

# Customer Discovery to Build an I/UCRC

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# Q: Is My Center a Business

- Is it here for the benefit of customers
- Does it have paying customers
- Do I need to invest resources to maintain it
- Do I need to manage relationships to make it run
- Does it require vision/leadership
- Is there a succession plan

# My Center is a Hobby if...

- Customers needs come second to mine
- What customers?
- It costs more to run than it takes in
- It would die without me

What is the number one reason why a  
business fails?

**YOU BUILD  
SOMETHING  
NOBODY CARES  
ABOUT**

What is the number one reason why a  
business fails?

YOU BUILD  
SOMETHING ABOUT  
WHICH NOBODY  
CARES

# What Business is my Center in?

- IP licensing
- Technology Commercialization
- Company-launching
- Engineer/Scientist minting
- Proposal-generation
- Anti-antitrust
- Workshop delivery

# What are my Core Value Propositions

- Who are my customers
- How are they segmented
- What problems are they trying to solve
- What opportunities are they pursuing
- Why do they care about you
- How can *they* derive value from *you*

# Who Are My Customers (Today's Takeaway)

Two Primary Customer Segments (6 subsegments):

1) People that sit on my IAB

For Profit

Non Profit

State/Local/Federal

2) People within my Academic Institution

Administration

Faculty

Researchers










# Business Model Canvas

## The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year  
Iteration: No.

<p><b>Key Partners</b> </p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><b>IMPORTANCE AND PERSISTENCE</b> Specialization and expertise Reduction of risk and uncertainty Acquisition of particular resources and activities</p> <p><b>KEY ACTIVITIES</b> Production Problem Solving Platform Network</p> <p><b>KEY RESOURCES</b> Physical Human Financial</p> <p><b>CHANNELS</b> Direct Sales Retail Store Online Store Partners Referrals Advertising</p> <p><b>REVENUE STREAMS</b> Sales Licensing Rental Subscription Advertising Commission Freemium Usage-based Billing</p> <p>?</p>	<p><b>Key Activities</b> </p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>?</p>	<p><b>Value Propositions</b> </p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><b>UNIQUE VALUE PROPOSITIONS</b> Newness Performance Customization "Getting the Job Done" Design Brand/Status Price Risk Reduction Accessibility Convenience/Usability</p> <p>?</p>	<p><b>Customer Relationships</b> </p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p><b>CHANNELS</b> Personal assistance Individual channels Self-Service Automated Services Communities Direct Sales</p> <p>?</p>	<p><b>Customer Segments</b> </p> <p>For whom are we creating value? Who are our most important customers?</p> <p><b>MARKETS</b> Mass Market Niche Market Segmented Diversified Multi-sided Platform</p> <p>?</p>
<p><b>Cost Structure</b> </p> <p>What are the most important costs inherent in our business mode? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p><b>FIXED &amp; VARIABLE COSTS</b> Cost Drivers (Fixed costs are constant, but price value proposition, maximum automation, external outsourcing) Value Drivers (Variable costs value creation, premium value proposition)</p> <p><b>CHANNELS</b> Direct Sales Retail Store Online Store Partners Referrals Advertising</p> <p><b>REVENUE STREAMS</b> Sales Licensing Rental Subscription Advertising Commission Freemium Usage-based Billing</p> <p>?</p>		<p><b>Revenue Streams</b> </p> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenue?</p> <p><b>FIXED &amp; VARIABLE COSTS</b> Cost Drivers (Fixed costs are constant, but price value proposition, maximum automation, external outsourcing) Value Drivers (Variable costs value creation, premium value proposition)</p> <p><b>CHANNELS</b> Direct Sales Retail Store Online Store Partners Referrals Advertising</p> <p><b>REVENUE STREAMS</b> Sales Licensing Rental Subscription Advertising Commission Freemium Usage-based Billing</p> <p>?</p>		

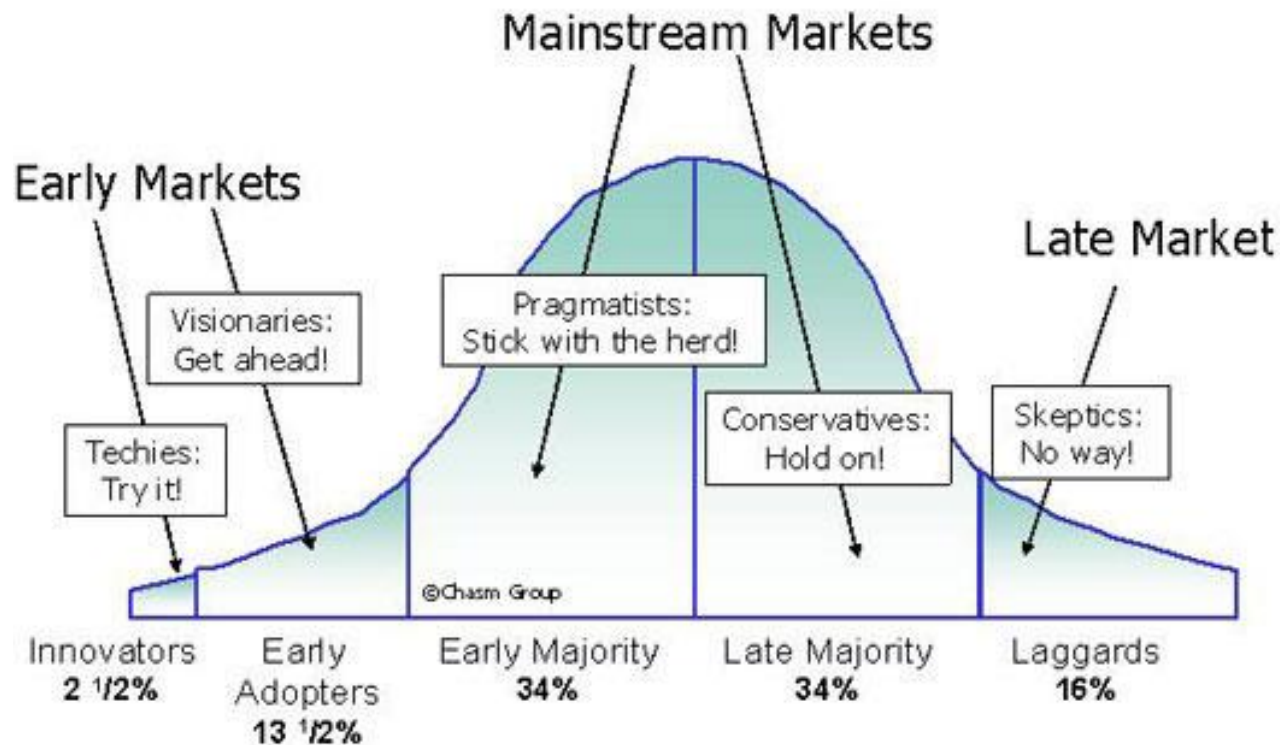
# You're Value is ever-changing

- Does technology change
- Do new threats appear on the horizon
- Do you customers change
- Do markets change
- Are there new entrants into you market

# Where are You in the Life Cycle

## Technology Adoption Life Cycle

Groups are distinguished from each other based on their characteristic response to discontinuous innovations created by new technology



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# ...and you say to your Program Director

- The members were too cheap
- Have you heard of this thing called the recession?
- We ran out of resources before we got traction
- The IP policy in our industry is handled differently
- Our administration undermined our efforts to attract members
- The Industry Members couldn't understand the value we were providing them

# The Charge

- 5 tables: Planning through year 3
- 2 tables: year 4- 6
- 1 table: year 7-15
- One breakout room (Health and Errol)
- What new value propositions (across the 6 customer sub-segments) can I use to attract additional \$upport to my center
- At the end of the session each table will report out their findings

**To Heath...**