

Entrepreneurship and New Product Creation

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Orange Fab

Orange's worldwide network of accelerators
for start-ups in 18 countries, over 4 continents.



Do you believe in unicorns?

Follow your dream
@Orange Fab

www.orangefab.ro



- Access to new technologies
- Access to Orange's distribution network
- International exposure
- Client pilot projects supported by Orange

Orange Fab benefits for startups



equity free!

Orange Fab

Acceleration program for startups of the future

Choose a domain and apply on orangefab.ro





Orange Fab community partnerships

Bucharest | Iasi | Cluj-Napoca | Timisoara | Oradea | Piatra Neamt | Brasov



Orange Fab Romania Startups

We've already worked closely with 30 startups, in domains like Cyber Security, 5G & Networks of the Future, Smart City, Mobility, Agriculture, Smart Retail or Digital.



Building Innovative Products & Startups



Forbes

"THE MACHINES HAVE FINALLY COME FOR THE WHITE-COLLARED, THE COLLEGE GRADUATES, THE DECISION-MAKERS" —GARRY KASPAROV

SEPTEMBER

SEPTEMBER 30, 2019

Forbes

New
Billionaire
**Daniel
Dines**

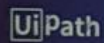
"I want
a robot for
every person."

THE 2019 CLOUD 100

Boss of the Bots

UIPATH IS TERMINATING OFFICE GRUNT
WORK WITH ITS ARMY OF SOFTWARE
ROBOTS—AND HAS BUILT A \$7 BILLION
JUGGERNAUT, SEEMINGLY OVERNIGHT





Our Story @ UiPath

2018

2017

2016

2015

2013

2005



CATEGORY LEADER

Raised \$418 Million in Series B and C / Accel, CapitalG, Kleiner Perkins, Sequoia, IVP / Madrona / Meritech / Series C Valuation \$3 Billion

GLOBAL EXPANSION

Series A led by Accel; Entered Japan, New Academy / 704 customers / 465 people / 100,000 Community

RPA ACCELERATION

Global offices / 100 people / 100+ enterprise customers

EARLY GROWTH

Enterprise RPA Partnerships with global BPO & Consulting Firms

FIRST ROBOTIC AUTOMATION

Desktop Automation product for Enterprise RPA

COMPUTER VISION

First automation series for developers worldwide

#1 RPA Leader Worldwide



HOW

TO

WEB

Bitdefender

UniCredit Bank

fitbit

UiPath

KPMG

Adobe

METRO
SYSTEMS

POWERED BY

What are your favourite products?

Fixed mindset vs Growth mindset

**Your job is to deliver a product that is
valuable, usable & feasible.**

Marty Cagan – Silicon Valley Product Group

Technology



User / Customer

Problem

Let's build a product

FIND THE IDEA

O aplicatie care sa ajute oamenii bolnavi cronici cu alerte pentru masuratori si analize.

BUILD THE TEAM

Medic
Programator
Marketing
Colaborator
medici de familie
Manager /
organizator /
scrum master
IoT engineer

TEST THE MARKET

Cautare studii
existente de piata

Identificarea
competitiei

Sondaje

CREATE THE PROTOTYPE

Tensiometru –
bratara cu
bluetooth

Aplicatie mobila
- ghid de utilizare
- istoric
masuratori
- sistem alerta

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

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?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES
Production
Problem Solving
Platform/Network

Value Propositions



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?

CHARACTERISTICS
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships



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?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Customer Segments



For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Stream?

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
Human
Financial

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-efficient?
How are we integrating them with customer routines?

CHANNEL PHASES
1. Awareness
How do we raise awareness about our company's products and services?
2. Evaluation
How do we help customers evaluate our organization's Value Proposition?
3. Purchase
How do we allow customers to purchase specific products and services?
4. Delivery
How do we deliver a Value Proposition to customers?
5. After sales
How do we provide post-purchase customer support?

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?

IN YOUR BUSINESS MODEL
Cost Driver (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driver (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope

Revenue Streams



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 revenues?

TYPES	FIXED PRICING	DYNAMIC PRICING
Asset sale	List Price	Negotiation (bargaining)
Usage fee	Product/feature dependent	Yield Management
Subscription Fees	Customer segment dependent	Real-time Market
Lending/Renting/Leasing	Volume dependent	
Brokerage fees		
Advertising		

DEFINE THE BUSINESS MODEL

Element de business	Exemplu
Valoarea livrată clienților	Monitorizarea tensiunii la timp
Segmente de utilizatori adresate	Bolnav de hipertensiune tineri (1 st step) de varsta a 3-a (2 nd step)
Canale de distribuție	Social media, Doctori familie, Word of mouth, Anunturi in ziare
Interacțiuni cu clienții	Vanzare & feedback, Onboarding, Suport tehnic
Activități cheie	Masurare indicatori de utilizare, Implementare hardware si software, Testarea produsului, Vanzari, Marketing
Resurse cheie	Membrii echipei & knowledge, echipamente hardware, Packaging, Licente software, Resurse cloud
Parteneri	Medici de familie, distribuitori farmaceutici
Surse de venit	Pret pentru aplicatie – lifetime license, SaaS (software as a service), Pret pentru bratara in sine, Pret pentru suport tehnic cu prioritate, Pret pentru extra servicii sau features
Structura costurilor	Salarii, materie prima, licente software, servicii de promovare, sediu fizic sau costuri de functionare

ATTRACT INVESTMENT

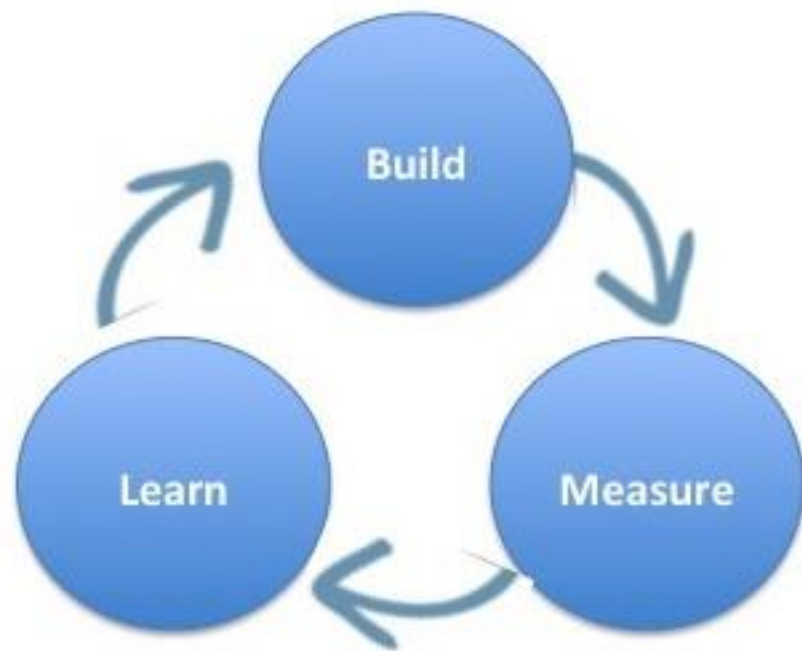
- 3Fs
- Angel investors
- Acceleratoare business
- Fonduri de venture capital
- Granturi de cercetare
- Creditele bancare (dedicate IMM)

SCALE

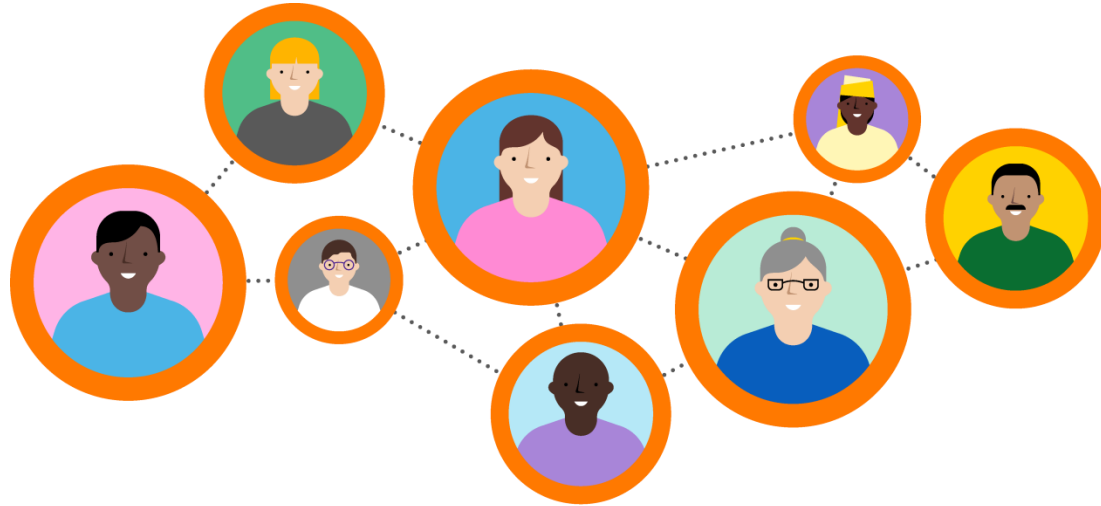
- Strategia si implementarea activitatilor de marketing si vanzari

EXIT STRATEGY

- IPO / listarea pe bursa
- Vanzare
- Sustenabila pe termen lung si diversificare portofoliu



The Romanian Startup Ecosystem



Startup support programs & investment funds

INNOVATION LABS

 The
Entrepreneurship
Academy



STEP
FWD

ELEVATOR^{LAB}

 InnoEnergy
Knowledge Innovation Community

 FOUNDER
INSTITUTE

 Fab România

KPMG Startup Grow Pad

Innov 


techcelerator

Commons
ACCEL

 RocaX

 EARLYGAME
VENTURES

 GAPMINDER

TechAngels

Media & events

start#up

ZF IT GENERATION



UPGRADE 100

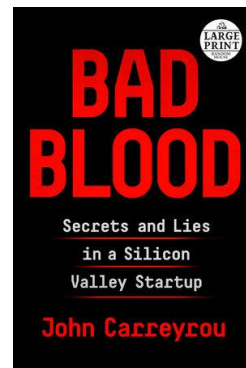
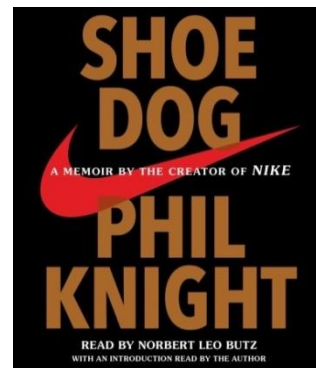
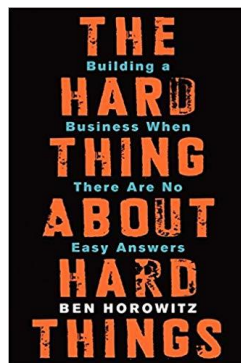
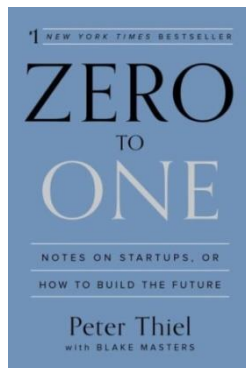
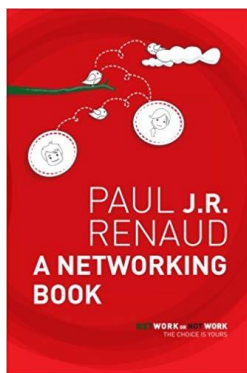
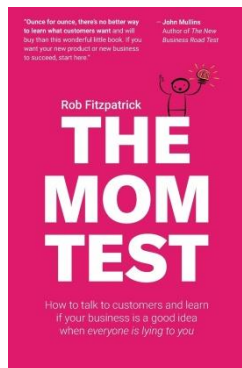
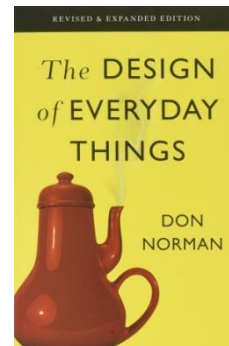
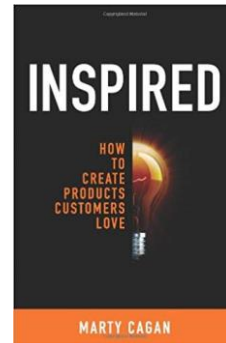
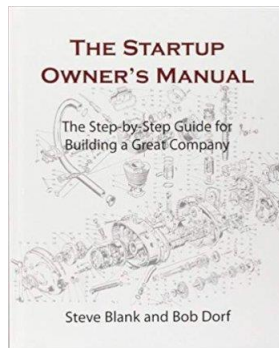
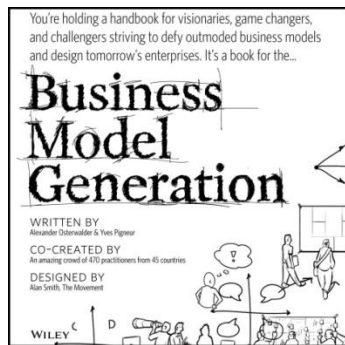


startupgrind



Q&A

Homework



Thanks

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