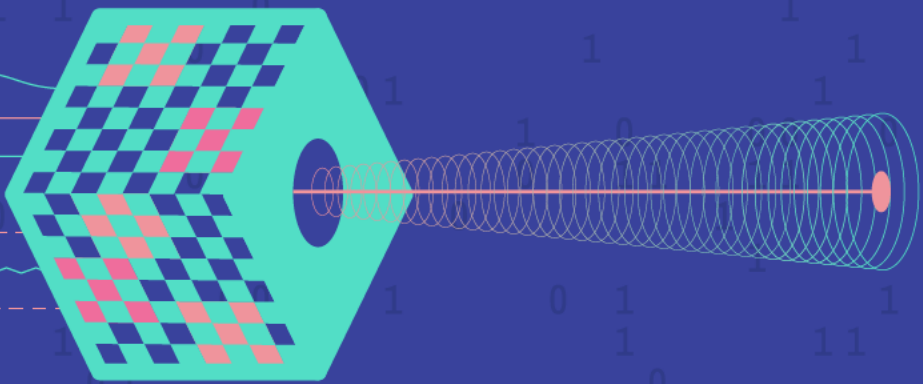


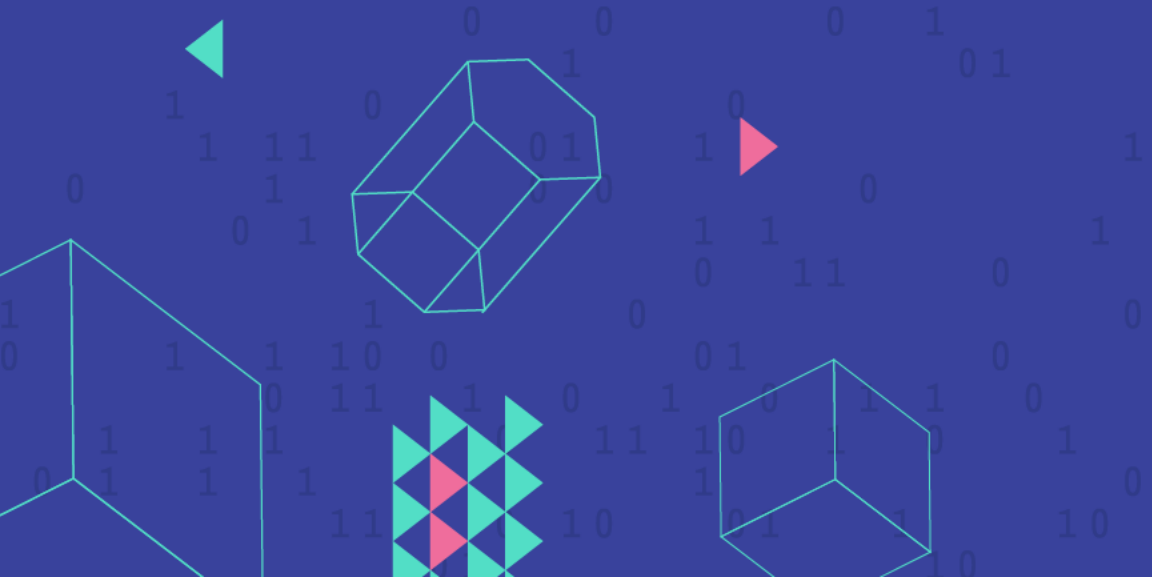


CASSINI #EUSpace
Hackathons & Mentoring



Business Design Playbook

Follow this playbook to discover, build
and tap into business opportunities to
accelerate your ideas



Content

STEP 1: Idea & Team

Who is who? Team formation
List your goals as a team

STEP 2: Customer Opportunity

Who is your user and customer?
What problems do your customers and users have?
How do you recognise & nail the most important customer questions?

STEP 3: Customer Problem

Does your solution fit the problem and customer?
How can you validate the fit?
How to get the X-factor in?

STEP 4: Digital Services

How do you design a differentiated value proposition:
functionalities, features, USP's?
How do you design a minimum viable product?
How do you further secure growth – product/service platform
planning?

STEP 5: Business

How can you make money (revenue & business model)?
How do you get traction in the market?
How do you get the business growing (marketing strategy, campaign
and roadmap)?

STEP 6: Pitch

How to make my story stick?
What is my compelling storyline?
How will I become unique?





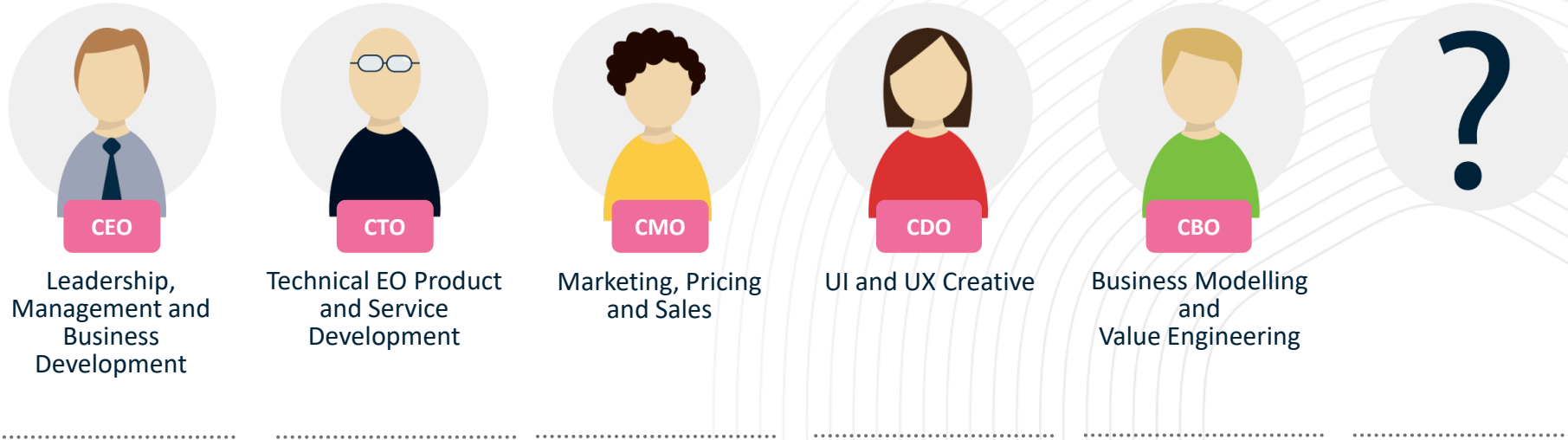
STEP 1: IDEA & TEAM

Lead questions to ask in this section:

- Who is who?
- What is team formation?
- How do we organise teamwork and team roles?
- What are our goals as a team?

Build your perfect team

- Fill in the names of your team members.



Team formation

- The goal of this preparation segment is to form a cohesive team of at least three people who share a passion for solving the same problem and working toward common goals.
- Demonstrating excellent team dynamics in daily collaboration is essential, and you should feel a strong sense of camaraderie.
- To create your dream team, revisit and discuss potential problems, explore solutions, and assess how each team member can contribute to their development. This process will help you identify the best fit for your team.



TASK 1

Team formation

- **If you have a team of 3-8 people formed already:**
 - Review whether you have all the necessary competences and experiences
 - Discuss the complementary assets you have, the strengths and weaknesses each of you have
- **If you don't have a team of 3-8 people formed yet:**
 - Identify networks and contacts that could help to connect you with people who might be interested to join your team
 - Meet, greet and discuss your entrepreneurial ideas, initiatives and visions



TASK 2

Ideation & first vision

- **If your team has already agreed on an idea:**
 - Each team member describes the idea according to their understanding
 - Present & discuss your viewpoints
 - Develop the idea further and assess its potential
- **If your team has NOT agreed on an idea yet:**
 - Each team member describes their idea
 - Present and discuss the ideas
 - Go through the idea assessment and select the idea that you want

GOALS

Form a team of 3 - 5 members

TASKS

Team formation - Ideation

TOOLS

Mapping team roles & competences

Partner up with coaches and mentors!

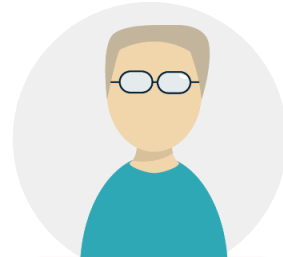
- Fill in the names of your coaches and mentors.



CHIEF MENTOR

Business (within EO market)
and team management

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PRODUCT MENTOR

Product development
and prototyping

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DESIGN MENTOR

UX design for
products/services

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MARKETING MENTOR

Marketing

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IP LAWYER

Intellectual property

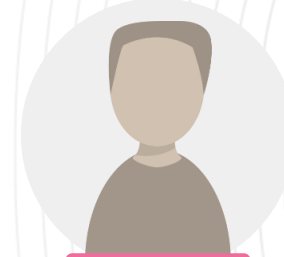
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INVESTOR

Fundraising and
financial management

.....



EO EXPERT

Earth observation /
Copernicus data & services

.....



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List your goals as a team

- What would the final destination of your team’s journey be? What’s the big dream?

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STEP 2: CUSTOMER OPPORTUNITY

Lead questions to ask in this section:

- Who are your customers and users?
- What problems do your customers and users have?
- How do you recognise & nail the most important customer questions?

Discover who your customer and user are! Size the opportunity

- Customer development thrives when:
 - You have data proving your solution creates value for customers
 - Your product scales effectively in the market
- In essence, success hinges on selecting a strong market with genuine demand. In a thriving market, the product naturally gains traction. The biggest threat to a startup isn't a weak team or product, but poor market fit — lack of market demand is the top reason startups fail



TASK 1

Customer description

- **Use the tools provided** (see the following pages) to **thoroughly profile your global customers**, whether B2B or B2C, and tailor your solution accordingly.
- **Detail your customer as precisely as possible** — you'll need to engage with them later to validate your idea.



TASK 2

Target market selection

- **The target market is the specific customer group your business aims to reach with its products and services.** When defining your target market, consider factors such as geography and industry segments
- Use the tools provided in the following pages to **identify the market with the greatest potential and clearly define your target audience.**

GET INSPIRED

Market selection - [How to Select a Target Market for New Product Launch](#) – Motarme
Customer persona - [Personas for Need finding, Design & Growth](#) - by Alexander Cowan

GOALS
Customer discovery
First
'Solution/Customer/Market fit' identified

TASKS
Customer description -
Target market selection

TOOLS
Customer persona template
- Customer insight tool -
Discover who your customers are - Target market template

Tool: Customer persona

ROLE OR JOB TITLE		KEY CHARACTERISTICS	
AGE	GENDER		
GOALS	NEEDS	FRUSTRATIONS & POINTS	
KEY INFLUENCERS	OTHER APPLICATIONS	FEATURE REQUESTS	

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Tool: Choose the target segment

	SEGMENT 1	SEGMENT 2	SEGMENT 3	SEGMENT 4
MARKET VALUE				
<ul style="list-style-type: none">• Size• Growth rate• Profit margins				
MARKET ACCESS				
<ul style="list-style-type: none">• Competitors• Availability & access to distributors/ channels• Regulatory path				
YOUR MARKET EXPERTISE				
<ul style="list-style-type: none">• Financial resources to enter the market segment• Network & contacts• Capability & market knowledge				

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Homework list

- What do you need to do to get to know your customers and users even better? Fill in your own goals to complete this sprint.

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STEP 3: CUSTOMER PROBLEM

Lead questions to ask in this section:

- Does your solution fit the problem and customer?
- How can you validate the fit?
- How to get the X-factor in?

Nail your customer problems

GET INSPIRED

Market selection - [The 7 All-time Greatest Ideation Techniques](#) – Chuck Frey (Innovation Management)

- To demonstrate a proper problem-solution fit, show evidence that customers care about specific pains and gains, and that your solution effectively addresses them.
- Customer gains are expected or desired benefits; pains are obstacles preventing smooth progress.
- The "right" customer problems are: common among many people, frequent enough, serious enough that customers are willing to pay for a solution.
- Finding a unique problem that addresses unmet pains and gains can lead to 10x growth, rather than incremental growth.



TASK 1

Online evidence search

- Use Google tools to validate your problem and solution:
 - **Keyword popularity and relevance:** use Google Trends and AdWords Keyword Planner.
 - **Existing competition:** check Google Search, YouTube, Google Patents, startup databases, and programs like Copernicus Masters and Incubation.
 - **Alternative solutions:** search Google for other existing options.
- This is your first "Moment of Truth": refine your idea if needed and validate it again online.



TASK 2

Idea development

- If you found good online evidence to continue with your initial idea, apply the **problem redefinition and ideation techniques** to develop it further.



TASK 3

Team roles planning

- Discuss through and divide your **team roles and responsibilities**. On top of your professional skills take into account your different personality traits and individual strengths and weaknesses.

GOALS

Business idea fine-tuned







TASKS

Online evidence search
Idea development
Team roles planning

TOOLS

Recognise customer problems & segments
Visual diary
Problem redefinition instructions

Tool: Recognise most important customer problems & segments

 CUSTOMER PROBLEM Customer problems, pains	 IMPORTANT Does failing the job lead to extreme problems?	 TANGIBLE Can you feel or see the pain?	 UNSATISFIED Are there unresolved problems, jobs?	 LUCRATIVE Are there many with that problem & ready to pay?	 TOTAL SCORE Focus on the highest value jobs & related problems.
①	_____				
②	_____				
③	_____				
④	_____				
⑤	_____				

Scoring scale: 1 (low) to 5 (high)

Adopted from: Strategyzer, A. Osterwalder, Customer segments, available at <https://www.strategyzer.com/>

Homework list

- Fill in your own goals to complete this sprint.

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STEP 4: PRODUCTS/SERVICES

Define a compelling & meaningful offer

Lead questions to ask in this section:

- How do you design a differentiated value proposition: functionalities, features, USP's?
- How do you design a minimum viable product?
- How do you further secure growth – product/service platform planning?

Design a value proposition: functionalities, features, USPs

- Product definition is a key milestone in business planning, helping you focus on **specific features and functionalities**. It guides **time-to-market estimates** and **development efforts**. Additionally, it allows for **early prototyping** to **test and validate with customers** in iterative cycles, refining the product to ensure a **strong, cost-effective proposition**.

GOALS
Product/service definition

TASKS
Define your value proposition - Elaborate on features and functionalities - Outline your differentiation strategy & USP

TOOLS
Value proposition design diagram - Value & attribute map -
Concept sharpening tool - Differentiation & USP tool



TASK 1

Design your value proposition

- Define your value proposition by starting with **customer job2be-done statements** (from the value proposition design diagram).
- Identify the **key product/service values** and the corresponding **features and functionalities** to create a top-level product/service definition (left side of the value proposition design diagram).



TASK 2

Value - attribute mapping

- Create a **value & attribute map** by connecting your product/service **values** to specific **functionalities and features**.
- Do a **sanity check** with your team to ensure the defined features and functionalities **align with the promise** of your product/service.



TASK 3

Team roles planning

- Decide on the **features** that will drive your **differentiation strategy**. Ensure that your **USPs** are features with a **high value perception** in the eyes of customers.
- Use the **concept sharpening tool** to evaluate the value perception of each feature from the customer's perspective. Then, apply the **differentiation & USP tool** to **benchmark** your product against competitors in the market.
 - Discuss the **necessary performance level** for all features, paying close attention to the **desired performance level** of your USPs to stand out effectively.



Tool: Valuation proposition design

- **Design your value proposition starting from basic solution ideas & customer problems/needs**

This will allow you to make a transition from a top-level product concept to a more specific product definition with specific list of functionalities and features.

- **Task 1: Describe the customer need and critical customer values**

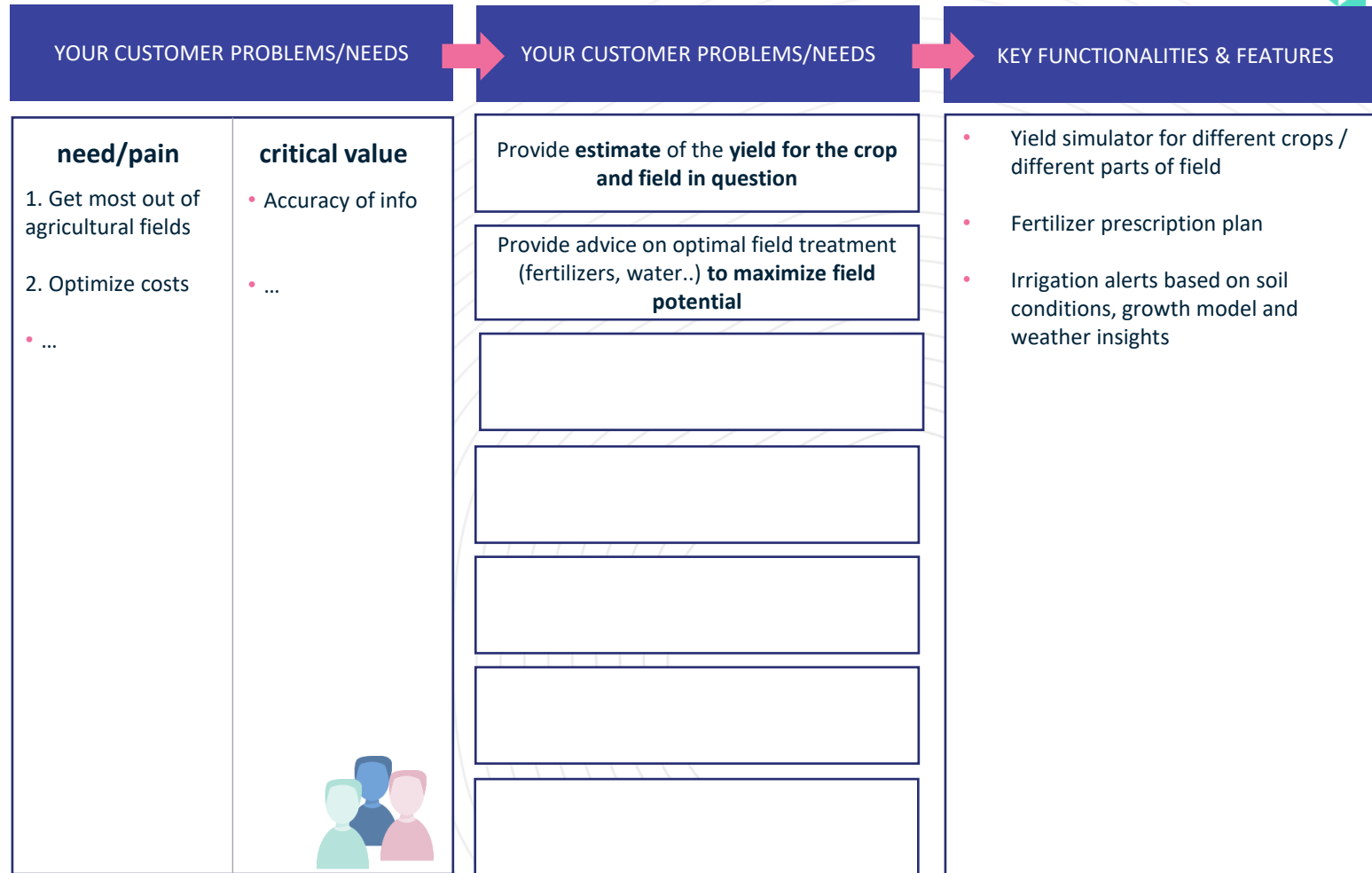
Rank each statement on importance to facilitate your exercise.

- **Task 2: Create product/services promises as answers to specific customer problems**

At this stage you can work with general product/service promises. The aim is to define the key building blocks of your products/services based on its promises.

- **Task 3: List features/functionalities of your solution to fulfill the service/customer promises.**

How will you deliver the promise? What service features will be needed? What would be the easiest (most useful) for your customer to take advantage of your solution?



Tool: Valuation proposition design

- Design your value proposition starting from basic solution ideas & customer problems/needs
- This will allow you to make a transition from a top-level product concept to a more specific product definition with specific list of functionalities and features.
- Task 1: Describe the customer need and critical customer values
- Rank each statement on importance to facilitate your exercise.
- Task 2: Create product/services promises as answers to specific customer problems
- At this stage you can work with general product/service promises. The aim is to define the key building blocks of your products/services based on its promises.
- Task 3: List features/functionalities of your solution to fulfill the service/customer promises.
- How will you deliver the promise? What service features will be needed? What would be the easiest (most useful) for your customer to take advantage of your solution?



Prototyping

- **Paper prototyping** is mostly known for prototyping **user interfaces**, but it can also be used to **map customer journeys**, **visualize ideas**, or simply to have fun. As the saying goes, "a picture is worth a thousand words." If that's true, a **prototype is worth a thousand pictures**. Paper prototyping is **cheap**, allows for **rapid iteration**, boosts **creativity**, and engages the **entire team** in making ideas tangible.



TASK 1 Sketch a storyboard

Create a storyboard with up to 15 frames, starting with an opening scene where the customer finds your solution. Each frame should depict:

- **Where the user clicks or taps**
- **What information they enter**
- **What they are thinking during the process**

Illustrate the user journey, showing step-by-step interactions (web, app, product). Use available tools to guide the sketching process.



TASK 2 Build a paper prototype

- Use the storyboard tool to ensure your product/service is the **most minimalistic version** (MVP) while still delivering **great value** to your customer. Focus on **one key feature** or functionality for the prototype.
- Based on the storyboard, **define and prototype** individual interactions (screens) on paper.



TASK 3 Customer validation preparation

For **validation by testing**:

- Prepare a **Test & Learning Card** to validate your **problem and solution** with customers by testing key hypotheses.

For **validation by customer interviews**:

- Create a **questionnaire** on [SurveyMonkey](https://www.surveymonkey.com) to gather detailed customer feedback.
- **Digitalize** your paper prototype using popapp.in.

GET INSPIRED

Prototyping - [Prototyping for Web and Mobile Workshop](#) - by Simon Phillips (Slideshare)
Customer validation - [How to Interview your Customers](#) - Customer Development Labs

GOALS

MVP (Minimum Viable Product) prototype is ready for validation

TASKS

Sketch a storyboard - Build a paper prototype - Prepare for customer validation

TOOLS

MVP Checklist – Paper prototyping toolkits – Test your prototype
– Test & Learning cards - SurveyMonkey

Tool: MVP checklist

- Before starting with product/service development make sure that the product that you will be building is really the minimum viable product (MVP).

FEATURE	IMPORTANCE OF THE FEATURE			MVP (YES/NO)
	CRITICAL Delivers customer short term value	SECONDARY Nice-to-have	MUST-HAVE Critical for technical feasibility	MINIMUM SET OF FEATURES <ul style="list-style-type: none"> • To deliver intended customer value • To achieve shortest time-to- market • To get market traction
1.				
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Homework list

- Fill in your own goals to complete this sprint.

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STEP 5: BUSINESS

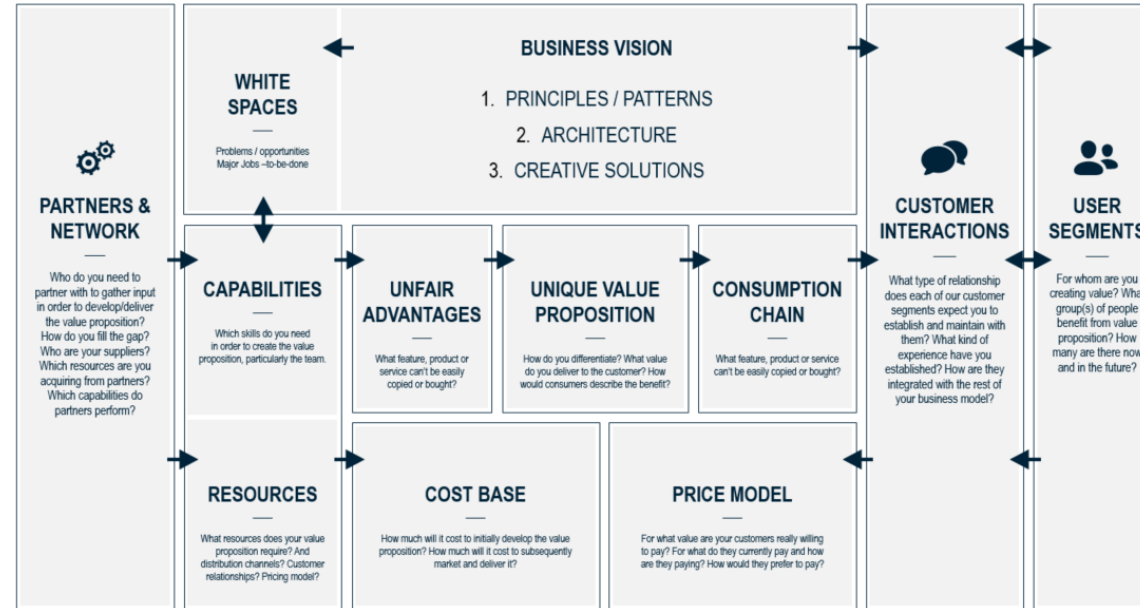
Make sure it brings enough money

Lead questions to ask in this section:

- How can you make money (revenue & business model)?
- How do you get traction in the market?
- How do you get the business growing (marketing strategy, campaign and roadmap)?

How to make money (revenue with the outsmart model)

OUTSMART MODEL



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Monetization is crucial for attracting potential investors.

They focus on the **frequency** of the revenue stream, whether it's **recurring** and **predictable**.

A solid **Outsmart Model** is vital, demonstrating how you plan to **monetize your solution** effectively.

GOALS
Outsmart model designed

TASKS
Design outsmart model

TOOLS
Outsmart model design



TASK 1

Design an outsmart model for your business

- Use inspiration from other industries to define the best fitting Outsmart model for you. Study different models with examples and design your revenue model.



TASK 2


Run quick tests with customers on your revenue model

- Organize brief interviews with a few customers to question your new outsmart model and pricing ideas
- If necessary, re-visit your outsmart model to improve it based on customer feedback

Tool: 7 questions to test your business model

- Assess your business model design. Circle how you perform on a scale from 0 to 10.


1. Switching Costs



1 ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ 10

Nothing holds my customers back from leaving me My customers are locked in for several years


2. Recurring Revenues



1 ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ 10

100% of my sales are transactional 100% of my sales lead to automatically recurring revenues


3. Earning vs. Spending



1 ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ 10

I incur 100% of my costs of COGs before earning revenues I earn 100% of my revenues before incurring costs of goods & services sold (COGs)


4. Game-changing Cost Structure



1 ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ 10

My cost structure is at least 30% higher than my competitors My cost structure is at least 30% lower than my competitors


5. Others Who Do the Work



1 ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ 10

I incur costs for all the value created in my business model All the value created in my business model is created for free by external parties


6. Scalability



1 ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ 10

Growing my business model requires substantial resources and effort My business model has virtually no limits to growth

7. Protection from Competition



1 ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ 10

Adopted from: Business model alchemist, A. Osterwalder, 7 questions to assess your business model design, available at: <http://businessmodelalchemist.com/blog/2011/09/7-questions-to-assess-your-business-model-design.html>

Homework list

- Fill in your own goals to complete this sprint.

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STEP 6: PITCH

Lead questions to ask in this section:

- How to make my story stick?
- What is my compelling storyline?
- How will I become unique?

How to act during a pitch?

- As a **start-up**, you need to **raise interest** and **build confidence** in your idea! This means having a **convincing proposition** and the **motivation to carry it out!**
- Firstly, it is a story that needs to have the **right content packaged in a concise way**. Secondly, it's a story that needs to be communicated as an **irresistible investment opportunity**. Thirdly, it's a story of your **team** that will make it happen with **passion and hard work!**

GOALS
To perform a good funding pitch

TASKS
Evaluate and improve your own skills

TOOLS
Pitching frameworks



TASK 1
Building your story and pitch deck!



TASK 2
Practice the story telling the story

- Organize a few dry-runs
- Ask others to listen and give you feedback
- Iterate as many times as needed

Tool: 5 P's of any good pitch

To make this slide visually appealing while ensuring clarity, you can structure it as follows:

1. **Problem** - What is the real problem that you solve with your product/service?
2. **Promise** - What do you promise to your customers?
3. **Proof** - Why would I believe you?
4. **Profit** - In which way will you make money?
5. **Passion** - I'll do whatever it takes!

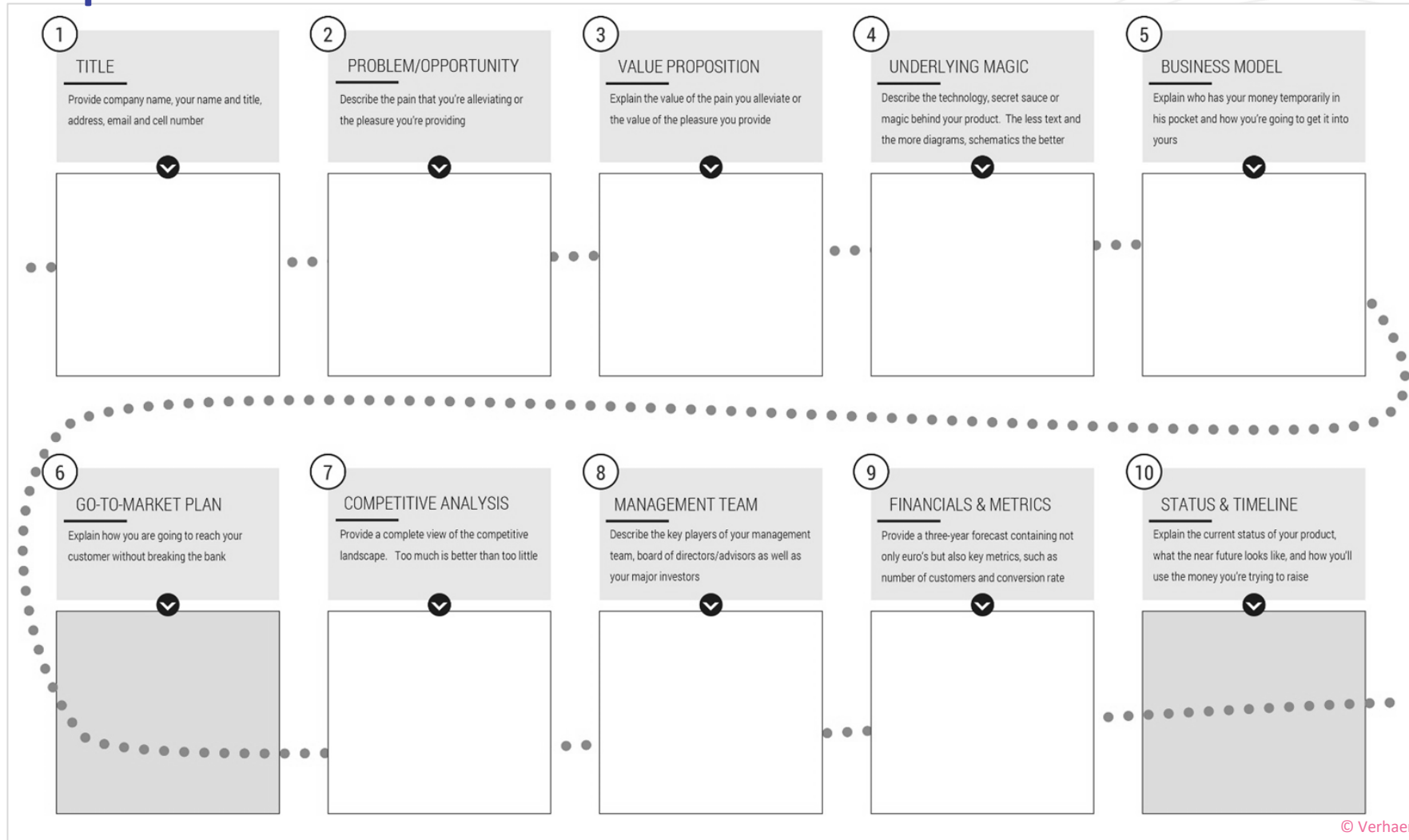
TIP: Guy Kawasaki's 10/20/30 Rule for PowerPoint

- 10 slides
- 20 minutes to present the slides
- 30-point font or greater



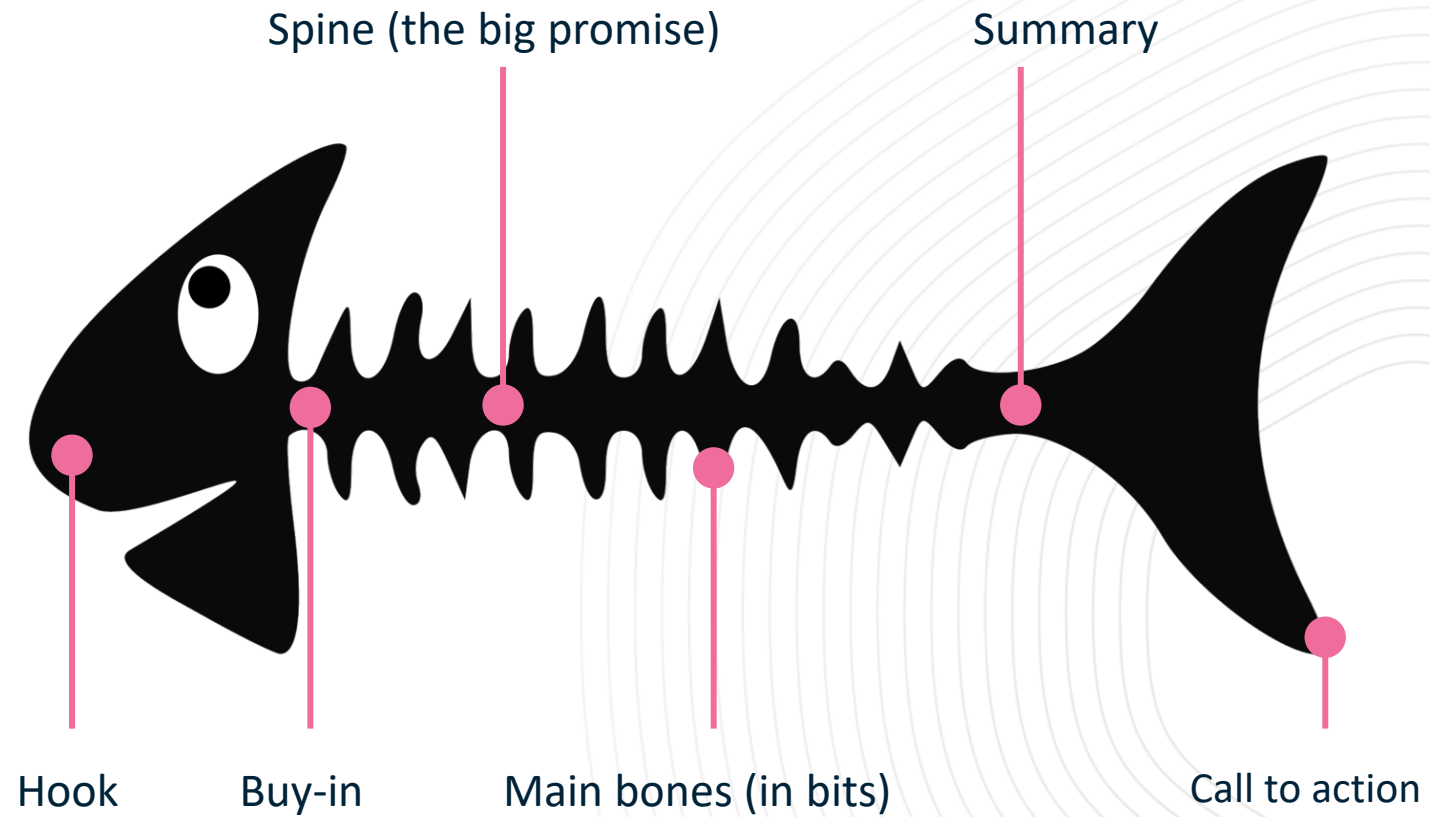
Tool – 10 Slide pitch

The purpose of a pitch is to stimulate interest, not to cover every aspect of your startup and bludgeon your audience.



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Tool: Structure of the story



Tool: Cast – method

CONTENT

Why? What? Who? What if?

TELLING

Who designed your story ? Who will validate it?

AUDIENCE

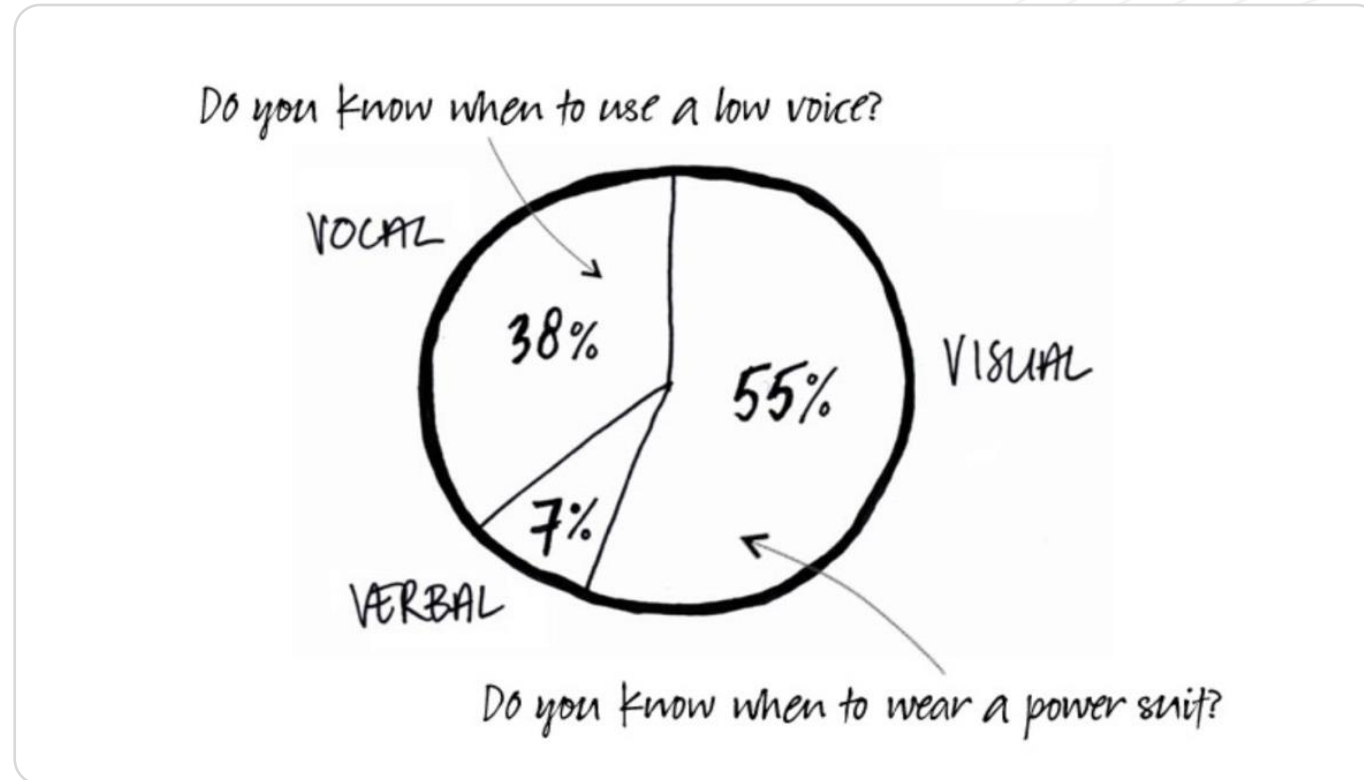
Who is your audience? And which lean- and decision styles do they have?

STORY

What is the structure of your story? What are the characters of your story? What's the sense of urgency? Do you have a presentation plan?

Adopted from: Miro, Visual story map, available at <https://miro.com/templates/visual-story-map/>

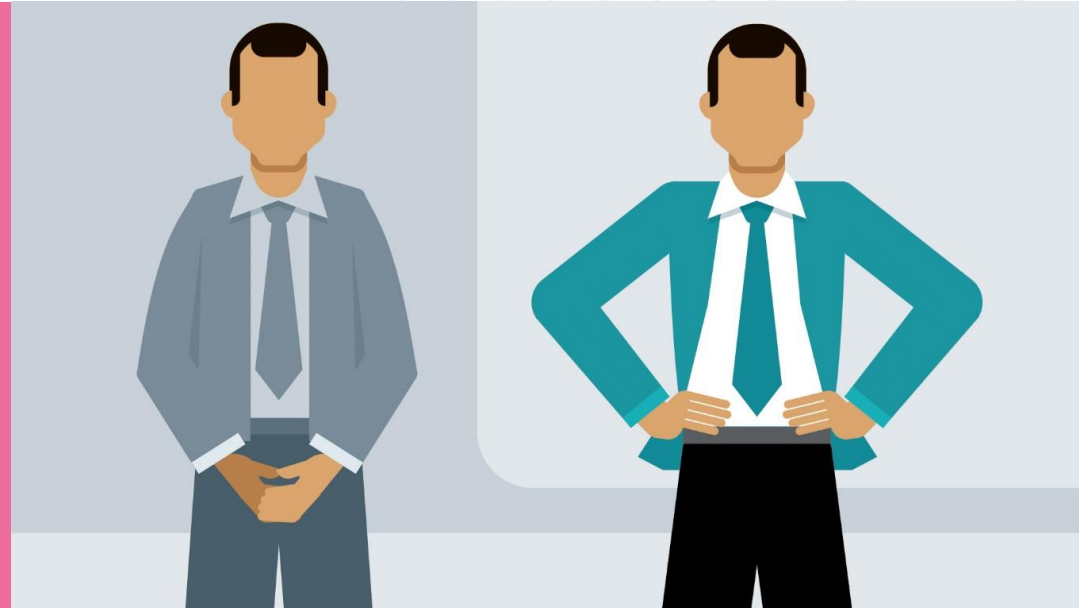
Tool: Mehrabian's tool



Source: Albert Mehrabian, PhD

Tool: Speaker body language

Smile
Avoid tics
Move around
Keep eye contact
Keep frontal contact
Use your arms/hands
Have an open attitude



Homework list

- Fill in your own goals to complete this sprint.

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Thank you

<https://hackathons.cassini.eu>

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MASTERS IN
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