

How We Drive Entrepreneurship & Innovation in San Francisco/Silicon Valley

Mark Coopersmith

October 2018

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Our Agenda

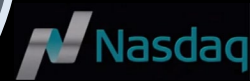
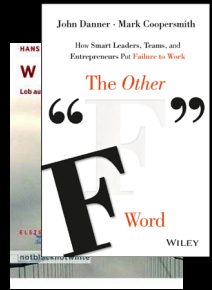
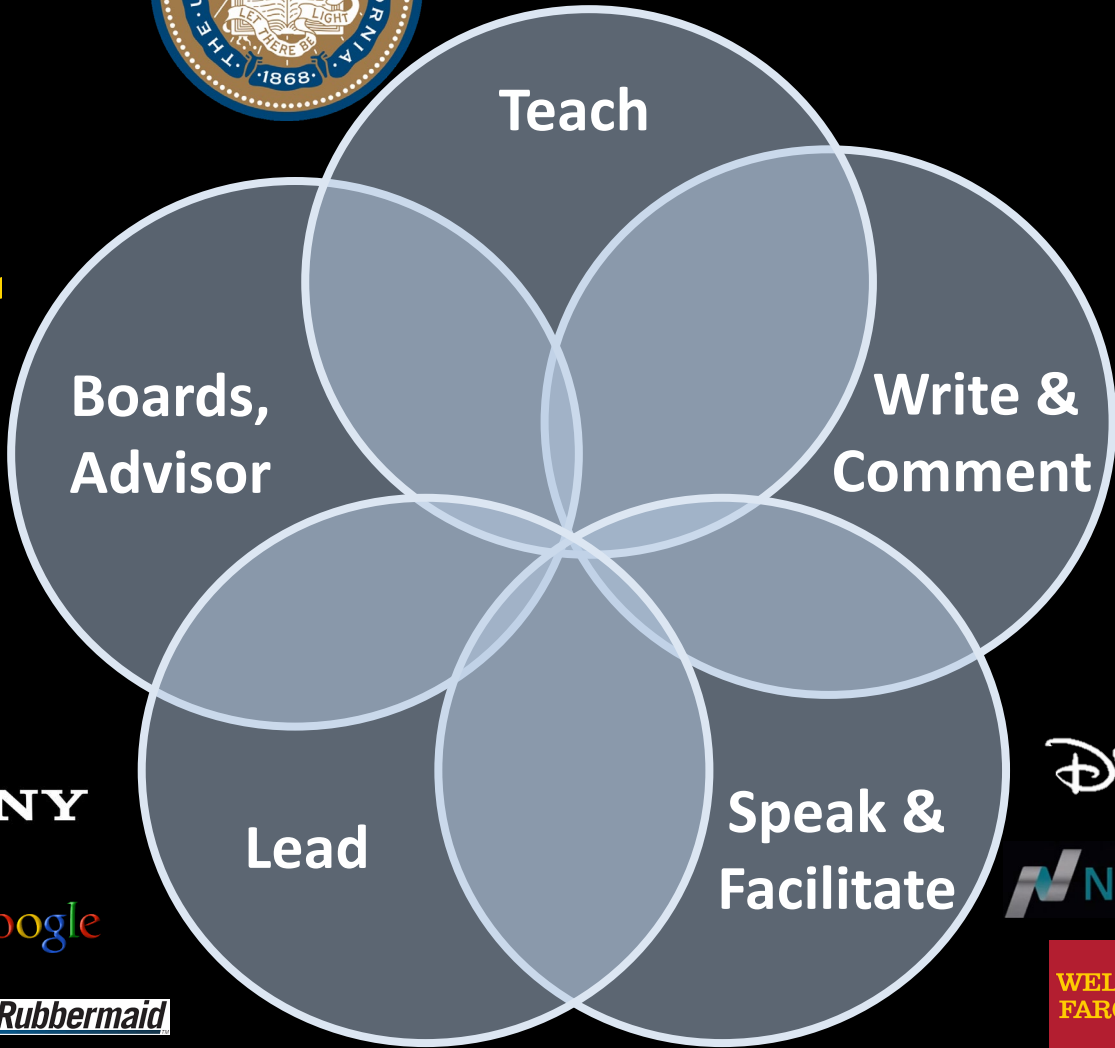
Silicon Valley and Entrepreneurial Ecosystems

The Toolset, Skillset & Mindset of SV Entrepreneurs

The Other “F” Word









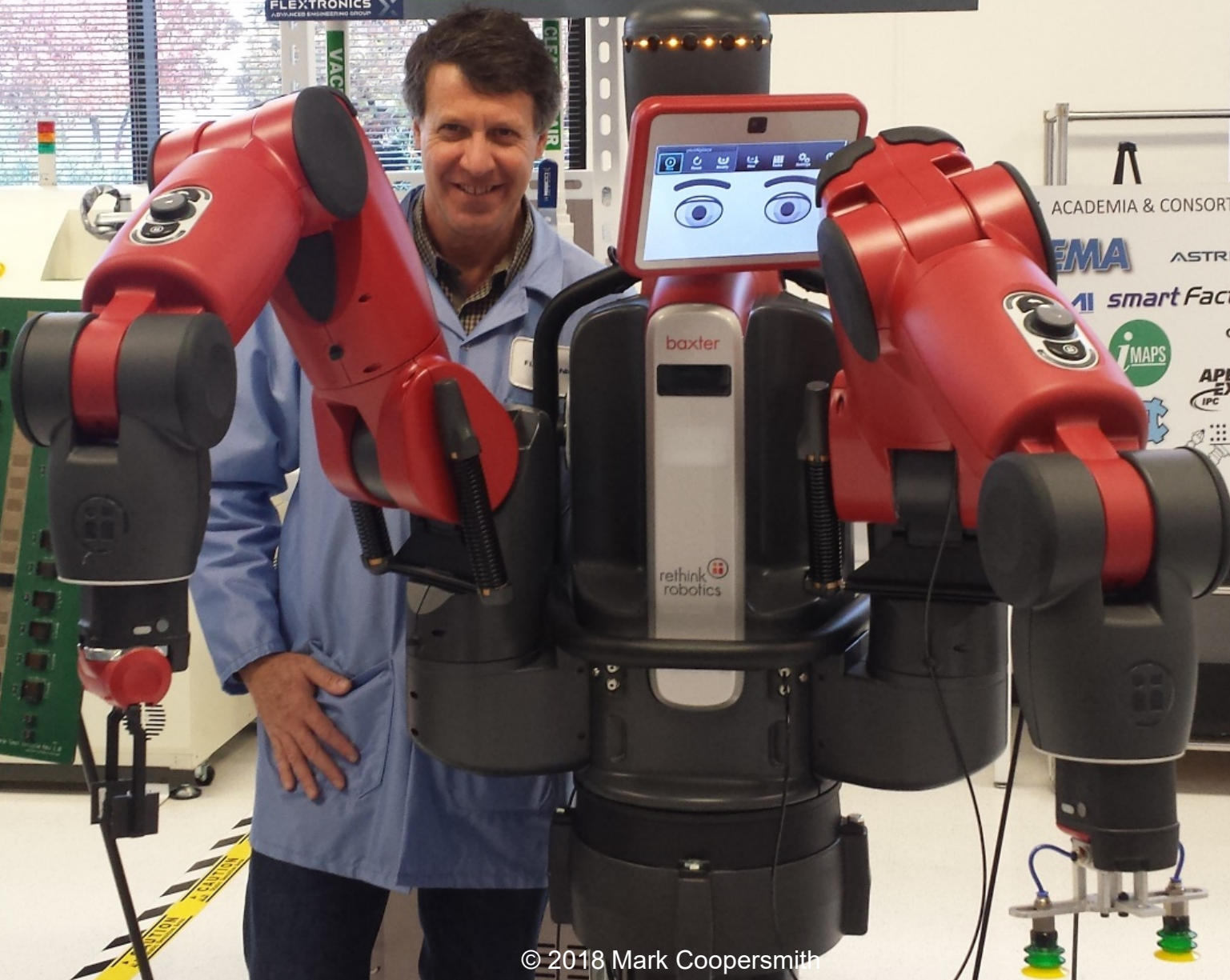




- Inaccurate
- Software is in Development Stages
- It is Limited to Larger, Less Precise Applications
- New Company with no Experience



FLEXTRONICS
ADVANCED ENGINEERING GROUP



ACADEMIA & CONSORTIUM PARTNERSHIPS



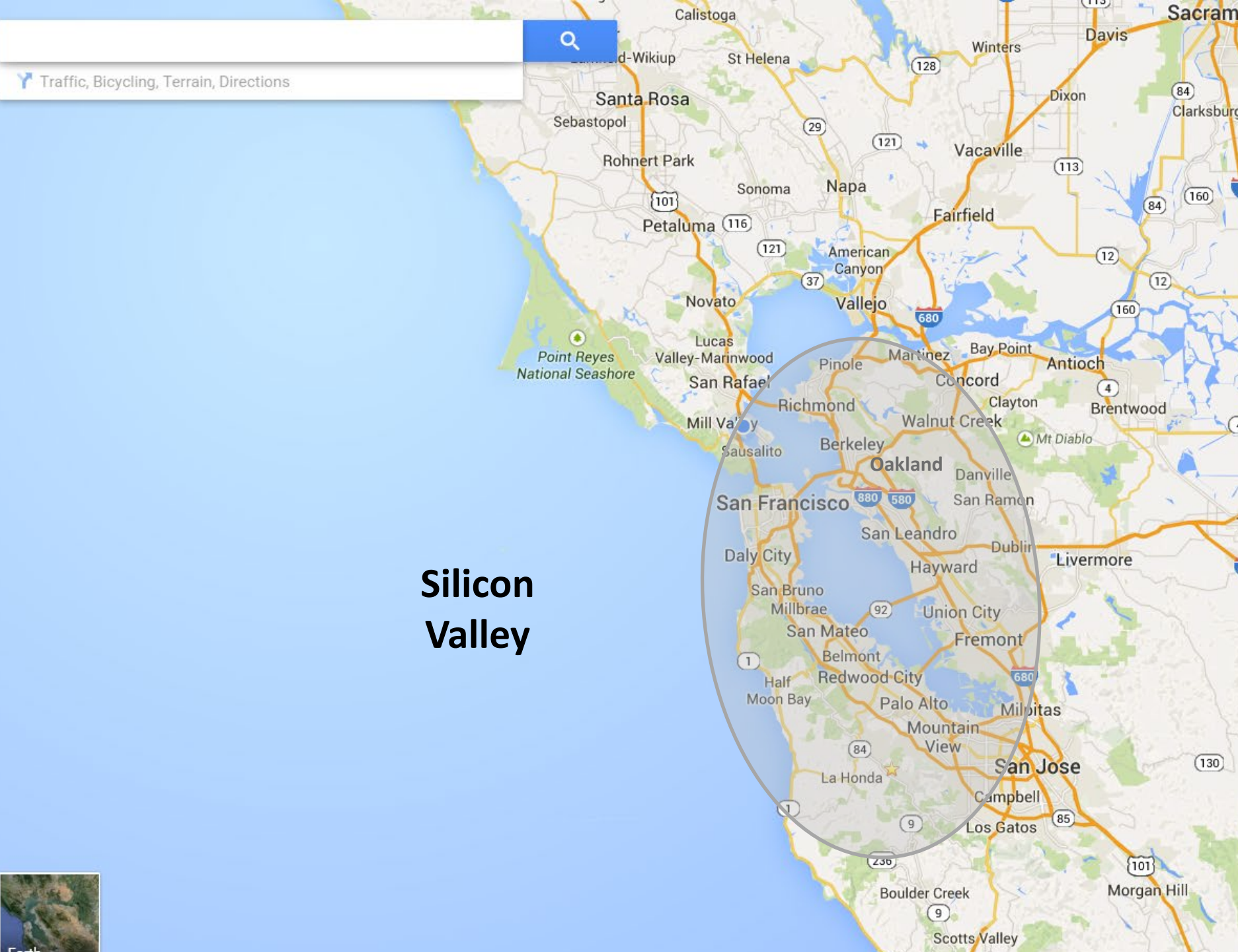




Traffic, Bicycling, Terrain, Directions



Silicon Valley





Traffic, Bicycling, Terrain, Directions



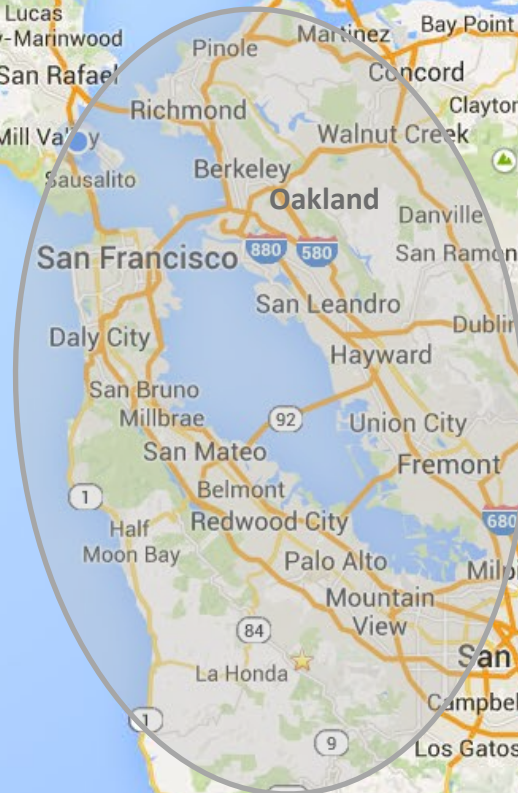
**Silicon Valley
accounts for
>45% of VC
invested in USA
2017**



Traffic, Bicycling, Terrain, Directions

**Silicon Valley has
been the
acknowledged
global leader in
entrepreneurship
and innovation for
decades.**

Why?



A Bit of Context



6 Core Pillars of Effective Entrepreneurial Ecosystems*



* 2016 research conducted under the supervision of Mark Coopersmith and John Danner. UC Berkeley.

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Silicon Valley

From Farms and Orchards . . .



**. . . to the Epicenter of Technology
Innovation & Entrepreneurship**

The Gold Rush: The original “Boom” in Northern California



San Francisco in 1851

From <500 in 1848 to 25,000+ in 1851





Levi Strauss

One of the
SF Bay Area's
notable early
entrepreneurs

~ the miner
farmer, mechanic and cattle raiser
all over the west
prefer

cut full -
honestly made -

Levi Strauss & Co's.

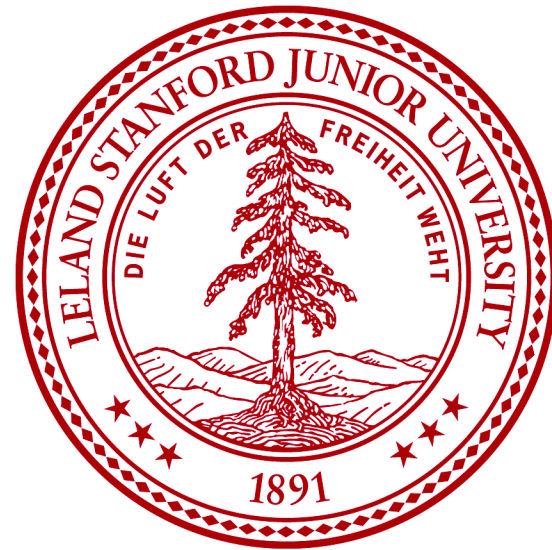
copper riveted Overalls

the most persistently advertised - the
best selling brand. it will pay you to handle them

TRADE MARK



1868



1891





Moffett Federal Airfield - 1931



Moffett Federal Airfield – a few years later



**Hewlett & Packard start HP in their
now-famous Palo Alto garage (1938)**

© 2018 Mark Coopersmith & John Danner



German anti-bomber fighter jet with radar early 1940s

Fred Turman
Stanford & Harvard
early 1940's



EXTRA

The Evening Star

5 Cents

WEDNESDAY, SEPT. 2, 1945

WASHINGTON, D. C., FEDERAL STREET 14, TWO-CLASSIFIED PAGES

WHITE HOUSE ANNOUNCES THE WAR IS OVER

Russians Sport 93 Miles Ahead, Invade Jehol

As Advance Was
Planned in Landing
On Sakhalin Island

WASHINGTON, Sept. 2.—The Russian advance on the Manchurian front today was reported to have reached 93 miles ahead of the Japanese lines. The advance was made in the Jehol region, where the Russians have been fighting since the beginning of the war. The advance was planned in connection with the landing of Russian troops on Sakhalin Island, which was completed yesterday.

Joy Radio Says Shaved People Weep at Palace

Yokohama, This
Is Not Yet Reported
Prisoner Released



General MacArthur

MacArthur to Receive Surrender of Japanese

President Truman announced at 7 o'clock tonight that the war with Japan is over.

Gen. Douglas MacArthur, he said, has been designated to receive the Japanese surrender, and Allied commanders in the Far East have been ordered to cease hostilities.

The President—just three years, eight months and seven days after the Japanese bomb attack on Pearl Harbor—announced the end of the war and declared a two-day holiday of celebration for the American people.

The President also announced that reductions in the armed services would be realized from 50,000 to 10,000 a month immediately.

Only those men under 24 will be drafted for the national service.

Government agencies will have tomorrow and Thursday off under a proclamation issued by Mr. Truman as he announced the end of the war.

As was previously announced, the proclamation of V-J Day will mark the formal signing of the surrender terms by the Japanese. It



**William Shockley
founds his silicon
transistor lab in
Bay Area
1956**



Celebrating William Shockley's Nobel Prize 1957



The Fairchild Eight 1958



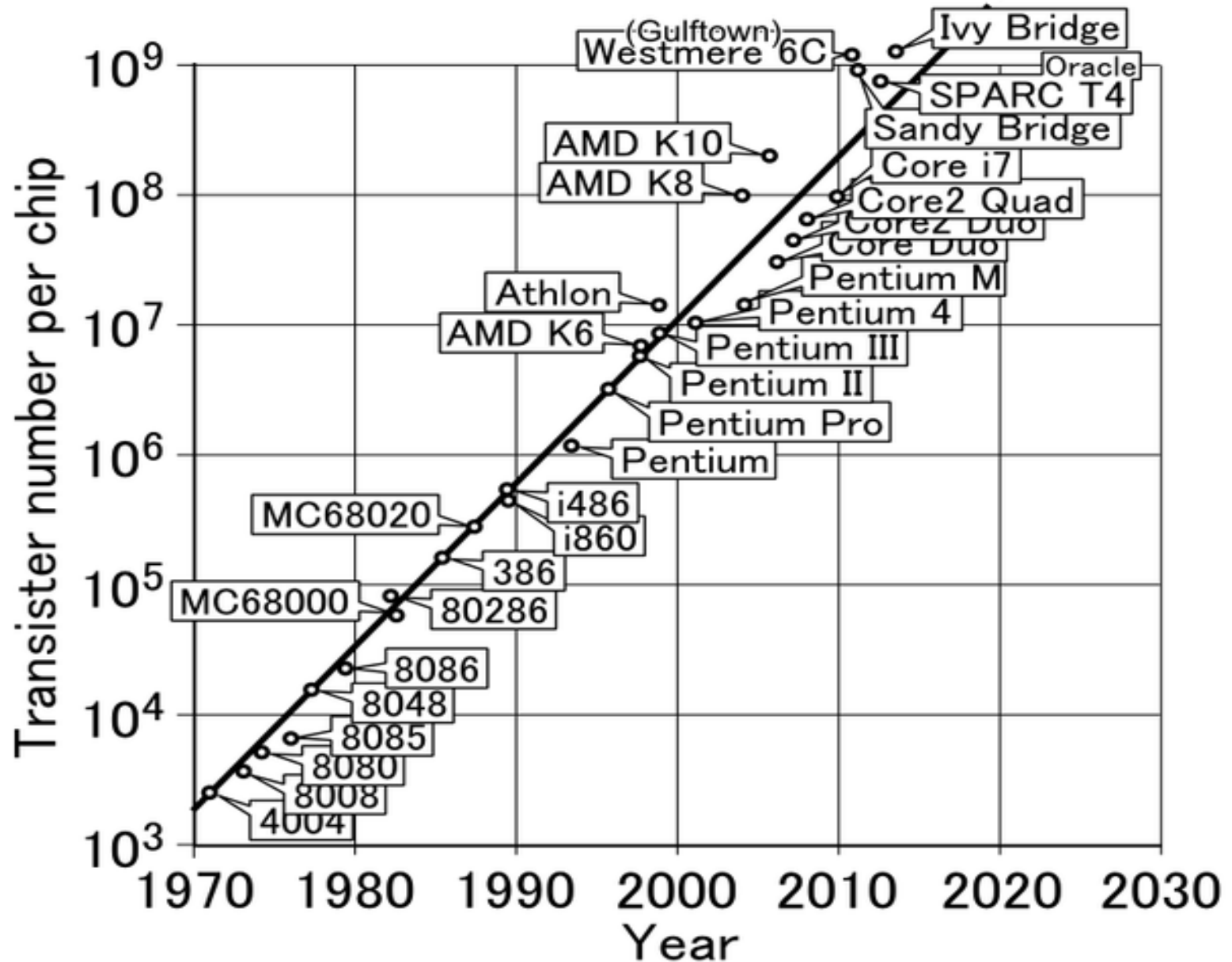
The Fairchild Eight 1958



Gordon
Moore



Moore's law

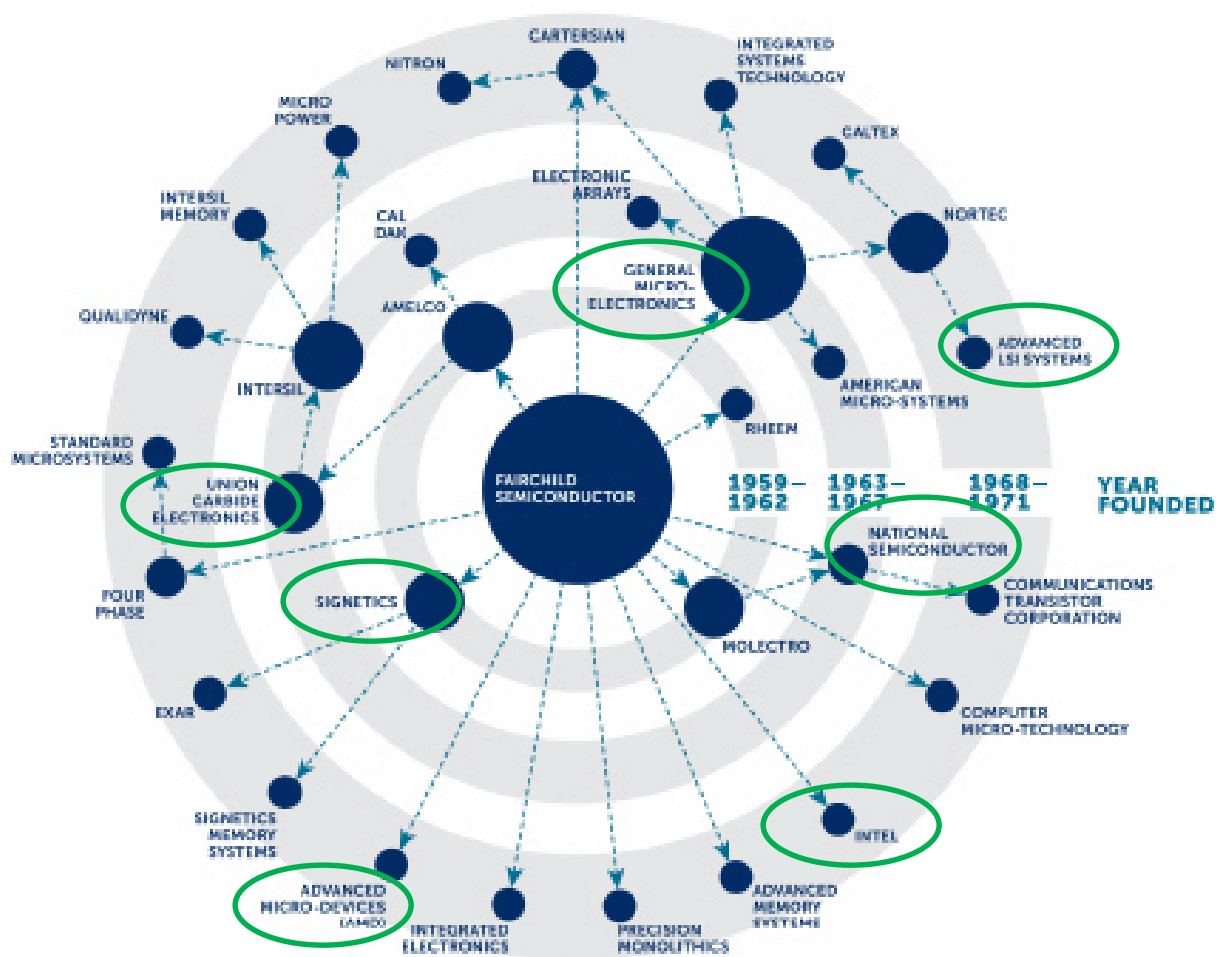




Intel Semiconductor - 1968

The Creation of Silicon Valley: Growth of the Local Computer Chip Industry

Fairchild generated 31 spinoff firms in just 12 years.



Legend:



Size of circle reflects the influence of the entrepreneurs at each company based on the number of spinoff firms.

-----> SPINOFFS

Sources: SEMI-Hoelter; Endeavor Insight analysis.



Arthur Rock

**1957: Funds Fairchild
(with east coast \$)**

**1961: Founds Davis &
Rock VC in Bay Area**

**Early investor in
Intel, Apple, Teledyne,
Scientific Data Systems**



Apple Computer founded - 1976







KICKSTARTER
 **indiegogo**



Seed Funds, Incubators and Accelerators

VENTURE SPUR 

RocketSpace 

 Y Combinator

500 startups



Blueprint for Business



techstars

 Excelerate

tech
WILDCATTERS

DREAMIT
VENTURES

AngelPad



wework

PLUGANDPLAY



**Innovation Outposts
in Silicon Valley
(European Union)**



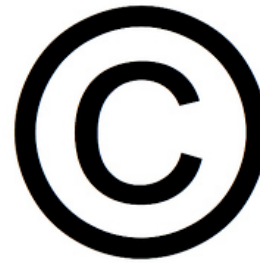
Legal Environment



A man in a dark suit and blue tie is holding a cardboard box. Inside the box, a red stuffed animal is visible. He is standing in a blurred office environment with a desk lamp and other people in the background.

**California
labor laws
make it easy to
change jobs**

Strong Intellectual Property Protection



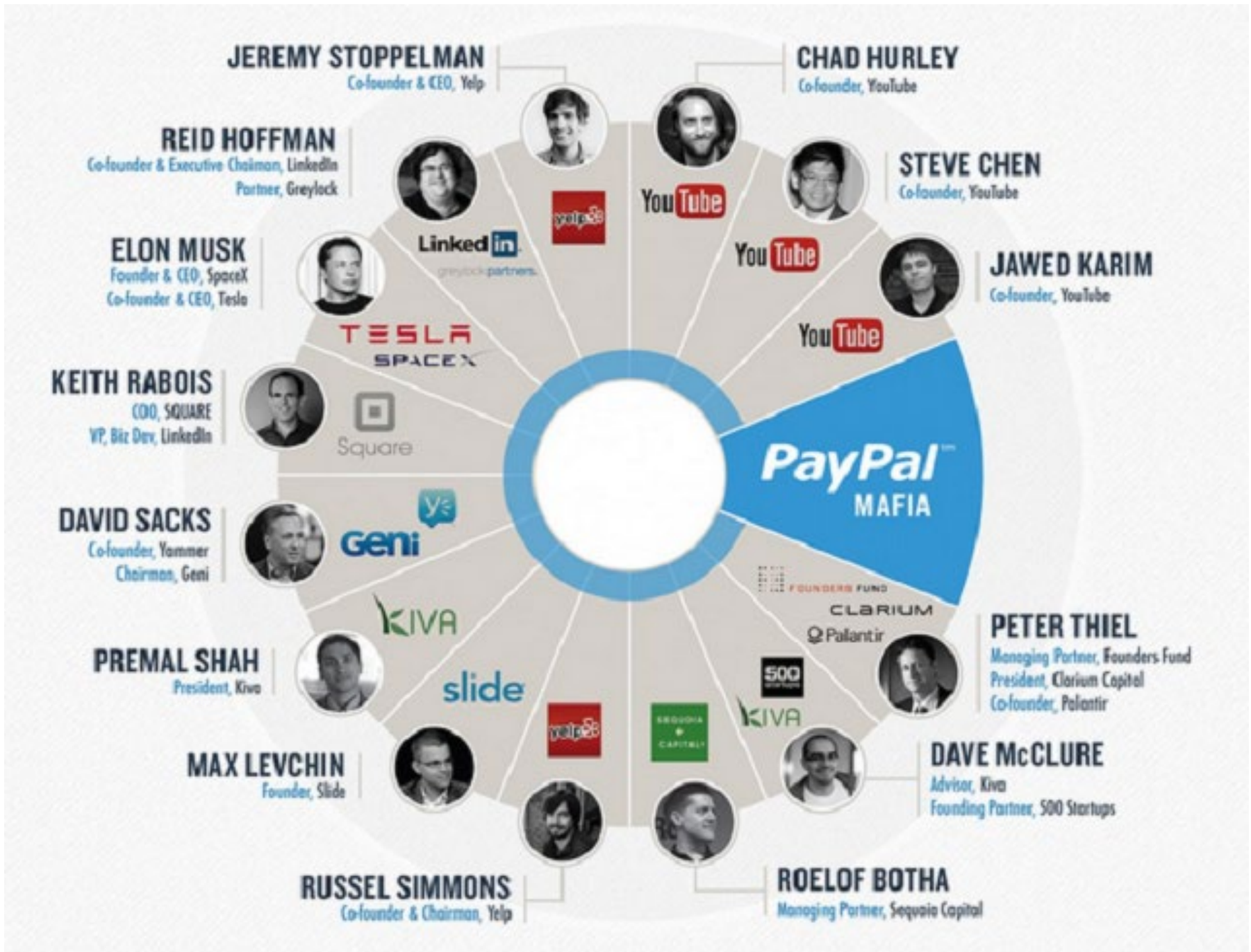
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The "PayPal Mafia"

San Francisco, 2007





Meetup



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John Danner · Mark Coopersmith

How Smart Leaders, Teams, and
Entrepreneurs Put **Failure to Work**

The Other

“F”

F
Word

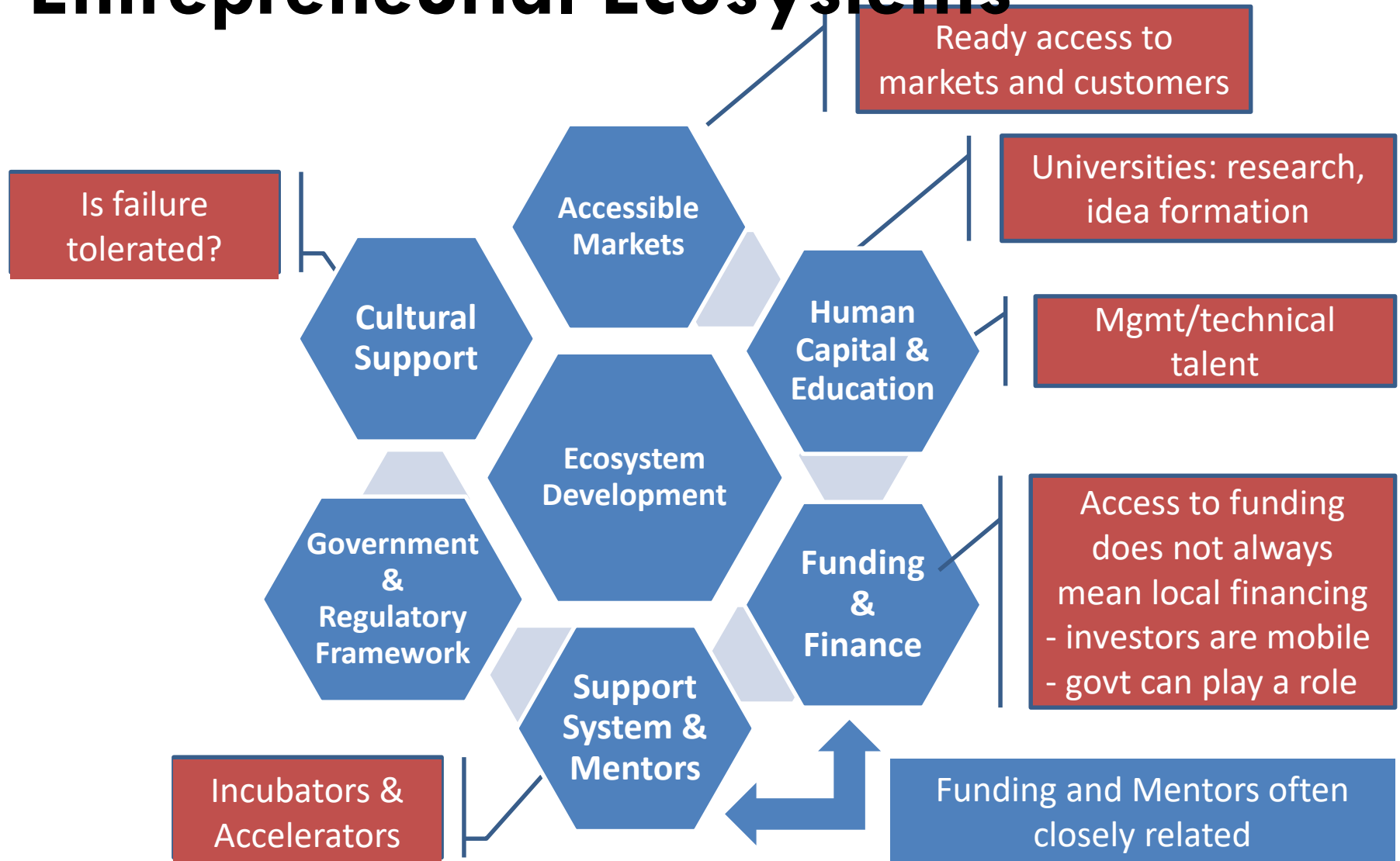
WILEY

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**How do successful
entrepreneurs and
business leaders
deal with failure?**

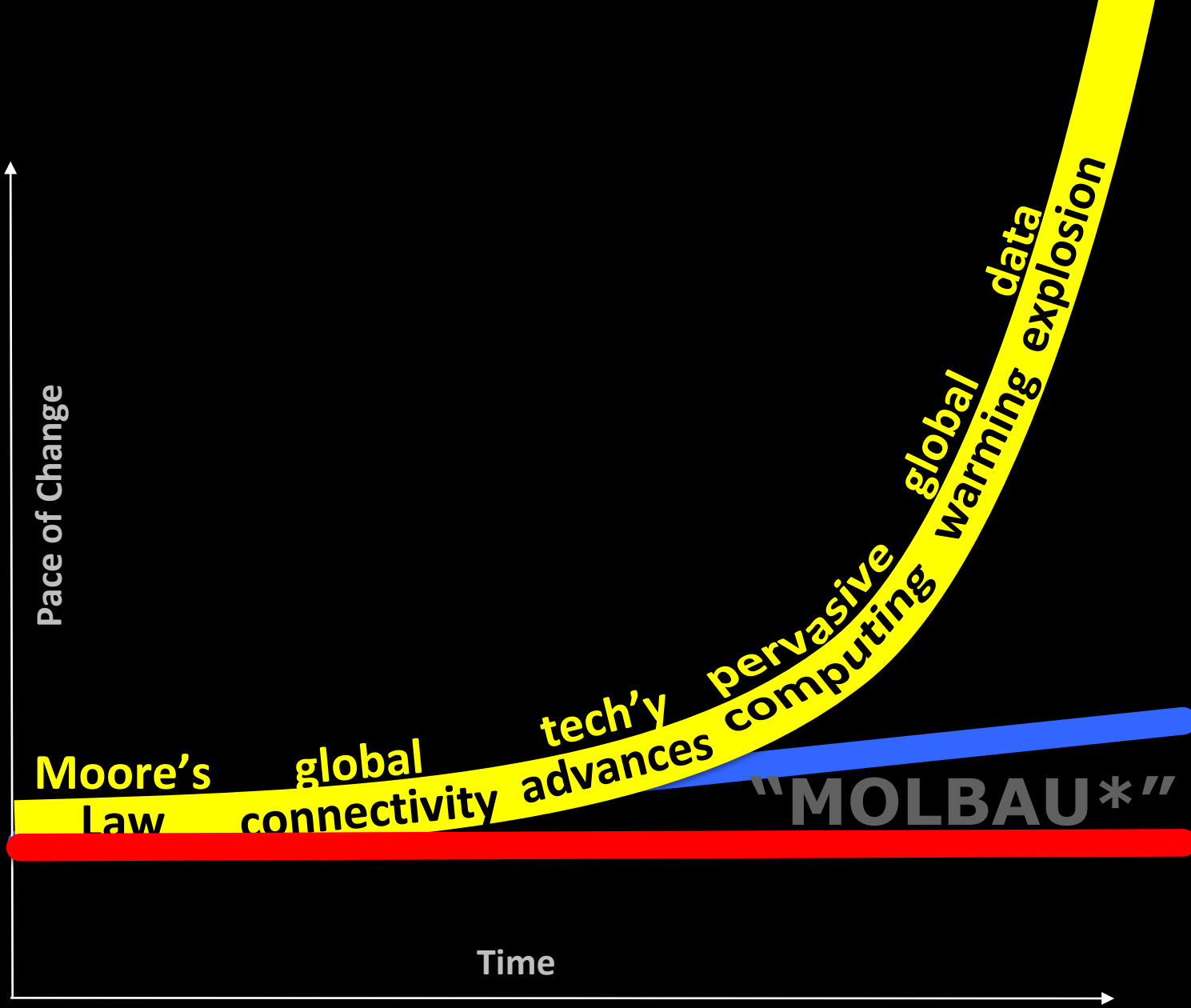
**They turn “The
Other ‘F’ Word”
from a regrettable
event into a
strategic resource**

6 Core Pillars of Effective Entrepreneurial Ecosystems*



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Why are innovation and entrepreneurship so important?



A few numbers to kick off...

“84% of global executives reported that innovation was extremely important to their growth strategies...”

~ Harvard Business Review, September 2017

A few numbers to kick off...

“84% of global executives reported that innovation was extremely important to their growth strategies...

but

a staggering 94% were dissatisfied with their organizations' innovation performance.”

~ Harvard Business Review, September 2017

The water sector feels the pressure too

“More than 90% of water utility respondents believe that innovation is crucial to the future of their organizations.”

- **2017 survey of water utilities, WRE, WE&RF**

The water sector feels the pressure too

“More than 90% of water utility respondents believe that innovation is crucial to the future of their organizations.”

“But less than 40% believe they are effectively leveraging innovation to meet these challenges and evolve as utilities”

- **2017 survey of water utilities, WRE, WE&RF**

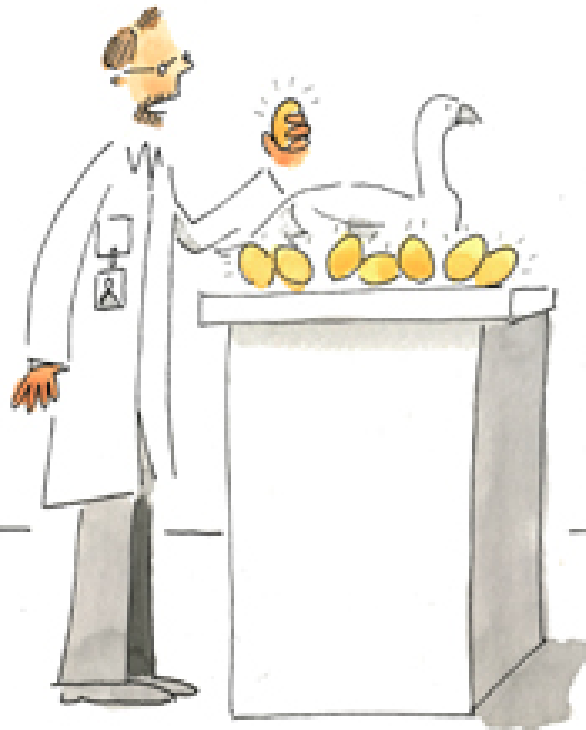
Competing priorities include...

- **Maintain current infrastructure and service levels, while also...**
 - **2017 survey of water utilities, WRE, WE&RF**

Competing priorities include...

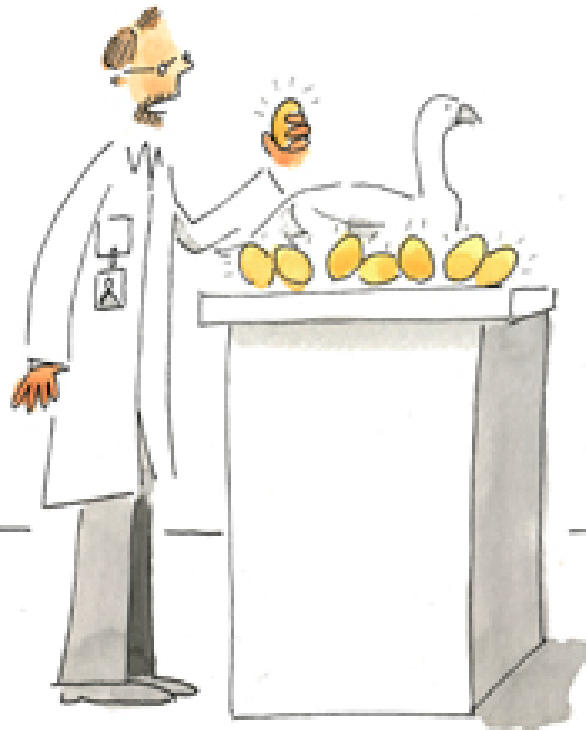
- **Maintain current infrastructure and service levels, while also...**
- **Meeting persistent challenges such as**
 - **water scarcity,**
 - **flat revenues,**
 - **resistance to rate increases,**
 - **changing workforce dynamics**
- **2017 survey of water utilities, WRE, WE&RF**

OUR LATEST INNOVATION
IS A GOOSE THAT LAYS
EGGS OF SOLID GOLD



This is
what we
all want.

OUR LATEST INNOVATION
IS A GOOSE THAT LAYS
EGGS OF SOLID GOLD



This is
what we
all want.

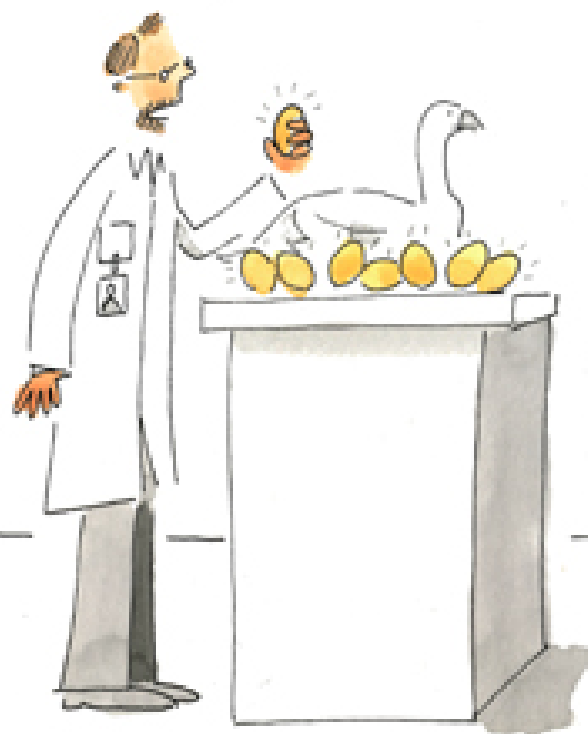
But...

OUR LATEST INNOVATION
IS A GOOSE THAT LAYS
EGGS OF SOLID GOLD

THAT'S A DISTRACTION
FROM OUR CORE

AND WE HAVE
NO BUDGET FOR
GOOSE-RELATED
EXPENSES

ON THAT NOTE,
WE'LL NEED
THE FEATHERS
AND LIVER
FOR ANOTHER
PROJECT



The other end of the spectrum...

The other end of the spectrum...





"I'll be happy to give you innovative thinking. What are the guidelines?"

Q:

**Can entrepreneurship and
innovation be taught?**

Q:

Can entrepreneurship and
innovation be ~~taught?~~
learned

**How would a venture capitalist
approach this question?**

**Startups and Enterprises
have fundamentally
different objectives**

**How we think about, study and teach
Entrepreneurship at UC Berkeley and in
Silicon Valley has evolved substantially...**



**My daughter Alison
and me on her 18th
birthday**





Now



- 20 min. of training
- jumped that day
 - expert guide
- 2 mile freefall
@120 mph

Then



- 5 hours of training
 - jumped another day
 - slow drop, no freefall
 - injuries
- (training ≠ reality)

Now



- 20 min. of training
- jumped that day
 - expert guide
 - 2 mile freefall
 - @120 mph

How We Teach Entrepreneurship

Then



How We Teach Entrepreneurship

Then



Now

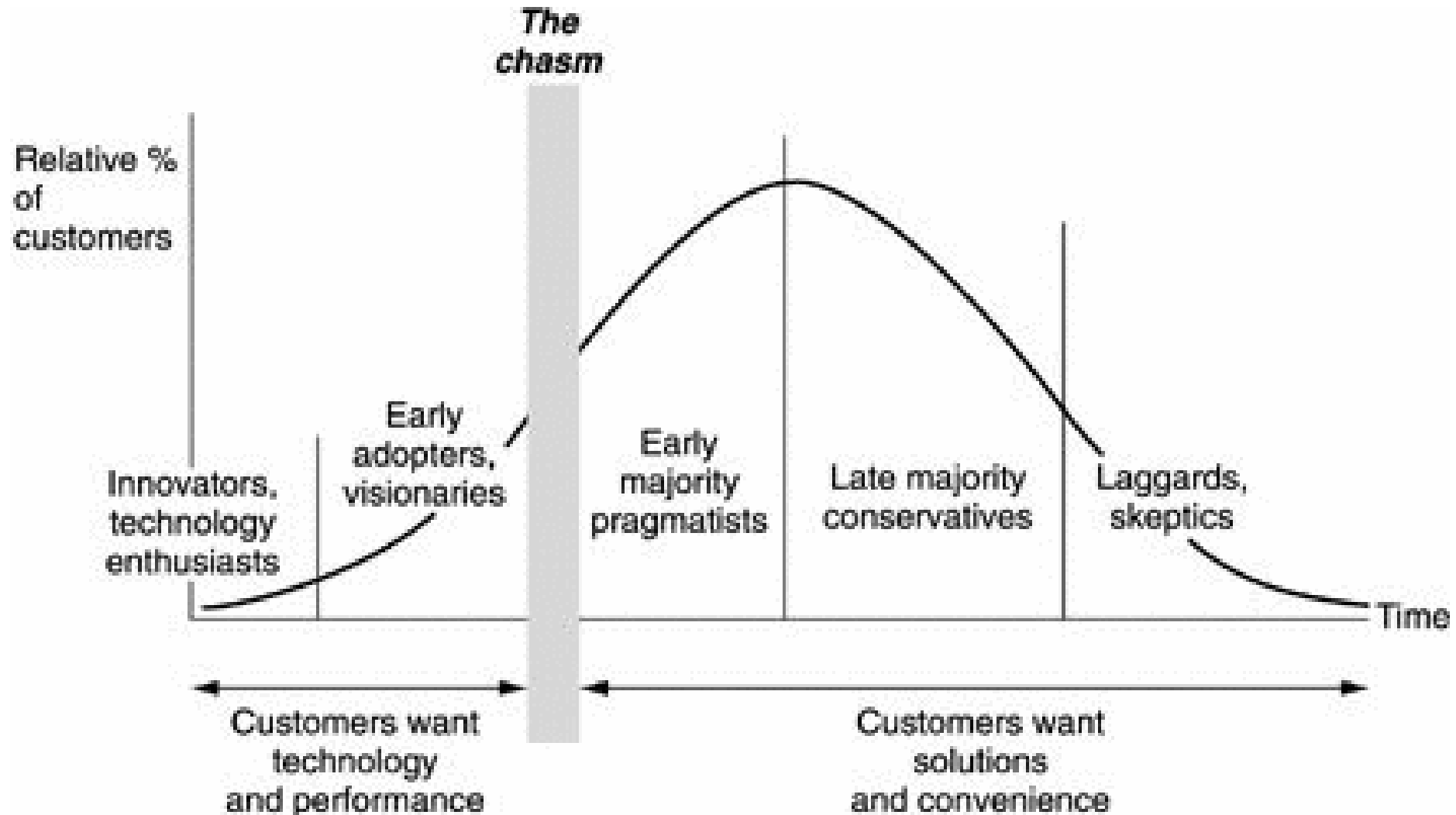
**Create
ventures and
essential tools
in real time**

Today's Challenge for Entrepreneurs

It has probably never been easier to start a (technology) business than right now.

And it has probably never been harder to scale one and succeed.

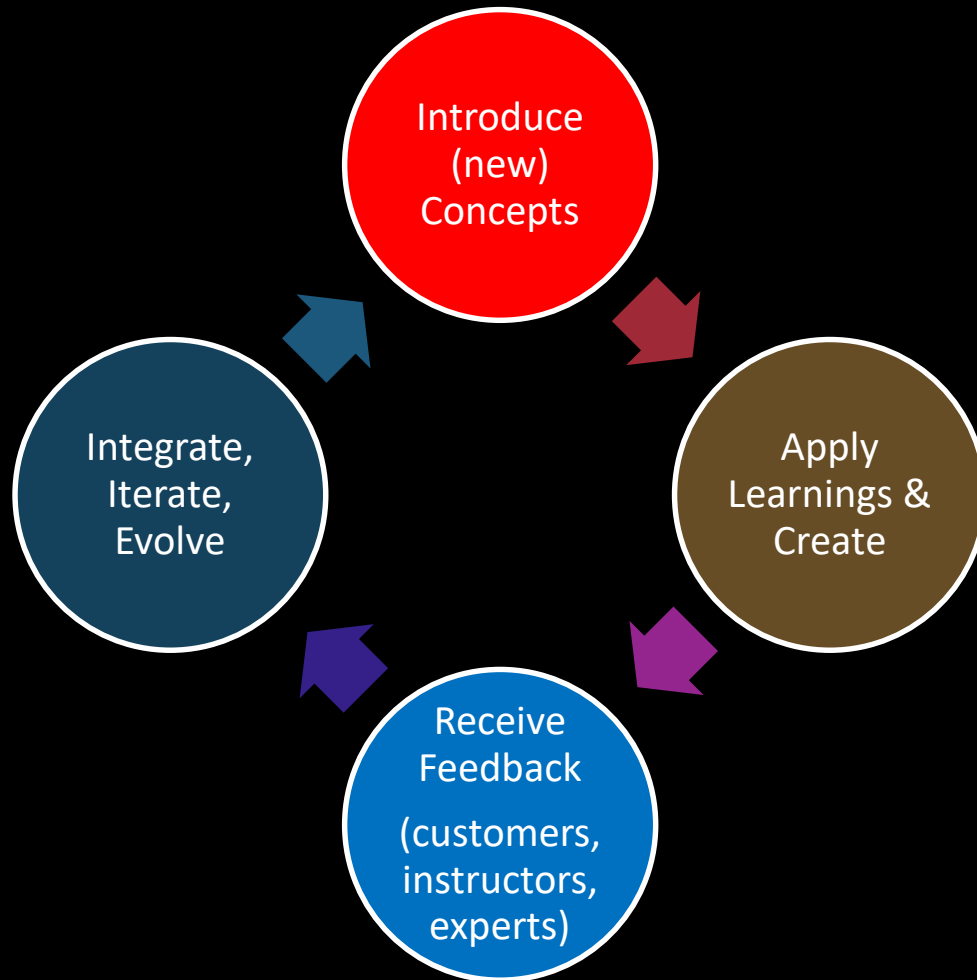
The Challenge: Crossing Geoffrey Moore's "Chasm"



<https://www.youtube.com/watch?v=GA8z7f7a2Pk>

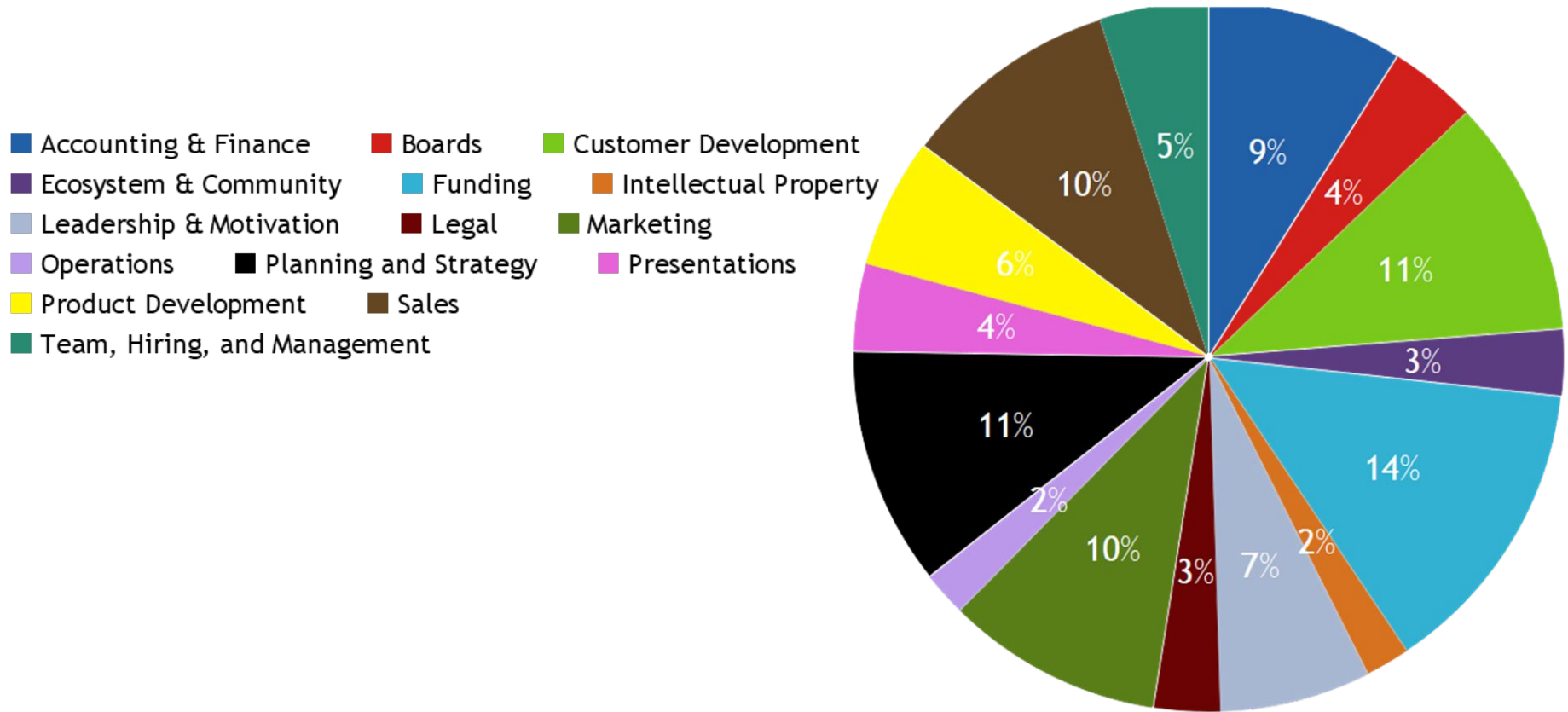


How we teach Innovation & Entrepreneurship at Berkeley

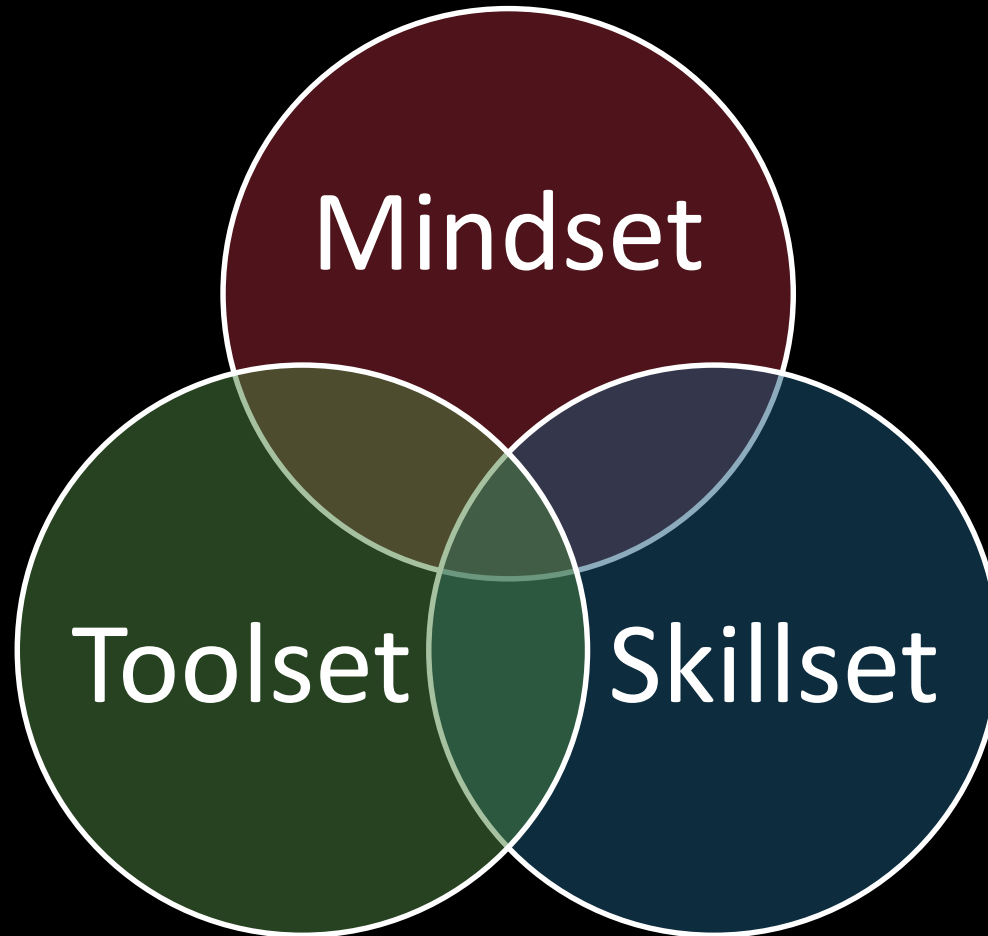


Succeeding as an Entrepreneur is hard...

What do early stage entrepreneurs cite as their biggest business challenges?



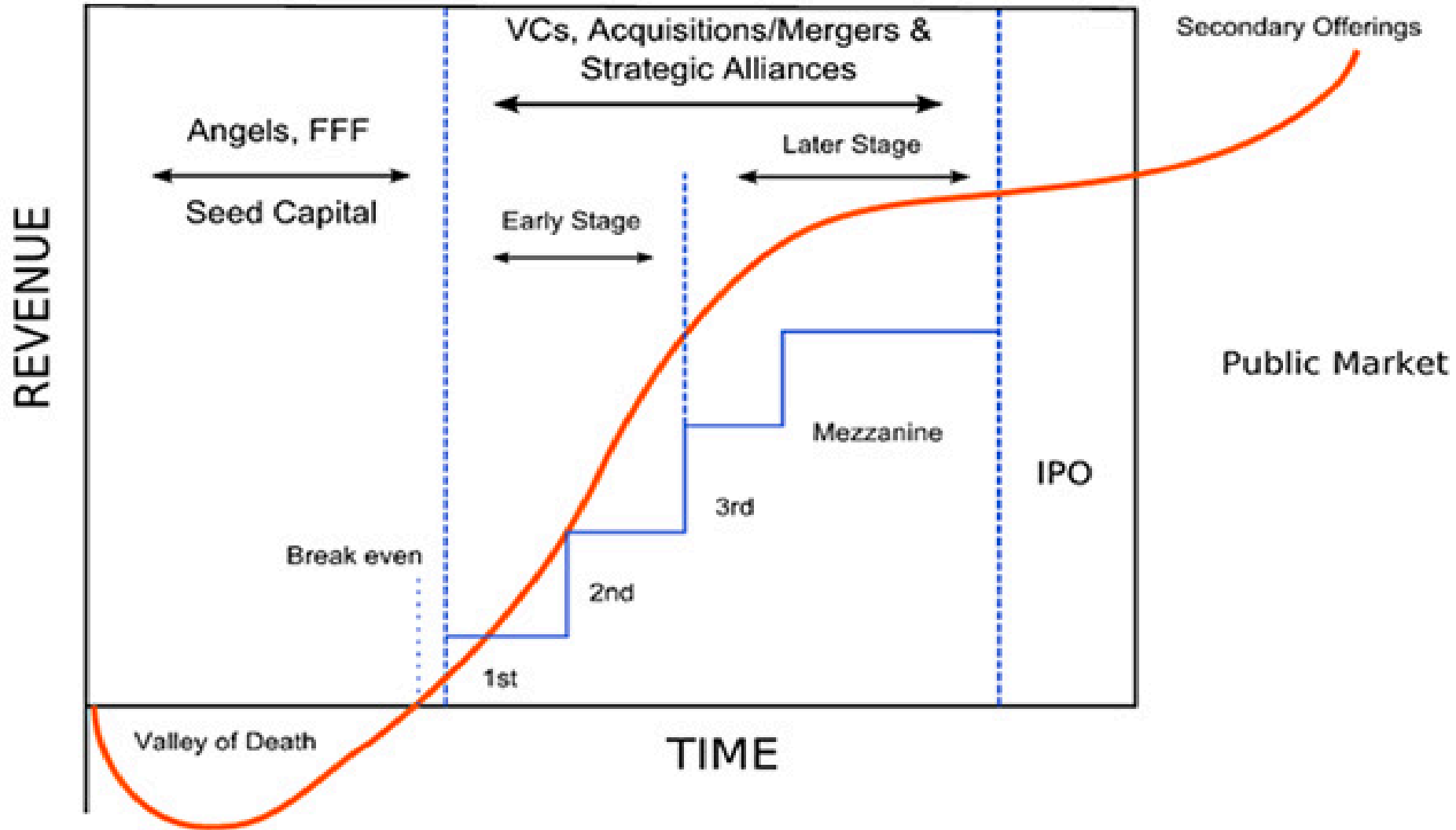
Three “Sets” of Successful Entrepreneurs



Tools



Model of Startup Growth Stages



Concept

Team Form

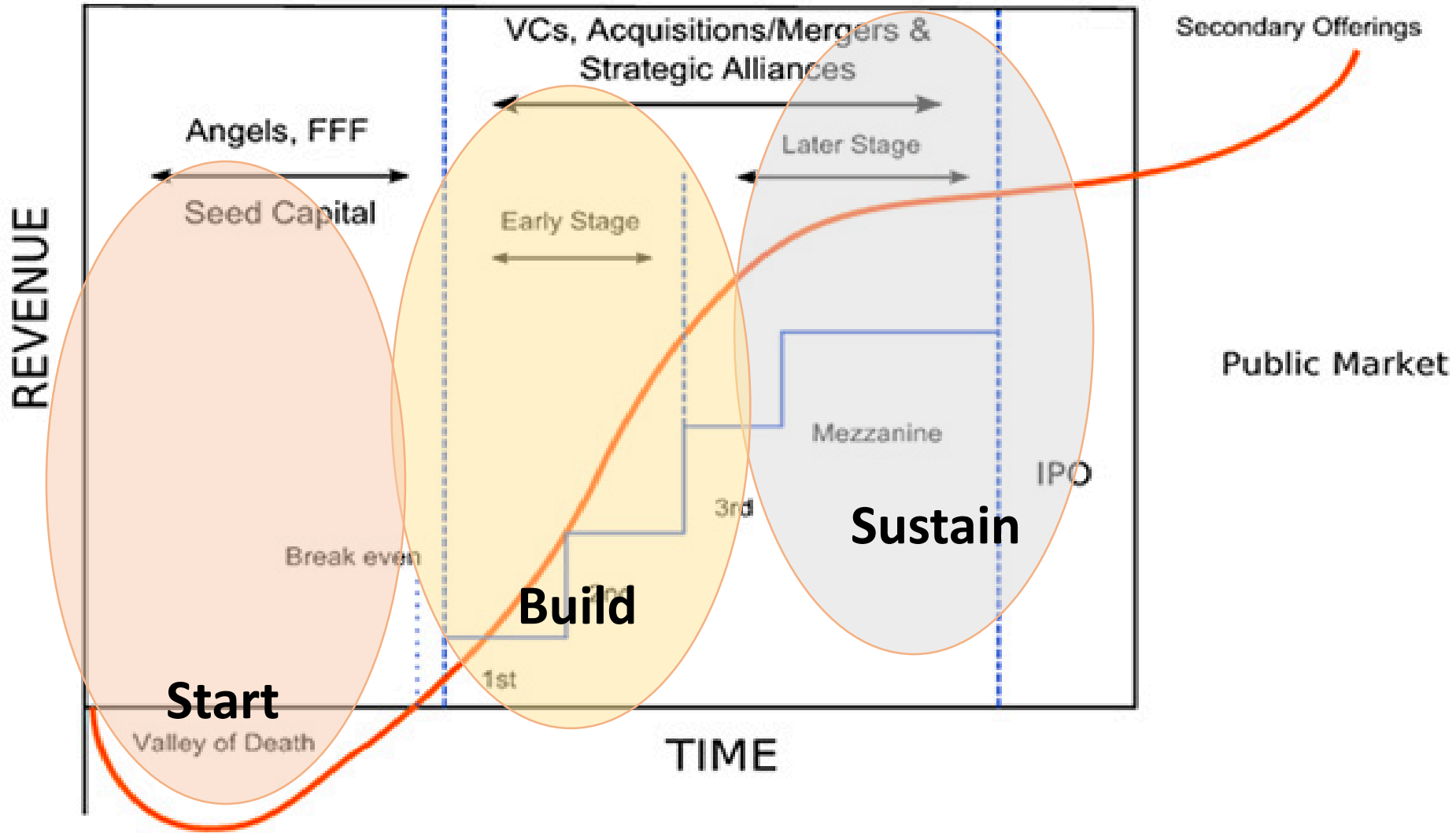
Proto/Rollout

Rapid Growth

Expansion

Maturity

Model of Startup Growth Stages



Concept

Team Form

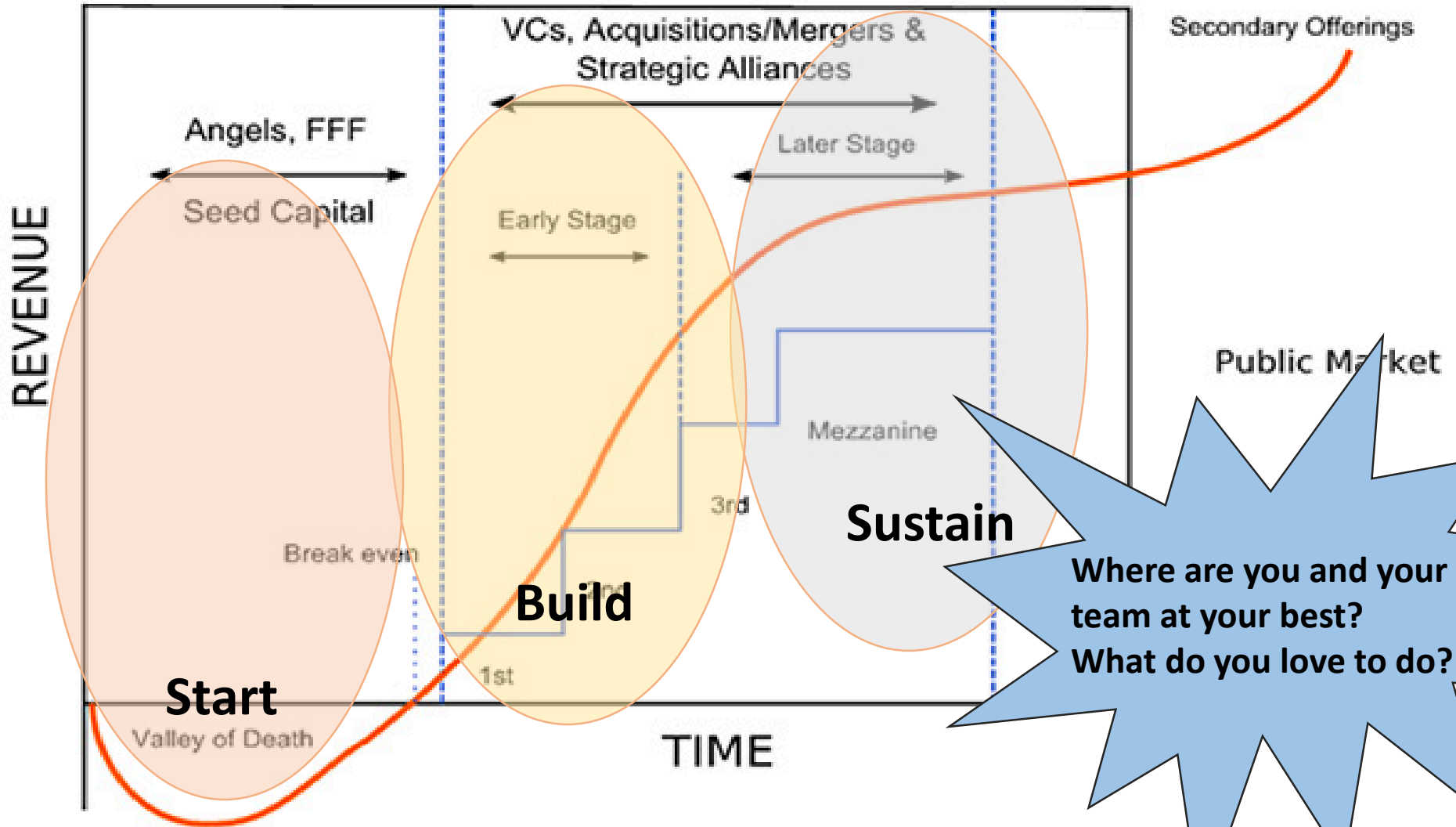
Proto/Rollout

Rapid Growth

Expansion

Maturity

Model of Startup Growth Stages



Concept

Team Form

Proto/Rollout

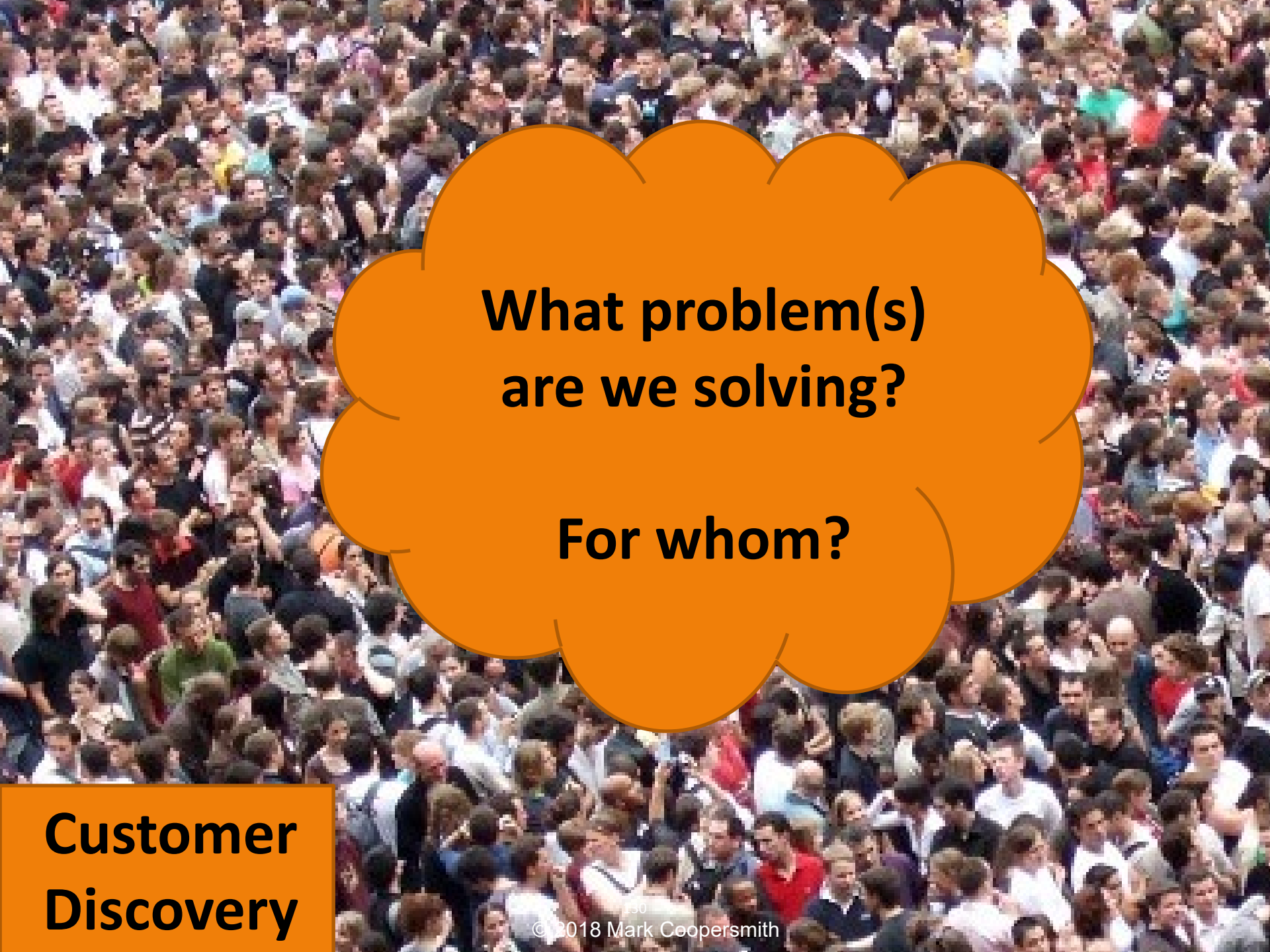
Rapid Growth

Expansion

Maturity



Customer Discovery



**What problem(s)
are we solving?**

For whom?

**Customer
Discovery**

Clark Andrews

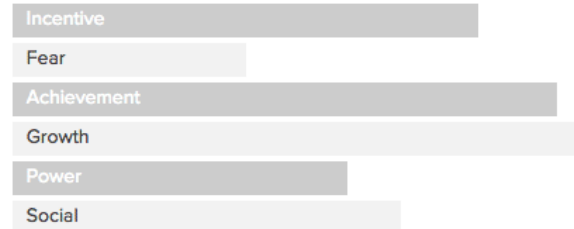
AGE 26
OCCUPATION Software Developer
STATUS Single
LOCATION San Jose, CA
TIER Experiment Hacker
ARCHETYPE The Computer Nerd

Friendly Clever Go-Getter



"I feel like there's a smarter way for me to transition into a healthier lifestyle."

Motivations



Goals

- To cut down on unhealthy eating and drinking habits
- To measure multiple aspects of life more scientifically
- To set goals and see and make positive impacts on his life

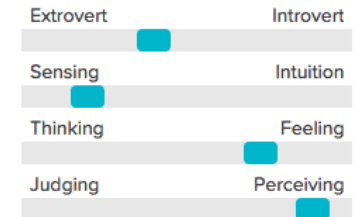
Frustrations

- Unfamiliar with wearable technology
- Saturated tracking market
- Manual tracking is too time consuming

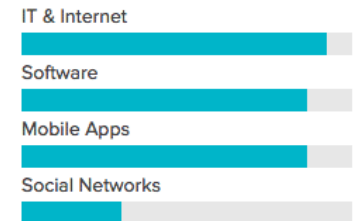
Bio

Aaron is a systems software developer, a "data junkie" and for the past couple years, has been very interested in tracking aspects of his health and performance. Aaron wants to track his mood, happiness, sleep quality and how his eating and exercise habits affects his well being. Although he only drinks occasionally with friends on the weekend, he would like to cut down on alcohol intake.

Personality



Technology



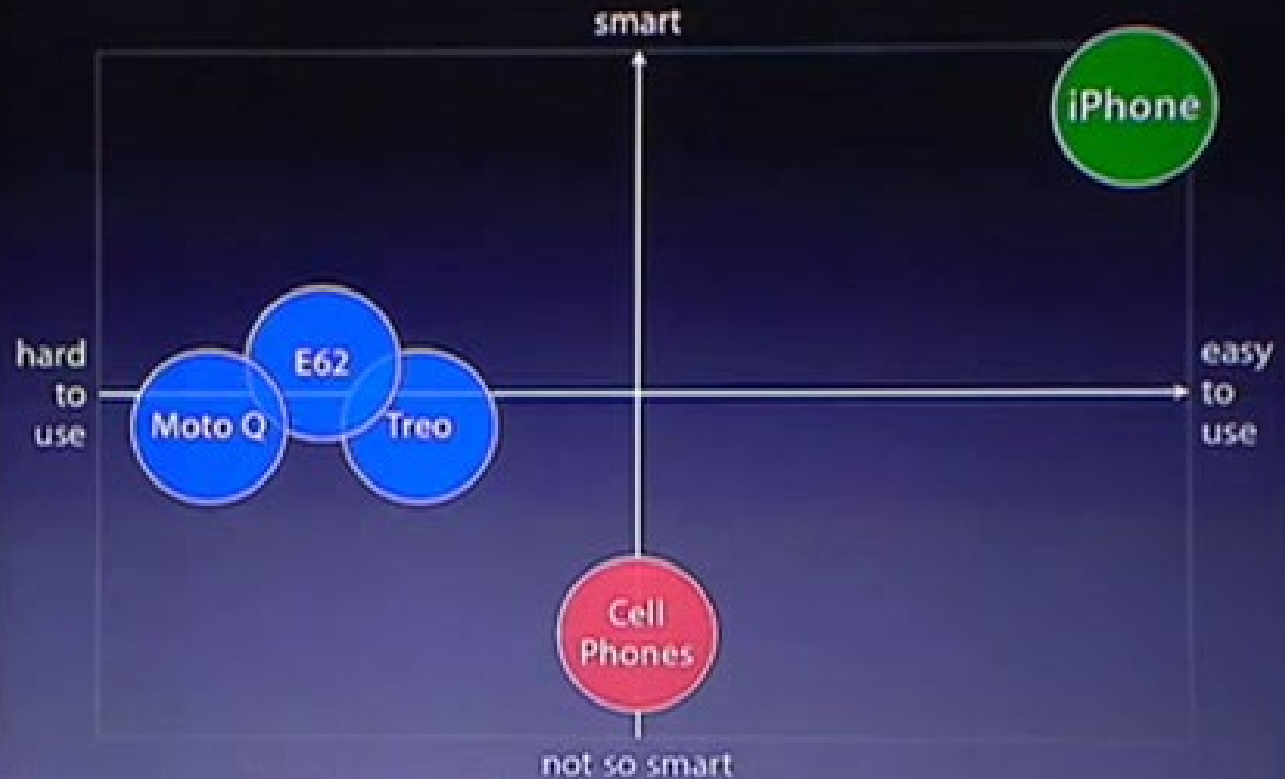
Brands



The Customer Lifecycle



Competitive Positioning



The Business Model Canvas *

<p>KEY PARTNERS</p> <p>Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from our partners? Which key activities do partners perform?</p>	<p>KEY ACTIVITIES</p> <p>What key activities do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?</p> <p>KEY RESOURCES</p> <p>What key resources do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?</p>	<p>VALUE PROPOSITIONS</p> <p>What value do we deliver to the customer? Which one of our customers' problems are we helping to solve? What bundles of products and services are we offering to each segment? Which customer needs are we satisfying? What is the minimum viable product?</p>	<p>CUSTOMER RELATIONSHIPS</p> <p>How do we get, keep, and grow customers? Which customer relationships have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>CHANNELS</p> <p>Through which channels do our customer segments want to be reached? How do other companies reach them now? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p>	<p>CUSTOMER SEGMENTS</p> <p>For whom are we creating value? Who are our most important customers? What are the customer archetypes?</p>
<p>COST STRUCTURE</p> <p>What are the most important costs inherent to our business model? Which key resources are most expensive? Which key activities are most expensive?</p>		<p>REVENUE STREAMS</p> <p>For what value are our customers really willing to pay? For what do they currently pay? What is the revenue model? What are the pricing tactics?</p>		



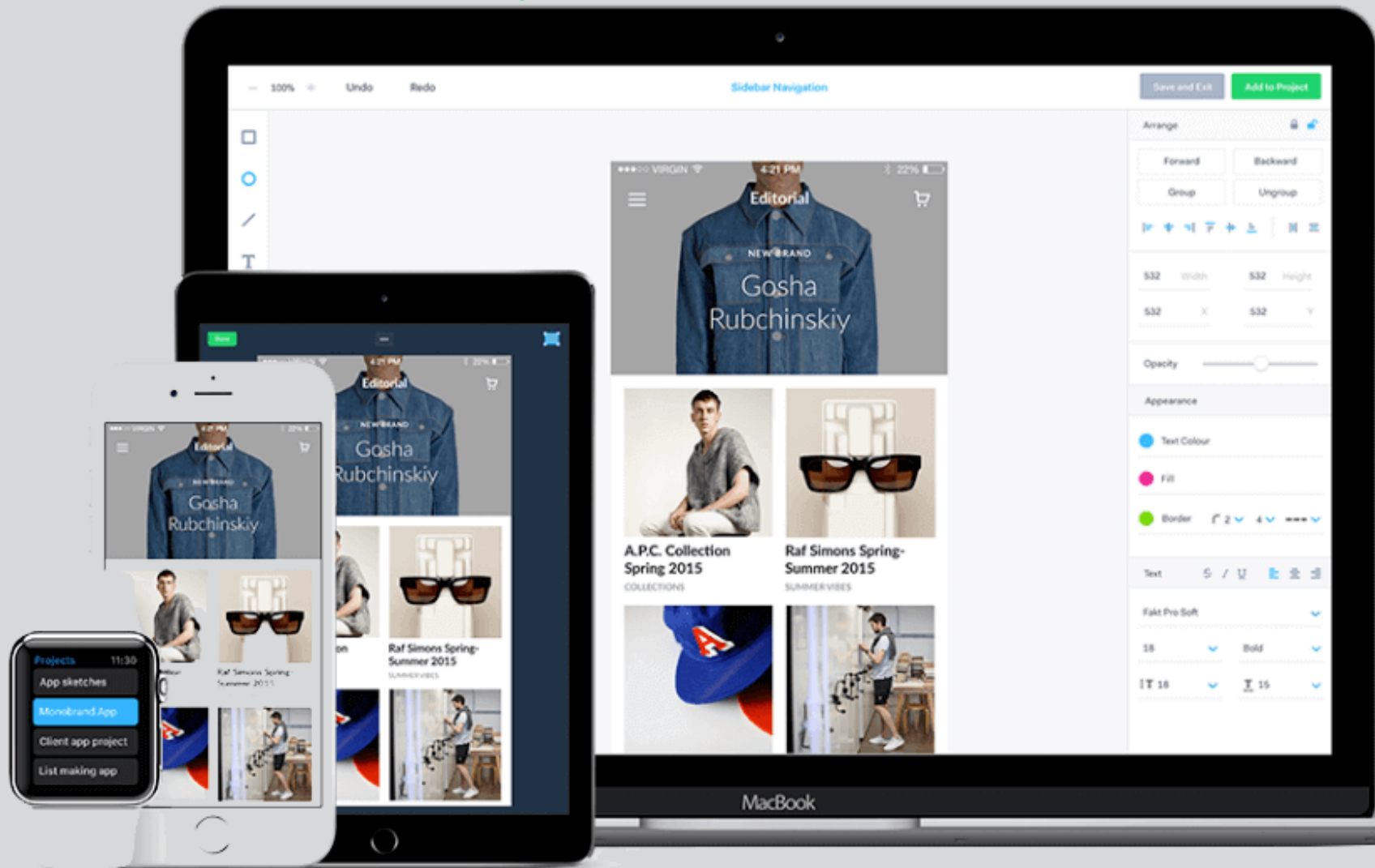
SKILLS

A hand-drawn graphic on a black background. The word "SKILLS" is written in a stylized, textured font that resembles charcoal or chalk. The letters are thick and have a grainy, fibrous texture. Above the word, a hand-drawn arrow points diagonally upwards and to the right. The arrow's shaft is a single, textured line, and its head is formed by two textured lines meeting at a point. The overall aesthetic is industrial and hand-crafted.

Create prototypes and mockups.
Show, not tell

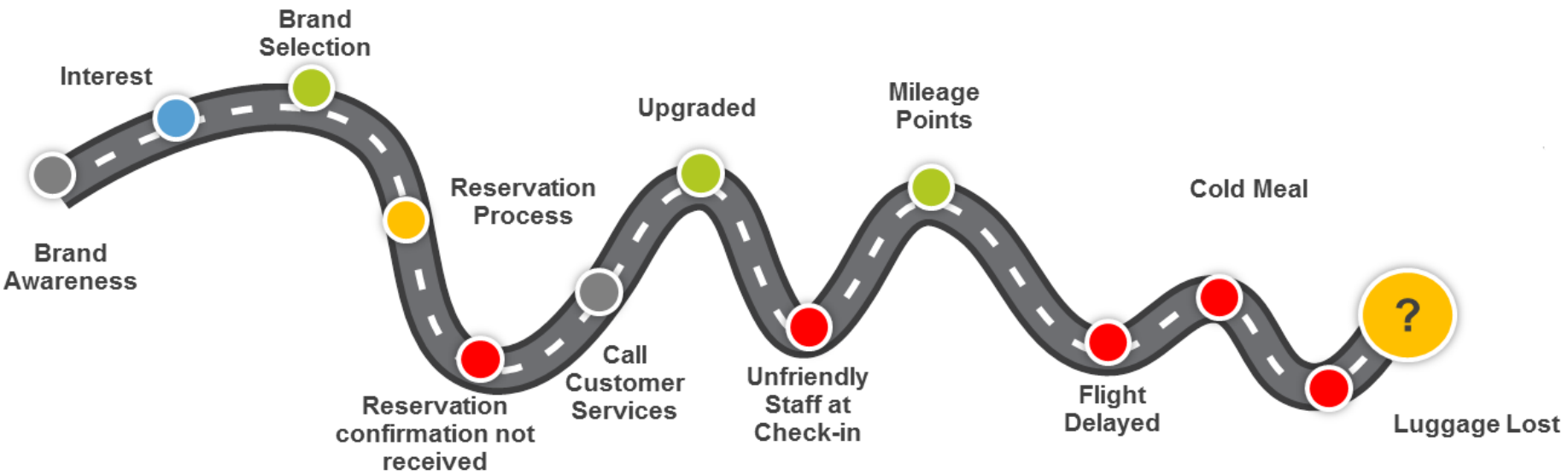


Marvel

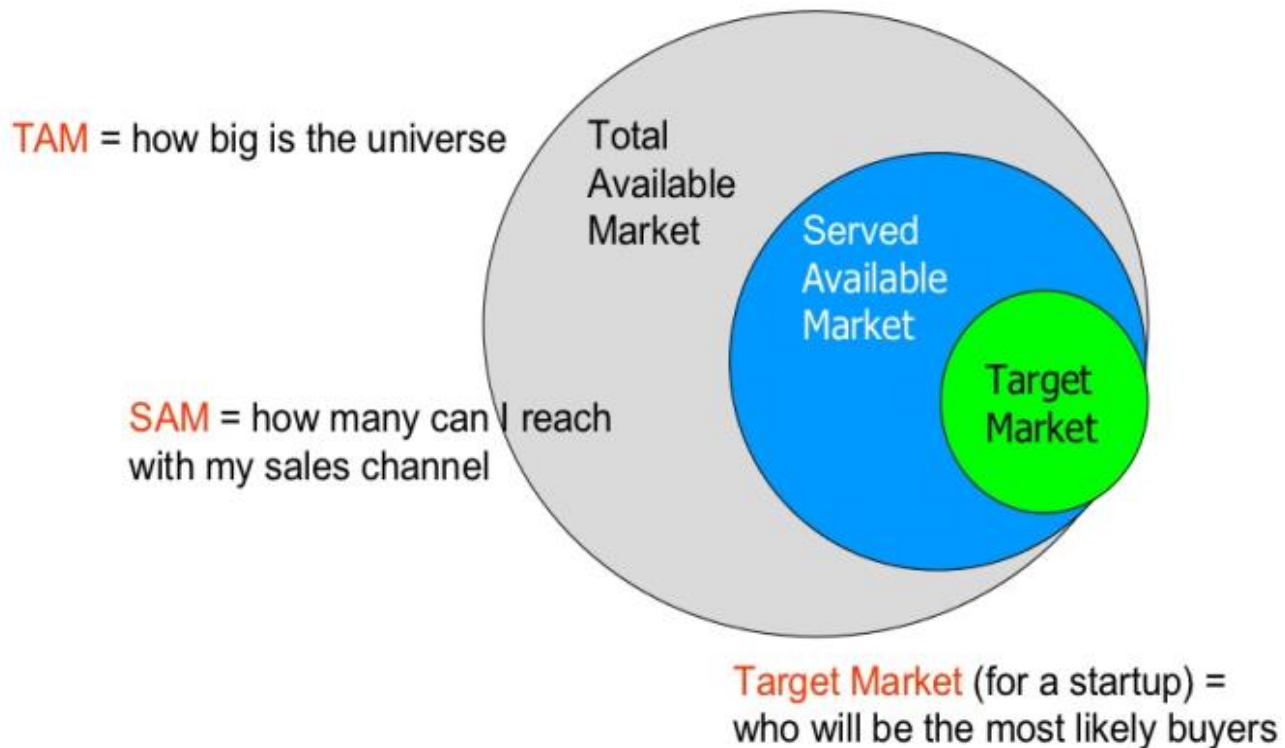




Customer Journey



Total Available Market, Served Available Market, Target Market



Total Available Market, Served Available Market, Target Market



Pricing



Pricing Strategy Matrix

	Low Quality	High Quality
Low Price	Economy	Penetration
High Price	Price Skimming	Premium

Pricing



story telling



Retention Rates*

Statistics alone

5-10%

vs

vs

With a story

60-70%



*Stanford University Study

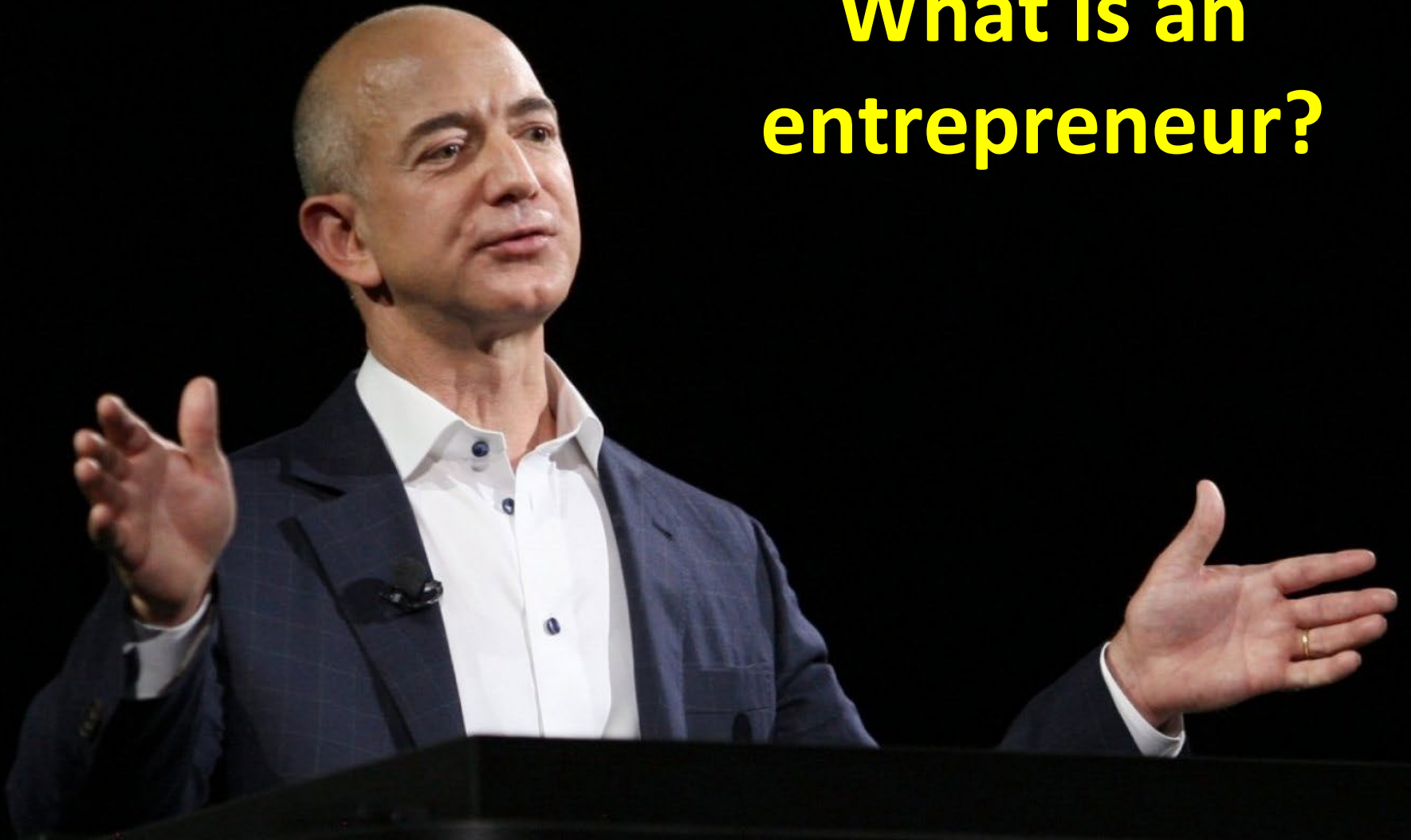
How to Present Your Venture to Investors and Raise Needed Capital (Milestones)



The Mindset of Great Entrepreneurs



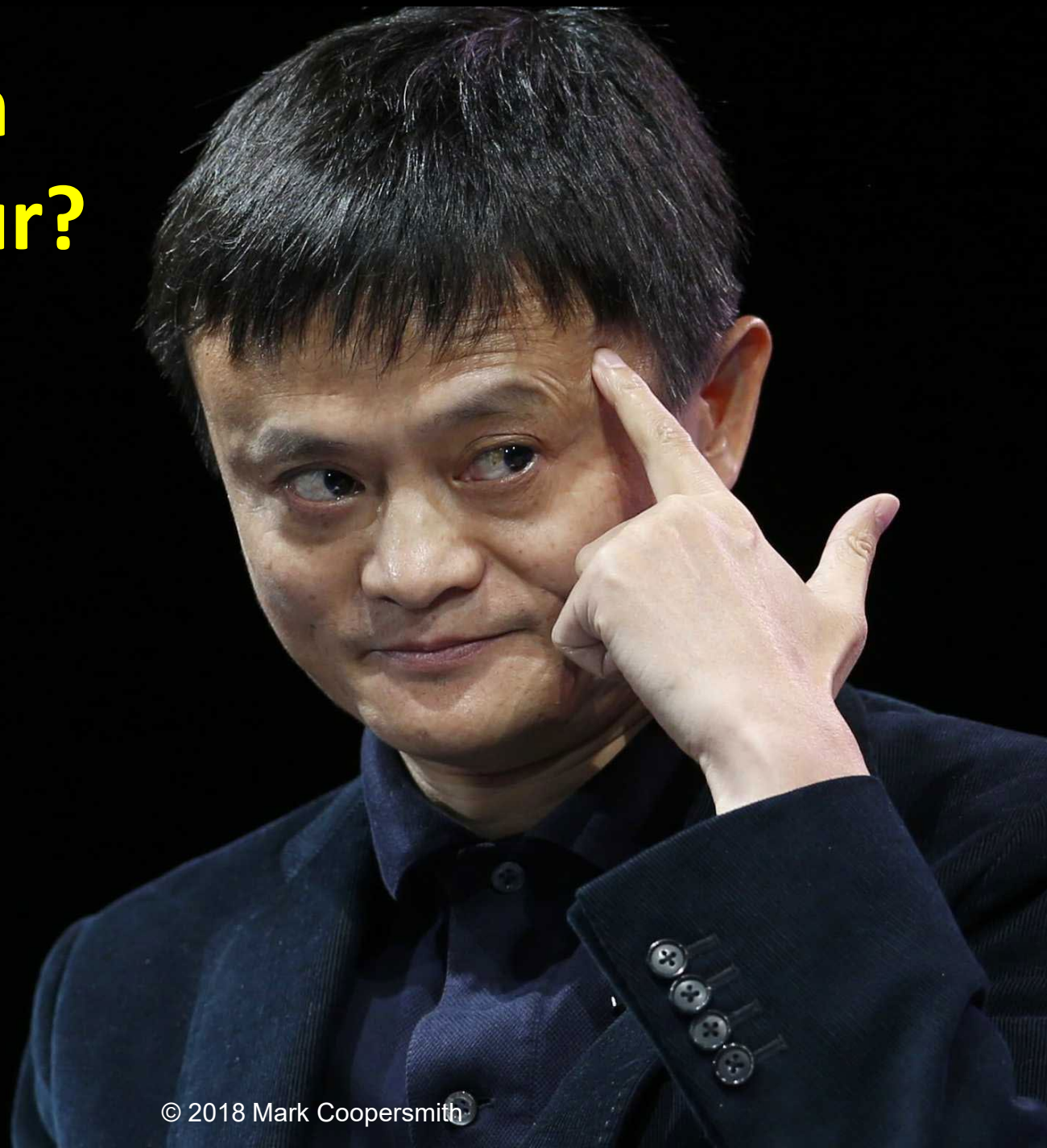
What is an entrepreneur?



**What is an
entrepreneur?**



What is an entrepreneur?



What is an entrepreneurial mindset?



Ten Traits

1. Bias to Action

2. Welcome & Create Change

3. Optimistic

4. Tenacious

5. Resourceful

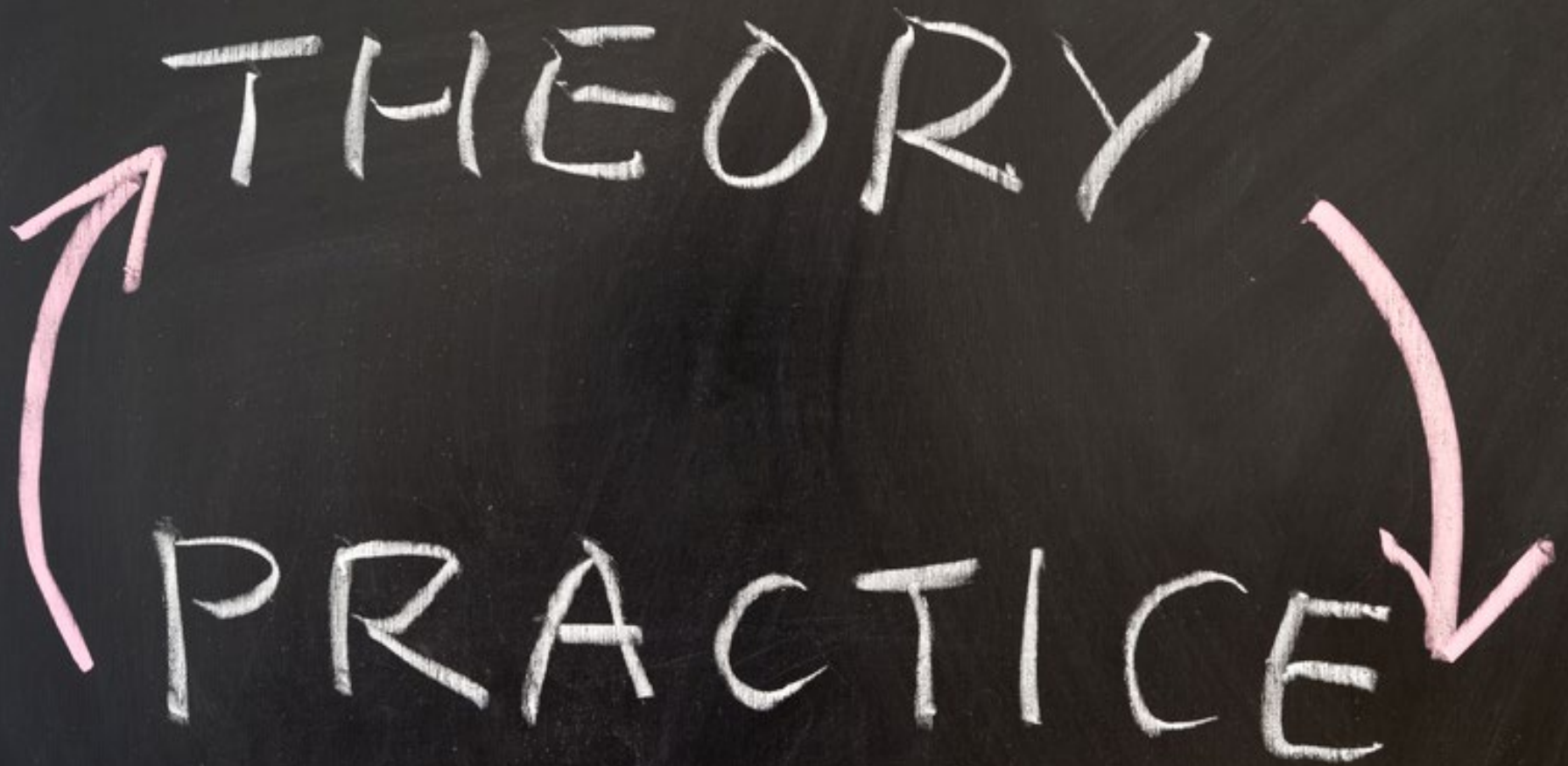
6. Intensely Curious

7. Understand & Manage Risk

8. Failure-Savvy

9. Know their Customer

10. Ask for Forgiveness, Not Permission



THEORY

driving new ideas &
innovation in large
organizations

PRACTICE

Case Study

Adobe Software

Kickbox Innovation Program

More than 1,000 employees have participated.



ADOBE Kickbox

Enterprise innovation at scale

Adobe seeks not only to create great new innovations, but also to create and inspire great innovators inside the company.





\$1,000 to spend



[Start Here]

Welcome to Kickbox.

You hold in your hands the tools you'll need on your personal journey into the heart of innovation. You will be guided step by step through imagining something wonderful, experimenting to make it great, then turning your vision into reality. Kickbox can light the way but only you can choose where the journey leads. This is not a training exercise. Kickbox is about doing it for real.

Starting now.

To begin, turn this card over.

Adobe Kickbox

Start

The red box contains six levels, each with objectives called actions. Complete these actions to advance to the next level. Once you begin, the red box can only be exited by succeeding or by giving up. Here is the secret to beating the red box: don't give up.

If you conquer the red box, you earn an exceptional prize: a blue box. What awaits you in the blue box? There is only one way to find out.

[Begin]

Inception. 1

To start any journey without understanding your true purpose is to fail before you begin. Your own motivations illuminate the path to success.

Ideate. 2

Great ideas emerge from great insight. Learn to spark your imagination by observing the world not as it is - but as it should be.

Improve. 3

All ideas begin life as bad ideas. Learn to grow bad ideas into good ideas and the secret of knowing which is which.

Investigate. 4

Is an idea valuable? It's a question only customers can answer. Find out quickly by validating your ideas with real world experiments.

Iterate. 5

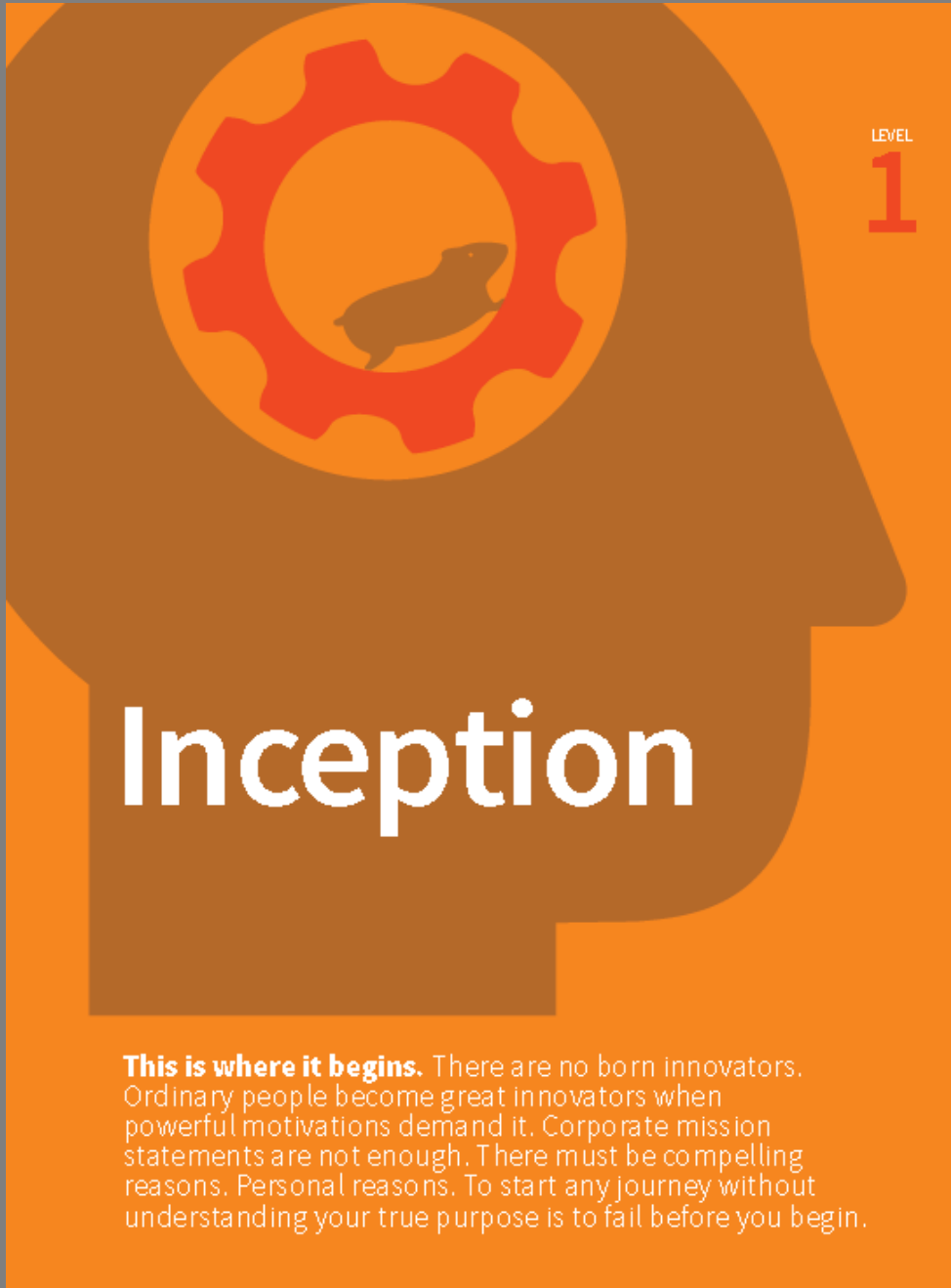
Assess the data from your experiments to evolve your hypotheses. Devise clever experiments to reveal the true nature of your idea.

Infiltrate. 6

Even great ideas must prove their worth in corporate combat. To conquer the red box, use data to sell an idea to your organization.

[Stop. Rest.]

Collect your blue box. Change the world.



This is where it begins. There are no born innovators. Ordinary people become great innovators when powerful motivations demand it. Corporate mission statements are not enough. There must be compelling reasons. Personal reasons. To start any journey without understanding your true purpose is to fail before you begin.

Source: Adobe Kickbox, 2018

LEVEL
1

Why are you starting this innovation project?

Before accepting the challenge of a personal innovation project, consider if it matches your goals. Success is far more likely when work and personal objectives align. In short, motivation matters. What personally meaningful goals will a successful innovation project help you achieve?

Refer to card **1a** for inspiration.

1. _____

2. _____

3. _____

This box denotes an action. Mark when complete.

<https://kickbox.adobe.com/>

Ideate

LEVEL
2

Creativity is not mysterious. While the brain chemistry that sparks neurons into creative connections is not well understood, we can follow steps likely to trigger the kind of creativity we're after. Here's how.

Innovation is the implementation of **creative ideas**. To be innovative, the creative ideas we seek must be both novel and useful. **Novel** ideas are the result of **insight**. **Usefulness** is based on internal and external **input**.



LEVEL
2

Ideation begins with inputs and insights.

Go to cards **2a** and **2b** now to learn how to gather input and generate insights. Return when completed.

Your objective is to generate bad ideas.

A lot of bad ideas. Most great ideas begin life looking like bad ideas. That's why the red box contains a notebook for Bad Ideas but none for Good Ideas. Here on Level 2 they are the same thing. We're less judgmental if we label our raw ideas "Bad" in advance. Keep that notebook handy. Once you begin ideation, ideas can land at any time.

BAD IS GOOD

Kick off your process with a formal idea generation session. Block 45 minutes on your calendar at a time you'll be rested. Find a quiet place and silence electronic distractions. Place a pen, the Bad Ideas book and a pad of Post-It notes in front of you. Set the Kickbox timer for 25 minutes. Do not allow interruptions. Use your observations and questions from 2b as a jumping off point. Brainstorm. Jot down interesting thoughts. Jot down crazy thoughts. Some spatial thinkers place sticky notes in rows, circles or clusters to reflect related concepts. If any unrelated thoughts encroach, like "Don't forget to call Bernie", queue it on a Post-It off to the side.

After your solo ideation session, be patient. Creativity is a background process. It may be helpful to have ideation sessions with others as well. Do what works for you.

Improve

LEVEL
3

Raw ideas can have great potential but they are not yet ready for testing with potential users. First they must grow stronger and more refined. Level 3 gives you powerful tools for improving ideas.

Capture

It's helpful to express each idea in a consistent product statement. Boiling a product or service down to one sentence is hard. It requires deciding what *really* matters and can sharpen the idea in powerful ways.

"A <product/service description> for <target customer> that <key value> enabling <primary benefits> unlike <existing alternatives>."

An example would be:

"A *portable music player for audiophile music lovers that plays music files from lossless formats enabling improved quality unlike iPods and other compressed file players.*"

Combine

Many of your raw ideas may have similarities. Go through your list and consider each idea based on relevant criteria such as problem space, value proposition, customer type, distribution channel, delivery platform and technical components. Can any ideas be logically combined? If doing so strengthens the ideas without defocussing them, consider combining them.

LEVEL
3

Business Model Canvas

A business model canvas defines the key elements of your proposition. It can be absorbed in seconds yet highlights the critical elements of an opportunity. You will likely make changes to the canvas after you begin. Review the canvas with your colleagues. Is it clear to them? Does it make sense? Is it compelling?

Problem Top 3 problems	Solution Top 3 features	Unique Value Proposition Single, clear, compelling message stating why you are different and worth paying attention to	Unfair Advantage Can't be easily copied or bought	Customer Segments Target customers
	Key Metrics Key activities you measure Examples: Monthly sales volume, Website unique visitors, Sales calls, Reviews, Response rate	The "Wow!" The one feature you want, feature that every customer will love about	Channels Paths to customers Examples: Website, Sales force, Reviews, Distributors, Direct response ads	
Cost Structure Examples: Customer acquisition costs, Distribution costs, Web hosting, Employees, Manufacturing, Support		Revenue Streams Examples: Direct sales, Subscriptions, Training, Support contracts, Corporate		

Print a copy of the canvas from the pdf found on the Kickbox website.

Hint: Finding good Unfair Advantages is very rare. Most successful products don't have one. For more, read this: blog.asmartbear.com/not-competitive-a-dvantage.html

Investigate ^{LEVEL} 4



Level 4 is where you engage potential customers to gather data. This data will indicate whether your idea should be pursued, changed or dropped. It begins with two steps: **Discovery** and **Validation**. You can also think of them as Ask and Sell or Learn and Confirm.

The key to success is proving your product and market hypotheses as quickly and cheaply as possible. Validating key assumptions against actual customer behavior quantifies risk and reduces uncertainty. The worst validation result is one that says, "Everyone loves everything!" You need to discover which parts of the idea aren't going to work. Discovering what's bad - is good. Very good. You can then adapt and iteratively retest in hours or days instead of weeks and months. Level 4 shows you how to confirm the customer problem, validate your solution and prove out a viable sales channel. Your experiments may also reveal new ways to profoundly improve the idea and delight customers.

LEVEL
4

Step-by-Step: Launch your experimental website

- 1 Define your value prop hypothesis (what's it good for?)
- 2 Define your target customer hypothesis (who would use this?)
- 3 Pick a way to express your value prop by exploring existing sites and looking at their sign-up strategies.
- 4 Pick a domain name and register it.
- 5 Pick a web hosting/authoring solution and forward the domain there.
- 6 Make your site.
- 7 Build your value prop mechanism (e.g., slide show, video, mockup etc.)
- 8 Create a sign-up form on the site.
- 9 Pick an ad platform and write ads.
- 10 Make sure your domain is resolving properly, and then start your ad running.
- 11 Watch the ad performance and sign-up performance and adjust as necessary.
- 12 Define the next hypothesis you want to test.

Iterate

LEVEL
5



At this point you have a functioning experimental platform running with traffic, customers expressing interest and data being captured. **Now it's time to use that platform to optimize your idea.** Start by identifying which metrics are most central to validating the idea is working. If it's not clear, review the key risks from the Level 3 scorecards and the key metrics from your Kickbox Canvas.

Develop clear hypotheses like:

"If visitors could see a short walk-through of screen shots, it would increase sign-ups by 50%."

"If the value prop focused on teaching adults to draw instead of kids, sign-ups would increase by 25%."

"A product that offers results in one hour for \$10 instead of one day for \$100 will increase sign-ups 5x."

LEVEL
5

Before development ever starts, you can test customer's behavioral response to various value propositions, the relative desirability of particular features and the effectiveness of explaining the product different ways. That insight is priceless. Your experimental platform can also enable exploring wild variations revealing new opportunities that shift the entire product concept while such changes are still essentially free.

Complete four actions. Go to Level 6.

- Develop a hypothesis. Change your experiment to test this hypothesis (but keep screen shots of each version of your site).
- Drive 100+ more visitors than Level 4.
- Get 20+ more sign-ups.
- Compare to the baseline set in Level 4. Learn.

Infiltrate

LEVEL
6

This is the final level. The path behind you is long. Many have fallen along the way. When others gave in, you pushed on. Some call it inner strength. Others call it stubbornness. **You have reached the last level of the red box. Well done.**

You've acquired arcane knowledge, built unique skills and turned raw data into powerful evidence. You will need them all. Every action on your journey has been preparing you for this moment. Welcome to the 'Boss Level'.

Only one action remains ahead. You must infiltrate your idea into the company and earn the warm embrace of executive approval. You may have heard Level 6 is hard to solve. You've now fought your way here, so you're ready for the truth. You cannot win... if you play by the rules. That's why innovators are so good at rules. Not at following them; making their own. Innovation is not a thing one does. It is a way of being. To solve Level 6 you must use the final secret of the red box: make your own rules.

LEVEL
6

The Pitch

Your entire executive presentation must be ten minutes. Practice it. Conclude by asking explicitly for money. What you hear after you ask for money (whether Yes or No) will be the most valuable feedback you get. The structure of your presentation will be

- Customer
- Problem
- Mockup
- Experiment
- Data
- Ask

What are you asking for?

Just what you need to get to the next actionable data. Not a zillion dollars to fund the project to launch. Your 'ask' could be in the form of time, money or other resources. You are also asking for the executive's endorsement and ongoing engagement in guiding your project forward.

Complete three actions. Exit the red box.

- Prepare a ten minute presentation on your project using the Kickbox presentation template from the Kickbox site as a guide.
- Review your presentation with a Kickbox mentor. Email them to schedule. You must complete this review before advancing to the next and final action.
- Convince any executive (senior director or above) to invest what you need for the next step in your project. It might be in the form of time, resources or funds but it must have a value of at least \$2,000. They must also commit to join your advisory board to guide the next round of experiments.

Tell a compelling personal story.

What makes a story compelling? When it's personal. Here's an example in one run-on sentence: It's a story about you and this idea you had, and these neat customers you met, and this problem they have, and how you wanted to help them, so you came up with a clever solution and put together this mockup to see if you understood the problem correctly, then you showed it to the customers, but it wasn't quite right, so you changed it and then they said they would totally buy it, so you decided to test the idea with a website, and that showed you'd gotten some stuff wrong, and then you fixed that stuff and tested again and that test was way better, and so now the data indicates maybe there's an interesting business here, so you need to run another experiment which will reveal some more data that would prove it, except now you're out of money - so you just need some support to get to the next round of validation or this cool story will end just when it was getting interesting.

The kit includes a scorecard to help participants assess the value of their proposed innovations.

Kickbox Scorecard	Customer Value		Company Value					Company Fit				Risk		
	Compelling Customer Need	Compelling Solution	Sustainable Advantage	Addressable Market Size	Future Market Growth	Path to Future Opportunities	"Wow" Value	Fit With Go To Market	Fit With Technologies	Fit With Brand	Fit With Strategy	Market Certainty	Technical Certainty	Testable Incrementally
Concept														

1=high risk, 5=low risk

Scale is 1-5 with 5 being best

What comes after the red box?

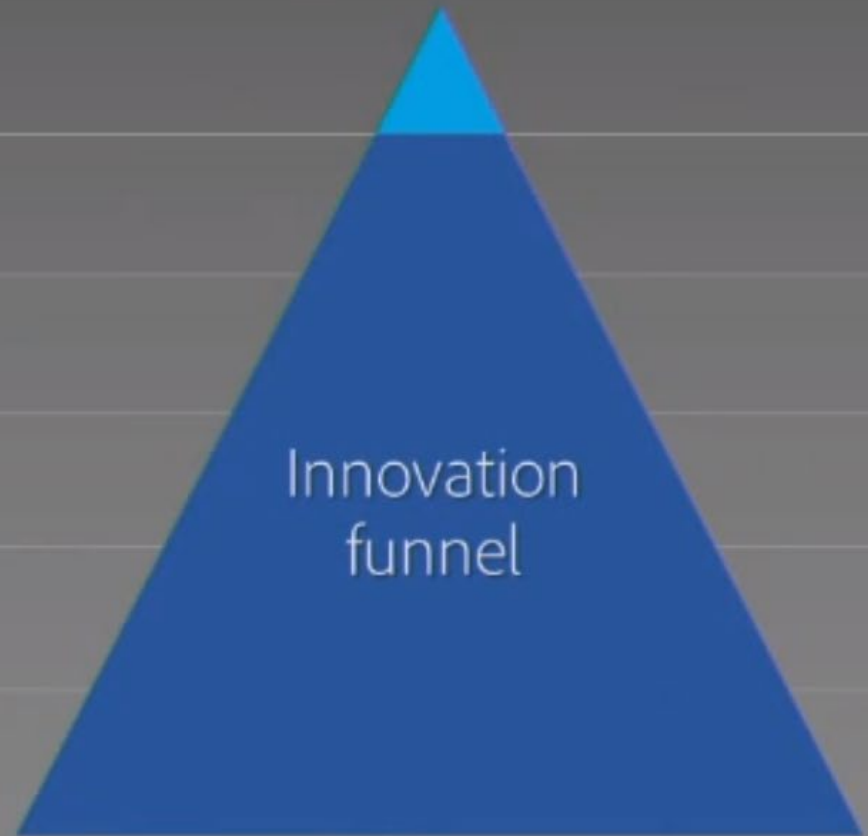
What comes after the red box?

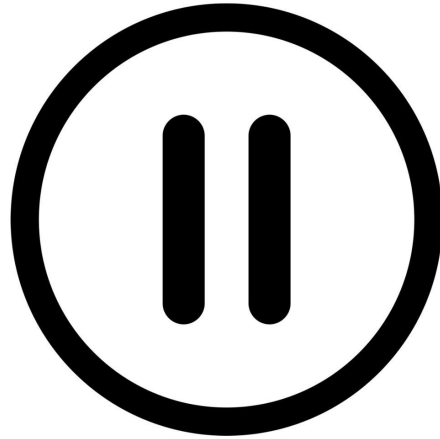


What were outcomes did Adobe see with the first 1,000 red boxes?

23 blue boxes

6: Infiltrate	6%
4 & 5: Investigate	22%
3: Improve	45%
2: Ideate	63%
1: Inception	92%





PAUSE

<go to OFW>

Questions and Discussion

My blog on Innovation and Entrepreneurship:

<http://markcoopersmith.com/blog/>

Books I recommend:

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