





- 1** Ni jedan biznis plan ne preživi kontakt sa KUPCEM!
- 2** Preživi samo POSLOVNI MODEL
- 3** Razmišljajte o alternativnim mogućnostima
- 4** Vaša poslovna ideja je samo skup hipoteza
- 5** Nemojte da gradite kompaniju dok ne potvrdite poslovni model

Kako da obezbedite
uspeh za vaš Start-Up



Šta je to što čini uspešan start-up

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1

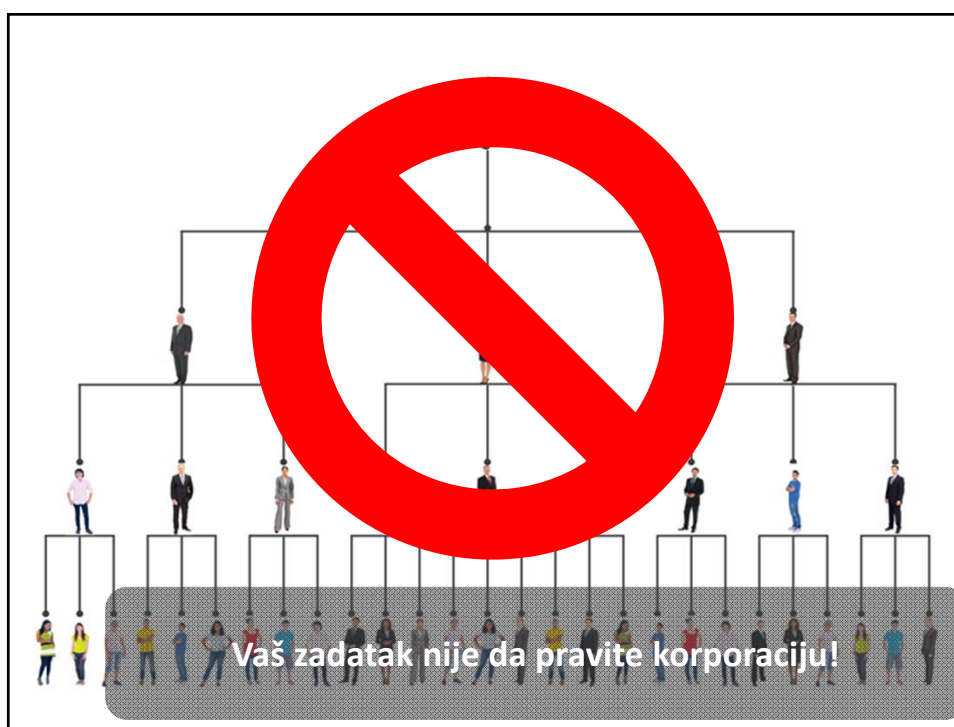
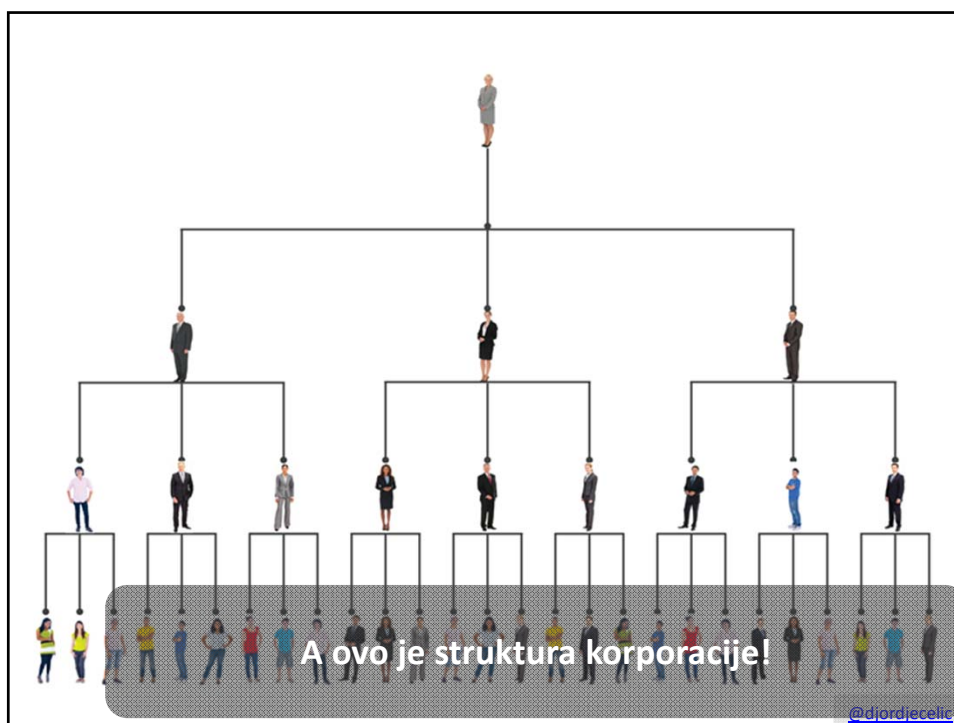
*Ni jedan
poslovni plan
ne preživi
prvi kontakt
sa **kupcem***

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Ovako verovatno izgleda vaš tim!

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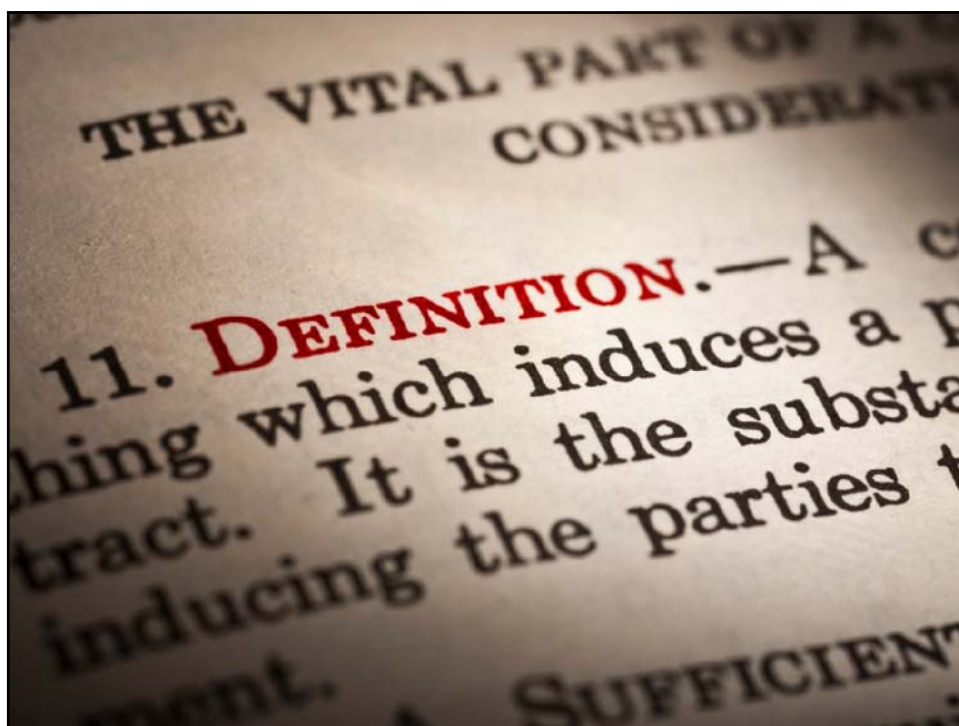


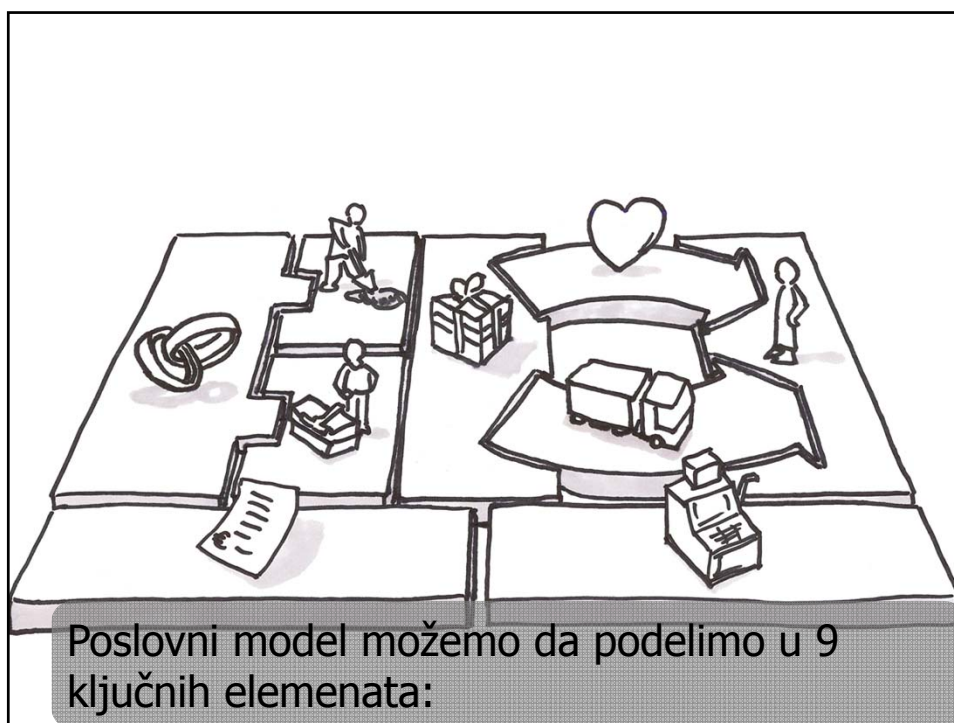
Planovi propadaju kada su u pitanju start-ups.

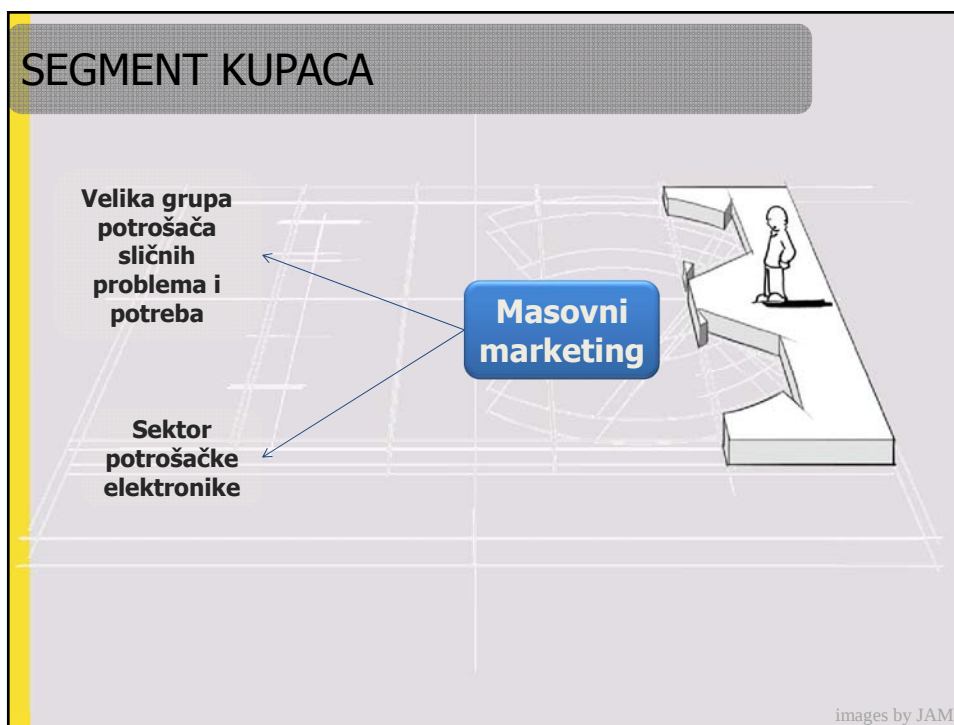
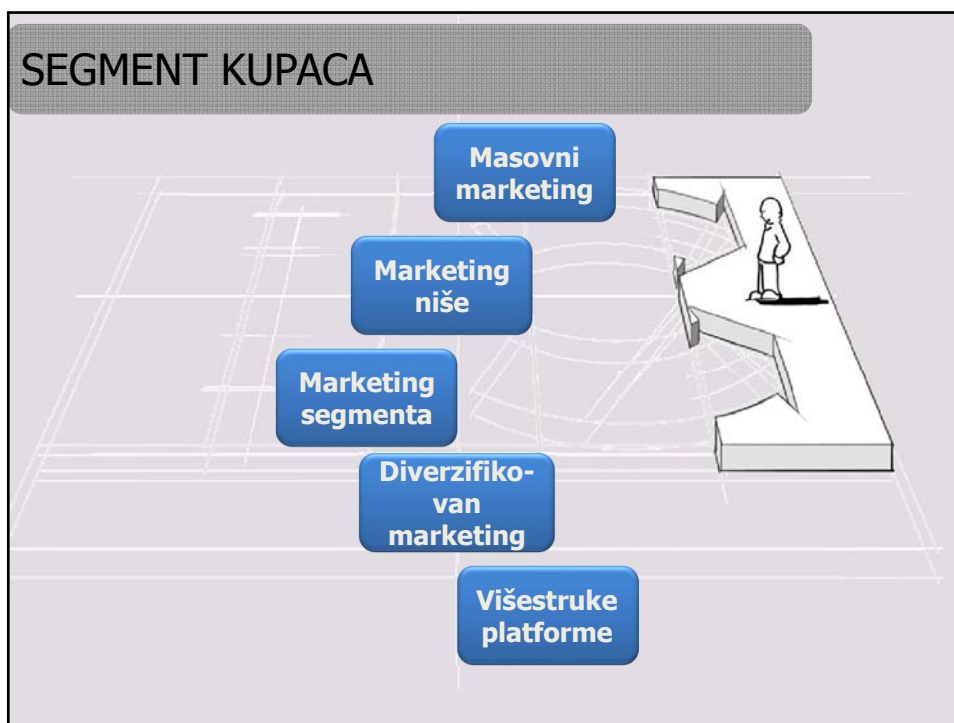
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2

Preživi samo
POSLOVNI
MODEL







SEGMENT KUPACA

**Apsolutna
posvećenost
specifičnoj
grupi
potrošača**

**Veza ponuđač-
kupac (delovi
za
automobilsku
industriju)**

**Marketing
niše**



images by JAM

SEGMENT KUPACA

**Razlikovanje
sličnih, ali
specifičnih
potreba**

**Isti proizvod uz
različit predlog
vrednosti
(mehanizam za
satove,
medicinsku ind i
automatizaciju)**

**Marketing
segmenta**



images by JAM

SEGMENT KUPACA

**Posvećenost
potpuno
različitim
potrebama**

**Amazon
2006 uveo i
"cloud
computing"
usluge za
online
kompanije**

**Diverzifiko-
van
marketing**



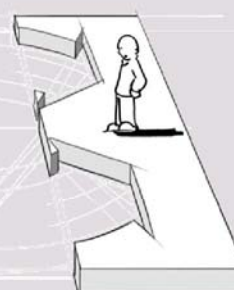
images by JAM

SEGMENT KUPACA

**Pružanje
usluga
segmentima
koji su
međuzavisni**

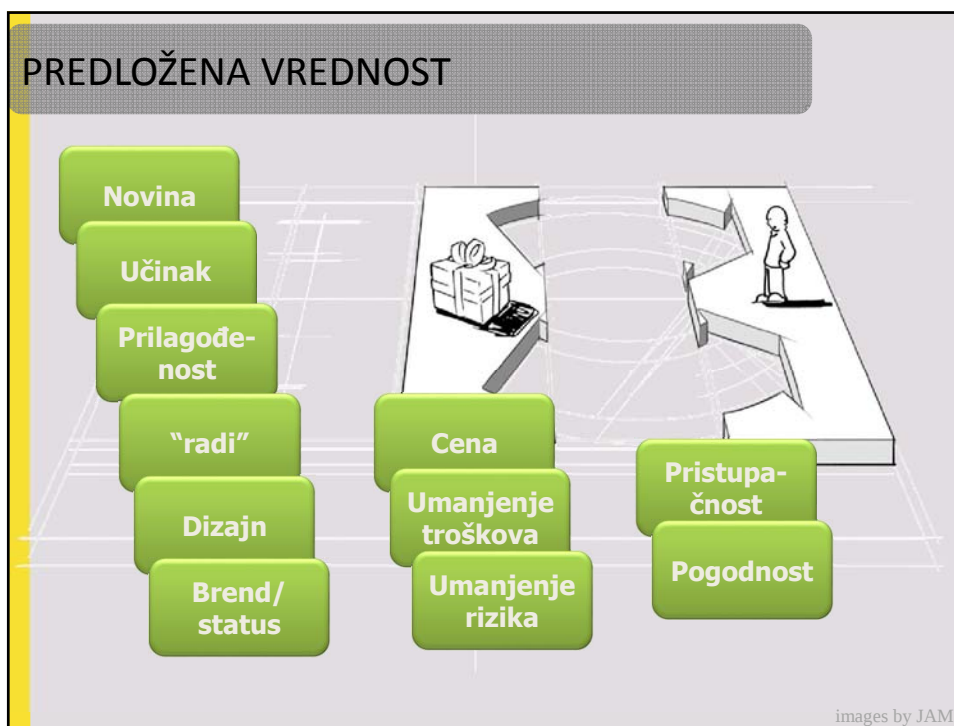
**Kreditne kartice
zahtevaju veliku
bazu korisnika, ali
i primaoca kk;
Novine - čitaoci i
oglasi**

**Višestruke
platforme**



images by JAM





Da li znate ko su vaši

Korisnici



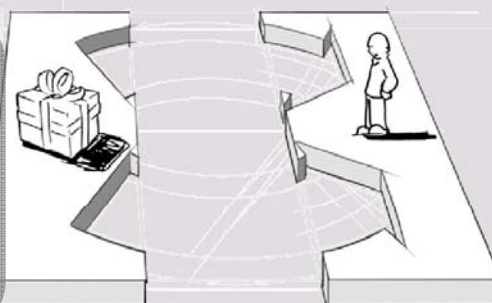
Kupci



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Za svaki segment kupaca

- Potrebno je definisati:
- Predloženu vrednost;
 - Model prihoda
 - Kanale, odnose sa kupcima

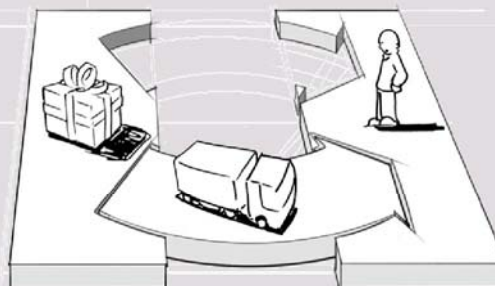


Product/Market Fit



Da li predložena vrednost i vaš MVP odgovaraju vašem ciljnom segmentu?

KANALI



Na koji način svaki segment želi da im proizvod bude isporučen?
 Koji se pokazao kao najbolji?
 Koji je najskuplji?
 Koliko su usklađeni sa navikama kupaca?

KANALI

VRSTA

FAZE

SAMOSTALNO

DIREKTNO

OD KUĆE

WEB

RADNJA

PARTNERSKA

VELEPRODAJA

PARTNER

INDIREKTNO

SAZNA-
NJE

VREDNO
-VANJE

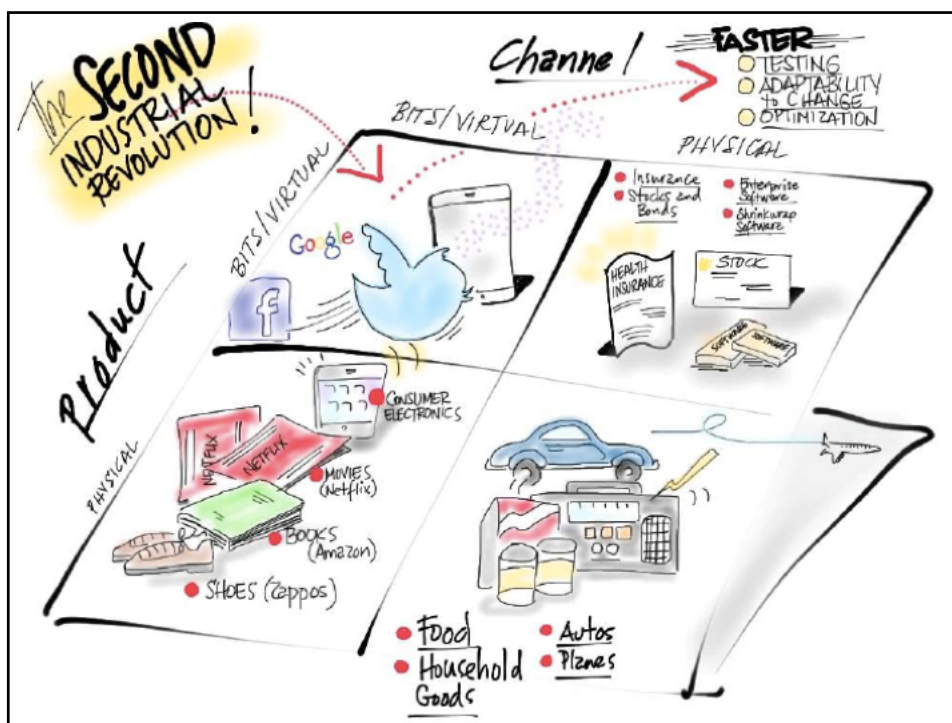
KUPO-
VINA

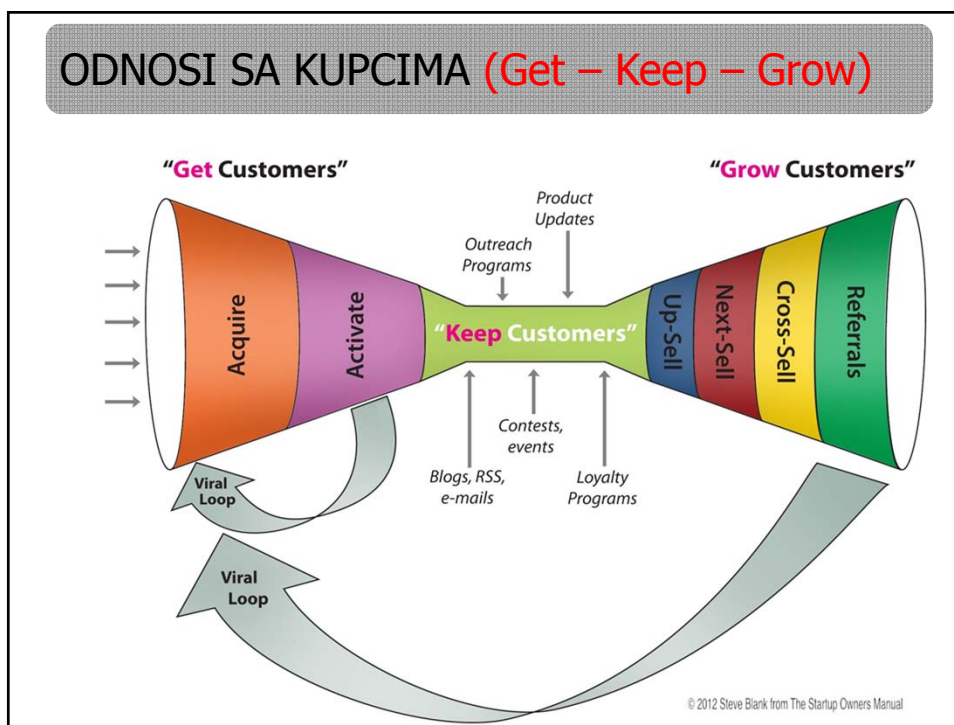
ISPO-
RUKA

POST
PRO-
DAJNE
USLUGE

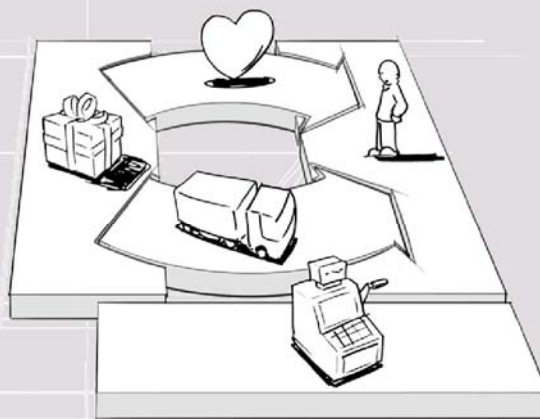
images by JAM

images by JAM





TOKOVI PRIHODA



Na koji način generišete prihod?

TOKOVI PRIHODA

**Prodaja
(prenos
vlasništva)**

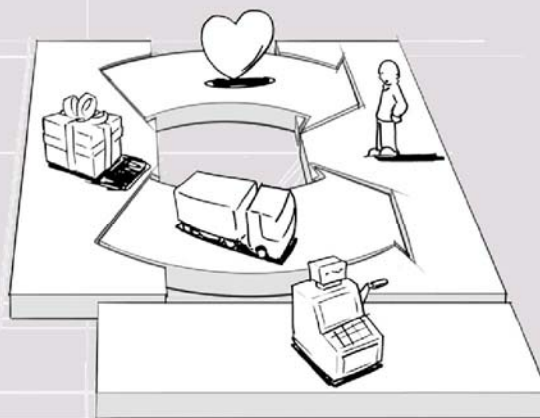
**Korisnička
nadoknada**

Pretplata

**Najam/
lizing/
rentiranje**

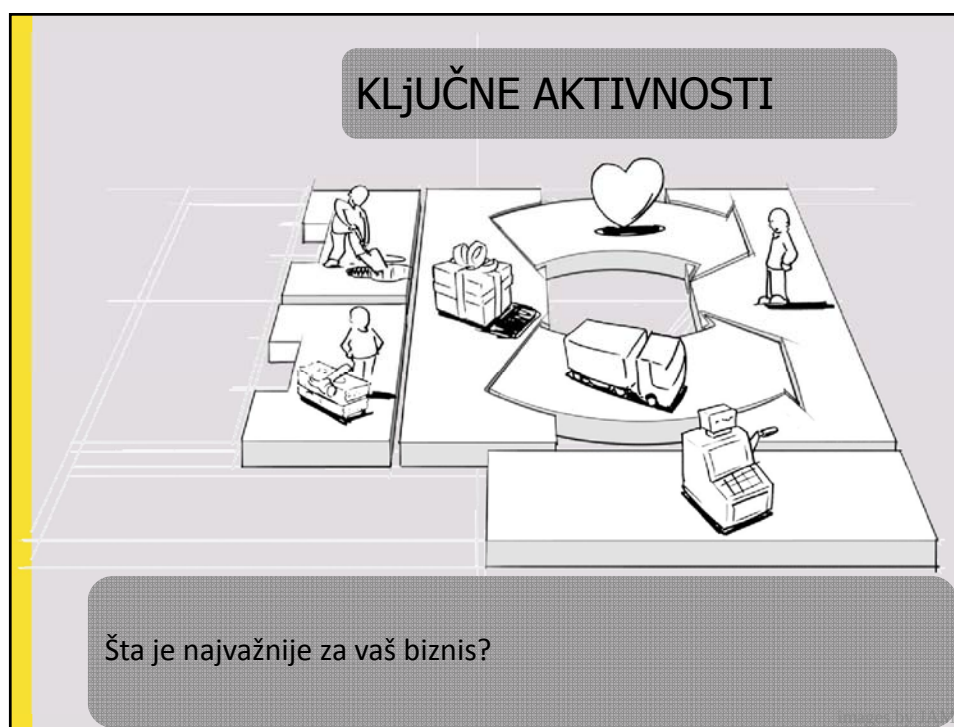
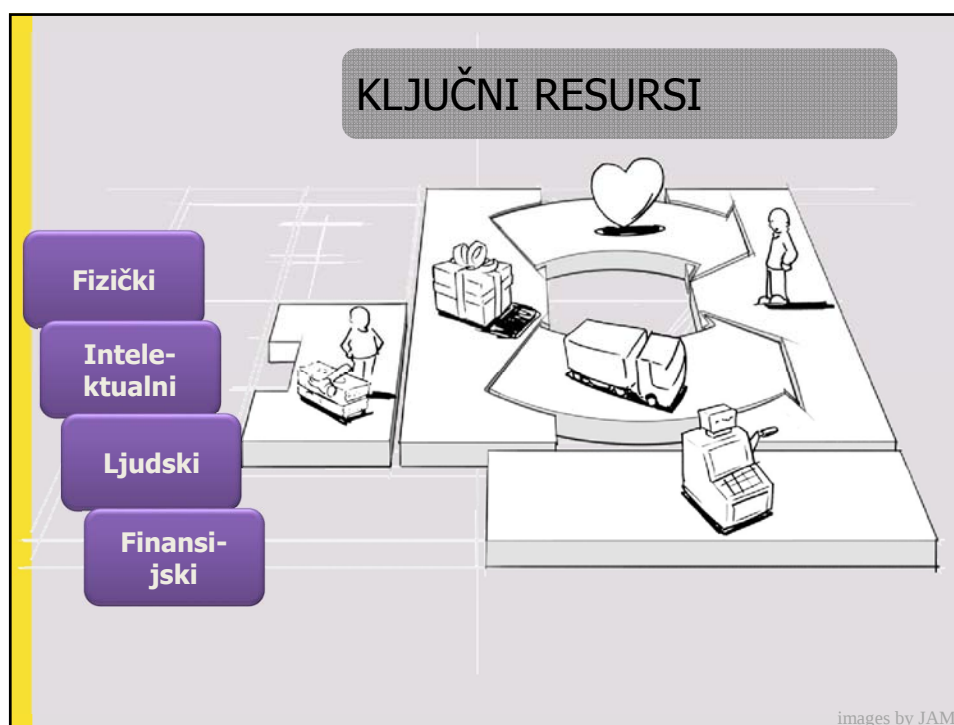
Licenca

**Oglašava-
nje**



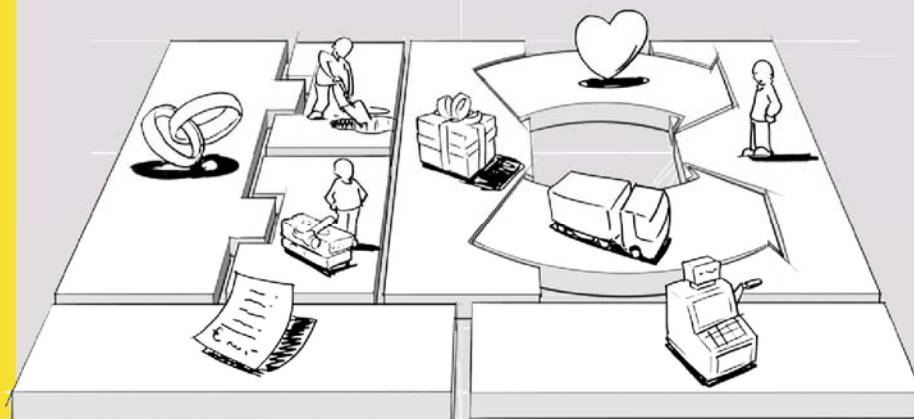
images by JAM



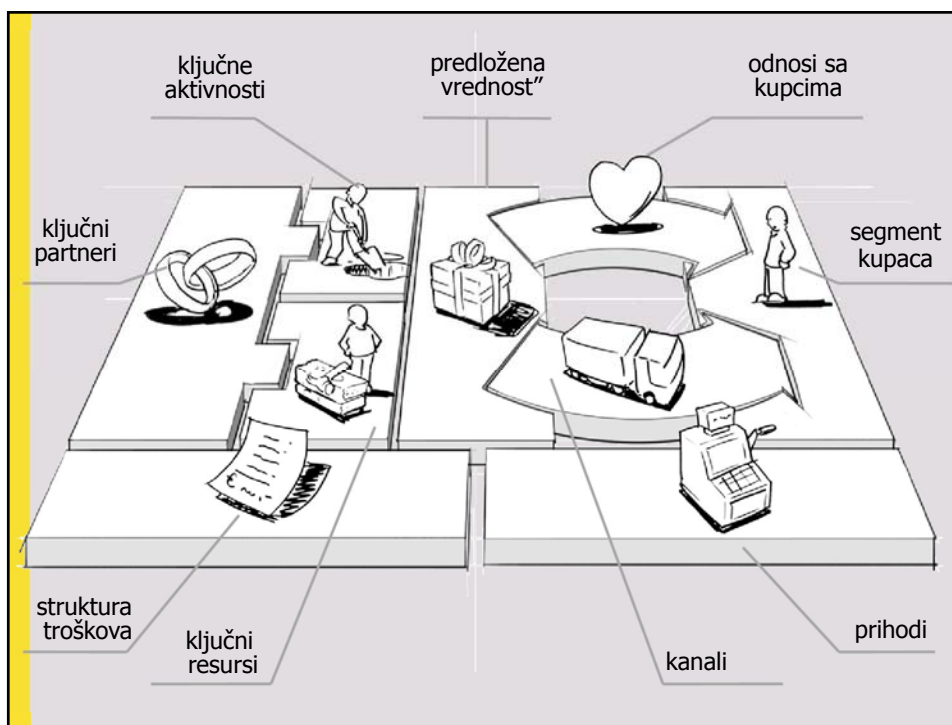


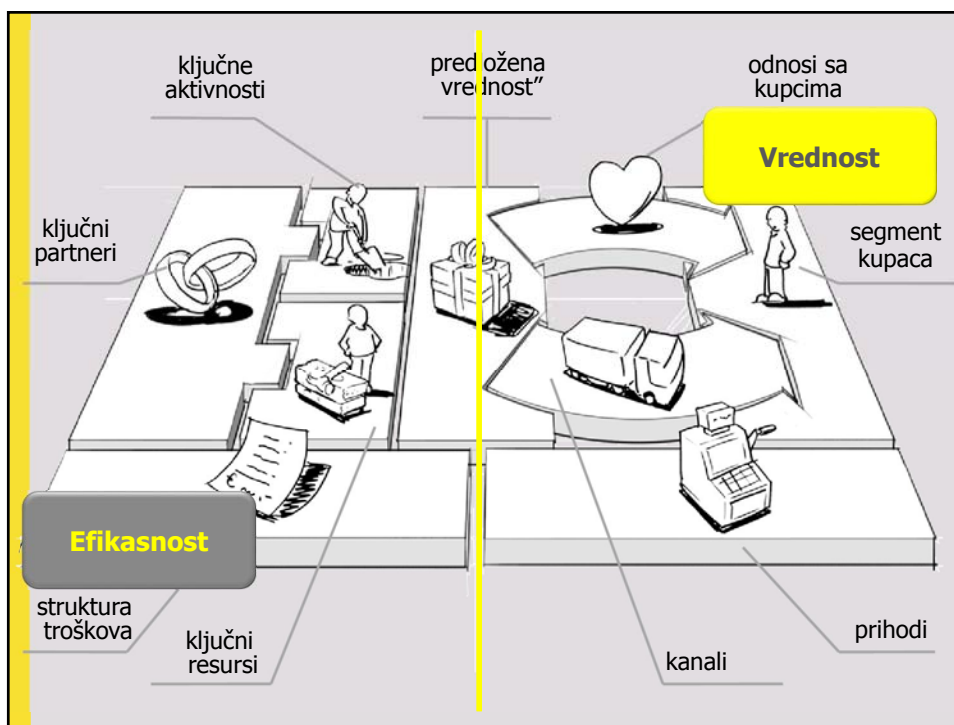


STRUKTURA TROŠKOVA



Koji su vaši najvažniji troškovi? Koji su vaši najskuplji resursi?
Koje ključne aktivnosti su najskuplje? Fiksni troškovi – varijabilni
troškovi? Ekonomija obima?







The Business Model Canvas Designed for: _____ Designed by: _____ Duration: _____

Key Partners Who are the partners? Who are we looking for? What do they do? How do they help us? What do we get out of it? What do they get out of it? How do we work together? What are the risks? How do we manage them?	Key Activities What activities do we perform? What are the key activities? What are the key resources? What are the key processes? What are the key outputs? What are the key inputs? What are the key costs? What are the key revenues?	Value Propositions What value do we deliver? What are the key value propositions? What are the key benefits? What are the key features? What are the key attributes? What are the key qualities? What are the key quantities? What are the key costs? What are the key revenues?	Customer Relationships What type of relationship do we want? What are the key relationship types? What are the key relationship features? What are the key relationship attributes? What are the key relationship qualities? What are the key relationship quantities? What are the key relationship costs? What are the key relationship revenues?	Customer Segments Who are the customer segments? What are the key customer segments? What are the key customer features? What are the key customer attributes? What are the key customer qualities? What are the key customer quantities? What are the key customer costs? What are the key customer revenues?
Key Resources What resources do we need? What are the key resources? What are the key resources features? What are the key resources attributes? What are the key resources qualities? What are the key resources quantities? What are the key resources costs? What are the key resources revenues?		Channels What channels do we use? What are the key channels? What are the key channels features? What are the key channels attributes? What are the key channels qualities? What are the key channels quantities? What are the key channels costs? What are the key channels revenues?		
Cost Structure What are the key costs? What are the key cost types? What are the key cost features? What are the key cost attributes? What are the key cost qualities? What are the key cost quantities? What are the key cost costs? What are the key cost revenues?		Revenue Streams What are the key revenues? What are the key revenue types? What are the key revenue features? What are the key revenue attributes? What are the key revenue qualities? What are the key revenue quantities? What are the key revenue costs? What are the key revenue revenues?		

www.businessmodelgeneration.com

skicirajte vaš poslovni model

The Business Model Canvas Designed for: _____ Designed by: _____ Duration: _____

Key Partners Who are the partners? Who are we looking for? What do they do? How do they help us? What do we get out of it? What do they get out of it? How do we work together? What are the risks? How do we manage them?	Key Activities What activities do we perform? What are the key activities? What are the key resources? What are the key processes? What are the key outputs? What are the key inputs? What are the key costs? What are the key revenues?	Value Propositions What value do we deliver? What are the key value propositions? What are the key benefits? What are the key features? What are the key attributes? What are the key qualities? What are the key quantities? What are the key costs? What are the key revenues?	Customer Relationships What type of relationship do we want? What are the key relationship types? What are the key relationship features? What are the key relationship attributes? What are the key relationship qualities? What are the key relationship quantities? What are the key relationship costs? What are the key relationship revenues?	Customer Segments Who are the customer segments? What are the key customer segments? What are the key customer features? What are the key customer attributes? What are the key customer qualities? What are the key customer quantities? What are the key customer costs? What are the key customer revenues?
Key Resources What resources do we need? What are the key resources? What are the key resources features? What are the key resources attributes? What are the key resources qualities? What are the key resources quantities? What are the key resources costs? What are the key resources revenues?		Channels What channels do we use? What are the key channels? What are the key channels features? What are the key channels attributes? What are the key channels qualities? What are the key channels quantities? What are the key channels costs? What are the key channels revenues?		
Cost Structure What are the key costs? What are the key cost types? What are the key cost features? What are the key cost attributes? What are the key cost qualities? What are the key cost quantities? What are the key cost costs? What are the key cost revenues?		Revenue Streams What are the key revenues? What are the key revenue types? What are the key revenue features? What are the key revenue attributes? What are the key revenue qualities? What are the key revenue quantities? What are the key revenue costs? What are the key revenue revenues?		

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blok



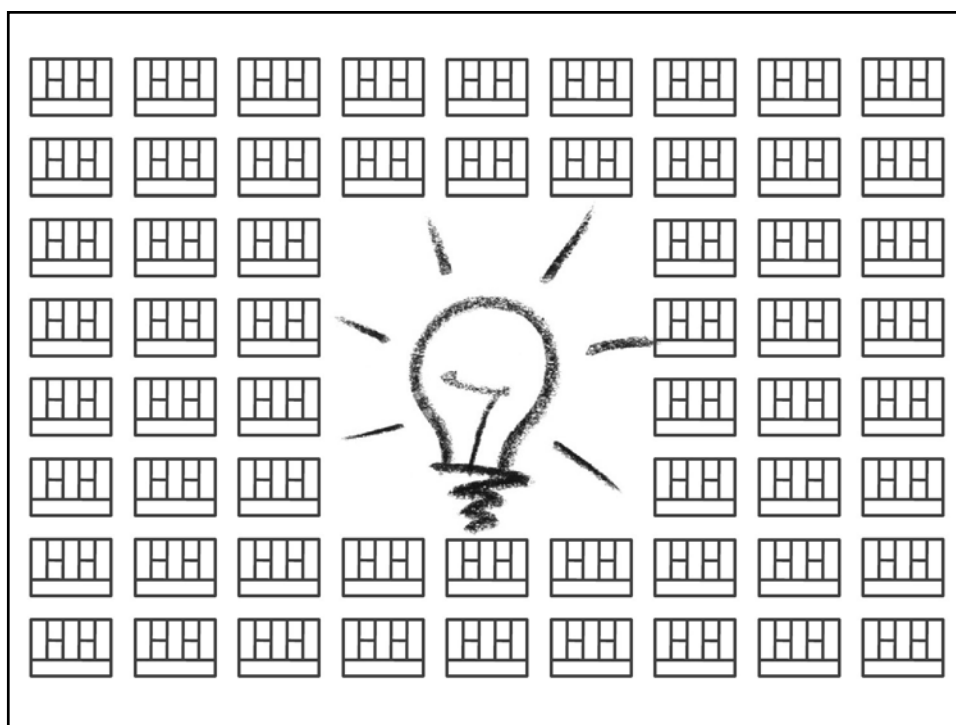
Ovaj alat se zove **Business Model Canvas**

(download with instructions at
www.businessmodelgeneration.com/downloads)

3

*Razmišljajte
o alternativnim
mogućnostima*

Ista tehnologija, proizvod ili usluga mogu
da imaju različit poslovni model

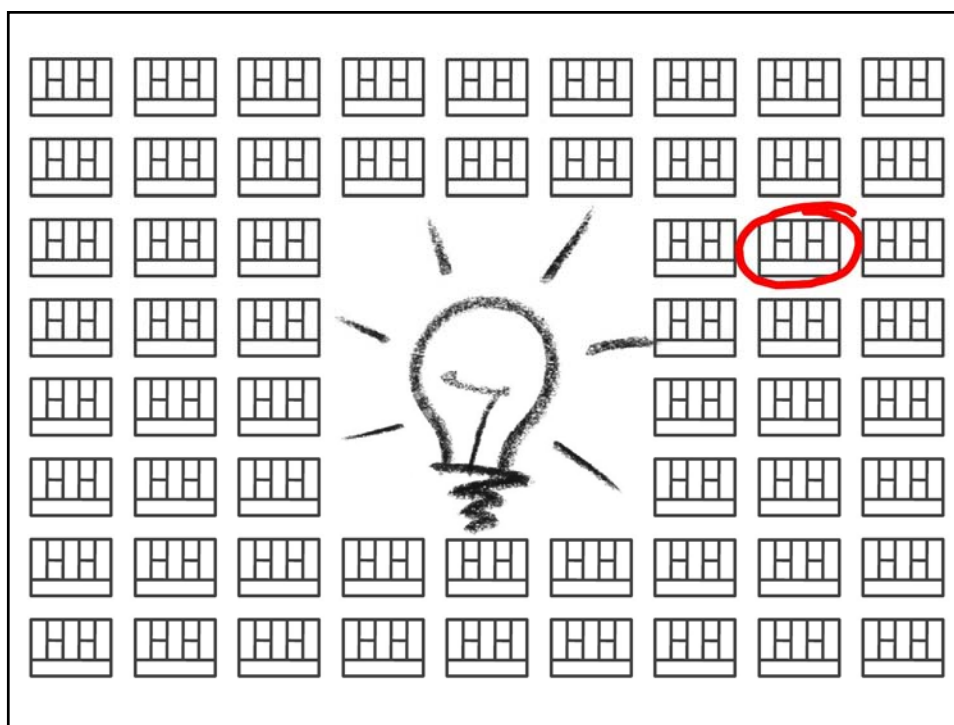


Pokušajte da skicirate vaš alternativni poslovni model postavljajući sebi pitanje...

transakcije vs. ponovni prihodi	proizvod vs. usluga	ekonomija opsega vs. ekonomija obima
marketing niše vs. masovni marketing	direktna prodaja vs. indirektna prodaja	lični kontakt vs. automatizacija
kapitalna ulaganja vs. partnerstvo	otvoren vs. zatvoren	revolucionarno novo vs. poboljšanje
jedan segment vs. drugi segment	akvizicija vs. zadržavanje	po meri vs. masovna proizvodnja
nadoknada vs. besplatno	fizičko vs. virtuelno	fiksni vs. varijabilni troškovi
distribucija vs. centralizacija	copyright vs. copyleft	oglašavanje vs. prodaja
	radno intenzivno vs. kapitalno intenzivno	

Teška pitanja!

Napravite jedan izbor nakon prototipa a
zatim uzmite u razmatranje nekoliko modela...

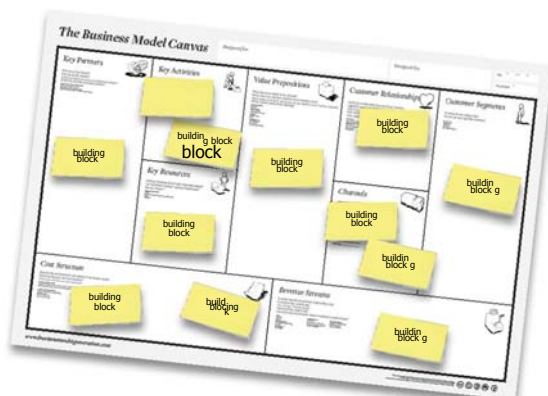


OK. Kada ste pronašli model,
niste još završili...

4

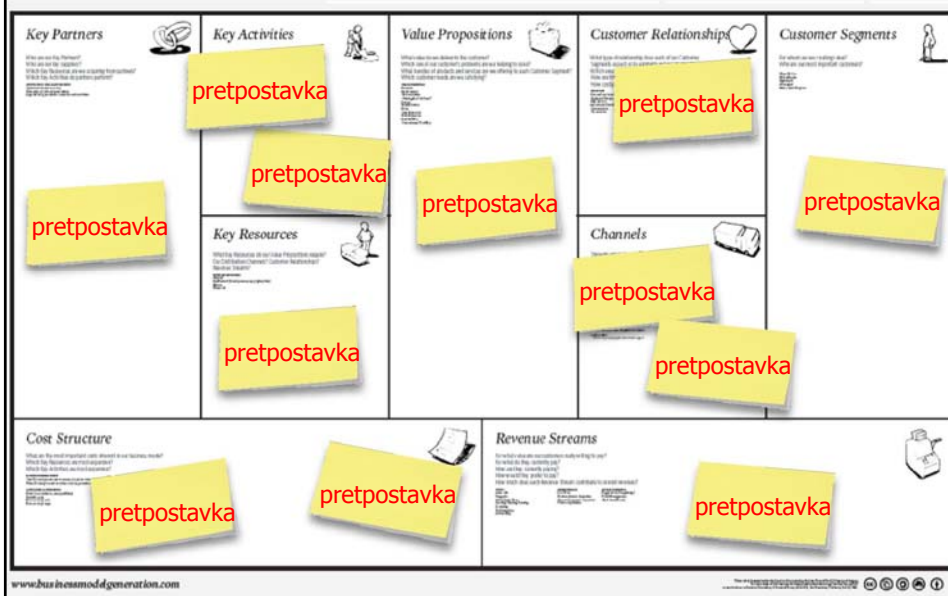
Vaša poslovna
ideja je samo
skup hipoteza

Poslovni model može da bude odličan na papiru...



... Ali budite sigurni da su to

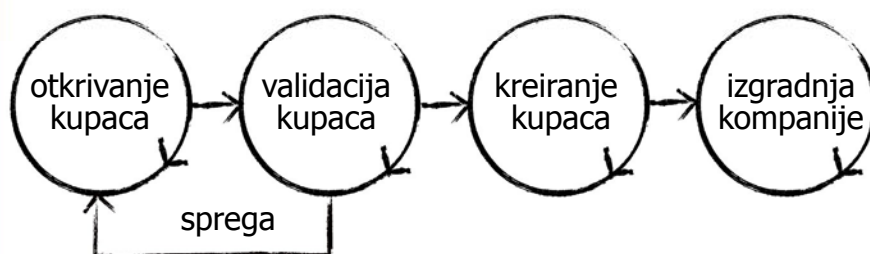
... samo pretpostavke



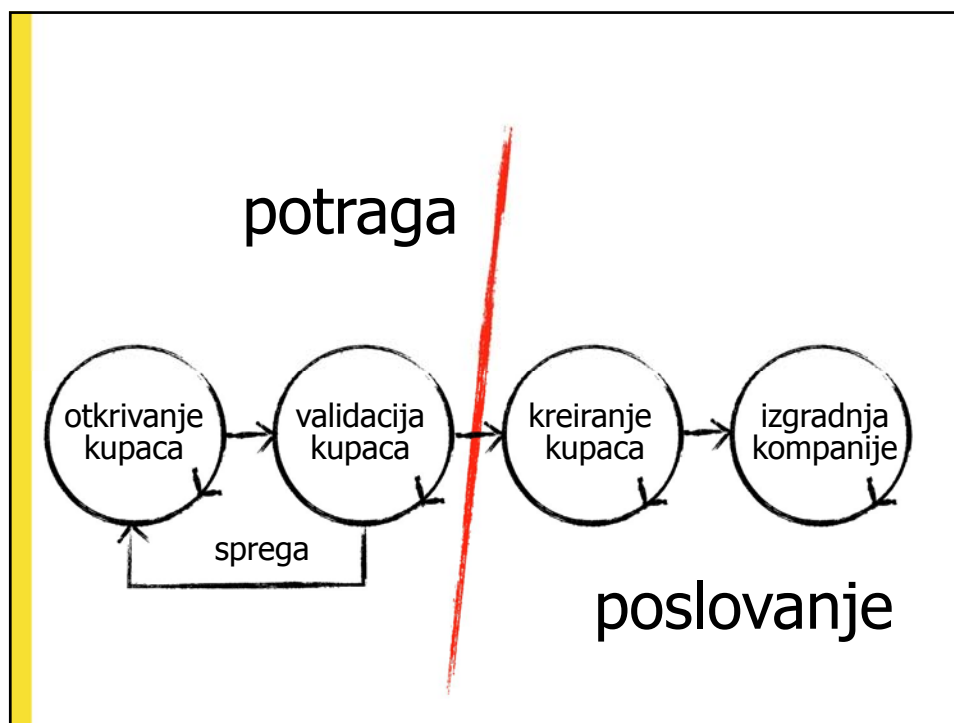
...zato morate da izeđete
napolje i...



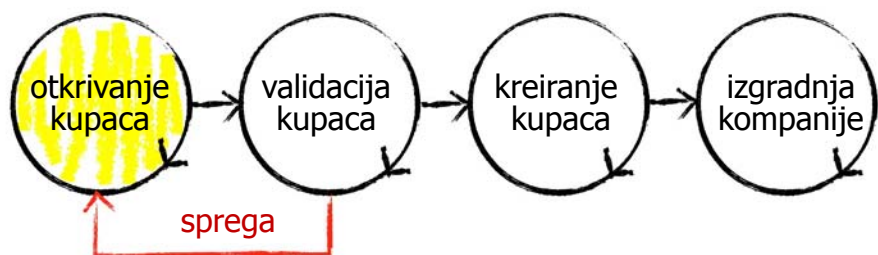
Ovaj poslovni model testiranja procesa se zove "**Customer Development**"



dve različite faze...



a počinje se sa...



Key Partners Who are the partners? Who are the suppliers? Which key resources are acquired from them? Which key activities do partners perform? Which key channels do partners control? Which key customer relationships do partners manage? Which key segments do partners target?	Key Activities What key activities do we perform to make this business model work? Do our customers demand? Customer relationship? Customer segments? Channels? Customer relationships? Key segments? Key Resources What key resources do we need to make this business model work? Do our customers demand? Customer relationship? Customer segments? Channels? Customer relationships? Key segments?	Value Propositions What value do we deliver to the customer? Which aspect of our customers' problems are we addressing? Which benefits do we offer? Which features do we offer? Which benefits do we offer? Which features do we offer? Which benefits do we offer? Which features do we offer?	Customer Relationships What type of relationship do we seek with our customers? Which aspect of our customers' problems are we addressing? Which benefits do we offer? Which features do we offer? Which benefits do we offer? Which features do we offer? Which benefits do we offer? Which features do we offer? Channels Through which channels do we reach our customers? Which aspect of our customers' problems are we addressing? Which benefits do we offer? Which features do we offer? Which benefits do we offer? Which features do we offer? Which benefits do we offer? Which features do we offer?	Customer Segments For whom are we creating value? Which key resources do we need? Which key activities do we perform? Which key channels do we control? Which key customer relationships do we manage? Which key segments do we target?
Cost Structure What are the fixed and variable costs? What are the fixed and variable costs? What are the fixed and variable costs? What are the fixed and variable costs? What are the fixed and variable costs? What are the fixed and variable costs? What are the fixed and variable costs? What are the fixed and variable costs?	Revenue Streams For which value do we receive money? Which aspect of our customers' problems are we addressing? Which benefits do we offer? Which features do we offer? Which benefits do we offer? Which features do we offer? Which benefits do we offer? Which features do we offer?			

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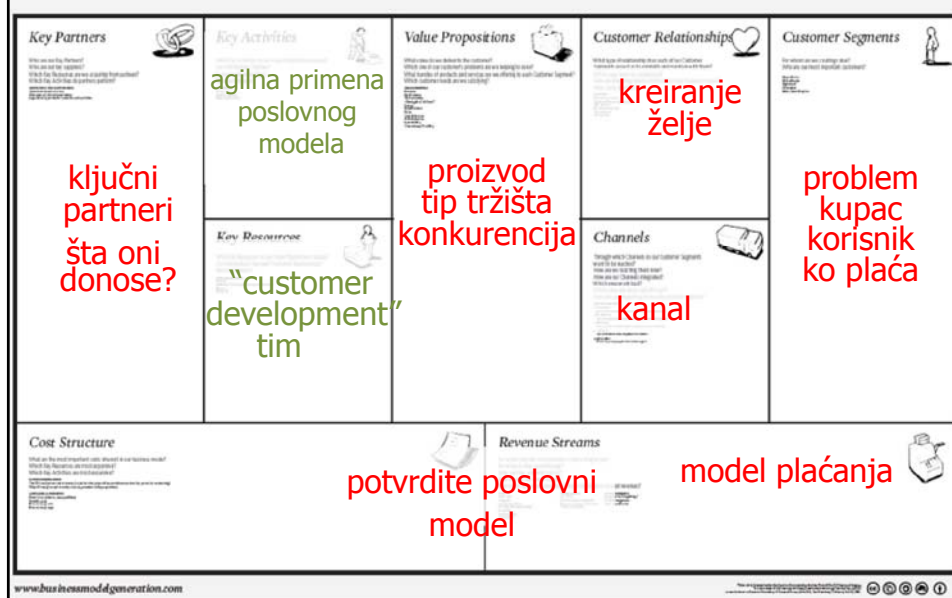
tim koji...



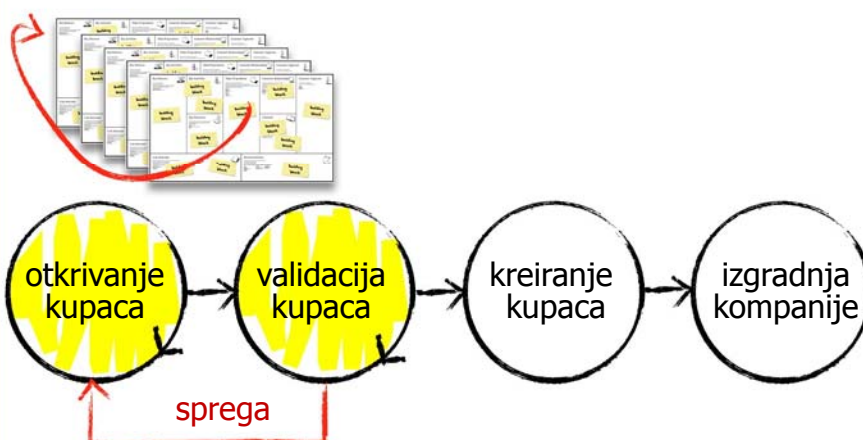
... će izaći izvan zgrade!



... da testira i prilagodi vaš model



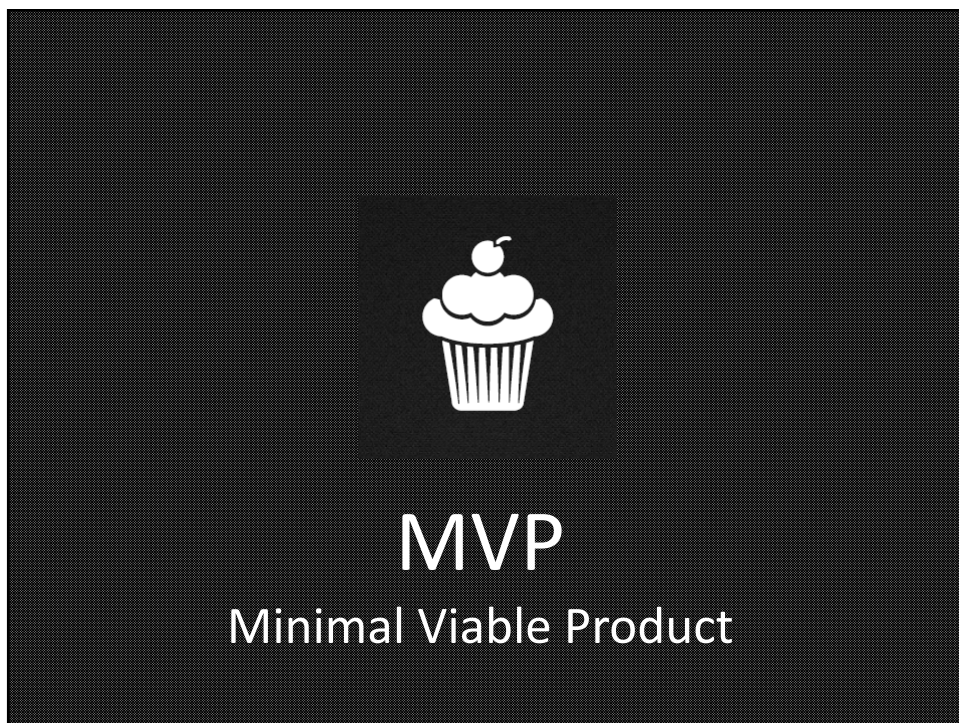
Morate da prilagođavate poslovni model sve dok se ne dokaže da radi

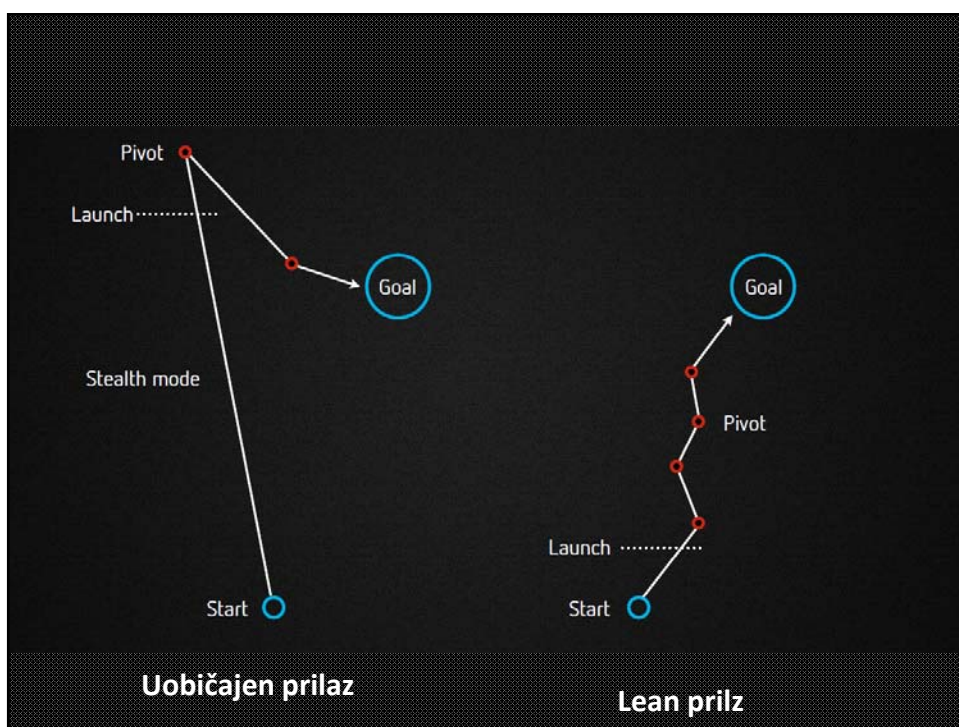
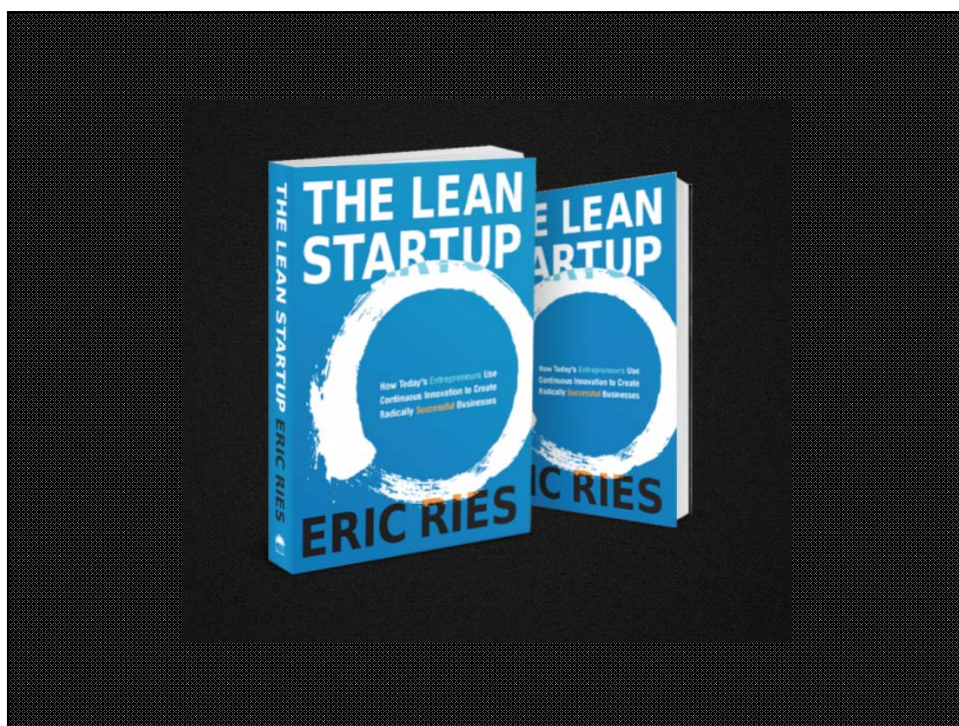


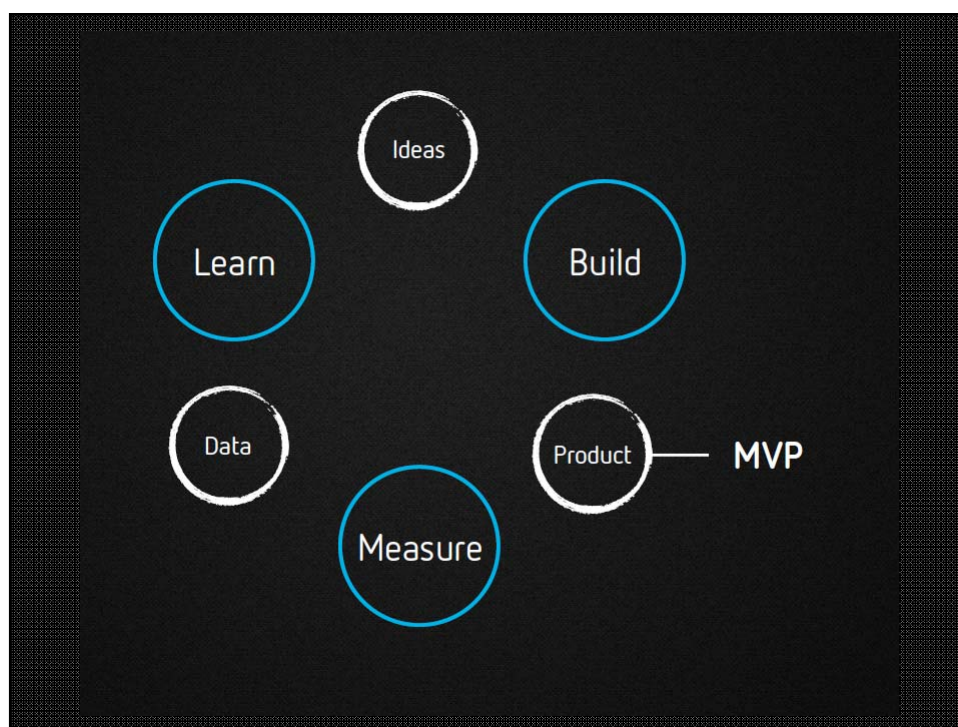
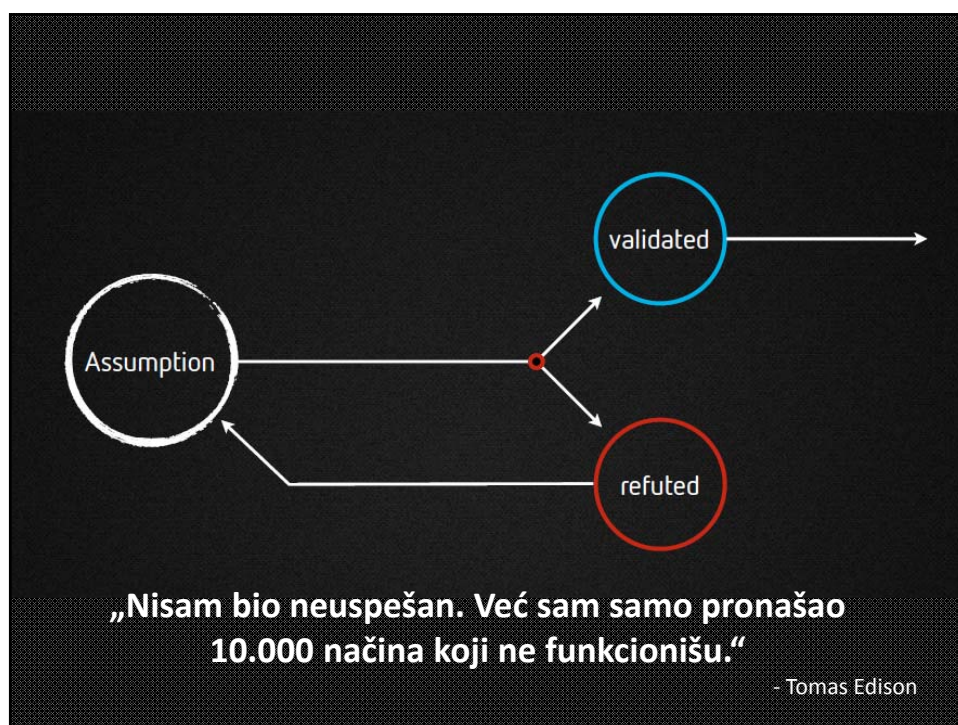
*"Kako da dokažem
da poslovni
model radi?"*



Najbolji dokaz da model
radi je rešavate problem
kupcima za koji su oni spremni
da plate!







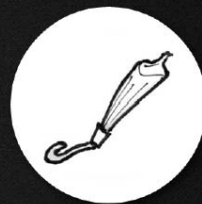
MVP na primeru TORTE



Kore



Fil

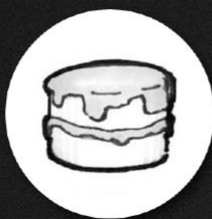


Glazura

MVP na primeru TORTE



Kolačić



Torta



Svadbena torta

MVP – Šta je to?



Minimal Viable Product

→ Najmanje rešenje koje će vam omogućiti da testirate vaše pretpostavke.

→ Najmanje rešenje koje kupcima pruža vrednost/rešava problem!

MVP – Različite vrste MVP-a

Smoke Tests

→ Prikažite vaš proizvod kao da već postoji, modelirajte ga, a posle ga napravite. *(Koristite usluge poput: themeforest.net, shopify.com, goodsie.com, idr.)*

Release 1.0

→ započnite razvoj, minimum funkcionalnosti, što pre lansirajte, pravite izmene i varijacije, radite manuelno a kasnije automatizujte.

Finalni MVP

→ izađite iz zgrade i pokušajte da rešite vašem kupcu problem

MVP nije: Intervjui sa kupcima ili Prototip

... u tome nema vrednosti za kupce!

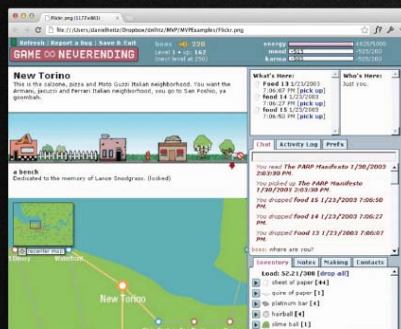
MVP – je ono što ih je učinilo velikima



amazon.com

Simple homepage of today's market leader in e-commerce

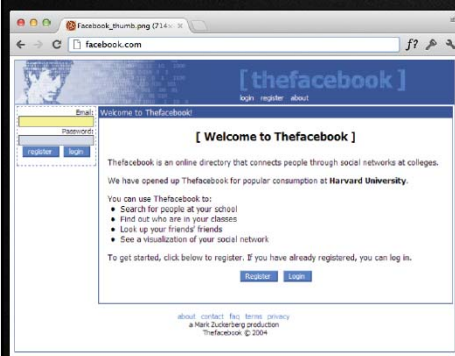
MVP – je ono što ih je učinilo velikima



flickr

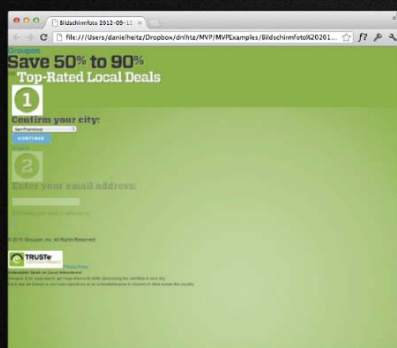
Started with a game. Photo-Upload was only a feature of that game (zoom in pivot)

MVP – je ono što ih je učinilo velikima



Started with a small customer segment: Harvard students (start small, think big)

MVP – je ono što ih je učinilo velikima



Sent 500 Mails a day manually, then automated. (fake it than make it)

MVP – mit o uspehu preko noći!

Dragon & Jade
 Formula GP Racing
 Gem Drop
 Marine Sniper
 Mole War
 Paid to Kill
 Paper Planes
 Patron Angel
 Playman Winter Games
 Shopping Madness
 Space Impact: Meteor Shield
 Star Marine
 Sumea Ski Jump
 Swat Elite Troops
 US Marine Corps Scout Sniper
 Totomi
 War Diary Burma
 War Diary Torpedo
 Wolfmoon
 X-Factor
 ...



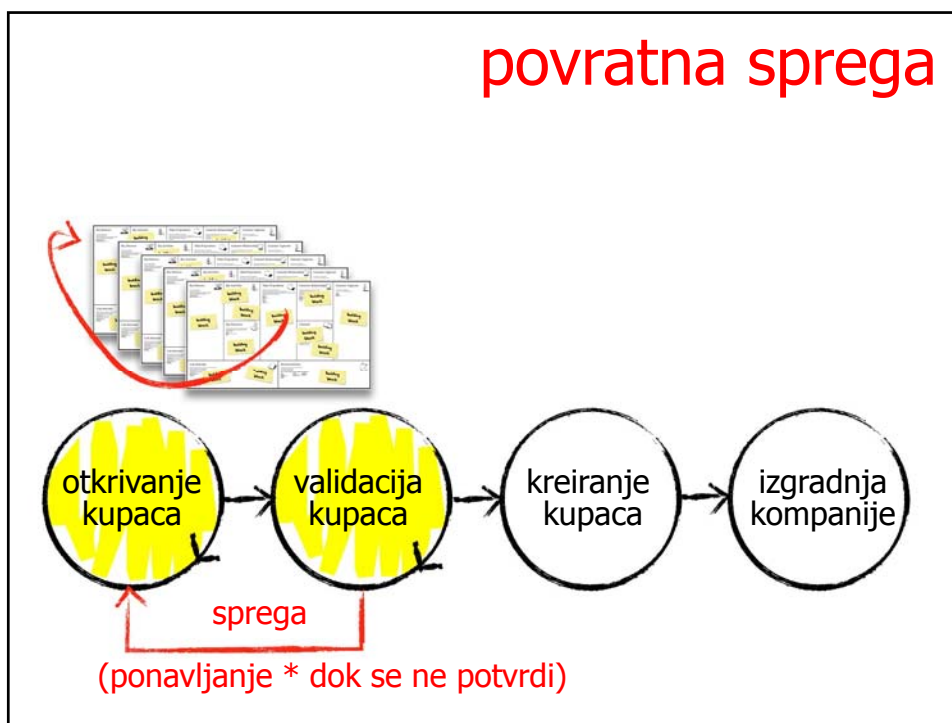
Rovio's 52nd game, they spend 8 years & went almost bankrupt

MVP – mit o uspehu preko noći!



Was some side project, while the founders where working on Odeo, podcast sharing platform.

povratna sprega



tako da imate "čvrst dokaz"?

Čestitamo!

Završili ste potragu!



Zapamtite...

5

*Nemojte da
gradite kompaniju
dok ne potvrdite
poslovni model*

ili rizikujete da

spalite vaš novac dok tragate
za modelom koji radi



Poslovanje nije potraga

poslovanje
sledi potragu

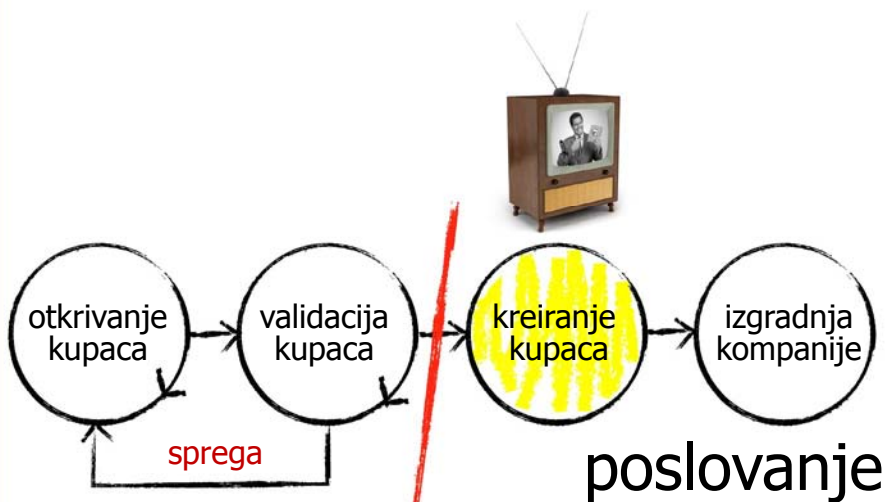
krenite dalje kada nađete
svoj model



tek tada krenite u sprovođenje:

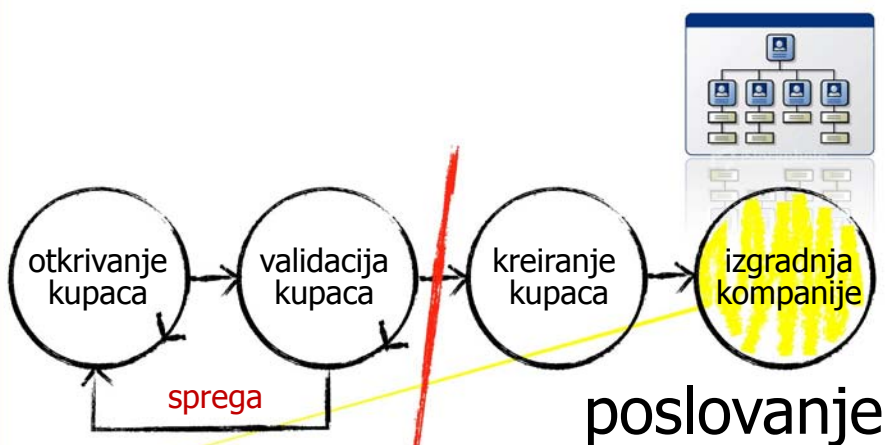
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prilagodite vaš marketing



@djordjelic

izgradite vašu organizacionu strukturu



@djordjelic

- 1** *Ni jedan poslovni plan ne preživi prvi kontakt sa kupcem*
- 2** *Preživi poslovni model*
- 3** *Odvojite neophodno vreme da razmislite o svim alternativama*
- 4** *Vaš poslovni model je samo skup hipoteza*
- 5** *Ne gradite kompaniju, pre potvrde vašeg poslovnog modela*

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IZVORI koje smo koristili:

<http://steveblank.com/>

<http://www.businessmodelgeneration.com>

<http://theleanstartup.com/>

Literatura:

