

# Creating and capturing value from innovative tech

Ph.D. Class ENG-642

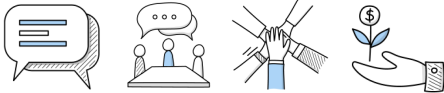
Dr. Sharon Tal

[sharon@wheretoplay.co](mailto:sharon@wheretoplay.co)

Session 5

Fall Term 2025

# Today's agenda

- Learning from the successes and mistakes of a budding entrepreneur:  
Nicolas Durand- Founder and former CEO, Abionic
- Business presentations by teams 
- Overview on the Lean Startup toolset and how it complements the  
Market Opportunity Navigator
- Main takeaways and course wrap-up

# A peer-learning opportunity

## To get the most out of this session:

- Listen to your peers' presentation
- Fill in the Google form at the end of each presentation:
  - One thing I learned from this group, or
  - One suggestion I have for this group

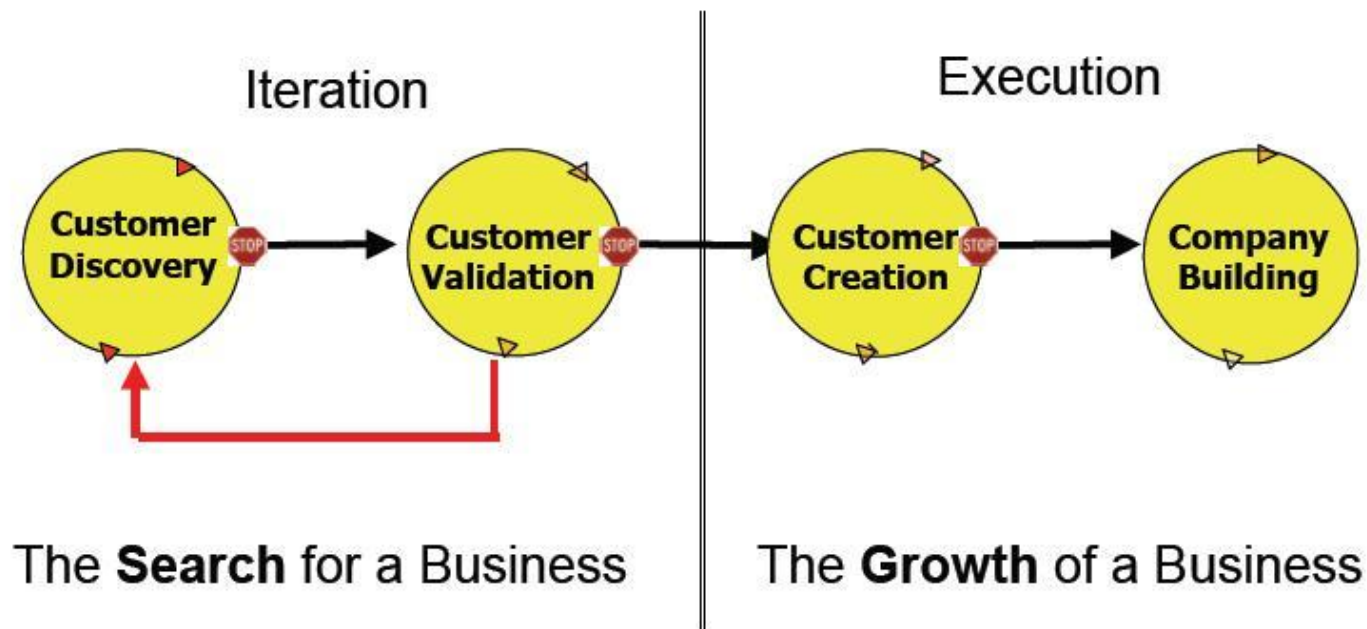
<https://forms.gle/vzazngamKQVW4iW8>

# The Lean Startup toolset



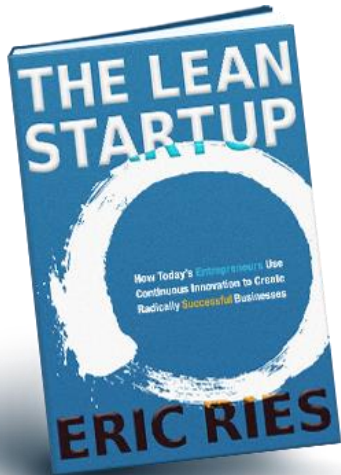
# The Lean Start-up Methodology

## Customers Development- The “Heart” of Lean Start-Up

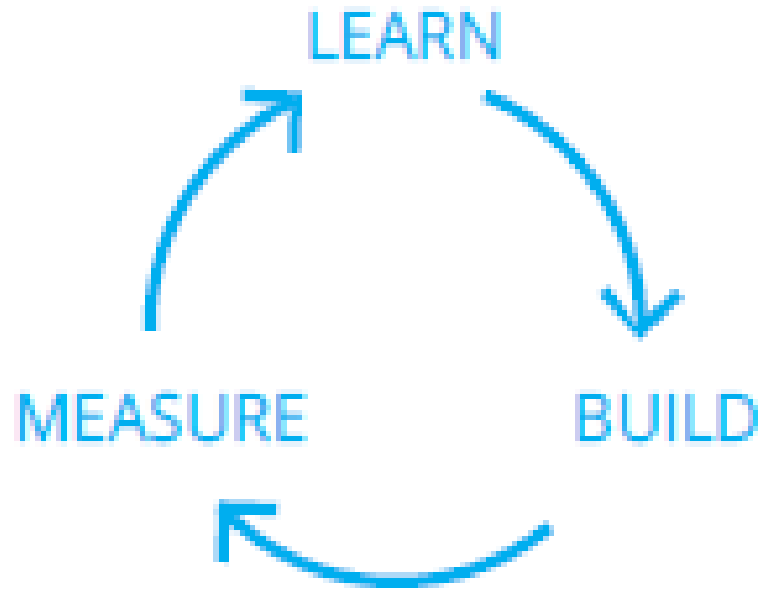


Get Out of The Building!

# The Lean Start-up Methodology



Discover and validate your business model through rapid market testing and continuous pivoting:



Develop a minimum viable product (MVP) to begin the process of learning as quickly as possible

# Two frameworks to set your hypothesis

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 85 countries

DESIGNED BY  
Rian Smith, The Movement

WILEY

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_

<p><b>Value Propositions</b></p> <p>What value do we create for the customer?</p> <p>How do we create and deliver value to the customer? (Customer segments and value propositions)</p> <p>How do we capture value? (Revenue streams)</p> <p>What are the channels? (Channels)</p> <p>What are the cost structures? (Cost structure)</p> <p>What are the revenue streams? (Revenue streams)</p>	<p><b>Customer Relationships</b></p> <p>What type of relationship do we create with our customers? (Customer segments and value propositions)</p> <p>How do we create and deliver value to the customer? (Customer segments and value propositions)</p> <p>How do we capture value? (Revenue streams)</p> <p>What are the channels? (Channels)</p> <p>What are the cost structures? (Cost structure)</p> <p>What are the revenue streams? (Revenue streams)</p>	<p><b>Customer Segments</b></p> <p>Who are our target customers? (Customer segments and value propositions)</p> <p>How do we create and deliver value to the customer? (Customer segments and value propositions)</p> <p>How do we capture value? (Revenue streams)</p> <p>What are the channels? (Channels)</p> <p>What are the cost structures? (Cost structure)</p> <p>What are the revenue streams? (Revenue streams)</p>
<p><b>Cost Structure</b></p> <p>What are the fixed costs? (Cost structure)</p> <p>What are the variable costs? (Cost structure)</p> <p>What are the revenue streams? (Revenue streams)</p>	<p><b>Revenue Streams</b></p> <p>How do we capture value? (Revenue streams)</p> <p>What are the channels? (Channels)</p> <p>What are the cost structures? (Cost structure)</p> <p>What are the revenue streams? (Revenue streams)</p>	

DESIGNED BY: Business Model Foundry AG  
The Makers of Business Model Generation and Strategyzer

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How to create products and services customers want. Get started with...

## Value Proposition Design

strategizer.com/vpd

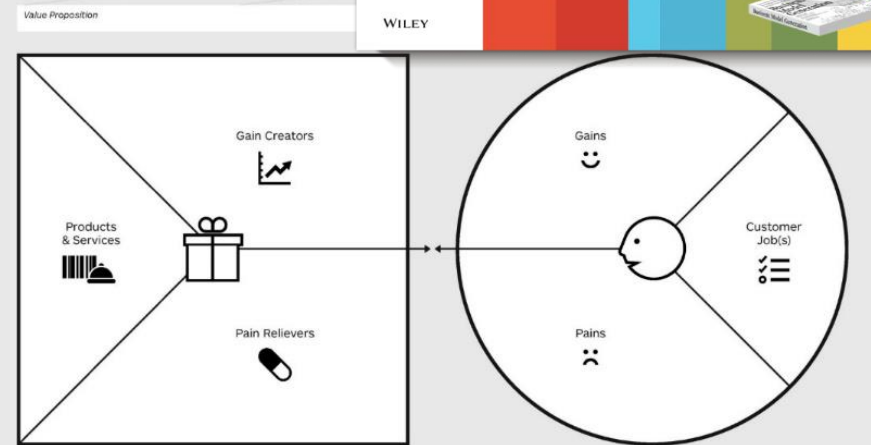
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Trish Papadokos

WILEY

Strategyzer Series  
Sequel to Business Model Generation  
International Bestseller  
30+ Languages

### The Value Proposition Canvas



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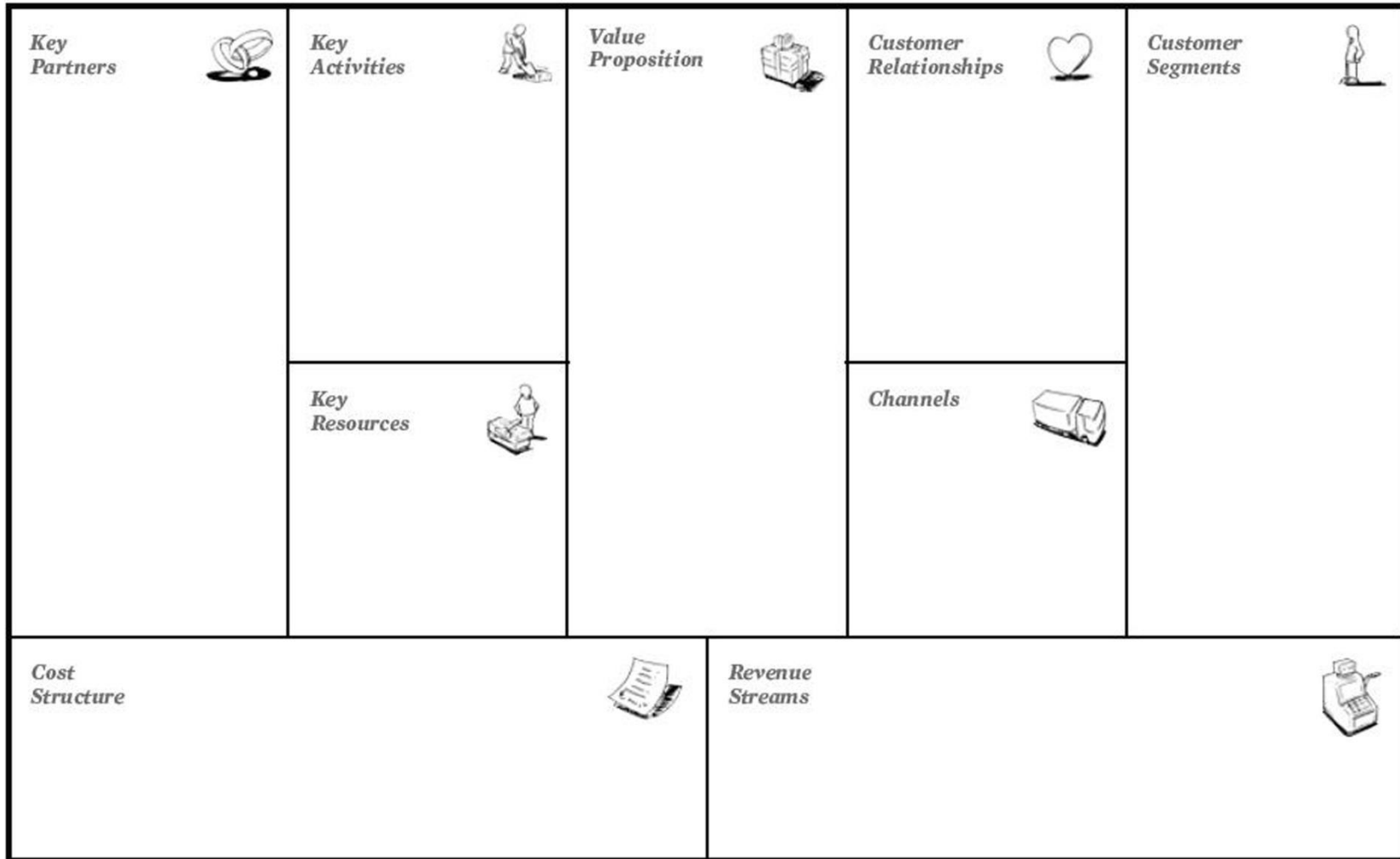


## What is a business model

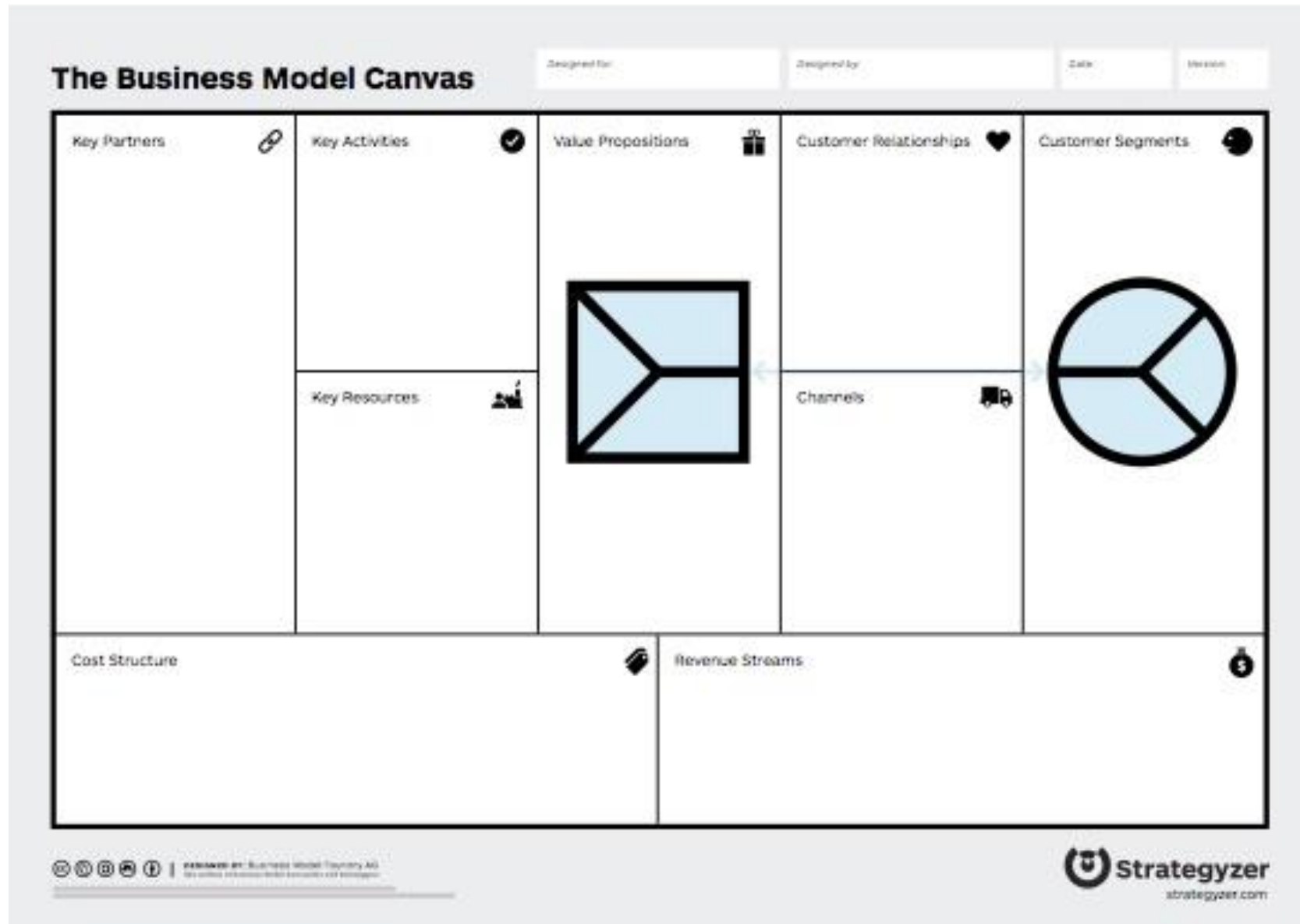
A business model describes the rationale of  
how an organization  
**creates, delivers, and captures value**

# The Business Model Canvas

Tool to create and analyze business models:

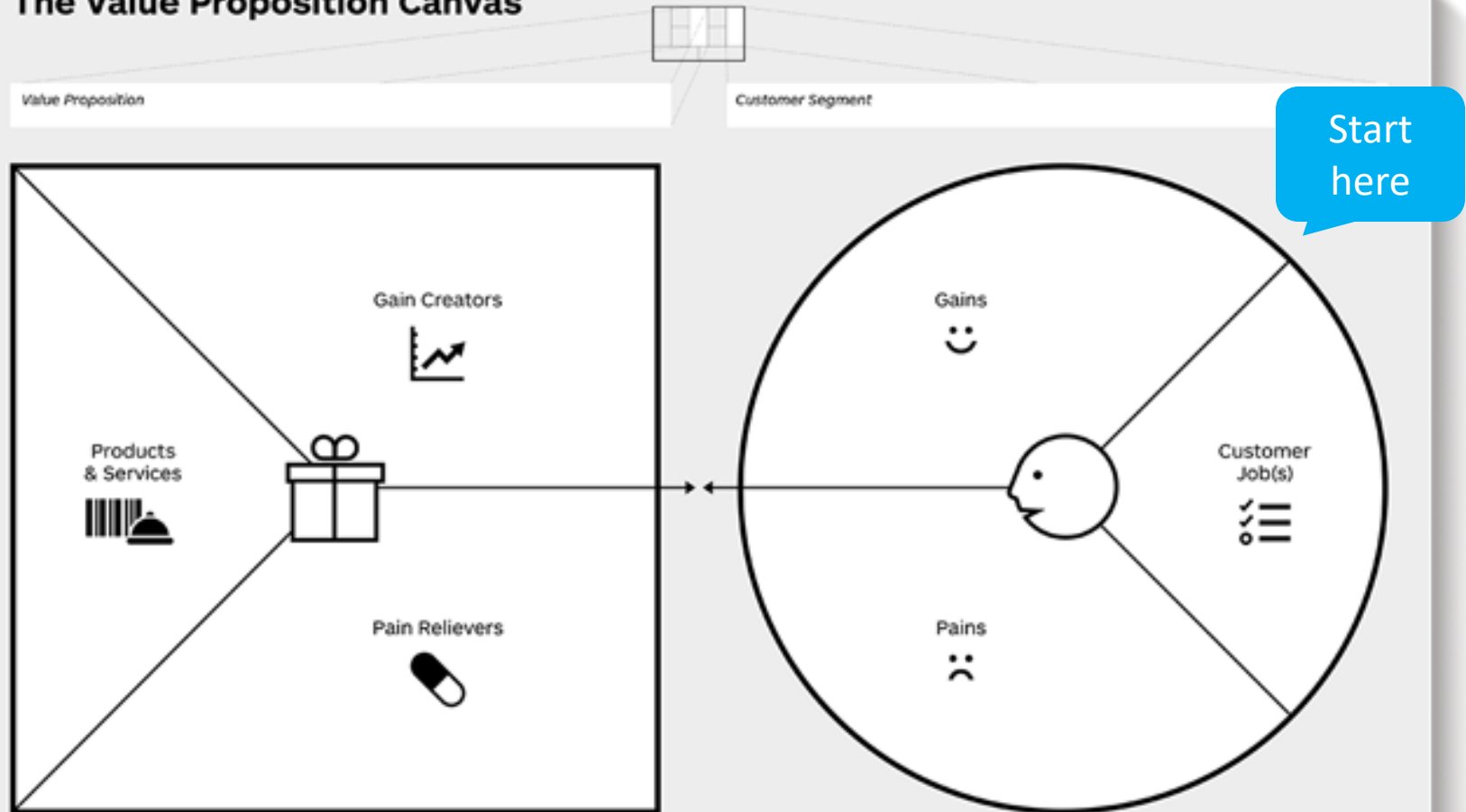


# The Value proposition Canvas

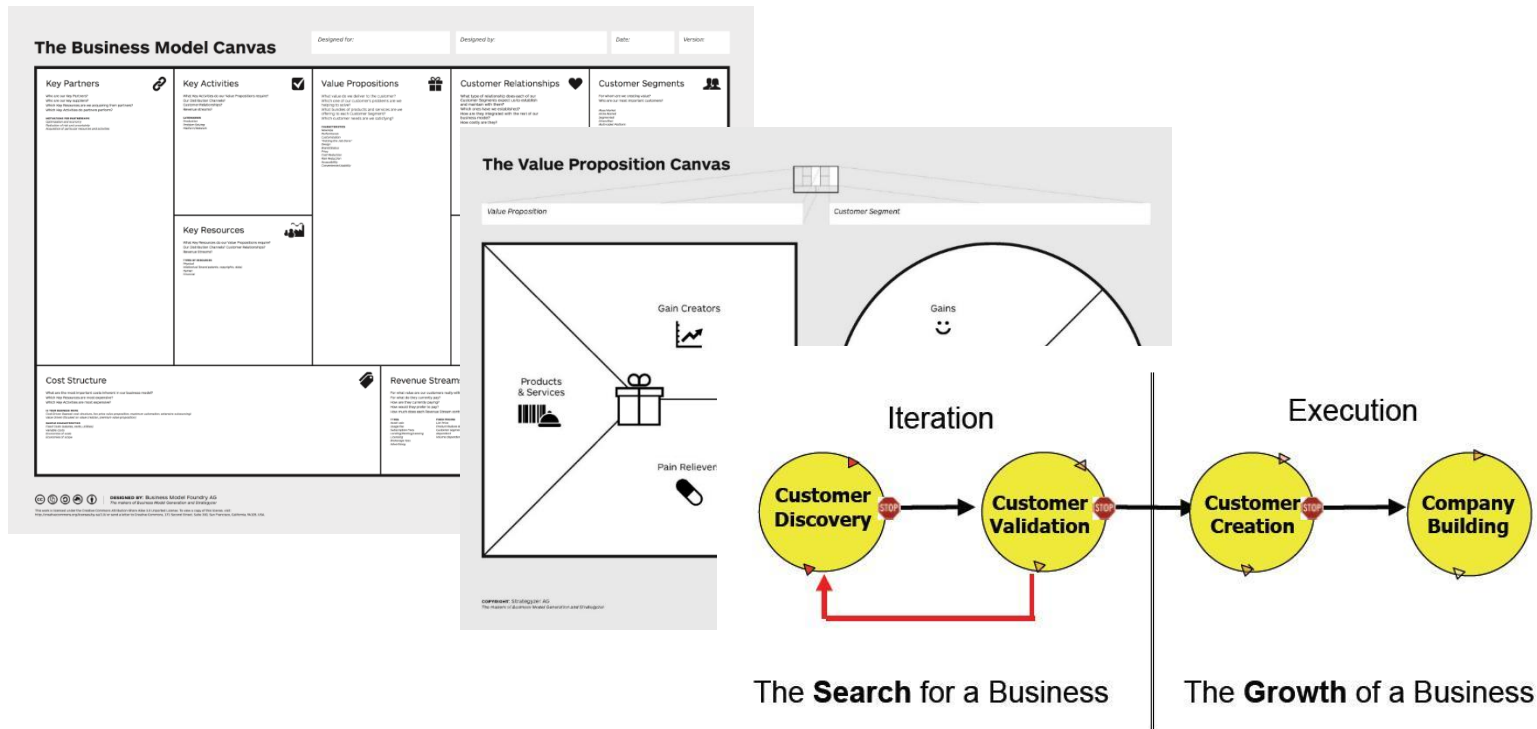


# The Value proposition Canvas

## The Value Proposition Canvas



# What is missing?



How to rapidly find product/market fit inside a market



Where to start the search for your new business

# “Stop playing target market roulette”



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## Entrepreneurship is a Calling

### [How to Stop Playing “Target Market Roulette”: A new addition to the Lean toolset](#)

Posted on **May 7, 2019** by [steveblank](#)

Modern entrepreneurship began at the turn of this century with the observation that startups aren't smaller versions of large companies – large companies at their core execute known business models, while startups search for scalable business models. [Lean Methodology](#) consists of three tools designed for entrepreneurs building new ventures:

- The [Business Model Canvas](#) – to write down all the hypotheses about a new business;
- [Customer Development](#) – a process for testing those hypotheses outside the building;
- [Agile Engineering](#) – to rapidly build minimal viable products to test product/market fit.

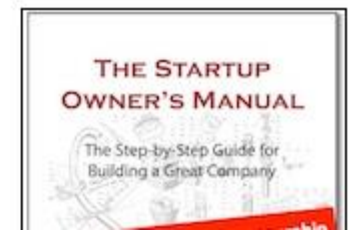
These tools tell you *how* to rapidly find product/market fit inside a market, and how to pivot when your hypotheses are incorrect. However, they don't help you figure out

contact: [info@kandsranch.com](mailto:info@kandsranch.com)

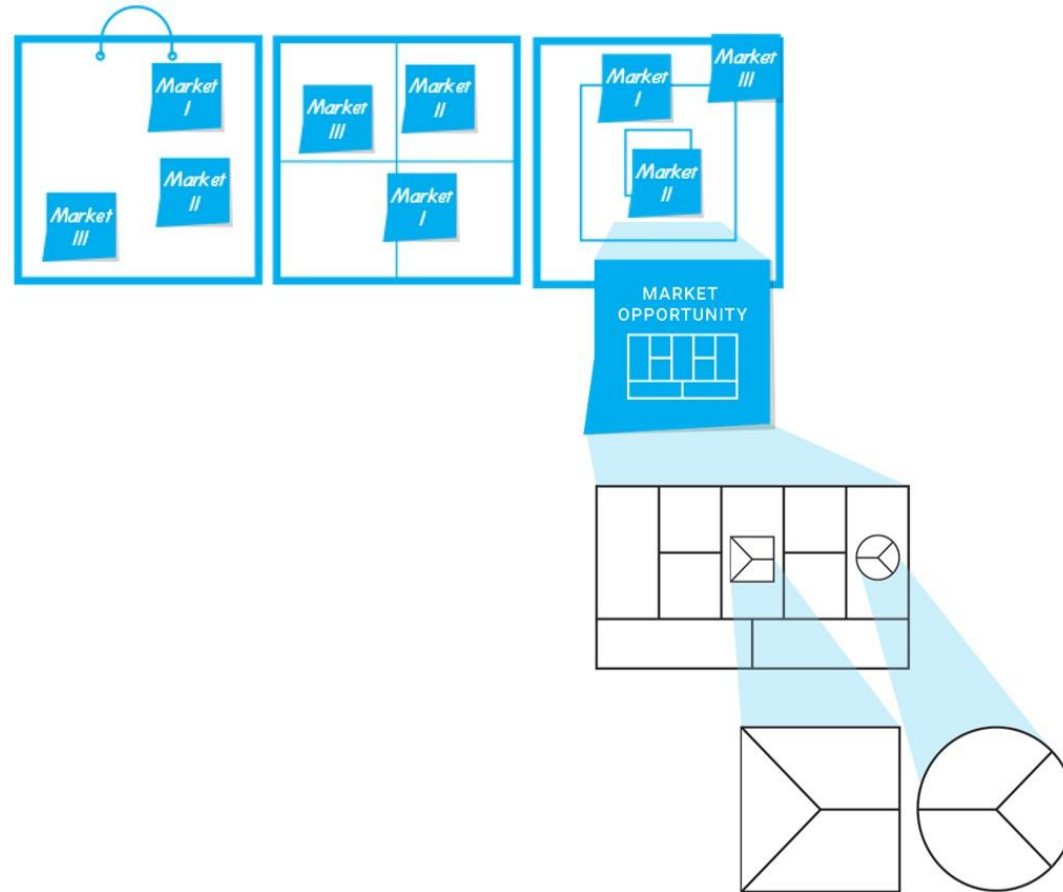


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**LinkedIn**



# 'Where to Play' before 'How to Play'

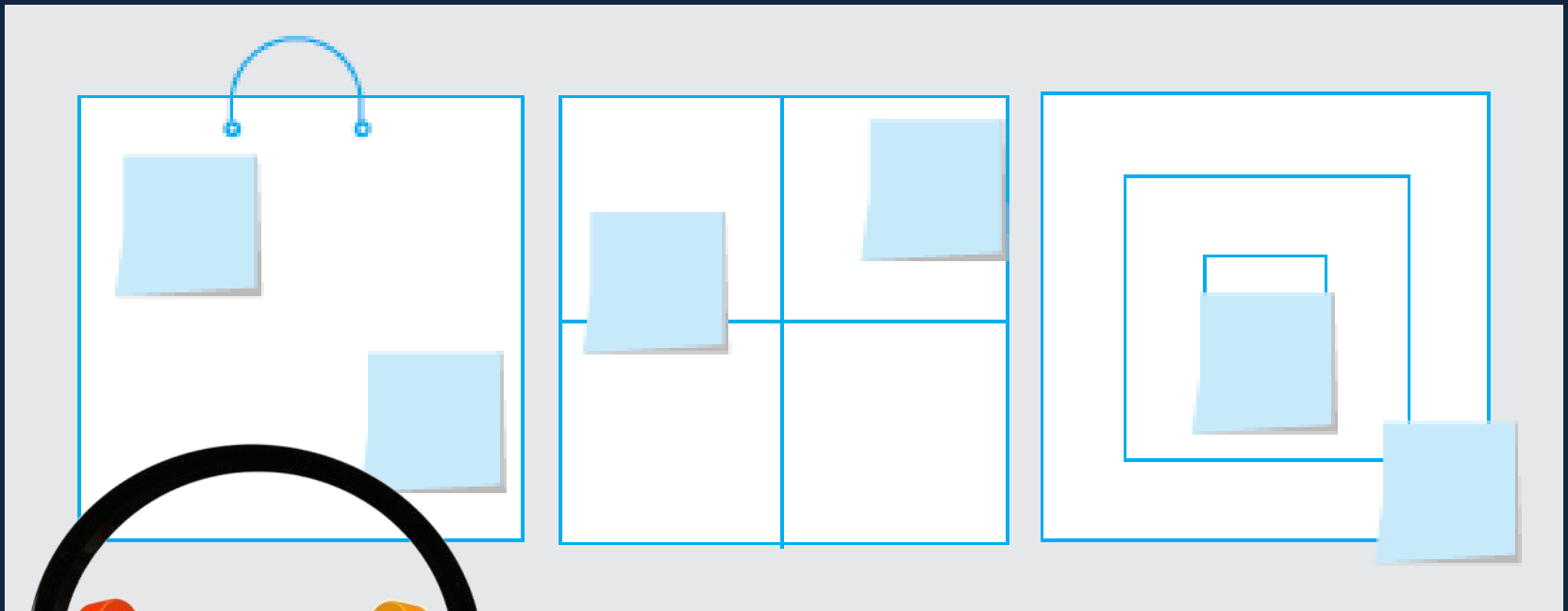


*The front end of Customer Discovery*

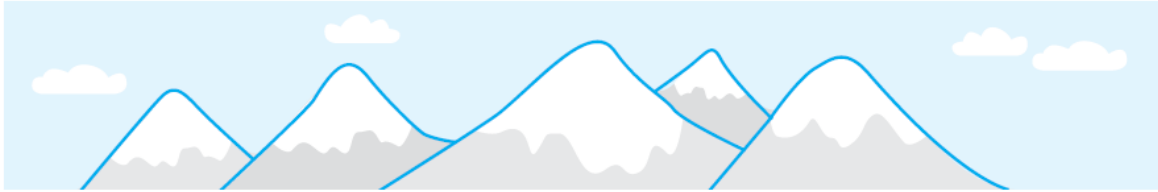
# Questions?



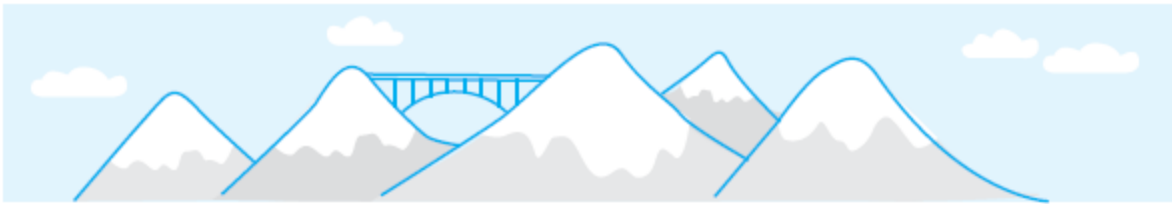
# Summary



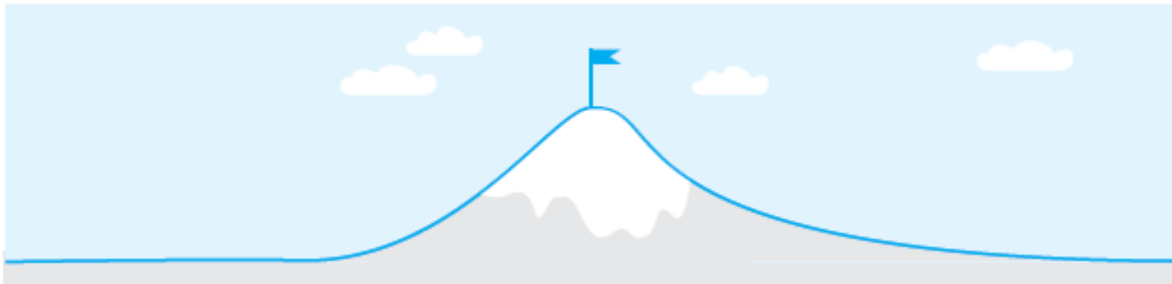
# If market opportunities were mountains...



Which one should you choose to climb?



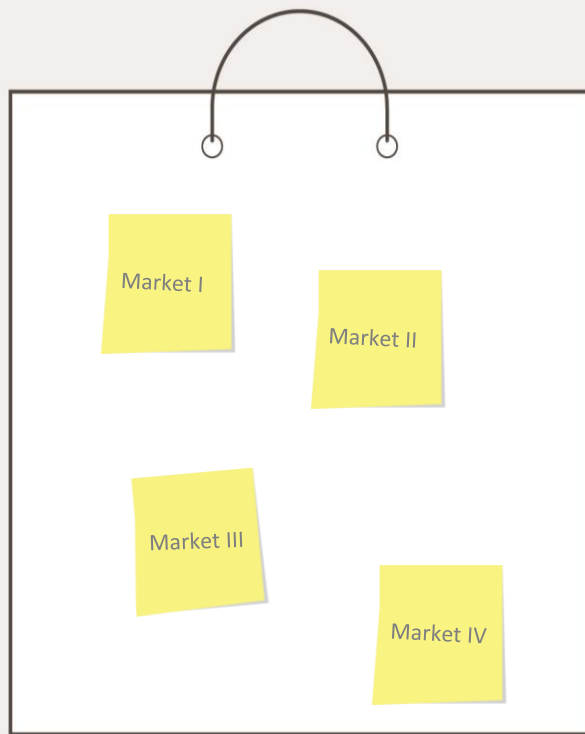
And if it turns out to be disappointing-  
will you be able to move to another mountain?



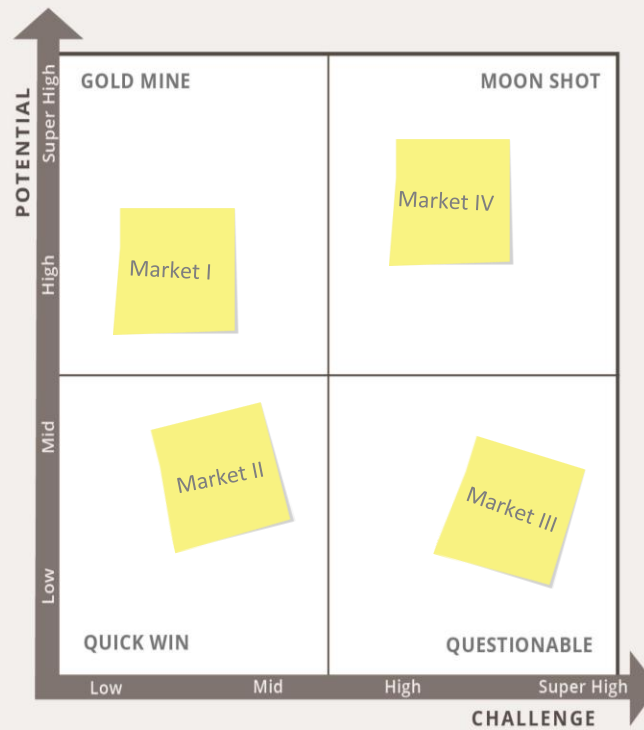
To increase your chances of conquering a top

# The Market Opportunity Navigator

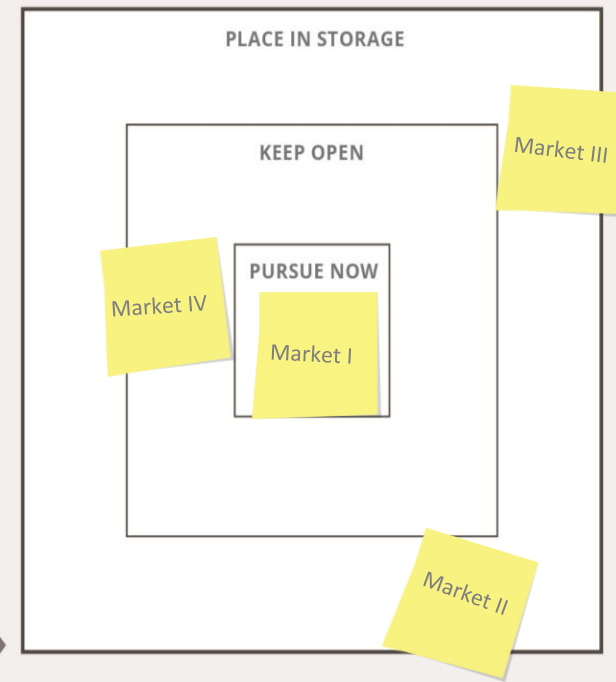
3 steps for discovering your most valuable market opportunities



MARKET OPPORTUNITY SET



ATTRACTIVENESS MAP



AGILE FOCUS DARTBOARD

# The power of structured processes



**SUPPORTS YOUR  
DECISION-MAKING**

**PROVIDES A  
SHARED LANGUAGE**

**OFFERS GUIDANCE  
OVER TIME**

# Benefitting from the Navigator over time

FIGURE OUR  
WHERE TO  
START

NAVIGATE THE  
PIVOTING  
PROCESS

NAVIGATE THE  
GROWTH  
PROCESS

# Remember: It's a learning process

- ✓ Take the time to gather data and evidence
- ✓ Make it as iterative as possible
- ✓ Debate as much as you can



# Your main takeaways

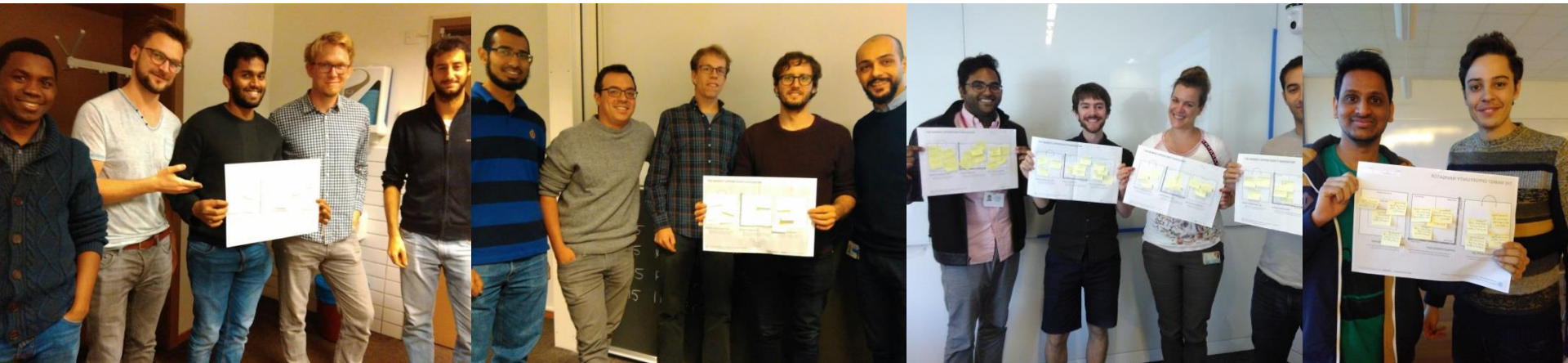


Write down your three main takeaways from this course

Did it meet the 'one key thing' you wanted to get out of this course?

# Main takeaways from this business process

- ✓ The advantage of a structured process
- ✓ The benefit of seeing the BIG picture
- ✓ The process is simple. Applying it is more complex...



# If you want to learn more:



**The book:** 'Where to Play'



**Free on-line course on edX:** Find the right markets for your innovation



**Full case study and other videos on our YouTube channel:**  
Market Opportunity Navigator



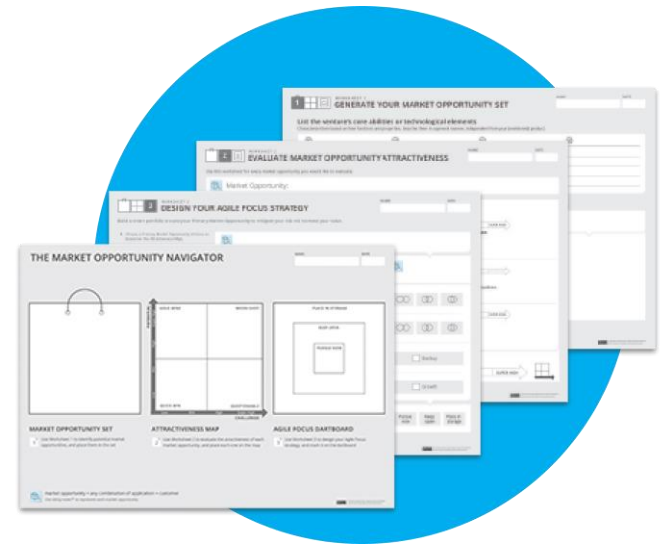
**More supporting materials at:** [www.wheretoplay.co](http://www.wheretoplay.co)



**Contact me for other means of support:** [Sharon@wheretoplay.co](mailto:Sharon@wheretoplay.co)

# Don't forget your Reflection Report

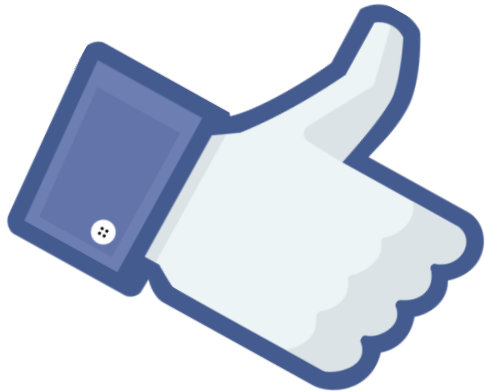
- ✓ Summarize your insights and takeaways from this course
- ✓ Guidelines can be found on Moodle (individual assignment)
- ✓ Submit via Moodle by Dec 1



# Now... its my turn to learn from you

Please write me your feedback on this course

<https://forms.gle/wk3Gz9KUzxNY6vBy9>



To keep



To improve

Thank you!



# Transversal skills: day-by-day follow up

## Transversal skills: day-by-day follow up

As we wrap-up each day, please share with us (anonymously) if you feel you worked on any of the transversal skills today.

Thanks,  
Sharon

Date

Month, day, year



Please select those skills that you feel you worked on today (you can select more than one option)

- Communication and presentation
- Team work and interdisciplinary collaboration
- Impact-driven leadership
- Learning from others

Link to Google form: <https://forms.gle/mWgPKdQAEFaakA9q9>