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

### Key Partners
- Who are our key partners?
- Who are our key suppliers?
- Which key resources are we acquiring from partners?
- Which key activities do partners perform?

### Key Activities
- What key activities do our Value Propositions require?
- Our Distribution Channels: Customer Relationships
- Revenue Streams

### Value Propositions
- What value do we deliver to the customer?
- Which of our customer’s problems are we helping to solve?
- What bundle of products and services are we offering to each Customer Segment?
- Which customer needs are we satisfying?

### Customer Relationships
- What type of relationship does each of our Customer Segments expect 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?

### Key Resources
- What key resources do our Value Propositions require?
- Our Distribution Channels: Customer Relationships
- Revenue Streams

### Channels
- Through which channels do our Customer Segments want to be reached?
- How are we reaching them now?
- How are our Channels integrated?
- Which ones work best?
- Which ones are most cost-effective?
- How are we integrating them?

### Customer Segments
- For whom are we creating value?
- Who are our most important customers?

### Cost Structure
- What are the most important costs inherent in our business model?
- Which key resources are most expensive?
- Which key activities are most expensive?

### Revenue Streams
- For what value are our customers willing to pay?
- How do they currently pay?
- How are they currently paying?
- How much do our customers pay us?
- How much does each revenue stream contribute to overall revenue?
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 your 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.

Mainstream Markets

Early Markets
- Visionaries: Get ahead!
- Techies: Try it!

Late Market
- Skeptics: No way!

Innovators: 2 1/2%
Early Adopters: 13 1/2%
Early Majority: 34%
Late Majority: 34%
Laggards: 16%
What is the number one reason why a business fails?

YOU BUILD
SOMETHING
NOBODY CARES
ABOUT
...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...