

You have been called.

You've chosen to embark on a journey shrouded with uncertainty and laden with obstacles.

Although the threat of failure looms ahead, you march on.

You are an entrepreneur.
A visionary. A doer. A disruptor.

You are a hero.



Think of us as Alfred
to your Batman.

The journey ...

Step 1: Start with an idea.

Attack cliches. Beware the status quo.

Step 2: Assess the opportunity.

Look for the gaps. Get out of the building.

Step 3: Refine the venture concept.

Frame your vision.
(where we are today)

**Step 4: Test your riskiest
assumptions.**

Get out of the building.

Step 5: Evaluate the solution.

Assess feasibility.



Business Plan

1

2

3

4

5

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

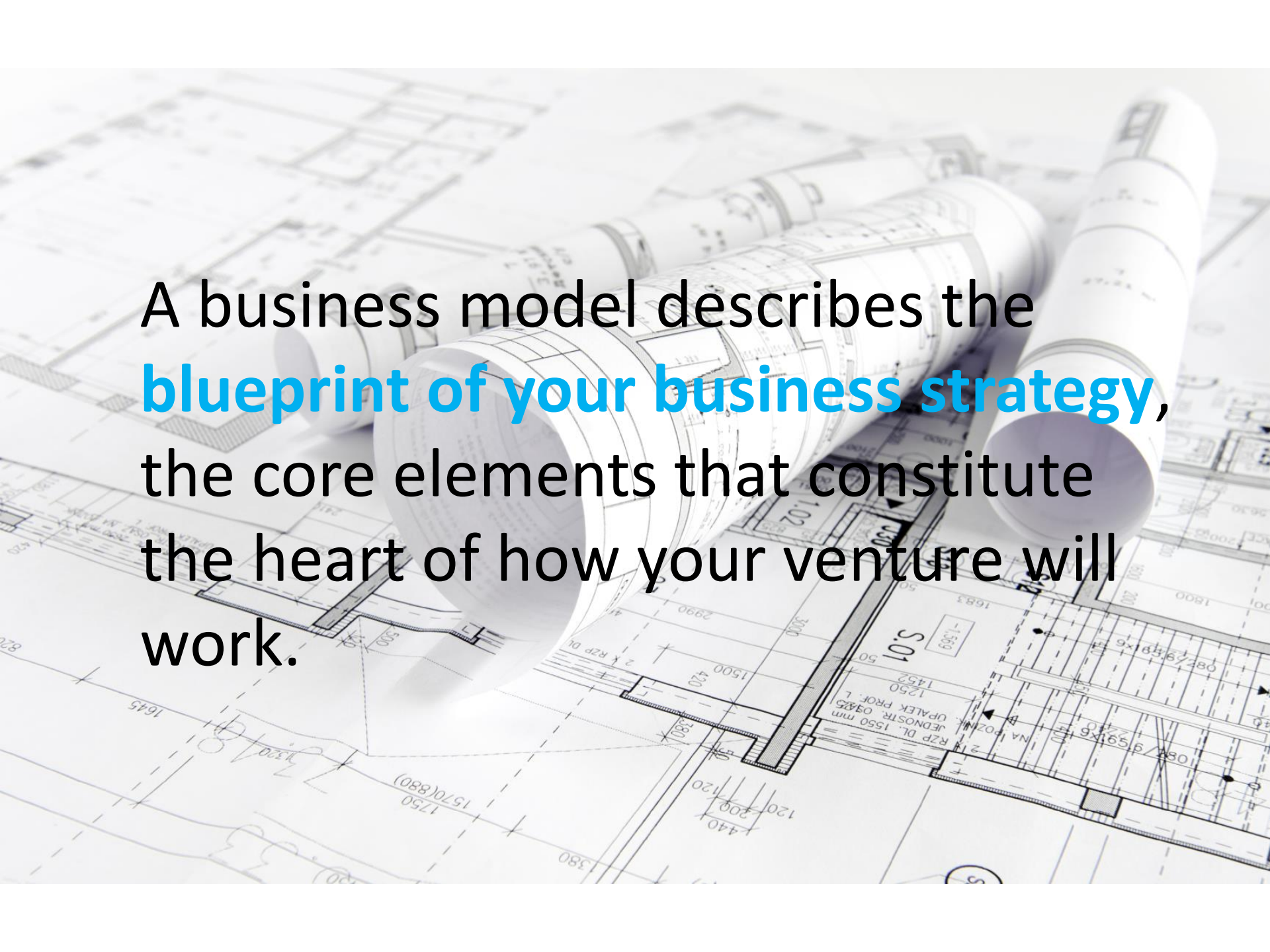
CO-CREATED BY

An amazing crowd of 470 practitioners from 45 countries

DESIGNED BY

Alan Smith, The Movement





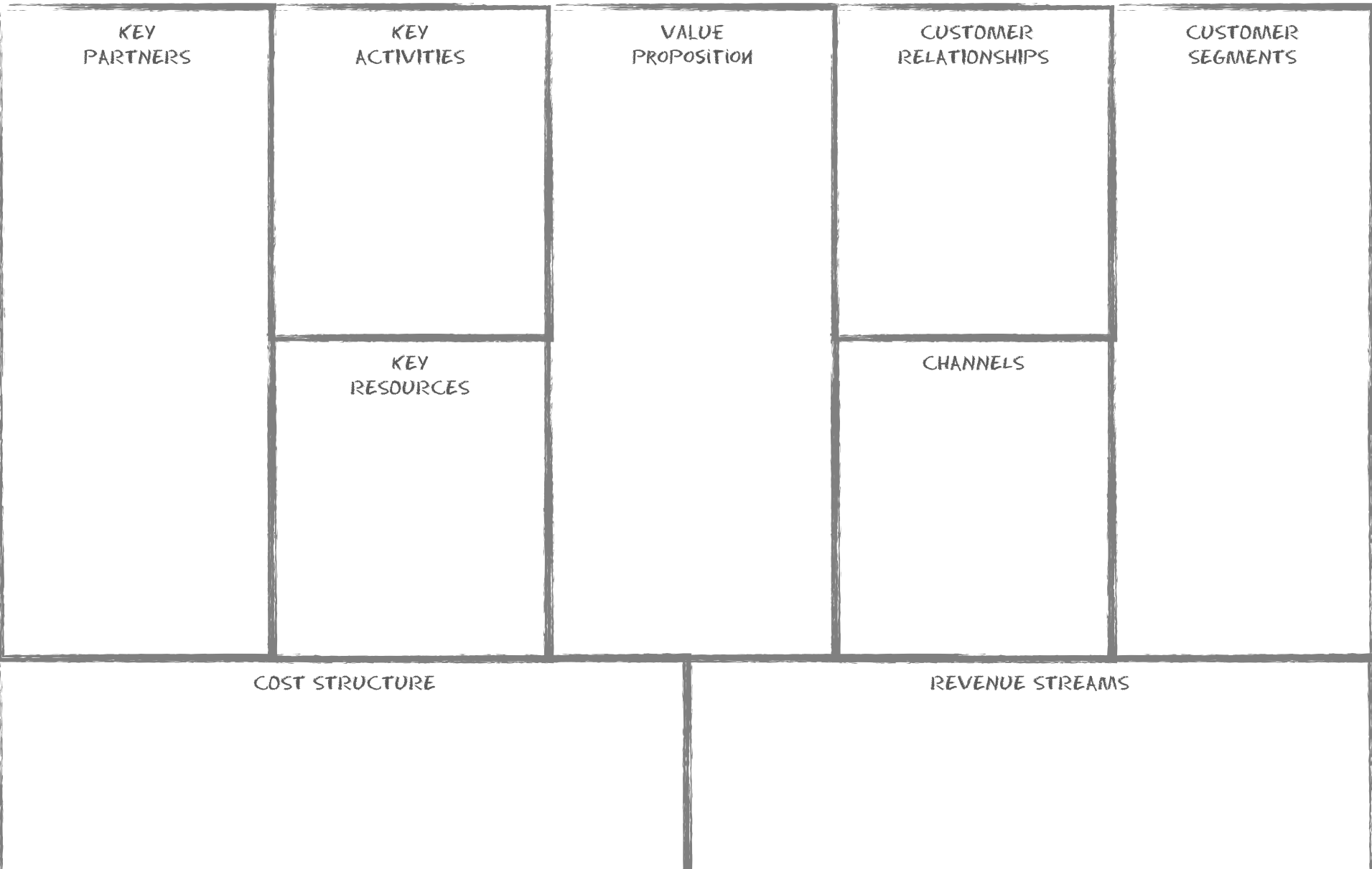
A business model describes the **blueprint of your business strategy**, the core elements that constitute the heart of how your venture will work.



Business models describe how your venture will create, deliver and capture value.

--Alex Osterwalder
coauthor, Business Model Generation

Business Model Canvas





A Tale of Two Newspapers

Deconstructing business models

"All the News
That's Fit to Print"

The New York Times

VOL. CLXIII . . . No. 56,301

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NEW YORK, SATURDAY, OCTOBER 26, 2013

SAUDIS FAULTING AMERICAN POLICY ON MIDDLE EAST

ANGER OVER SYRIA WAR

Roydth Seeking Bigger
Role in Aid to Rebels
— Few Options

By BEN HUBBARD
and ROBERT F. WORTH
RIYADH, Saudi Arabia — Sea of Arabia has abandoned its traditional policy of discretion in recent weeks, signaling deep anger as the Obama administration's Middle East policies and demanding to break with its more powerful ally and pursue a more robust and independent role in supporting the rebellion against President Bashar al-Assad of Syria.

But privately, Saudi officials concede that their efforts to forge an alternative strategy in Syria have run up against the same issue the Americans face: how to balance the military might of a disorganized armed opposition without also empowering the jihadists who increasingly dominate the ranks.

And while Saudi officials have been used as a broader diplomatic shield away from the United States, their opinions are limited there, too. Saudi Arabia is dependent on American military and oil technology, and the other countries the Saudis have courted — including France and India — can help only on the margins, analysts say.

Diplomats who have spent time recently with Prince Bandar bin Sultan, the Saudi intelligence chief running the kingdom's Syria operation, say he seems more preoccupied now with Mr. Assad's regime, but with the matter of foreign jihadists in Syria, which he estimates as 2,000 to 5,000, including about 800 Saudis whose identities he government closely tracks. He expects those numbers to double every six months, said an American official who knows him well.

The Saudis work to broaden their support in the Syrian rebellion by sending money and arms as

Continued on Page A6



A Little People's Army
Kindergarten children taking toy guns were led through a park on Friday in Dongguan, China.

In Spy Uproar, 'Everyone Does It' Just Won't Do

By DAVID S. SANGER
WASHINGTON — The angry pronouncements from Germany's chancellor over the National Security Agency's monitoring of her cellphone and France's furor over the collection of data about millions of its citizens have obscured a new reality: The digital age has merely exposed the ability of nations to do in cyberspace what they have done for centuries.

As at the same time, it has allowed the Europeans, the Chinese and other powers to replicate U.S.A. techniques.

France has long been credited with one of the most advanced powers in sending industrial espionage and medical property, intelligence officials say, although in recent years it has

been pushed to the sidelines by the Chinese. Their daily cyberattacks have worked their way into the Pentagon and government in the blueprint for the F-35, the most expensive fighter jet in history.

The Russians have a reputation in the intelligence community for sowing their own intelligence specific command centers largely. "They are a lot more patient than the Chinese," one former American intelligence official said recently, "and so they don't get caught so often."

Anger Among Allies

The leaders of France and Germany have called for talks with the United States over its spying activities in Europe. Page A6.

Continued on Page A6

G.O.P. Schism Is Threatened On Immigrant

Conservative Coalition Will Lobby for Bill

By ERIC LEPTON
and ASHLEY PARKER
WASHINGTON — A push to bring immigration legislation to the House floor, led by an unusual coalition of business conservatives, prominent conservative and evangelical leaders, three top House Republican leaders and the Republican Party itself, could have a noticeable effect on congressional negotiations before it reaches a decision.

Several Republican senators and donors who are part of a lobbying effort coming to Capitol Hill next week said they were considering withholding, or had already decided to withhold, business financial support to Republican law makers they believe are obstructing progress on immigration.

"I respect people's views on concerns about the fact that we have a situation in the United States where we have millions of undocumented immigrants," said Justin Sayles, a lawyer from Florida who has helped Mitt Romney raise more than \$200,000 in his presidential campaign but is not, in addition to his family, a Republican candidate. "But we have what we have. This is October 2013. And the country will be here if it will be."

Capitol Hill has for months been the focus of immigration as various parties' lawmakers take up one of the four measures that have been approved by the Republican-led House Judiciary Committee. What is different about next week's lobbying effort is that it will include almost all mostly conservative leaders: business, agriculture and religion who will focus on 80 representatives from 40 states — all of the Republicans.

The effort comes just weeks after House conservatives alienated many longtime supporters, including much of corporate America, by trying to block financing for Mr. Obama's health care law a move widely blamed for the government shutdown. The 11-party coalition that was approved in the budget standoff

was formed by the House Republican Party and the Senate Republican Party. It was formed by the House Republican Party and the Senate Republican Party. It was formed by the House Republican Party and the Senate Republican Party.

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metro

NEW YORK
Weekend, October 25-27

#1 FREE DAILY NEWSPAPER
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New street
lights to
shine on city

Metro Photo
challenge:
Nice shot!

Renaissance zombie killer

'Blue' is
more than a
dirty movie

AFC North
leaders await
jets in Cincy

Apocalyptic lips. Norman Reedus discusses why all the female fans of "The Walking Dead" are so into his character, Daryl Dixon. Shoot to thrill. The actor is also a skilled photographer and he says he really could take out the undead with a crossbow if he had to. PAGE 10

Got Drugs?

Visit www.dea.gov or call 800-882-9539 for a collection site near you.

Turn in your unused or expired medication for safe disposal
Saturday, October 26th
10 a.m. – 2 p.m.



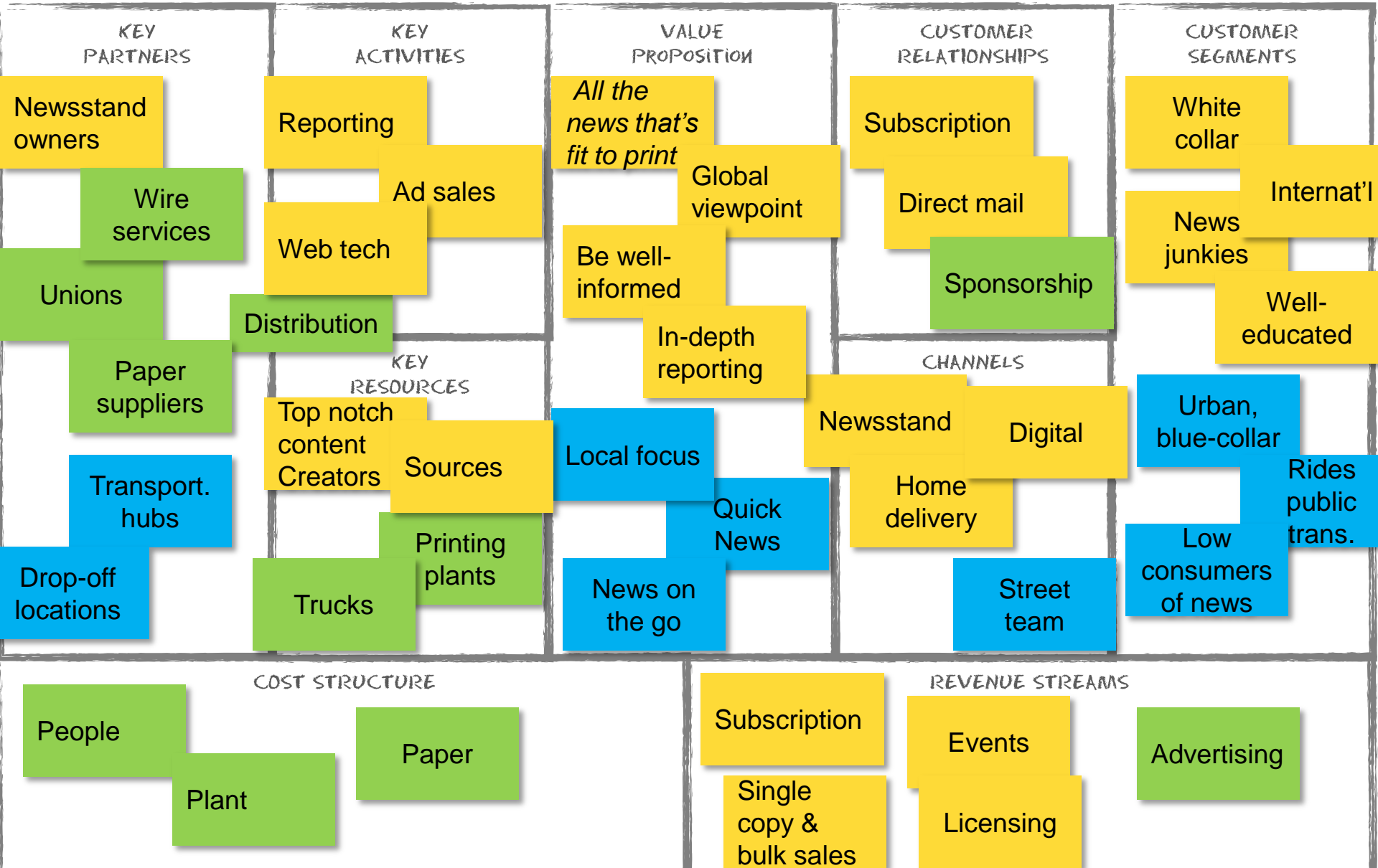
Here's the plan-

- Find a partner. You two will share a canvas.
- Choose who will be the NYT or Metro.
- Using Post-its, describe the 9 elements of your paper's business model.
- Do not write directly on the canvas.
- Be sure your Post-its are a different color than your partner's.
- You have 5 minutes. Go!

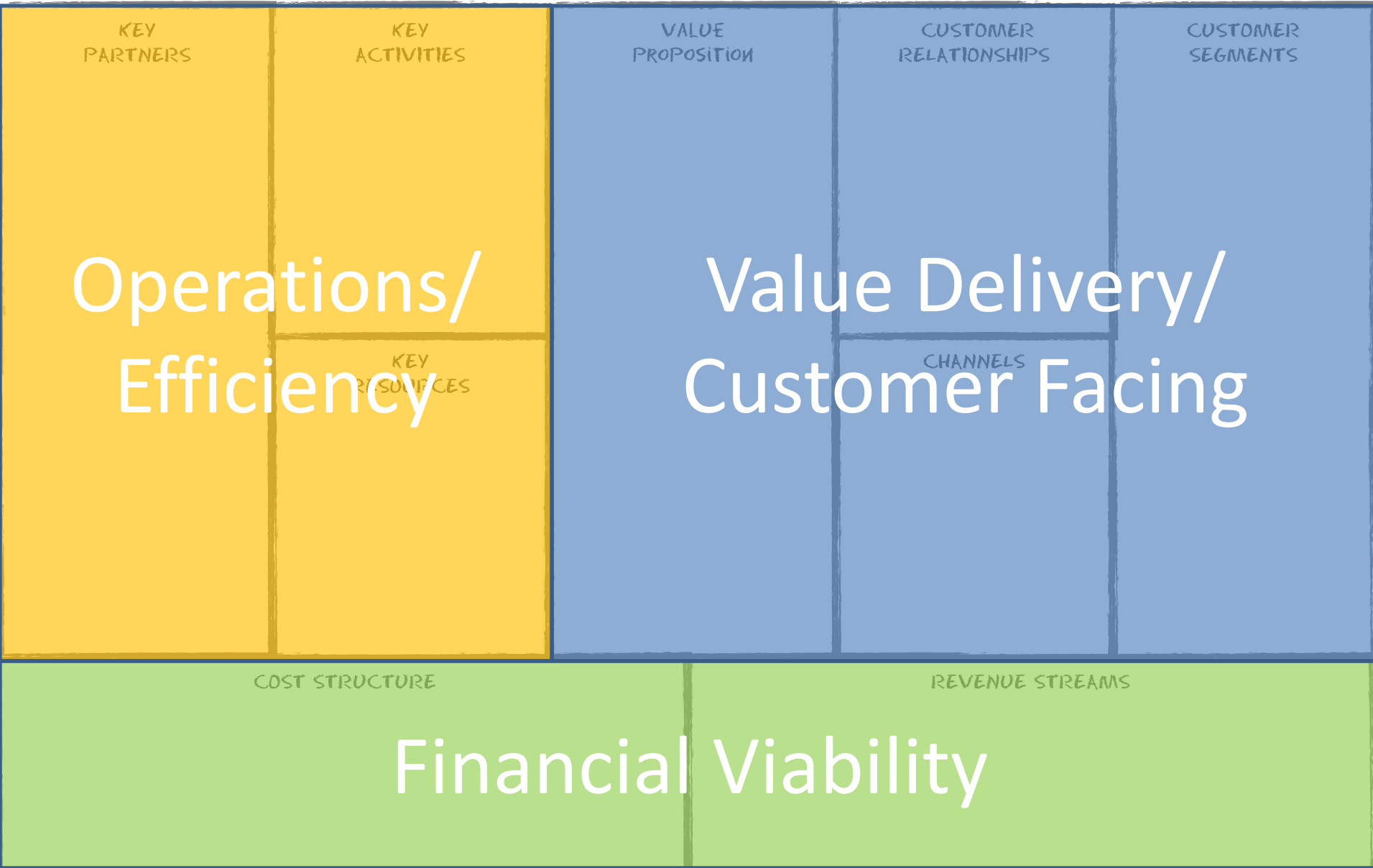
NYT
(Readers)

Tale of Two Newspapers

Metro
(Readers)



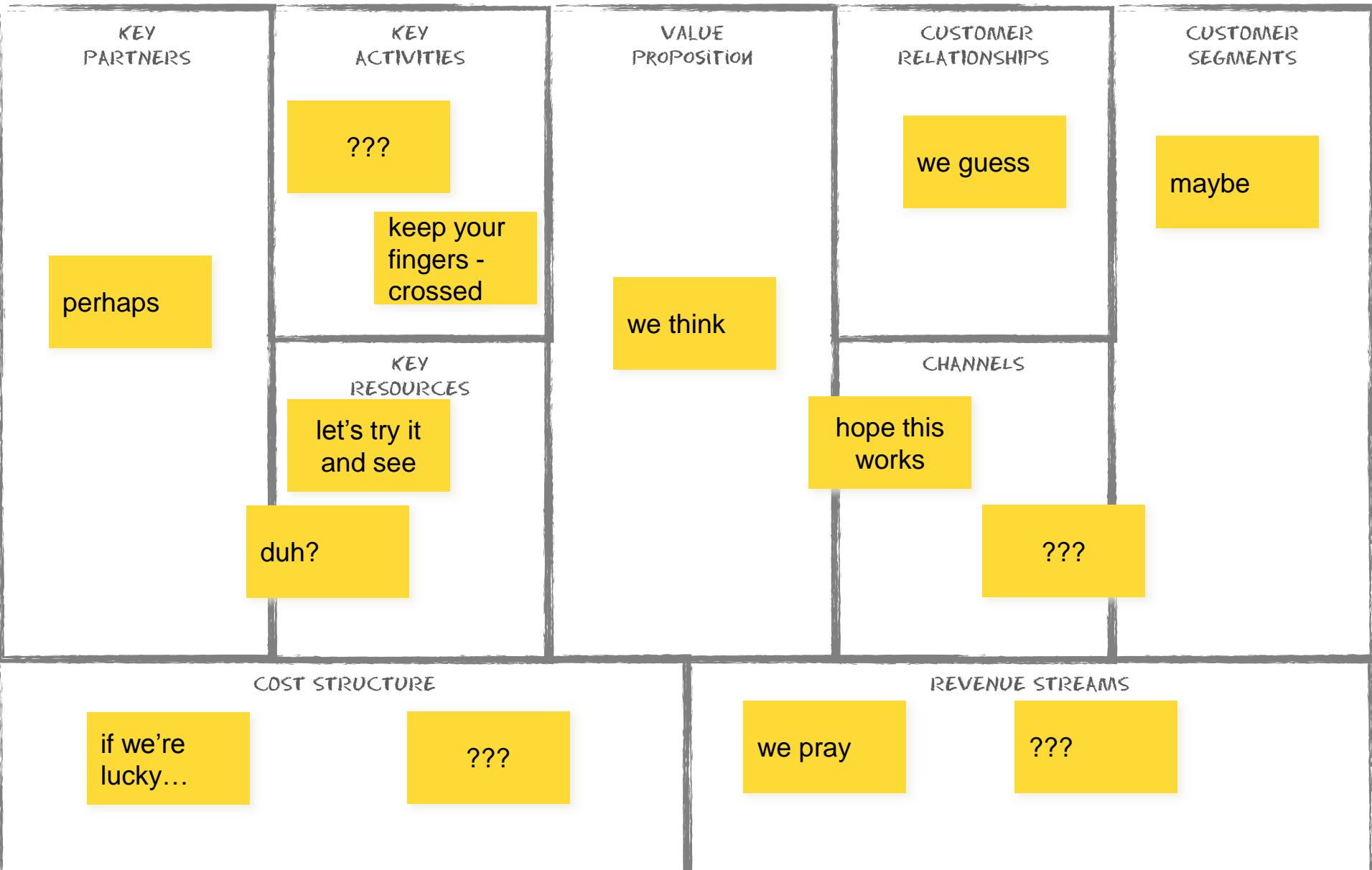
Business Model Canvas



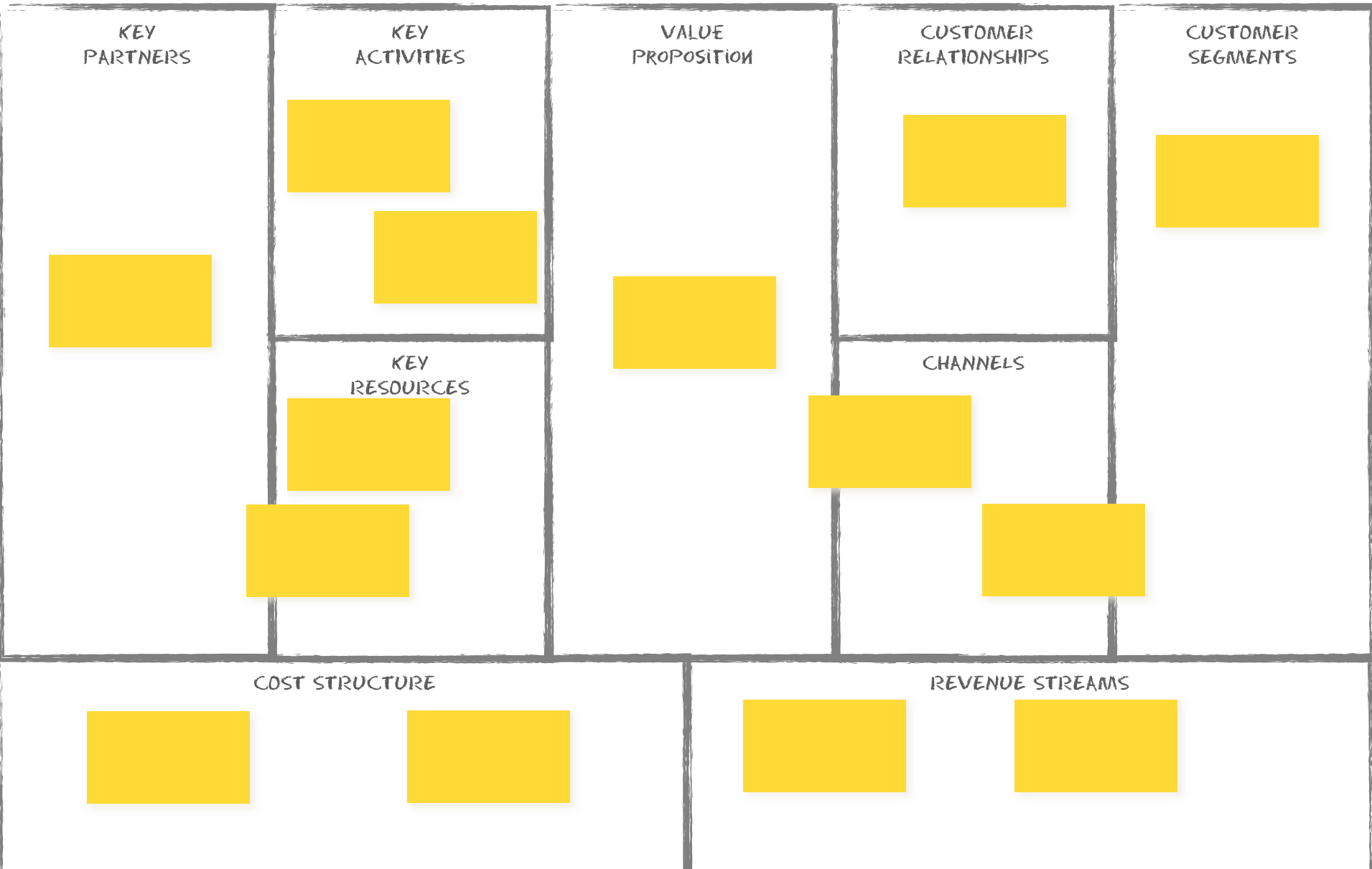
Rule #1: The primary job of a startup is to **search** for a scalable & repeatable business model that delivers value.

Rule #2: On day one, startups
only have guesses, no facts.

Startup Business Model Canvas



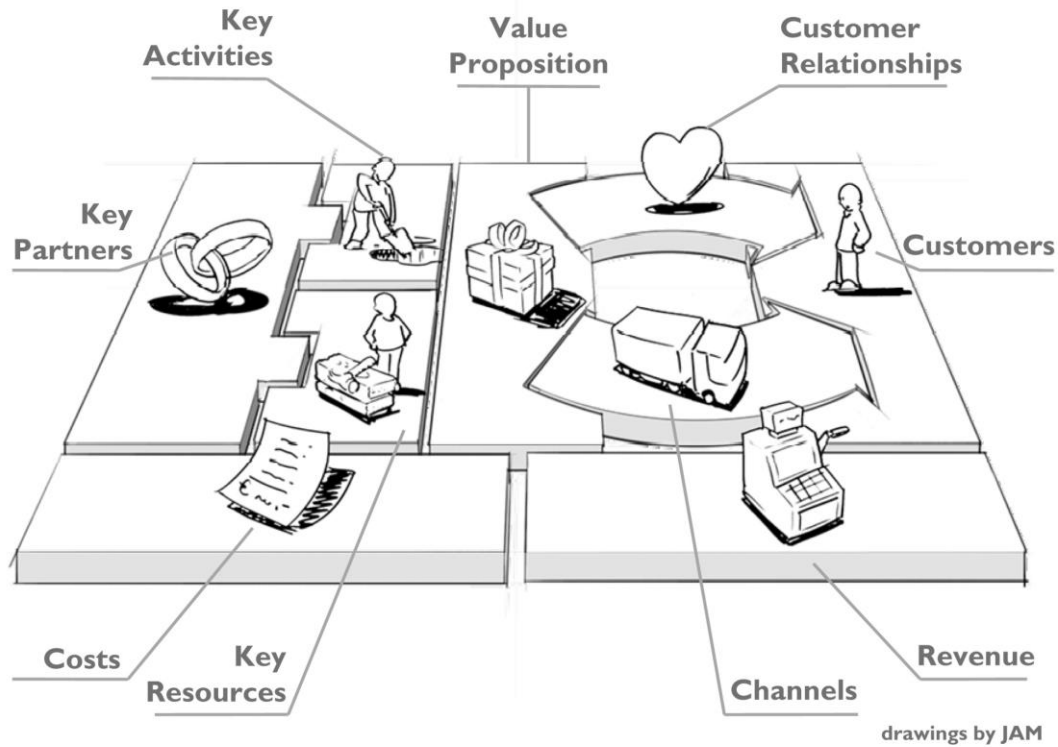
Your Business Model Canvas



Here's the plan-

- Working with your team or alone, map out your business model on the canvas.
- If you *really* want to impress me, play around with mapping more than business model.
- If you have more than one customer segment, use different colored Post-its to distinguish between them.
- Put an asterisk on your 3 riskiest assumptions.
- Do not write directly on the canvas.
- You have 10 minutes. Go!

Business models aren't created in a vacuum.



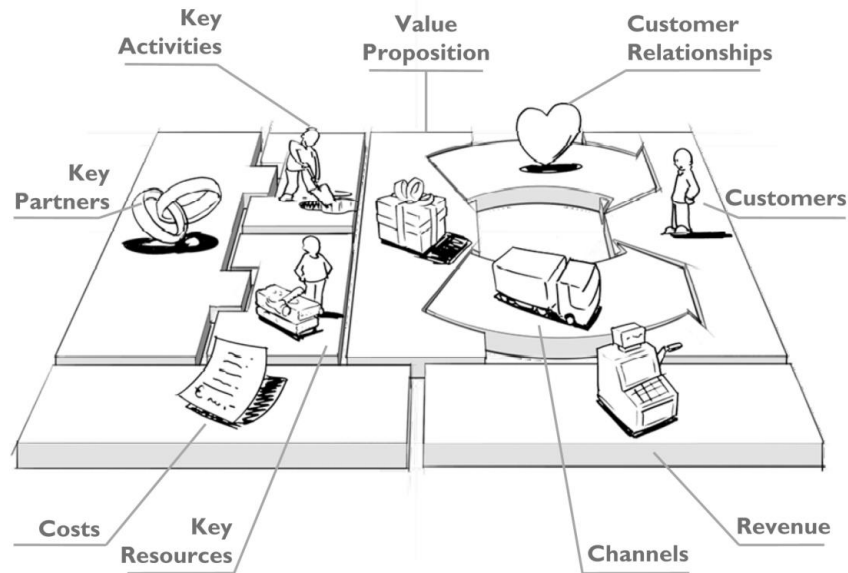
Regulatory

Societal & Cultural

Technological

Key Trends

Socio-Economic



drawings by JAM

Regulatory

Societal & Cultural

Technological

Socio-Economic



Key Trends

Suppliers

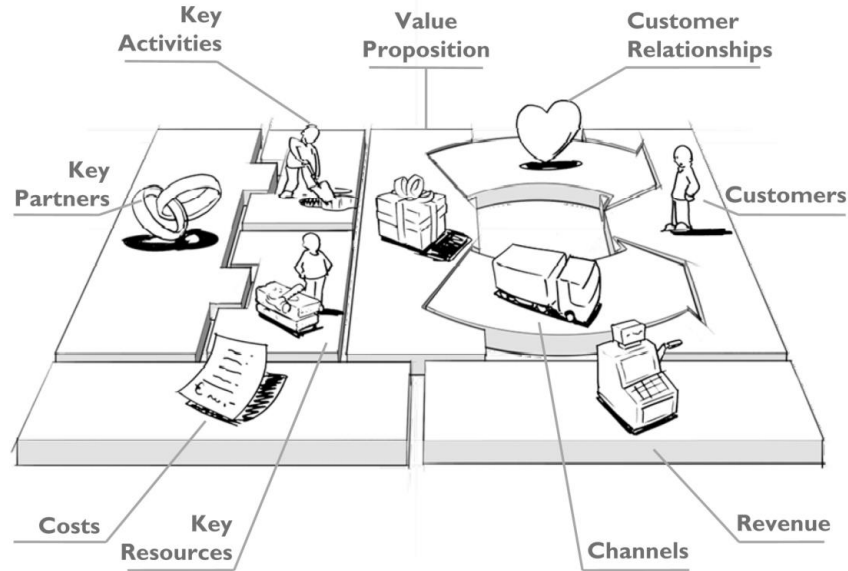
Competitors



Industry Forces

New Entrants

Substitutes & Alternatives



drawings by JAM

Regulatory
Technological



Societal & Cultural
Socio-Economic

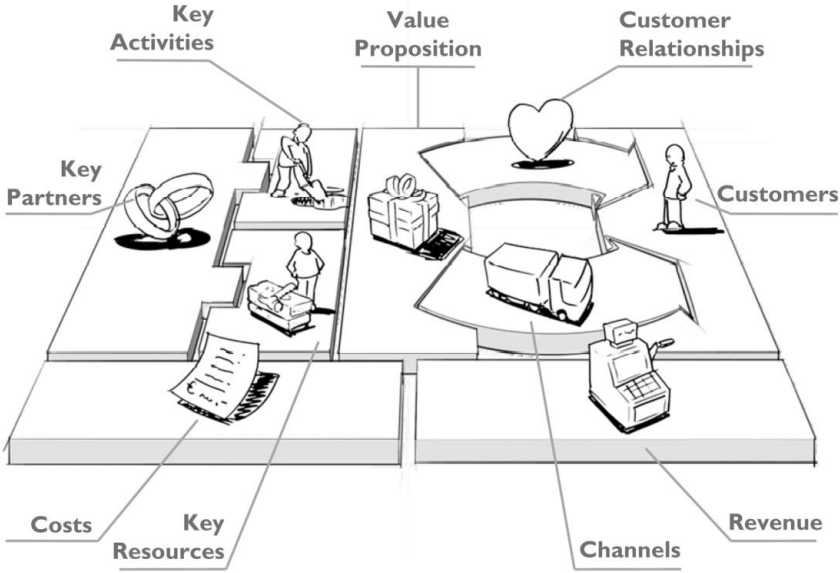
Suppliers

Competitors



New Entrants

Substitutes & Alternatives



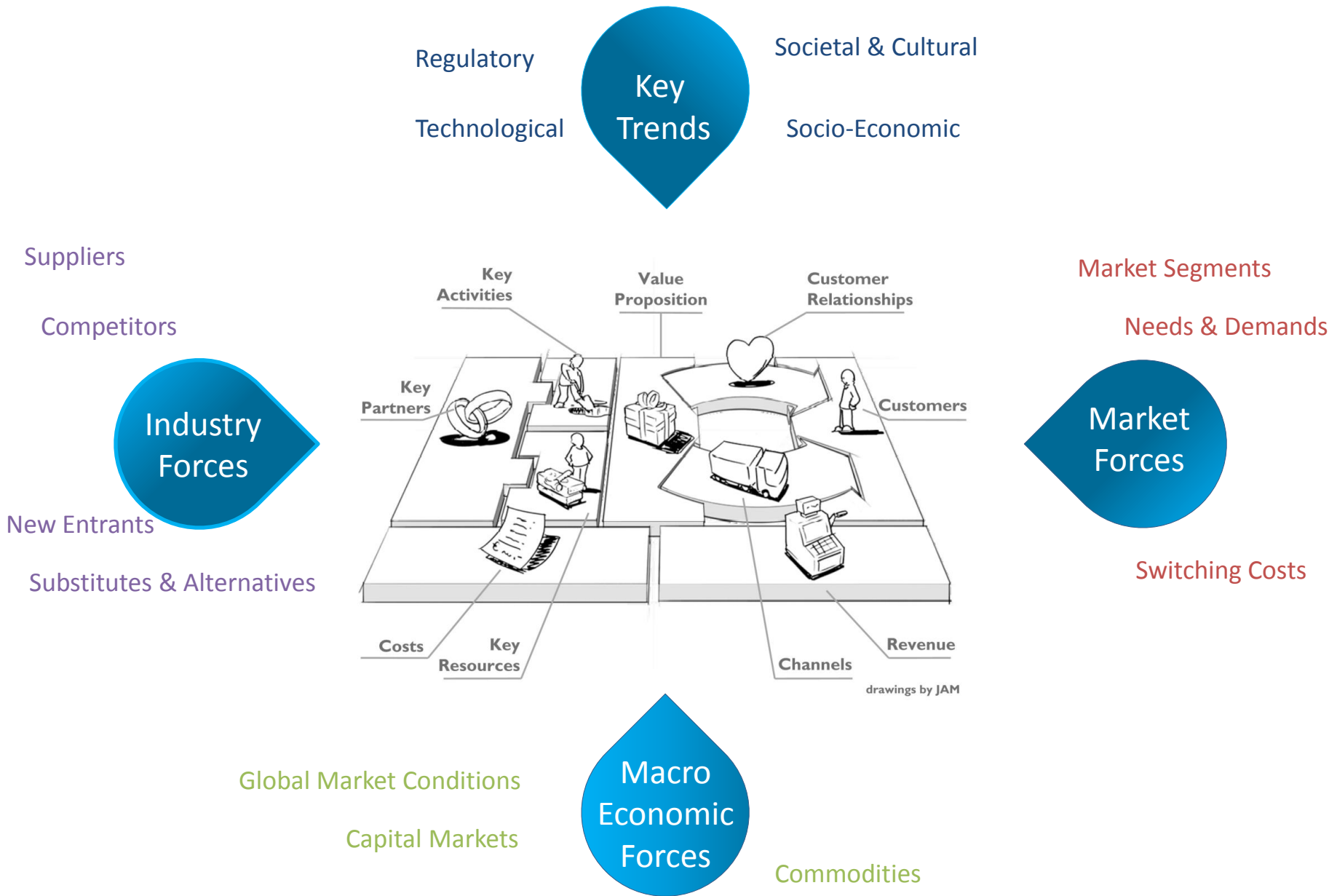
Market Segments

Needs & Demands



Switching Costs

drawings by JAM



“Successful startups are the ones who have enough money left over to try their second idea.”

--Clayton Christensen
author/professor



Rule #3: As quickly and efficiently as possible you want to validate or invalidate **your assumptions**.