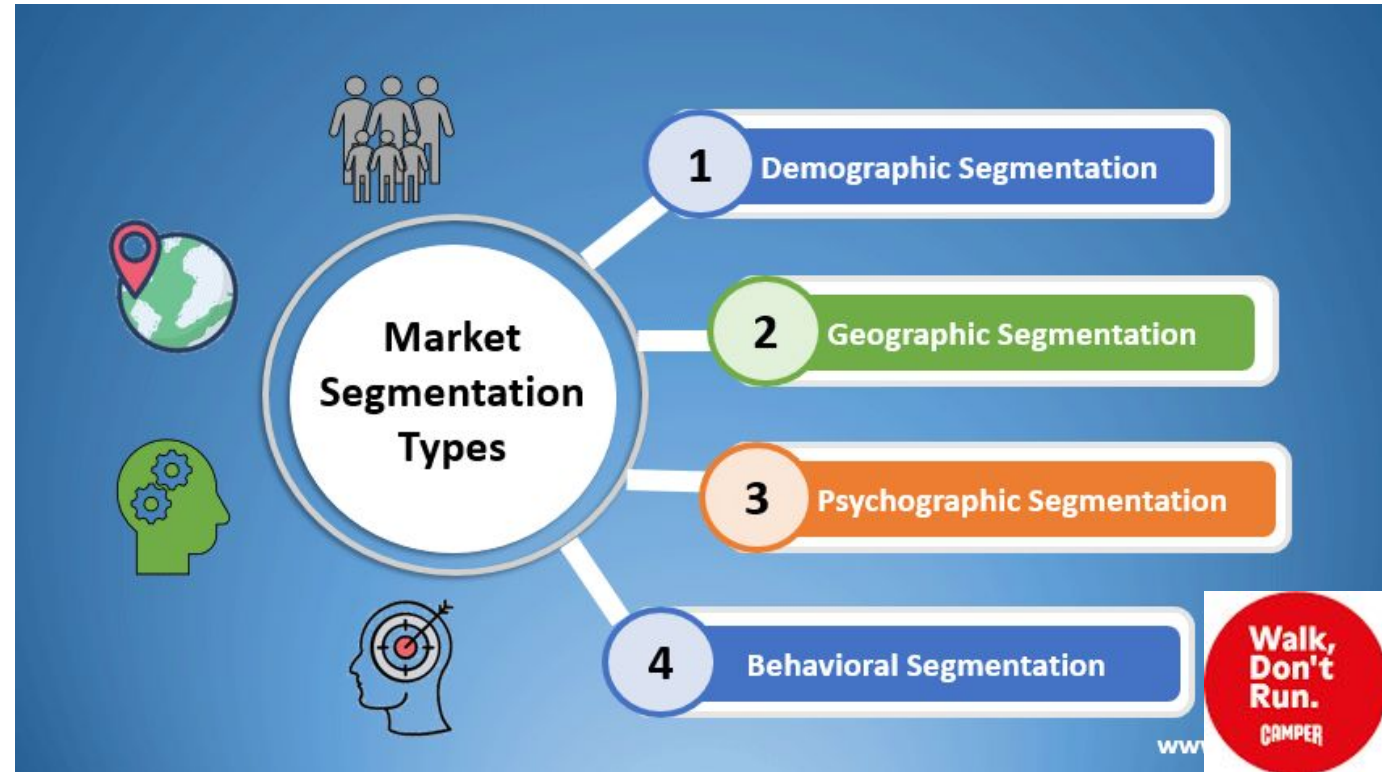
# BUSINESS MODEL CANVAS - NETFLIX



## CUSTOMER SEGMENTS

Mass market

- Very few people haven't subscribed, watched, or at least heard of Netflix.
- All required is a computer, TV, internet, and smartphone, and they're good to go
- **What about your country?**



## ● VALUE PROPOSITIONS

On-demand video

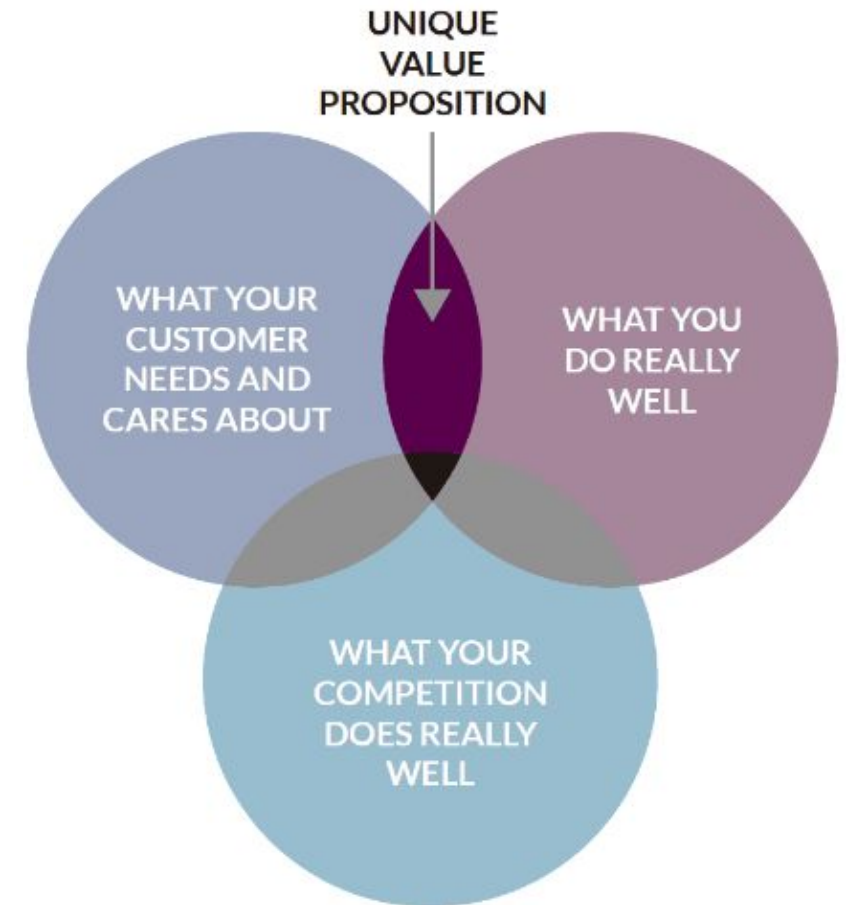
Huge selection of content

Original content

Competitive price point

2

- **Regardless of where you are (the train to work, sitting in the car, on vacation, or relaxing at home (on-demand video))**
- **Huge library of content for consumers**
- **High-quality, original content to differentiate themselves from competitors**
- **Sharing options**





## ● CHANNELS

Website

App store

Affiliate partners

- Accessing Netflix either through their **website** or **mobile/TV App**.
- **Affiliate partners (Tivibu + TNet).**



## ● CUSTOMER RELATIONSHIPS

Self-service platform

4

- Unless you need to resolve a subscription issue or have a general query.
- Download the program, choose what to watch, hit the play button
- Very effective and simple



● **REVENUE STREAMS**

Subscriptions

5

- **Netflix generates money from different subscription services.**
- **In general, low-priced service**





● **KEY  
RESOURCES**

Streaming rights

Internet  
bandwidth

Recommendation  
algorithm

Content library

- Netflix has **deals with production studios** worldwide
- Huge library of **in-house productions**
- **Machine learning algorithm** (selection of contents based on streaming habits)
- **Internet Capacity** to stream their services



● **KEY  
ACTIVITIES**

Content  
procurement

Application  
development

3rd party  
licensing

- Finding people to **produce and deliver their original content** (actors, writers, studios)
- Securing the **licensing and streaming rights** from 3rd party
- Developing a fast, easy-to-use **application** to host their online streaming service



● **KEY PARTNERS**

Internet service providers (ISP)

3rd party studios



- **Production studios**
- **Ensuring speed & fast delivery**

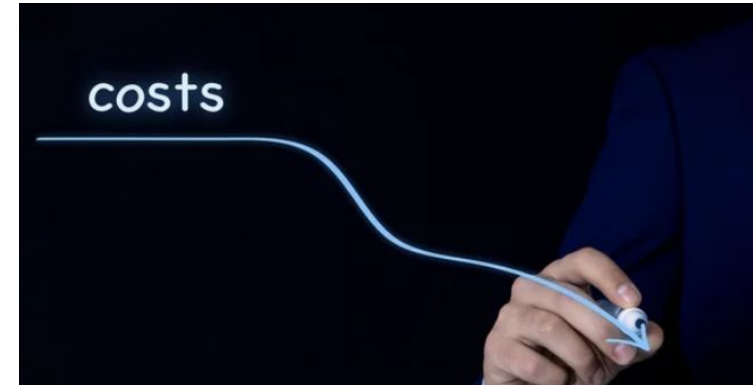




- Biggest expenditures come from content production & 3'rd parties
- Maintenance & upgrade of software applications

● **COST**

In-house content production  
3rd party licensing  
Streaming application (staff, maintenance, etc.,)





# Nothing's Left

- Julia and her team have developed a new app. But they must determine if their product will attract their targeted groups' attention.
- They need to determine their target market
- Julia's idea is to collect food left-overs and create compost to be used in farming
- Users of the app need to sign in, take a picture of the leftover food, and enter the attributes and location (i.e., weight, etc.).
- Food will be collected every week (every Saturday), turned into compost, and sold.

## Let's Practice

## Fictional Business Idea

# References

Blank, S. (2013), **Why the Lean Start-Up Changes Everything**,  
**Harvard Business Review**

Alberdi, R. (2023). **The 9-Step Business Model Canvas  
Explained**

<https://bstrategyhub.com/netflix-business-model-how-does-netflix-make-money/>



# Marketing Analyses Methods for Startups

# 03



# Outline

**Product Testing (Beta Testing)**

**Walkman SSS - Example**

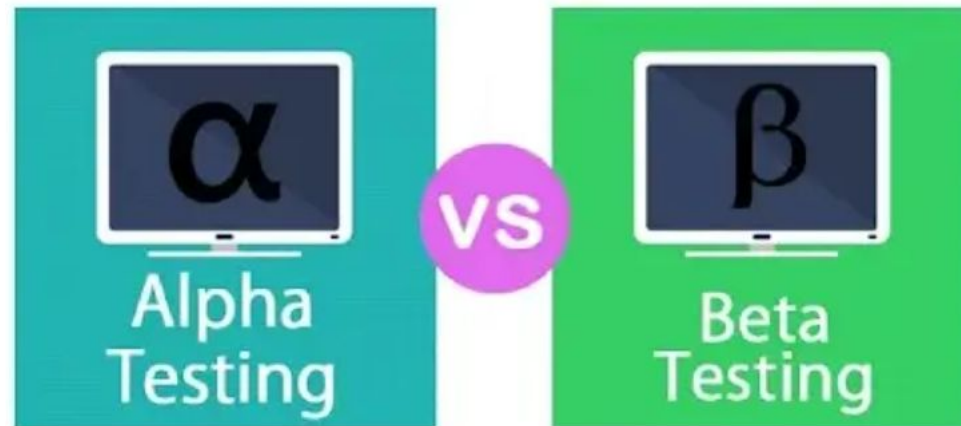
**A/B Testing**

**Preparing Survey Forms on Google**



# Alpha vs Beta Testing

| Alpha testing                                 | Beta Testing  |
|---|---|
| Company staff                                 | Targeted consumers  |
| Free-of-errors before the product is launched | User feedbacks to fix product failures and increase the quality |
| Does the product work?                        | Do customers like the product?                                  |





# Product Testing (Beta Testing)



## What are the Goals of Product Testing?

**Determine if a new product is on track.**

**Understand if the target user will engage with the product.**

**Introduce your product to the customer**

**Find issues with the current product**

**Find the perfect designs for your product**

**Choose the right price for your product**



# An Implication on Walkman SSS



[https://www.youtube.com/watch?v=8\\_i6hs2EPv4](https://www.youtube.com/watch?v=8_i6hs2EPv4)

Mixing the modern digital with the old classic  
Opens up like any analog cassette player and docks the smartphone  
The information screen displays the music information that resembles the look of a cassette tape.  
The detachable multi-controller acts as an interface to control the music, take important calls, or view lyrics on the fly.



# Implication Continues



Please participate in the Product Testing by clicking the survey link below.

<https://forms.gle/FdMFH1jgBoSyiuHD6>

# A/B TESTING

# Creating a new version and compare with the former design

Comparing two versions of an app or webpage to determine which one performs better.





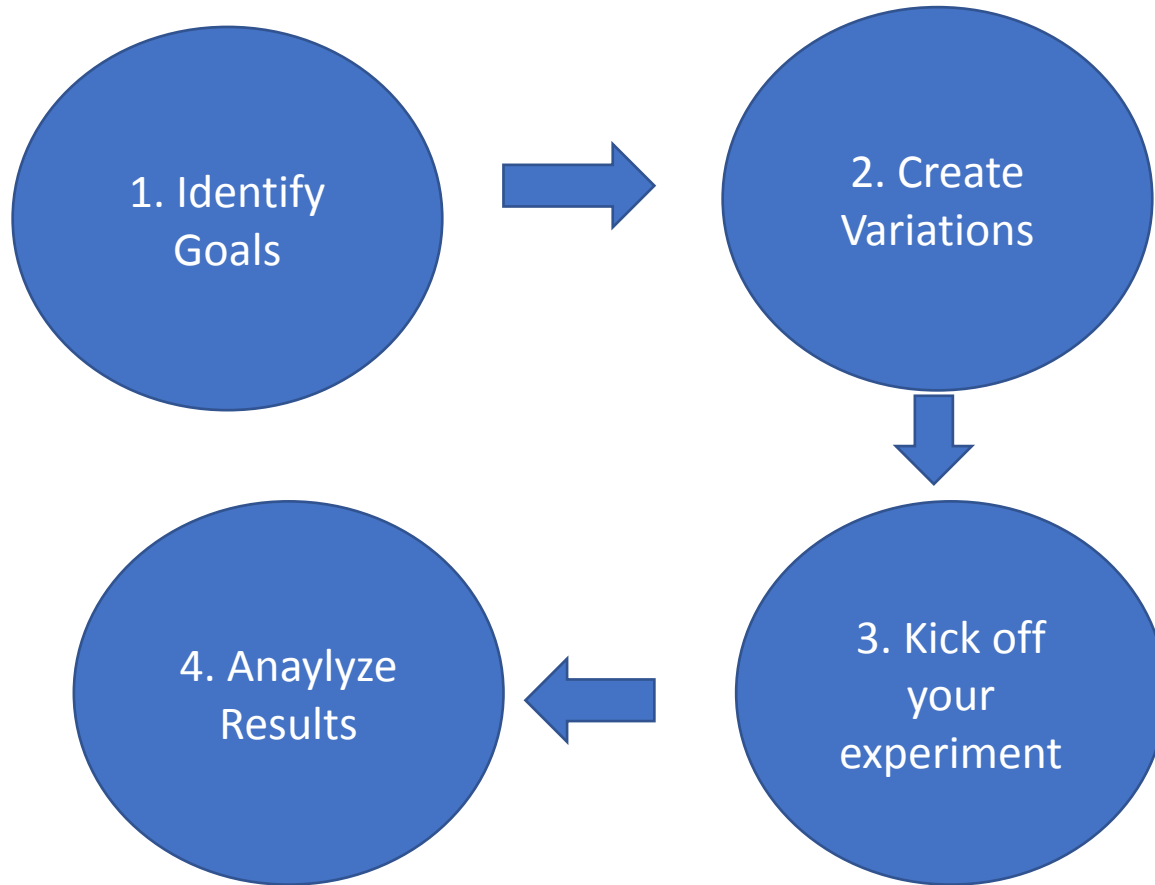
**Sample is crucial in A/B Testing Must reflect your targeted samples**

**Must resemble each other in terms of demographics.**

- Internet usage frequency**
- Age Gender**
- Social and Economic Status**
- Psychographic factors**
- Behavioral factors**



# A/B Testing



# A/B Example (Conversion Rates for an E-commerce site)



# A Case Study



WorkZone is a US-based software company that provides project management tools.

The company had put a customer review section (as a social proof marketing strategy) next to the demo request form

The screenshot shows the WorkZone website with a dark navigation bar at the top. The navigation bar includes the WorkZone logo, a contact number (610-275-9861), an email address (sales@workzone.com), and menu items: PRODUCT TOUR, WHY CHOOSE WORKZONE?, OUR CUSTOMERS, DEMO & PRICING, and ABOUT US. The main content area is divided into two columns. The left column is titled 'WHAT CUSTOMERS SAY' and features two testimonials. The first testimonial is from Subway, with the Subway logo and a quote from David Worrell, Chairman of Subway Russia. The second testimonial is from Kansas State University, with the university logo and a quote from Steve Logback. The right column is titled 'Start With A Personal Demo' and includes a form for requesting a demo. The form fields are: First Name, Last Name, Company, Title, Phone, Email, and Comments. A green button labeled 'GET DEMO AND PRICING' is positioned below the form.

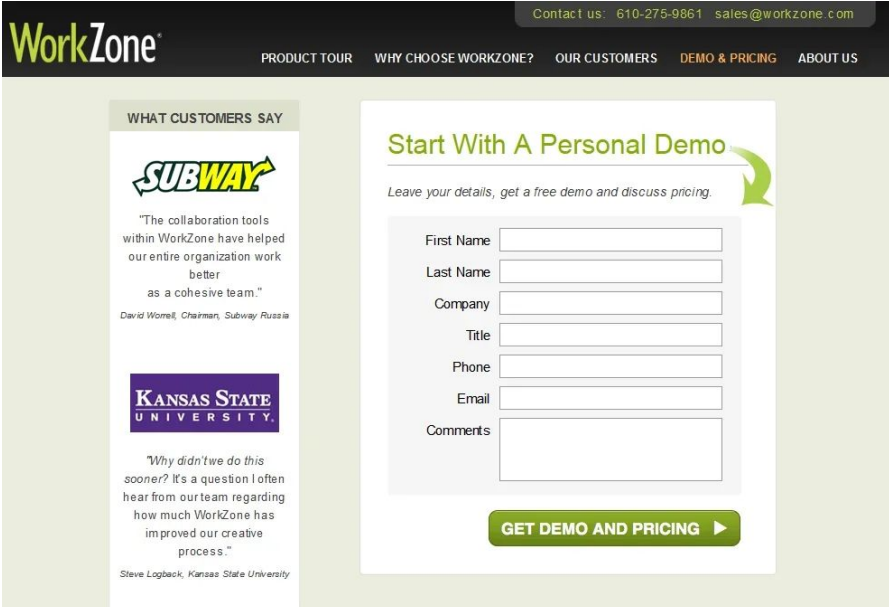


## A Case Study - Continuing

WorkZone realized that customer testimonial logos were overshadowing the form.

Distracting visitors from filling the demo form

They decided to change customer testimonial logos, from their original color to black and white




The screenshot shows the WorkZone website interface. At the top, there is a navigation bar with the WorkZone logo and links for PRODUCT TOUR, WHY CHOOSE WORKZONE?, OUR CUSTOMERS, DEMO & PRICING, and ABOUT US. A contact number (610-276-9861) and email (sales@workzone.com) are also visible. Below the navigation, there is a section titled "WHAT CUSTOMERS SAY" featuring two testimonials. The first testimonial is from Subway, with a logo that is partially obscured by the text. The second testimonial is from Kansas State University, with a logo that is also partially obscured. To the right of the testimonials is a "Start With A Personal Demo" form. The form includes fields for First Name, Last Name, Company, Title, Phone, Email, and Comments. A green arrow points to the form, and a green button labeled "GET DEMO AND PRICING" is located below the form.


Contact us: 610-275-9861 sales@workzone.com

PRODUCT TOUR WHY CHOOSE WORKZONE? OUR CUSTOMERS DEMO & PRICING ABOUT US

WHAT CUSTOMERS SAY



"The collaboration tools within WorkZone have helped our entire organization work better as a cohesive team."  
David Worrell, Chairman, Subway Russia



"Why didn't we do this sooner? It's a question I often hear from our team regarding how much WorkZone has improved our creative process."  
Steve Logback, Kansas State University

### Start With A Personal Demo

Leave your details, get a free demo and discuss pricing.

First Name

Last Name

Company

Title

Phone

Email


Comments

**GET DEMO AND PRICING** ▶


WorkZone

PRODUCT TOUR WHY CHOOSE WORKZONE? OUR CUSTOMERS DEMO & PRICING ABOUT US

WHAT CUSTOMERS SAY



"The collaboration tools within WorkZone have helped our entire organization work better as a cohesive team."  
David Worrell, Chairman, Subway Russia



"Why didn't we do this sooner? It's a question I often hear from our team regarding how much WorkZone has improved our creative process."  
Steve Logback, Kansas State University

### Start With A Personal Demo

Leave your details, get a free demo and discuss pricing.

First Name

Last Name

Company

Title

Phone

Email

Comments

**GET DEMO AND PRICING** ▶

Test continued for 22 days,  
WorkZone found that the new design projected a 34% increase  
in form submissions

# Preparing a Survey on Google Form

**Open your Google Docs folder**

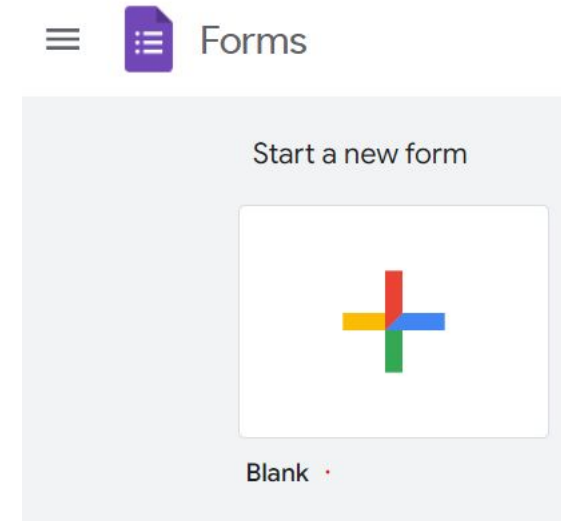
**Select *Forms***

**Select**

***Go to Forms***

**By default, you will see a blank survey**

**As you develop a survey, it will auto-save**



# Screen Shot

The screenshot displays a form editor interface for an "Untitled form". At the top, there are tabs for "Questions", "Responses", and "Settings". The main area shows a question titled "Untitled Question" with two radio button options: "Option 1" and "Add option or add 'Other'". A dropdown menu is open on the right side of the question, listing various question types: "Short answer", "Paragraph", "Multiple choice" (selected), "Checkboxes", "Dropdown", "File upload", "Linear scale", "Multiple choice grid", "Checkbox grid", "Date", and "Time". The interface also includes a top navigation bar with a document icon, a star icon, and icons for eye, back, and forward. A vertical toolbar on the right contains icons for adding, deleting, undo, redo, and other editing functions.





# Marketing Survey

Please participate in our survey. Your thoughts matter to us!

Please choose your agreement level with the following statement. "Istanbul is beautiful"

Suggestions: Strongly agree

- Strongly Agree ×
- Agree ×
- Neither agree nor disagree ×
- Disagree ×
- Strongly disagree ×

Multiple choice



Add question

Import Question

Add Title and Description

Add image

Add Video

Add section

How do you find the Internet speed in Turkey

1 ▾ to 5 ▾

1 Poor \_\_\_\_\_

5 Excelletrn \_\_\_\_\_

Required  ⋮



⊕  
📄  
✂  
🖼  
▶  
☰

# How respondents see the form

## Marketing Survey

Please participate in our survey. Your thoughts matter to us!

[murataktan82@gmail.com](#) [Switch account](#)

 Not shared 

\* Indicates required question

Please choose your agreement level with the following statement. "Istanbul is beautiful"

Strongly Agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

How do you find the Internet speed in Turkey \*

Poor      1      2      3      4      5      Excellent

[Submit](#) [Clear form](#)

# Title of the survey form: Marketing Survey.

1. Which marketing channels are the most relevant to your business term?
  - a. Web site
  - b. Mobile apps
  - c. Physical stores
  - d. All of them

## Explanation.

2. How do you evaluate our product's innovativeness?
  - a. Very innovative
  - b. Innovative
  - c. Somewhat innovative
  - d. Not very much innovative
  - e. Not at all innovative

## Adding a picture + logo

# Questions Continuing

3. How likely would you recommend our product/app to your friends?

|                      |  |  |  |                |
|----------------------|--|--|--|----------------|
| 1. Not at all likely |  |  |  | 5. Very likely |
|----------------------|--|--|--|----------------|

4. Do you have an intention to use our product/app in the near future?

|               |  |  |  |               |
|---------------|--|--|--|---------------|
| 1. Not at all |  |  |  | 5. Definitely |
|---------------|--|--|--|---------------|

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

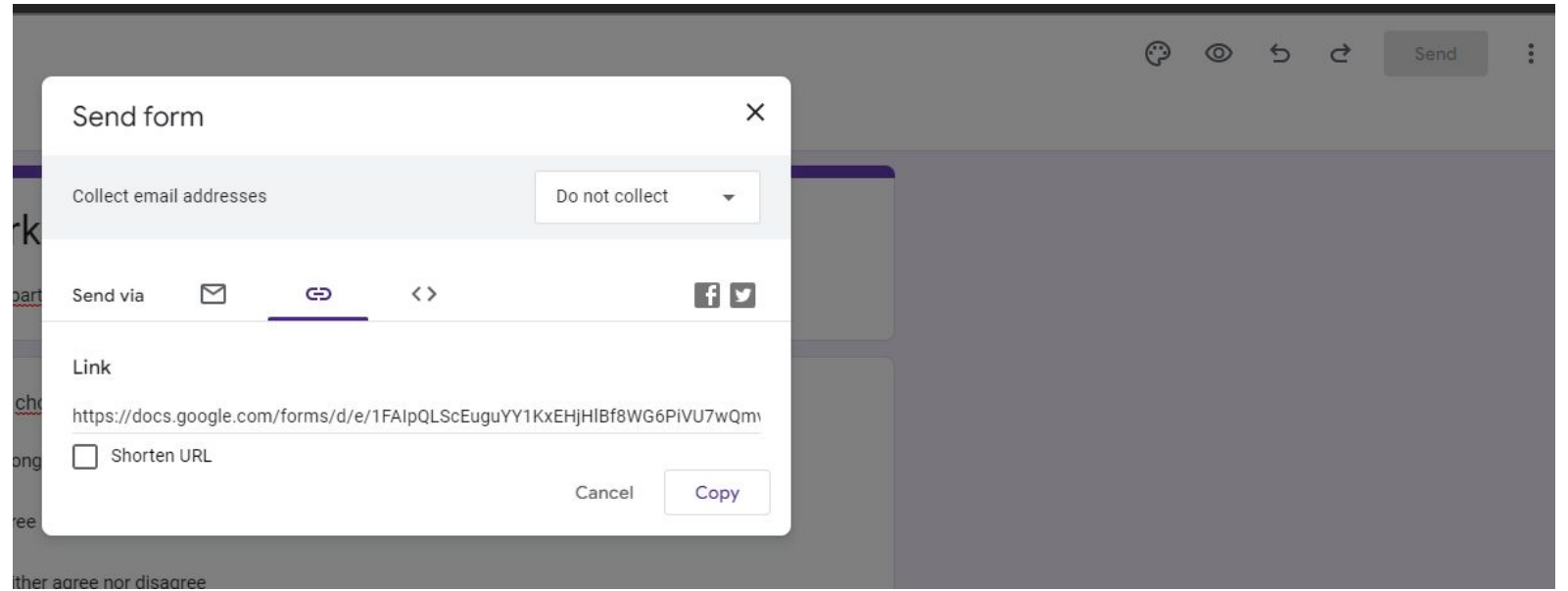
5. Which property of our product do you like the most?

6. Do you think climate change is a serious problem for the sustainability of our resources?

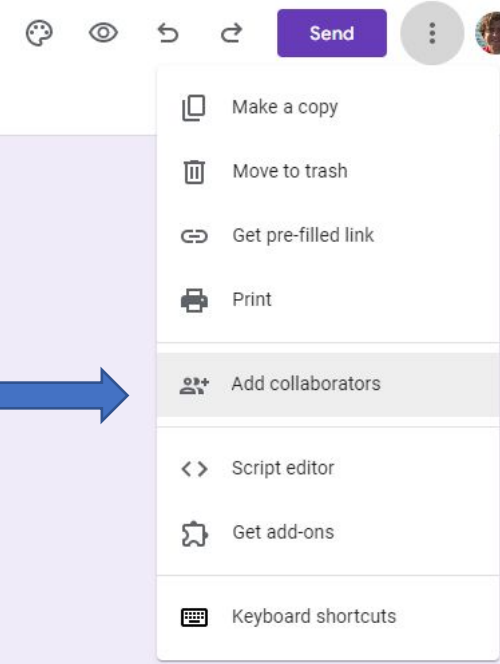
|                      |  |  |  |                   |
|----------------------|--|--|--|-------------------|
| 1. Strongly Disagree |  |  |  | 5. Strongly Agree |
|----------------------|--|--|--|-------------------|



# Let's Participate to your Survey



**Time to see the results**



# References

**Gallo, A. (2017), A Refresher on A/B Testing, Harvard Business Review  
Survey Monkey – Market Testing Example  
[www.practitest.com](http://www.practitest.com); [neilpatel.com](http://neilpatel.com); [vwo.com](http://vwo.com), [hupspot.com](http://hupspot.com)**

# Product Development for Startups

# 04



# Outline

**Scamper model to bolster creative thinking and brainstorming**

**Starbucks Example**

**Company Inspection (Activity on Jamboard)**

**SCAMPER is a method of creative brainstorming that can improve or innovate products that are not performing well in the market.**

Idea  
Generation  
(SCAMPER  
model)





# How to Use Scamper

- Take an existing product, prototype. It could be an existing product, service or idea you want to improve or a great starting point for future development.
- Then, simply go down the list and ask questions regarding each of the seven elements

## **Substitute**

**What can I substitute so as to make an improvement?**

**How can I substitute the place, time, materials or people?**

**Can I substitute one part for another or change any parts?**

**Can I replace someone involved?**

**Should I change the name?**

**Can I use other ingredients or materials?**

**Can I use other processes or procedures?**

**Can I change its shape, colour, roughness, sound or smell?**

**Can I use this idea for other projects?**



**If you make windows for a children's playhouse, you might substitute glass with plastic (for safety).**

# Combine

- What ideas, materials, features, processes, people, products, or components can I combine?
- Can I combine or merge this or that with other objects?
- What can I combine so as to maximize the number of uses?
- What can I combine in order to lower the costs of production?
- Which materials could I combine?
- Where can I build synergy?

Cell phones have combined phone features with cameras.



# Adapt

**Could I change the characteristics of a component?**

**Which ideas could I adapt, copy, or borrow from other people's products?**

**Can I adapt the context or target group?**

**What can I adapt in this or that way to make this result?**



**Some cars now have built-in wifi**

# **Modify / Magnify**

**What can I magnify or make larger?**

**What can I tone down or delete?**

**What can be made higher, bigger, or stronger?**

**Can I increase its speed or frequency?**

**Can I add extra features?**

**How can I add extra value?**

**What can I change in this way or that way so as to achieve such and such a result?**



# Put to Another Use

What else can it be used for?

How would a child use it?—an older person?

How would people with different disabilities use it?

Which other target group could benefit from this product?

What other kind of user would need or want my product?

Who or what else may be able to use it?

Are there new ways to use it in its current shape or form?

How can I reuse something in a certain way by doing what to it?

Memory foam mattresses realign the spine, neck, and hips. Thus, correcting a poor sleeping posture.



Sponsored ⓘ

Bedsure Memory Foam Dog Bed for Large Dogs - Orthopedic Waterproof Dog Bed for Crate with Removabl...

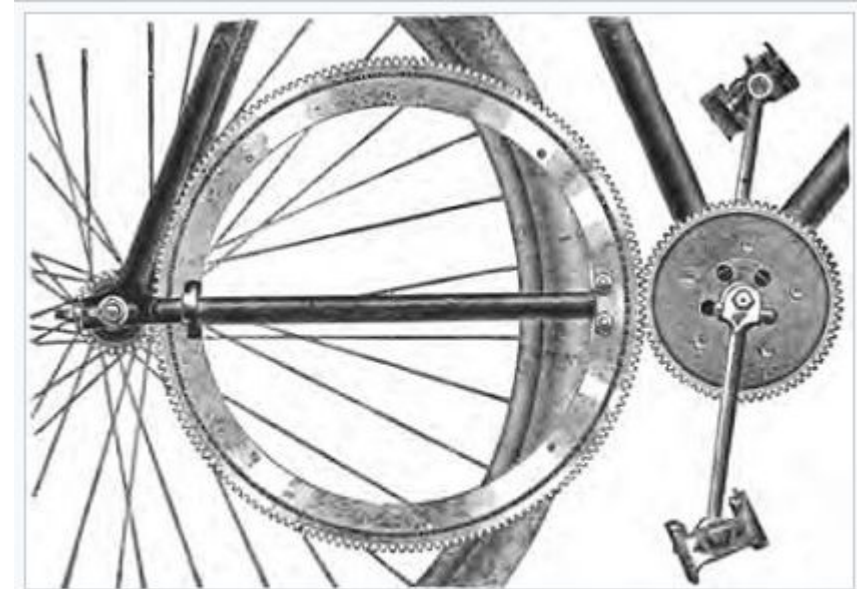
★★★★☆ ~ 7,740

800+ bought in past month

\$34<sup>99</sup> List: \$45.99

## Eliminate

What can I remove without altering its function?  
Can I reduce time or components?  
What would happen if I removed a component or part of it?  
Can I reduce effort?  
What's non-essential or unnecessary?  
Can I split my product into different parts?  
I can eliminate what by doing what?



Hildick's chainless bicycle gear  
(1898)



# Reverse / Rearrange

What can I rearrange in some way – can I interchange components, the pattern, or the layout?

Can I change the pace or schedule?

I can rearrange what in what way such that this happens?



# Let's Analyze a Dry-Clean ing Enterprise

- <https://cdonepricecleaners.com/>
- Please analyze the company site and highlight in what way they implemented the SCAMPER method.
- <https://jamboard.google.com/d/1k0cROIsCAGo-WdNcYgoSZvr1SR-p4B1LruTyslkvJvl/edit?usp=sharing>

# References

- <https://businessanalystmentor.com/scamper-technique/>
- <https://www.interaction-design.org/literature/article/learn-how-to-use-the-best-ideation-methods-scamper>
- <https://www.shopify.com/blog/product-development-process>



# Strategic Planning for Startups

# 05



# Outline

- **Entrepreneurial Strategy Compass (ESC)**

# Entrepreneurial Strategy Compass (ESC)



Competitive Strategy

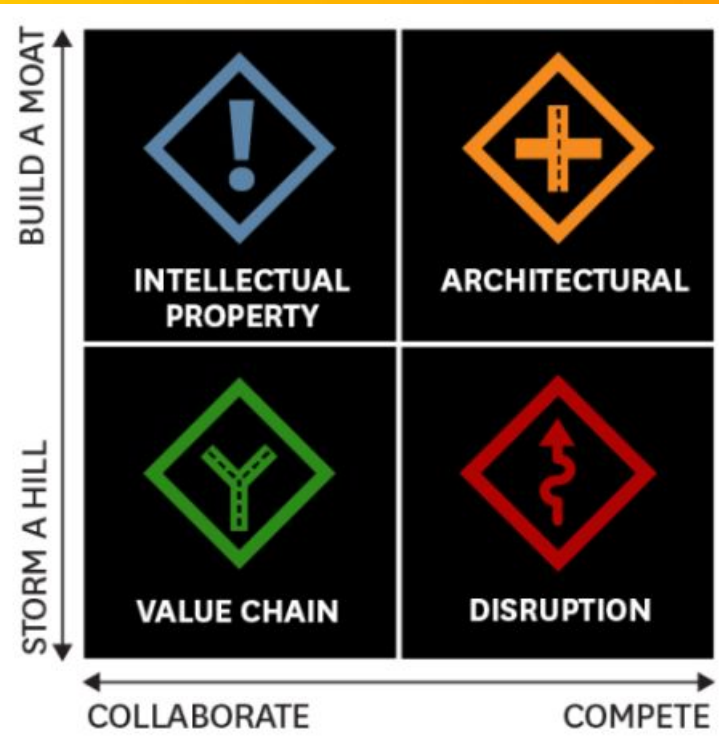
## Strategy for Start-ups

First answer two questions; then explore four paths. by Joshua Gans,  
Erin L. Scott, and Scott Stern

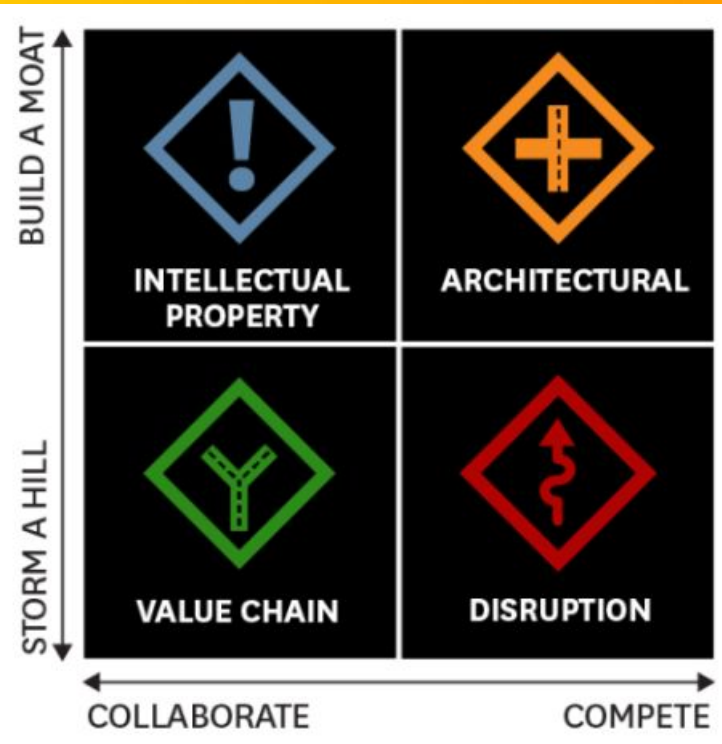
From the Magazine (May-June 2018)



- Collaborate or Compete







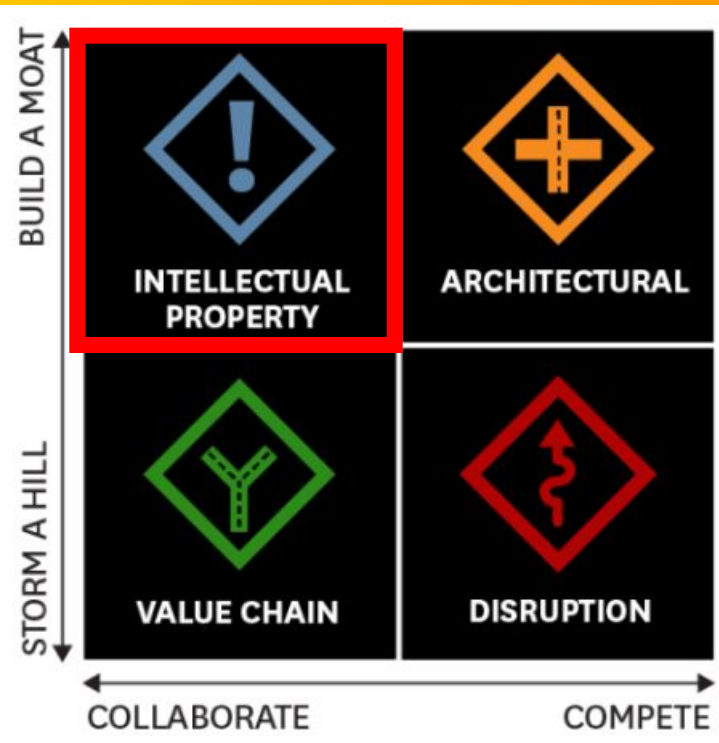
- **Build a Moat**



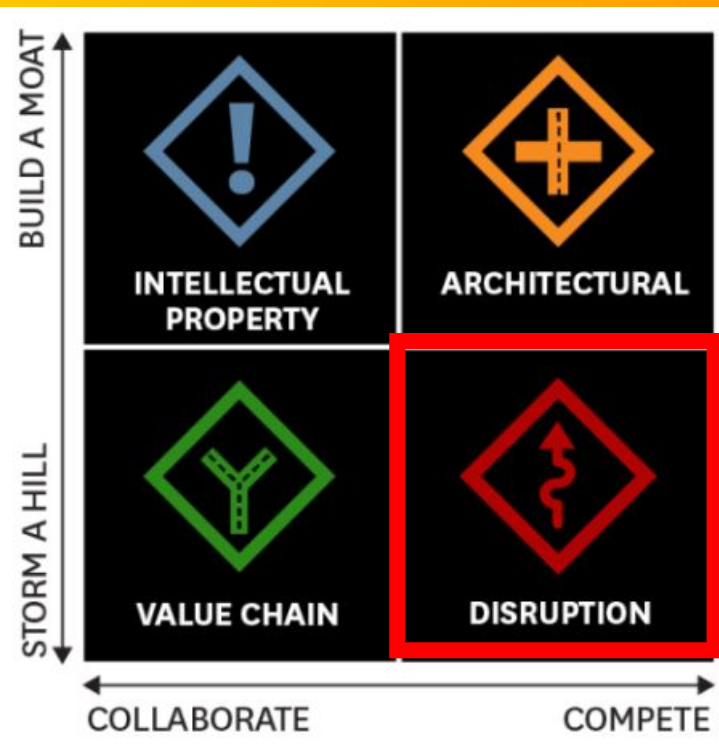
- **Storm a Hill**



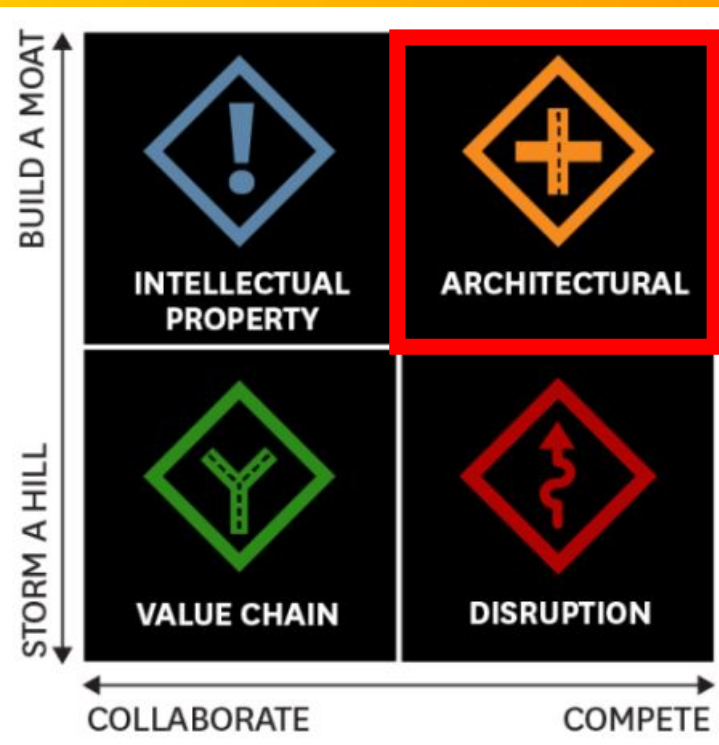




- Collaborating with incumbents
- Retaining control of its product and technology
- Focusing on idea generation and development
- Downstream activities in the value chain
- Cooperation requires alignment of activities
- Compatible technology investments
- Small number of modular technologies

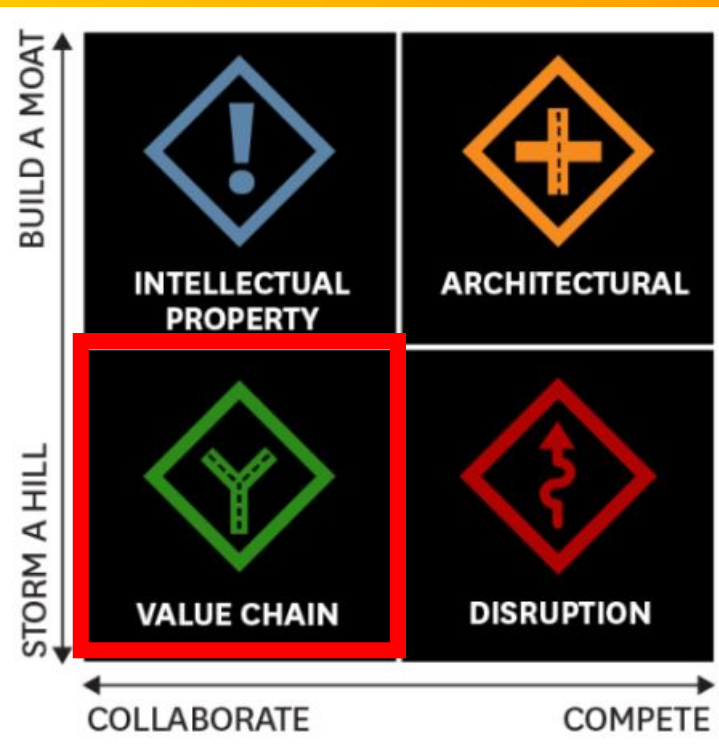


- Compete directly with incumbents
- Emphasizing commercialization of the idea and the rapid growth of market share
- Control of idea's development don't matter much
- Thus the heart of this strategy is the ability to get ahead and stay ahead.
- Start-up aims at quickly building capabilities, resources, and customer loyalty
- Serving to a niche segment
- Establishing credibility and explore new technologies that may have initial flaws but solid prospects for dramatic improvement.
- If succeeded, these technologies are usually difficult for incumbents to adopt.



- Both competing and achieving control
- Designing an entirely new value chain





- Investing in commercialization and competitive strength
- Preference for competence rather than aggressive competition
- Seeking to be preferred partners
- Core competence lies in the enhanced differentiation or cost advantage



# A Case – RapidSOS

**As a start-up, RapidSOS was an easy** sell: It would bring 911 calls into the smartphone age. Emergency-response systems had evolved in a premobile era, which meant that few of them could accurately identify the location of callers who were using mobile phones, compromising response times and medical outcomes. The founders of RapidSOS—Michael Martin, an HBS graduate, and Nick Horelik, an MIT engineer—had developed a way to transmit mobile phone locations to existing 911 systems that would require only minimal adaptation on the part of other players in the emergency-services sector. After attracting early-stage financing at business plan competitions, Martin and Horelik reached a crossroads: How should they take their technology to market?



# RapidSOS – Alternate Hypotheses

**Maintain control of the innovation and find a way to create value within the existing marketplace. Focus on being an idea factory.**

For example, Dolby is the global standard setter for sound technology; it licenses proprietary technology to Sony, Bose, Apple, and others.

RapidSOS could keep the technology proprietary and work with existing 911 equipment suppliers such as Motorola to modernize operations.

RapidSOS could partner with insurance companies (which ultimately pay for ambulance services); the product might take the form of a smartphone app.

**Focus on creating value for partners in the existing value chain. Execute quickly.**

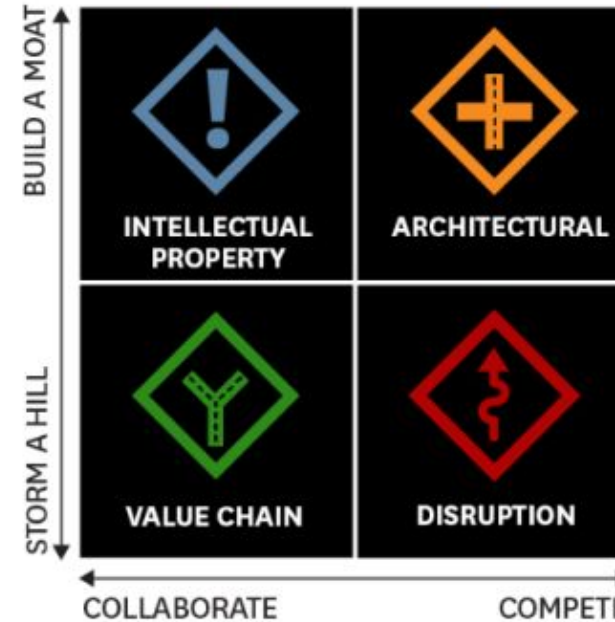
For example, Peapod became the leading U.S. internet grocer by fitting into—and improving—the grocery industry.

**Create and control a new value chain, often using a platform business. Protect intellectual property.**

For example, OpenTable developed a proprietary platform that allowed diners to make reservations efficiently and in so doing established influence over customer flow to restaurants.

RapidSOS could replace the existing emergency response system altogether.

RapidSOS could first target poorly served populations (such as epilepsy patients) and later serve a larger swath of customers.



# Again Nothing's Left 😊

## Break out Rooms

- Julia and her team have developed a new app. But they must determine if their product will attract their targeted groups' attention.
- Targeted group is a technology-savvy household in Istanbul that seeks ways to diminish food waste.
- Julia's idea is to collect food left-overs and create compost to be used in farming
- Users of the app need to sign in, take a picture of the leftover food, and enter the attributes and location (i.e., weight, etc.).
- Food is collected every week (every Saturday), turned into compost, and sold.

[https://jamboard.google.com/d/1SZgOl9vV3-Sw6gHf\\_bZ\\_M5TYkNnjTRBBazmgoEmhj2A/edit?usp=sharing](https://jamboard.google.com/d/1SZgOl9vV3-Sw6gHf_bZ_M5TYkNnjTRBBazmgoEmhj2A/edit?usp=sharing)

# References

- <https://www.smartinsights.com/marketing-planning/marketing-models/how-to-use-the-7ps-marketing-mix/>
- <https://spur-reply.com/blog/the-6-elements-of-effective-strategic-planning>
- Strategy for Start-ups.  
<https://hbr.org/2018/05/strategy-for-start-ups>

# Thank you!

Email: [hei@eitrawmaterials.eu](mailto:hei@eitrawmaterials.eu)



Website: [eit-hei.eu](http://eit-hei.eu)



Twitter: [@EIT\\_HEI](https://twitter.com/EIT_HEI)



LinkedIn: [@EIT HEI Initiative](https://www.linkedin.com/company/eit-hei-initiative)

