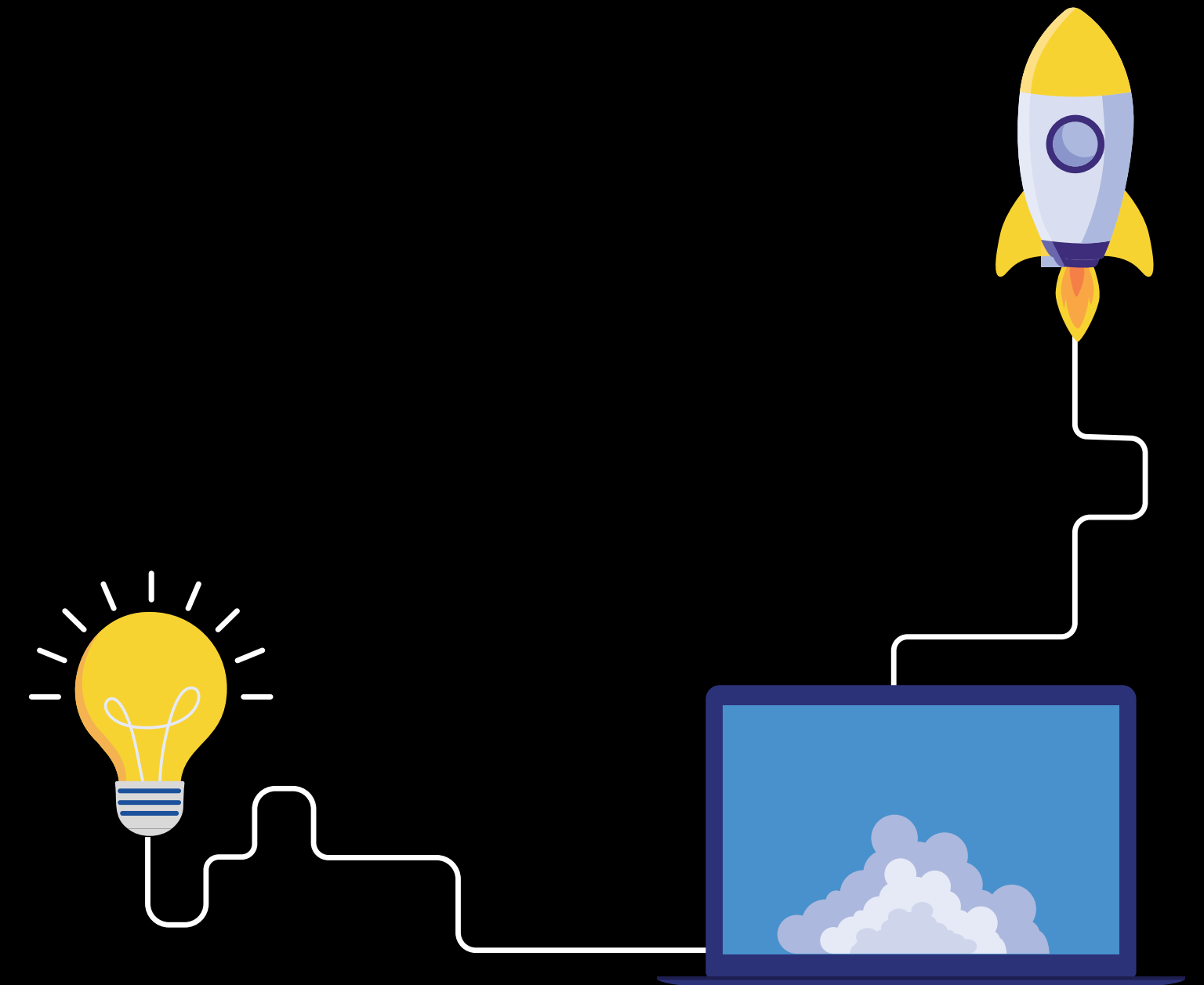


<4>

<4>

# The BUS-217 Launch Path

1. Listen to the waves.
2. Build something people want.
3. Draw the landscape.
4. Create an engine of growth.
5. Engineer an economic model.
6. Create a capital strategy.
7. Frame a Funnel.
8. Be a Master Storyteller.



# Business Model

**A business model describes the rationale of how an organization creates, delivers, and captures value.**

**Marla**






**\$25,000**





A photograph of a family of four standing on a television set. On the left, a woman with long dark hair, wearing a pink sweater and grey pants, is seen from the back, holding a white envelope. Next to her is a woman with short blonde hair, wearing a dark brown button-down shirt. To her right is a man with dark hair, wearing a blue button-down shirt and dark pants, holding a young child. The child is wearing a white long-sleeved shirt, khaki shorts, white socks, and orange shoes. The background consists of a blue wall with several framed abstract paintings. The floor is dark and reflective.

WITH HER PARENTS MARK AND  
LAURA OLMSTEAD.  
GOOD MORNING.

57° 25°  
9:16 HRC



# NEW QUESTIONS ABOUT CHILD PRODIGY

*Charlie Rose Reports On 4-Year-Old Artist Marla Olmstead*

2005

FEB 22

CORRESPONDENT

REBECCA LEUNG

COMMENTS



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MORE



In most ways, 4-year-old Marla Olmstead is just like any other child her age. She goes to pre-school, plays with dolls, and loves to draw and paint.

But Marla paints unlike any other kid in the world. She's signed her name to dozens of works deemed breathtaking by fans of abstract art. She's garnered international attention, and her paintings are selling as fast as she can finish them -- for as much as \$24,000.

And that's where the mystery comes in: How is it possible that a girl so young and so small can create works of art that many say are so sophisticated and so complex? **Correspondent Charlie Rose** reports.

60  
MINUTES

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The 60 Minutes App for iPhone®/ iPad®

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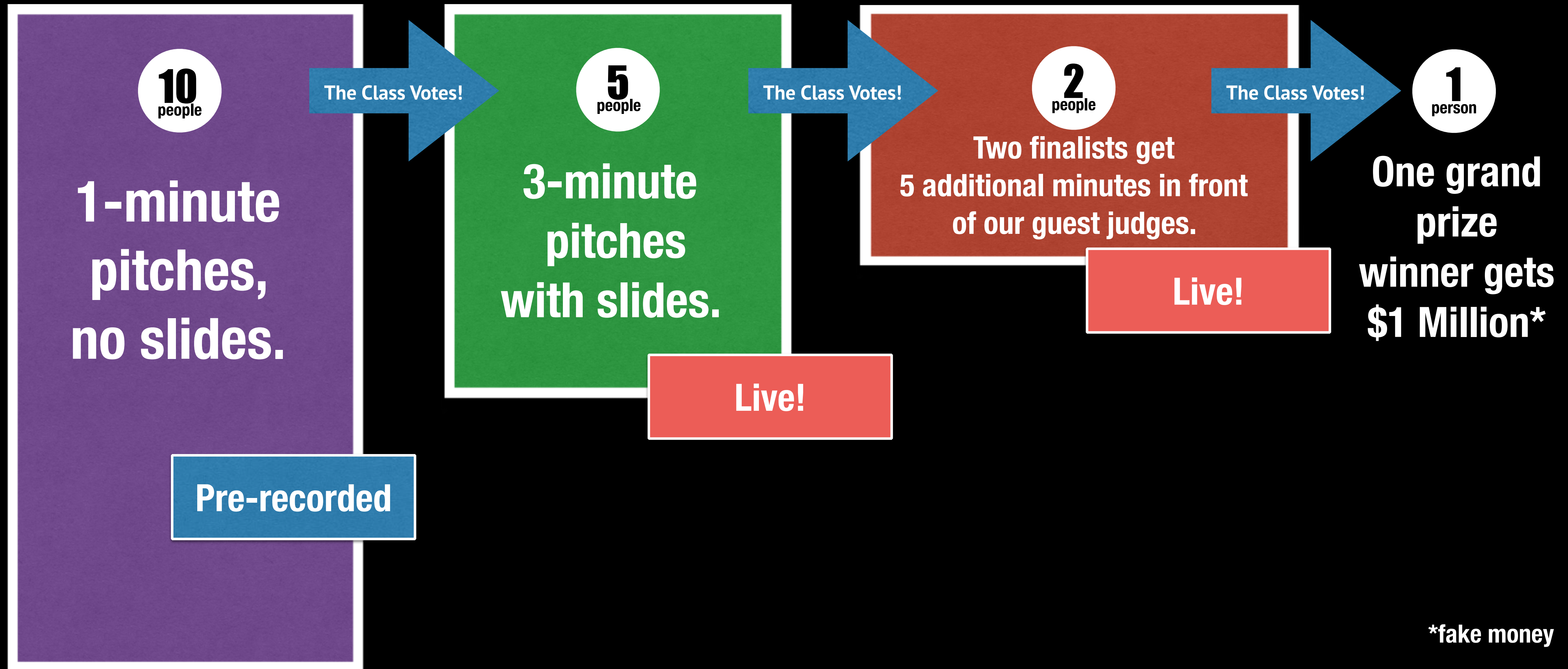
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~~\$25,000~~



**Humans are hard-wired to love great stories.**

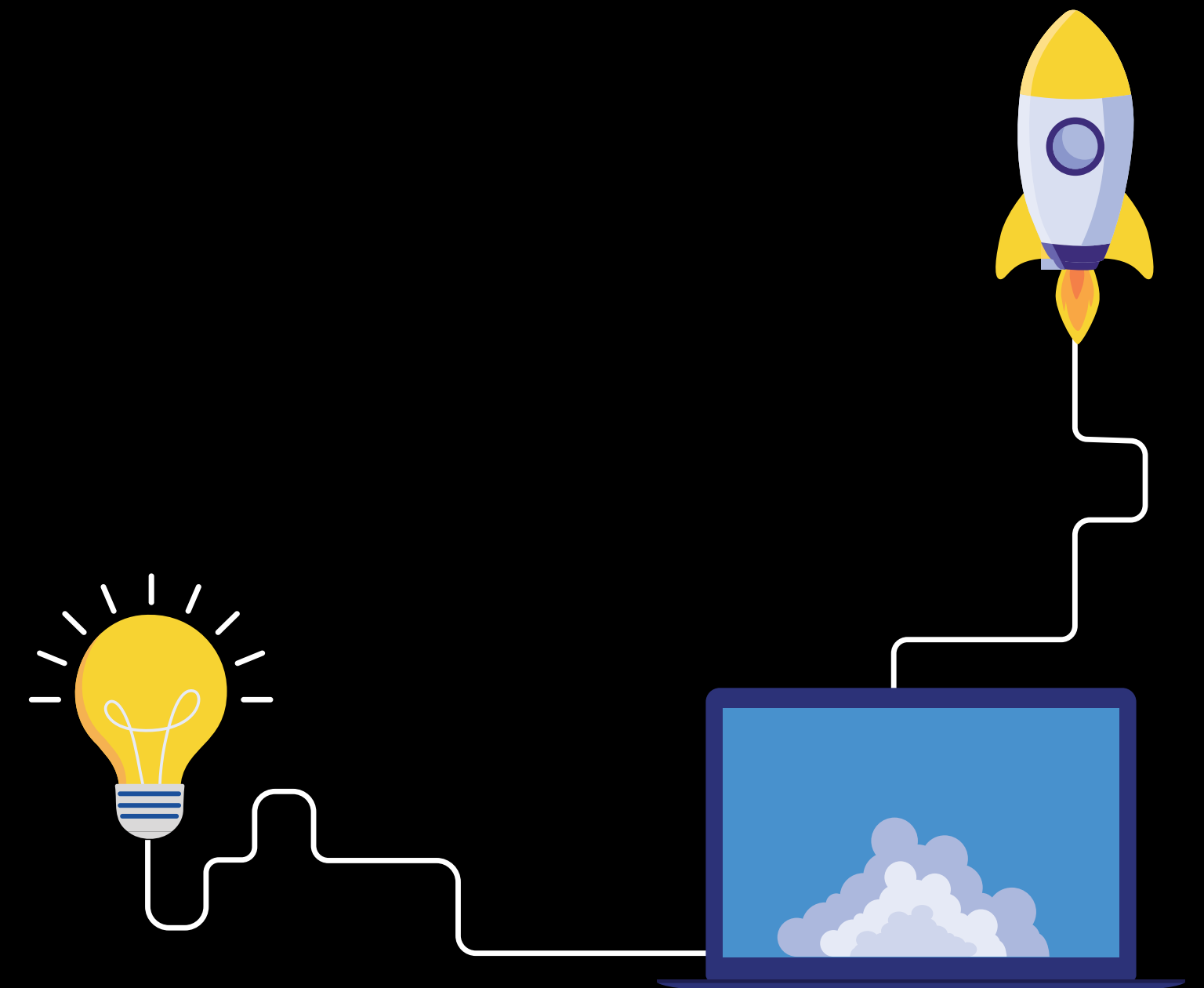
# BUS-217 Presentation Playoff



**Our last night together will be pitch night.**

# The BUS-217 Launch Path

1. Listen to the waves.
2. Build something people want.
3. Draw the landscape.
- ➔ 4. Create an engine of growth.
5. Engineer an economic model.
6. Create a capital strategy.
7. Frame a Funnel.
8. Be a Master Storyteller.





# Business Model

**A business model describes the rationale of how an organization creates, delivers, and captures value.**

### **1. Product-Based Model**

- **Description:** Sells physical or digital products.
- **Example:** Apple (hardware), Adobe (software).

### **2. Service-Based Model**

- **Description:** Charges for time, expertise, or labor.
- **Example:** Law firms, consulting agencies, freelancers.

### **3. Subscription Model**

- **Description:** Customers pay regularly for access.
- **Example:** Netflix, Spotify, SaaS companies like Salesforce.

### **4. Freemium Model**

- **Description:** Offers a basic service for free, charges for premium features.
- **Example:** Dropbox, LinkedIn.

### **5. Marketplace Model**

- **Description:** Connects buyers and sellers, earning a commission.
- **Example:** eBay, Uber, Airbnb.

### **6. Advertising Model**

- **Description:** Provides free content or services, makes money from ads.
- **Example:** Facebook, Google.

### **7. Affiliate Model**

- **Description:** Earns commissions by referring traffic or sales to other businesses.
- **Example:** Bloggers, YouTubers with Amazon affiliate links.

### **8. Franchise Model**

- **Description:** Allows others to operate using your brand and system.
- **Example:** McDonald's, Subway.

### **9. Razor and Blade Model**

- **Description:** Sell a primary item cheaply; make money on recurring parts
- **Example:** Printers and ink, game consoles and games.

### **10. Licensing Model**

- **Description:** Charges for use of intellectual property or technology.
- **Example:** Patented tech companies, media licensing (Disney).

# Consulting Company

Costs go up in a linear relationship with revenue.

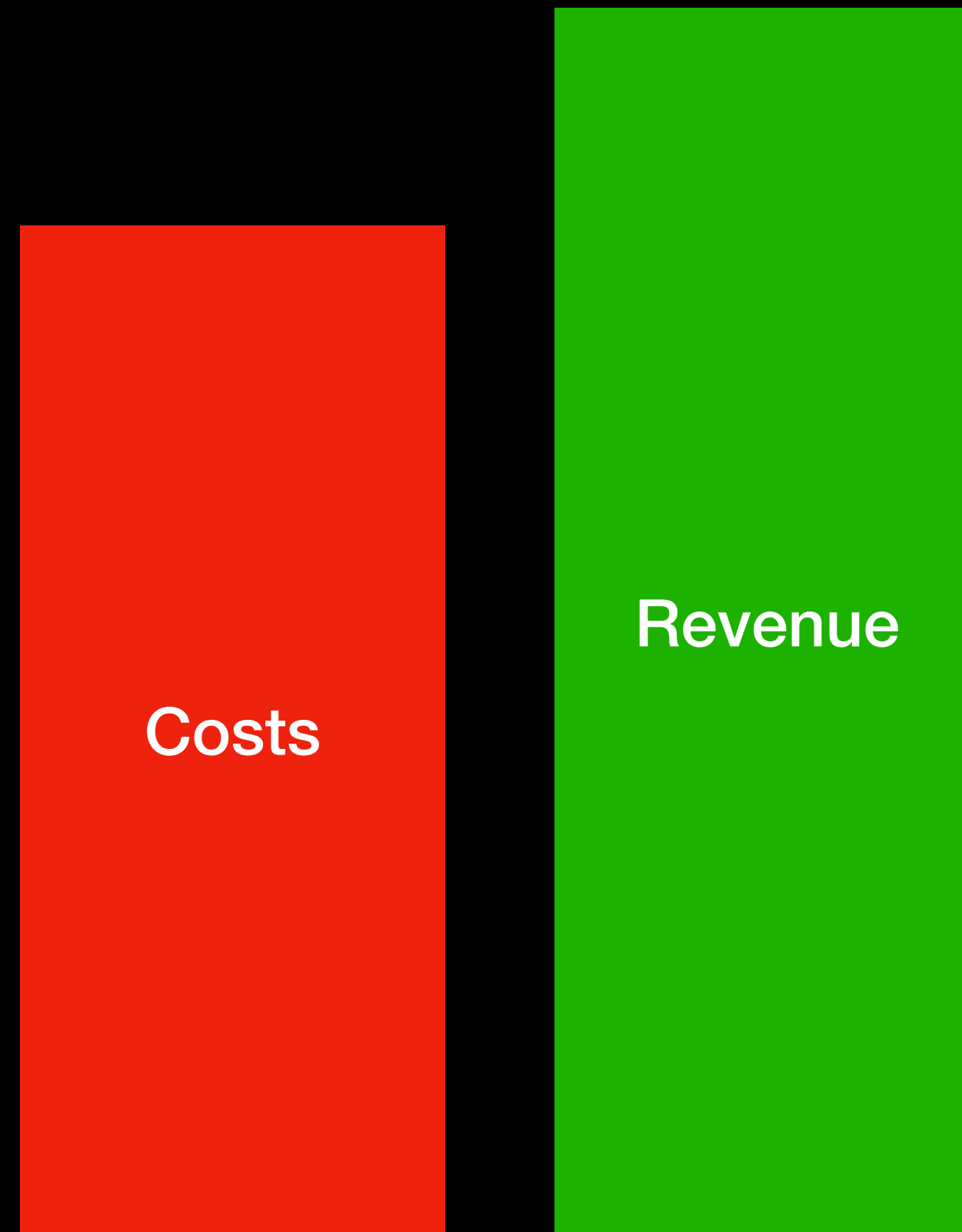


Costs

Revenue

# Consulting Company

Costs go up in a linear relationship with revenue.



# Software as a Service

2x the number of customers does not 2x the costs.

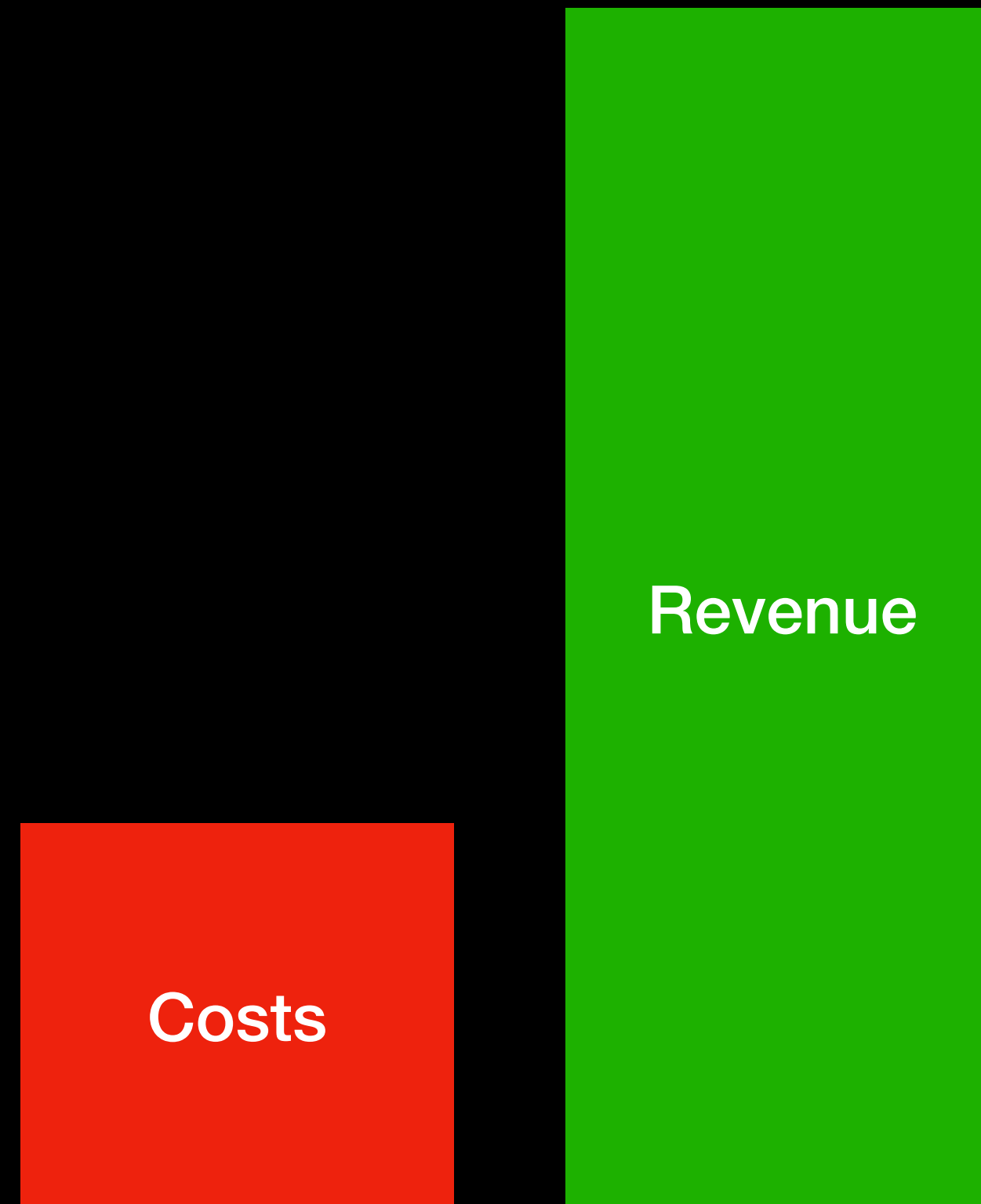


Costs

Revenue

# Software as a Service

2x the number of customers does not 2x the costs.



# Free Tier details

## Filter by:

Clear all filters

### ▼ Tier Type

- ☐ Featured
- ☐ 12 Months Free
- ☐ Always Free
- ☐ Trials

### ▼ Product Categories

- ☐ Analytics
- ☐ Application Integration
- ☐ Business Productivity
- ☐ Compute
- ☐ Containers
- ☐ Customer Engagement
- ☐ Database
- ☐ Developer tools
- ☐ End User Computing
- ☐ Front-End Web & Mobile
- ☐ Game Tech

Q Search free tier products

#### COMPUTE

Free Tier12 MONTHS FREE

Amazon EC2  
750 Hours  
per month

Resizable compute capacity in the Cloud.

750 hours per month of t4g.small instance



#### STORAGE

Free Tier12 MONTHS FREE

Amazon S3  
5 GB  
of standard storage

Secure, durable, and scalable object storage infrastructure.

5 GB of Standard Storage



#### DATABASE

Free Tier12 MONTHS FREE

Amazon RDS  
750 Hours  
per month of database usage (applicable DB engines)

Managed Relational Database Service for MySQL, PostgreSQL, MariaDB, or SQL Server.



#### DATABASE

Free TierALWAYS FREE

#### MACHINE LEARNING

NEW

Free TierFREE TRIAL

#### COMPUTE

Free TierALWAYS FREE

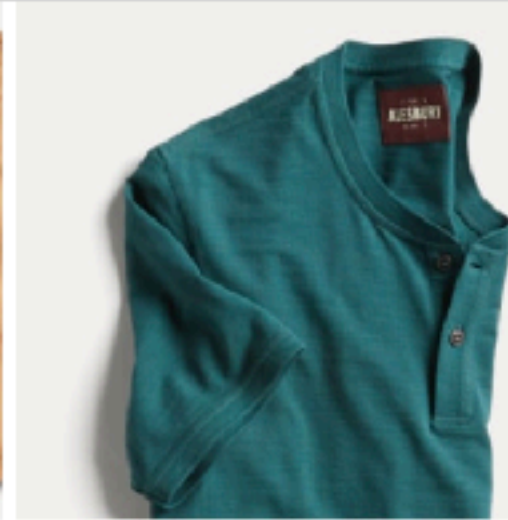
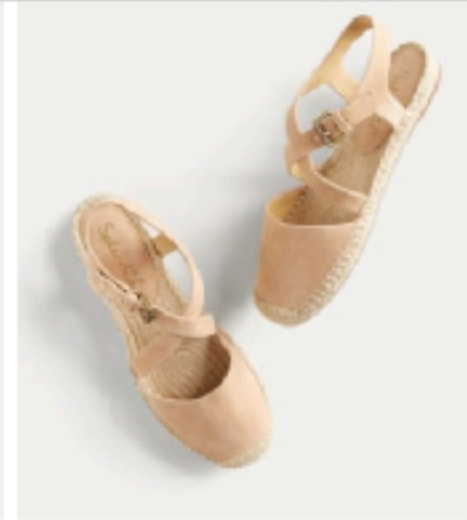
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# STITCH FIX

YOUR PARTNER IN PERSONAL STYLE

Stitch Fix® is the personal style service that evolves with your tastes, needs and lifestyle.



WOMEN →

Offering 0-24W (XS-3X),  
petite and maternity.



MEN →

We currently carry 28-42W (XS-2X).





# Power by the hour

Our TotalCare® circular business model helps us to reduce waste and optimise resource efficiency, whilst enabling our customers to maximise the flying potential of their engines.



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[Airlines >](#)

[Future technologies >](#)

[Advance >](#)

[UltraFan >](#)

[Global >](#)

## A circular business model

Our long-term service agreements retain product stewardship. This provides a means

[MENU](#)[OUR BLADES](#)[OUR PRODUCTS](#)[GIFT](#)[HOW IT WORKS](#)[REVIEWS](#)[LOGIN](#)[JOIN](#)[BOX](#)

# BLADES ☒ BUNDLES



## THE HUMBLE TWIN

EVERY  
MONTH

**\$1**

+2.00  
S&H

SELECT

A great basic shaver, for guys who dig simplicity and precision.



## THE 4X

EVERY  
MONTH

**\$6**

SHIPS  
FREE

SELECT

Member favorite - a gentle shave in a single stroke.



## THE EXECUTIVE

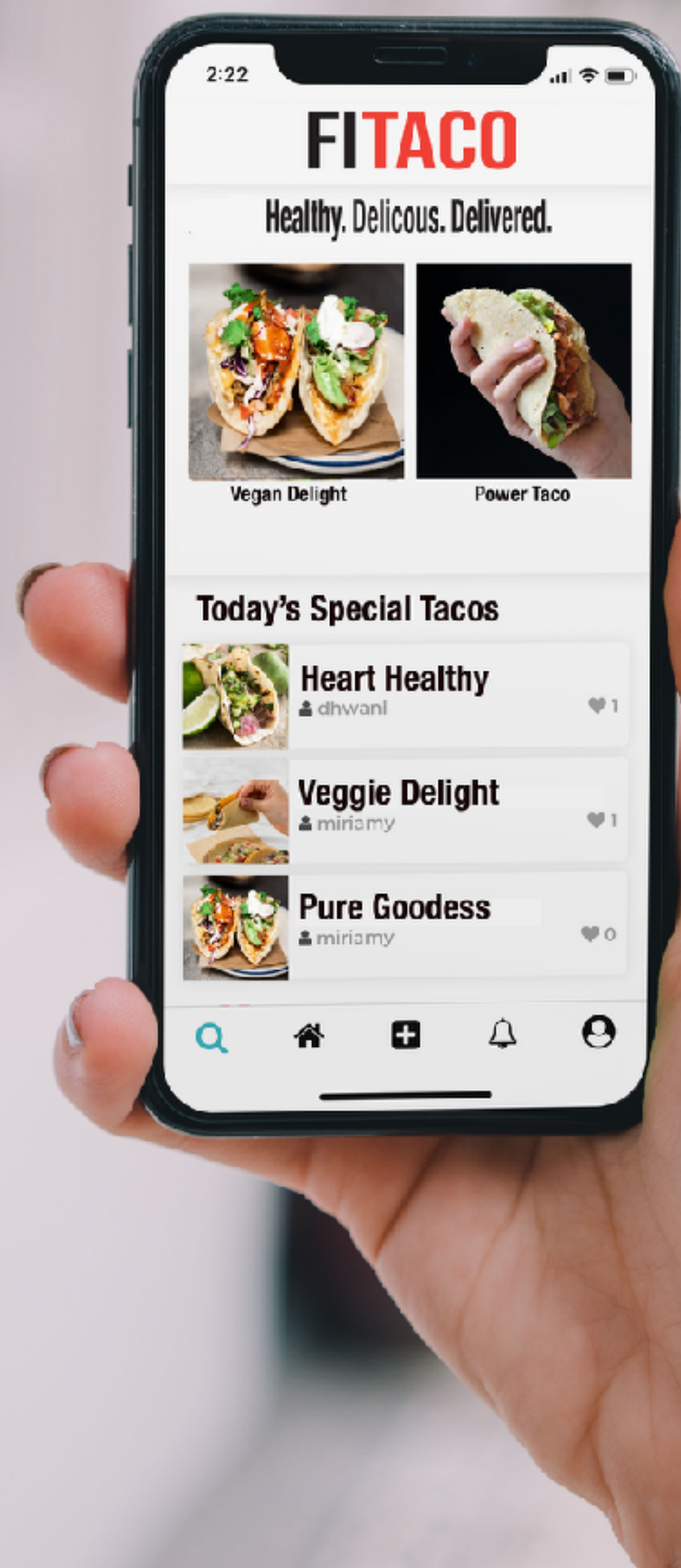
EVERY  
MONTH

**\$9**

SHIPS  
FREE

SELECT

The final frontier - it's like a personal assistant for your face.



For busy people who want to eat healthy, **Fitaco** delivers fresh, delicious tacos on-demand directly to your home or office.













# The Launch Path Canvas

Name of Startup Venture: **Fitaco, Inc**

Date:

Prepared by: **Bret Waters**

Iteration:

<p><b>Problem</b> </p> <p>One clear sentence that articulates the problem your startup solves.</p> <p>Consumers in the US spend \$331 billion/year on fast food, and most of it is really unhealthy.</p> <p>The paradox is that consumers today <u>want</u> to eat healthy, but also have a busy life that often drives them to resort to the convenience of fast food.</p>	<p><b>Solution</b> </p> <p>How does your venture solve the problem you have articulated? Keep this short and concise!</p> <p>Fast food doesn't need to be unhealthy. Our startup is developing a new brand of health-conscious fast food (healthy tacos!), delivered directly to your home or office.</p>	<p><b>Why it matters</b> </p> <p>Why is this a problem worth solving?</p> <p>The National Institutes for Health say that today a fast food diet may kill more people prematurely every year than cigarette smoking.</p>	<p><b>Alternatives</b> </p> <p>When a customer looks at alternative ways to solve the problem we solve, what will they see? This is a list of competitors and alternatives. Link to a graphic representation of the landscape.</p> <p>There are many food delivery services, from Uber Eats to Doordash to Grubhub.</p> <p>See visualization at <a href="#">this link</a>.</p>	<p><b>Customer</b> </p> <p>It's all about understading customers. Write a one-sentence description of key customer personas and the problem we solve for each. Circle the one that is most influential.</p> <p><b>Adventurous Alex:</b> A thrill-seeking foodie always on the hunt for unique and spicy taco creations to satisfy their daring palate.</p> <p><b>Health-Conscious Haley:</b> A fitness enthusiast looking for wholesome and fresh ingredient options that align with their nutritious lifestyle at the taqueria.</p> <p><b>Busy Ben:</b> An on-the-go professional seeking quick, flavorful, and portable taco choices to enjoy during a busy workday.</p> <p><b>Vegetarian Victoria:</b> A plant-based eater in search of flavorful and creative vegetarian and vegan taco selections that cater to their dietary preferences.</p> <p><b>Traditional Tony:</b> A lover of classic flavors, Tony enjoys indulging in authentic and time-honored taco recipes that remind him of his cultural heritage.</p> <p><b>Family-Oriented Felix:</b> A parent looking for a family-friendly meal delivery with a variety of options to cater to the taste preferences of both kids and adults.</p> <p><b>Budget-Conscious Bella:</b> A student or frugal diner in pursuit of affordable yet flavorful taco choices that won't break the bank at the taqueria.</p>
<p><b>Path to PMF</b> </p> <p>What is our path to Product-Market Fit? Customer Development, MVP's, etc.</p> <ol style="list-style-type: none"><li>1. Farmers' markets where we can get input on our menu items.</li><li>2. One truck in the Palo Alto area for a pilot project.</li><li>3. Scale slowly to additional markets, based on our learnings.</li></ol>	<p><b>Top 3 Benefits</b> </p> <p>What are the top 3 benefits that your product or services provides to customers?</p> <ol style="list-style-type: none"><li>1. Convenience. Use our mobile app to place a custom order and it's delivered directly to you.</li><li>2. Healthy food, designed by a nutritionist.</li><li>3. Tacos. Everybody loves tacos.</li></ol>	<p><b>Distribution</b> </p> <p>What are our distribution channels? Direct to consumer, via resellers, or?</p> <p>We intend to sell direct-to-consumer, via our mobile app and website, with delivery via our own vans.</p> <p>In the future, we may be open to distribution partnerships.</p>	<p><b>Positioning</b> </p> <p>Within this landscape of competitors and alternatives, how is your venture positioned?</p> <p>Our positioning can basically be summed-up in two words: <u>healthy</u>, and <u>delicious</u>.</p> <p>There are many food delivery apps that can deliver something that is delicious but not very healthy. Or you could eat a kale salad.</p> <p>We serve delicious tacos designed by a nutritionist. That's our unique positioning.</p>	
<p><b>Economics</b> </p> <p>What are the Unit Economics for this venture, what do we expect the CAC&lt;LTV to look like, and what are out capital needs? (Link to full spreadsheet).</p> <p>One unit is one average order: \$15, on which our gross profit is \$8.50.</p> <p>Early tests indicate CAC of \$11, and we expect an LTV of three orders per customer (\$25.50), which will grow with time.</p> <p>Our initial capital needs are \$220K.</p> <p>See full spreadsheet at <a href="#">this link</a>.</p>	<p><b>Team</b> </p> <p>What are the characteristics of the right team to make this venture a success?</p> <p>The right team aligns with our target demographic - people who want to eat healthy and also enjoy the convenience of a quick taco meal.</p> <p>The economics of our venture are such that we'll need drivers and cooks who are affordable, so we will work hard to make it an attractive part-time job for students, and a great evening second job for anybody.</p>	<p><b>Defensibility</b> </p> <p>What is your secret sauce that is difficult for competitors to copy?</p> <p>The fact that we own the customer and customer data is a big part of our defensibility.</p> <p>A restaurant selling through a 3rd-party like Doordash owns neither the customer nor the data.</p>		

# The Launch Path Canvas

## Problem



One clear sentence that articulates the problem your startup solves.

Consumers in the US spend \$331 billion/year on fast food, and most of it is really unhealthy.

The paradox is that consumers today want to eat healthy, but also have a busy life that often drives them to resort to the convenience of fast food.

## Solution




How does your venture solve the problem you have articulated? Keep this short and concise!

Fast food doesn't need to be unhealthy. Our startup is developing a new brand of health-conscious fast food (healthy tacos!), delivered directly to your home or office.

# The Launch Path Canvas

Name of Startup Venture:


Prepared by: Bret Warren

**Problem** 

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**Why it matters** 

Why is this a problem worth solving?

The National Institutes for Health say that today a fast food diet may kill more people prematurely every year than cigarette smoking.

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Name of Startup Venture:

Prepared by: Bret Warren

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The National Institutes for Health say that today a fast food diet may kill more people prematurely every year than cigarette smoking.

## Path to PMF



What is our path to Product-Market Fit? Customer Development, MVP's, etc.

1. Farmers' markets where we can get input on our menu items.
2. One truck in the Palo Alto area for a pilot project.
3. Scale slowly to additional markets, based on our learnings.

# The Launch Path Canvas

Name of Startup Venture: 

Fitaco, Inc

Date:

Prepared by: 

Bret Waters

Iteration:

## Alternatives



When a customer looks at alternative ways to solve the problem we solve, what will they see? This is a list of competitors and alternatives. Link to a graphic representation of the landscape.

There are many food delivery services, from Uber Eats to Doordash to Grubhub.

See visualization at [this link](#).

## Positioning



Within this landscape of competitors and alternatives, how is your venture positioned?

Our positioning can basically be summed-up in two words: healthy, and delicious.

There are many food delivery apps that can deliver something that is delicious but not very healthy. Or you could eat a kale salad.

We serve delicious tacos designed by a nutritionist. That's our unique positioning.

## Defensibility



What is your secret sauce that is difficult for competitors to copy?

The fact that we own the customer and customer data is a big part of our defensibility.

A restaurant selling through a 3rd-party like Doordash owns neither the customer nor the data.

# The Launch Path Canvas

Name of Startup Venture: Fitaco, Inc

Date:

Prepared by: Bret Waters

Iteration:

## Distribution



What are our distribution channels? Direct to consumer, via resellers, or?

We intend to sell direct-to-consumer, via our mobile app and website, with delivery via our own vans.

In the future, we may be open to distribution partnerships.

# The Launch Path Canvas

Name of Startup Venture: Fitaco, Inc

Date:

Prepared by: Bret Waters

Iteration:

## Team



What are the characteristics of the right team to make this venture a success?

The right team aligns with our target demographic - people who want to eat healthy and also enjoy the convenience of a quick taco meal.

The economics of our venture are such that we'll need drivers and cooks who are affordable, so we will work hard to make it an attractive part-time job for students, and a great evening second job for anybody.

# The Launch Path Canvas

Name of Startup Venture: Fitaco, Inc

Date:

Prepared by: Bret Waters

Iteration:

## Top 3 Benefits



What are the top 3 benefits that your product or services provides to customers?

1. Convenience. Use our mobile app to place a custom order and it's delivered directly to you.
2. Healthy food, designed by a nutritionist.
3. Tacos. Everybody loves tacos.

# The Launch Path Canvas

Name of Startup Venture: *Fitaco, Inc*

Date:

Prepared by: *Bret Waters*

Iteration:

## Customer



It's all about understading customers. Write a one-sentence description of key customer personas and the problem we solve for each. Circle the one that is most influential.

**Adventurous Alex:** A thrill-seeking foodie always on the hunt for unique and spicy taco creations to satisfy their daring palate.

**Health-Conscious Haley:** A fitness enthusiast looking for wholesome and fresh ingredient options that align with their nutritious lifestyle at the taqueria.

**Busy Ben:** An on-the-go professional seeking quick, flavorful, and portable taco choices to enjoy during a busy workday.

**Vegetarian Victoria:** A plant-based eater in search of flavorful and creative vegetarian and vegan taco selections that cater to their dietary preferences.

**Traditional Tony:** A lover of classic flavors, Tony enjoys indulging in authentic and time-honored taco recipes that remind him of his cultural heritage.

**Family-Oriented Felix:** A parent looking for a family-friendly meal delivery with a variety of options to cater to the taste preferences of both kids and adults.

**Budget-Conscious Bella:** A student or frugal diner in pursuit of affordable yet flavorful taco choices that won't break the bank at the taqueria.

# The Launch Path Canvas

Name of Startup Venture: Fitaco, Inc

Date:

Prepared by: Bret Waters

Iteration:

## Economics



What are the Unit Economics for this venture, what do we expect the CAC<LTV to look like, and what are out capital needs? (Link to full spreadsheet).

One unit is one average order: \$15, on which our gross profit is \$8.50.

Early tests indicate CAC of \$11, and we expect an LTV of three orders per customer (\$25.50), which will grow with time.

Our initial capital needs are \$220K.

See full spreadsheet at [this link](#).

# The Launch Path Canvas













Name of Startup Venture: **Fitaco, Inc**

Date:

Prepared by: **Bret Waters**

Iteration:

<div><div>Problem<span>?</span></div><div>One clear sentence that articulates the problem your startup solves.  Consumers in the US spend \$331 billion/year on fast food, and most of it is really unhealthy.  The paradox is that consumers today <u>want</u> to eat healthy, but also have a busy life that often drives them to resort to the convenience of fast food.</div></div>	<div><div>Solution<span>⚙️</span></div><div>How does your venture solve the problem you have articulated? Keep this short and concise!  Fast food doesn't need to be unhealthy. Our startup is developing a new brand of health-conscious fast food (healthy tacos!), delivered directly to your home or office.</div></div>	<div><div>Why it matters<span>★</span></div><div>Why is this a problem worth solving?  The National Institutes for Health say that today a fast food diet may kill more people prematurely every year than cigarette smoking.</div></div>	<div><div>Alternatives<span>📄</span></div><div>When a customer looks at alternative ways to solve the problem we solve, what will they see? This is a list of competitors and alternatives. Link to a graphic representation of the landscape.  There are many food delivery services, from Uber Eats to Doordash to Grubhub.  See visualization at <a href="#">this link</a>.</div></div>	<div><div>Customer<span>👤</span></div><div>It's all about understading customers. Write a one-sentence description of key customer personas and the problem we solve for each. Circle the one that is most influential.  <b>Adventurous Alex:</b> A thrill-seeking foodie always on the hunt for unique and spicy taco creations to satisfy their daring palate.  <b>Health-Conscious Haley:</b> A fitness enthusiast looking for wholesome and fresh ingredient options that align with their nutritious lifestyle at the taqueria.  <b>Busy Ben:</b> An on-the-go professional seeking quick, flavorful, and portable taco choices to enjoy during a busy workday.  <b>Vegetarian Victoria:</b> A plant-based eater in search of flavorful and creative vegetarian and vegan taco selections that cater to their dietary preferences.  <b>Traditional Tony:</b> A lover of classic flavors, Tony enjoys indulging in authentic and time-honored taco recipes that remind him of his cultural heritage.  <b>Family-Oriented Felix:</b> A parent looking for a family-friendly meal delivery with a variety of options to cater to the taste preferences of both kids and adults.  <b>Budget-Conscious Bella:</b> A student or frugal diner in pursuit of affordable yet flavorful taco choices that won't break the bank at the taqueria.</div></div>
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<div><div>Economics<span>💰</span></div><div>What are the Unit Economics for this venture, what do we expect the CAC&lt;LTV to look like, and what are out capital needs? (Link to full spreadsheet).  One unit is one average order: \$15, on which our gross profit is \$8.50.  Early tests indicate CAC of \$11, and we expect an LTV of three orders per customer (\$25.50), which will grow with time.  Our initial capital needs are \$220K.  See full spreadsheet at <a href="#">this link</a>.</div></div>	<div><div>Team<span>👥</span></div><div>What are the characteristics of the right team to make this venture a success?  The right team aligns with our target demographic - people who want to eat healthy and also enjoy the convenience of a quick taco meal.  The economics of our venture are such that we'll need drivers and cooks who are affordable, so we will work hard to make it an attractive part-time job for students, and a great evening second job for anybody.</div></div>	<div><div>Defensibility<span>🧪</span></div><div>What is your secret sauce that is difficult for competitors to copy?  The fact that we own the customer and customer data is a big part of our defensibility.  A restaurant selling through a 3rd-party like Doordash owns neither the customer nor the data.</div></div>		

The Launch Path Canvas		Name of Startup Venture: <b>Fitaco, Inc</b>		Date:
		Prepared by: <b>Bret Waters</b>		Iteration:
<b>Problem</b>  One clear sentence that articulates the problem your startup solves. <b>Consumers in the US spend \$33 billion/year on fast food, and most of it is really unhealthy.</b>  The paradox is that consumers today want to eat healthy, but also have a busy life that often drives them to resort to the convenience of fast food.	<b>Solution</b>  How does your venture solve the problem you have articulated? Keep this short and concise! <b>Fast food doesn't need to be unhealthy. Our startup is developing a new brand of health-conscious fast food (healthy tacos!), delivered directly to your home or office.</b>	<b>Why it matters</b>  Why is this a problem worth solving? <b>The National Institutes for Health say that today a fast food diet may kill more people prematurely every year than cigarette smoking.</b>	<b>Alternatives</b>  When a customer looks at alternative ways to solve the problem we solve, what will they see? This is a list of competitors and alternatives. Link to a graphic representation of the landscape.  <b>There are many food delivery services, from Uber Eats to Doordash to Grubhub.</b>  <b>See visualization at <a href="#">this link</a>.</b>	<b>Customer</b>  It's all about understanding customers. Write a one-sentence description of key customer personas and the problem we solve for each. Circle the one that is most influential.  <b>Adventurous Alex:</b> A thrill-seeking foodie always on the hunt for unique and spicy taco creations to satisfy their daring palate.  <b>Health-Conscious Haley:</b> A fitness enthusiast looking for wholesome and fresh ingredient options that align with their nutritious lifestyle at the taqueria.  <b>Busy Ben:</b> An on-the-go professional seeking quick, flavorful, and portable taco choices to enjoy during a busy workday.  <b>Vegetarian Victoria:</b> A plant-based eater in search of flavorful and creative vegetarian and vegan taco selections that cater to their dietary preferences.  <b>Traditional Tony:</b> A lover of classic flavors, Tony enjoys indulging in authentic and time-honored taco recipes that remind him of his cultural heritage.  <b>Family-Oriented Felc:</b> A parent looking for a family-friendly meal delivery with a variety of options to cater to the taste preferences of both kids and adults.  <b>Budget-Conscious Bella:</b> A student or frugal diner in pursuit of affordable yet flavorful taco choices that won't break the bank at the taqueria.
<b>Path to PMF</b>  What is our path to Product-Market Fit? Customer Development, MVPs, etc. <ol style="list-style-type: none"><li>1. Farmers' markets where we can get input on our menu items.</li><li>2. One truck in the Palo Alto area for a pilot project.</li><li>3. Scale slowly to additional markets, based on our learnings.</li></ol>	<b>Top 3 Benefits</b>  What are the top 3 benefits that your product or services provides to customers? <ol style="list-style-type: none"><li>1. Convenience. Use our mobile app to place a custom order and it's delivered directly to you.</li><li>2. Healthy food, designed by a nutritionist.</li><li>3. Tacos. Everybody loves tacos.</li></ol>	<b>Distribution</b>  What are our distribution channels? Direct to consumer, via resellers, or?  <b>We intend to sell direct-to-consumer, via our mobile app and website, with delivery via our own vans.</b>  <b>In the future, we may be open to distribution partnerships.</b>	<b>Positioning</b>  Within this landscape of competitors and alternatives, how is your venture positioned?  <b>Our positioning can basically be summed up in two words: <u>healthy</u>, and <u>delicious</u>.</b>  <b>There are many food delivery apps that can deliver something that is delicious but not very healthy. Or you could eat a kale salad.</b>  <b>We serve delicious tacos designed by a nutritionist. That's our unique positioning.</b>	
<b>Economics</b>  What are the Unit Economics for this venture, what do we expect the CAC<LTV to look like, and what are our capital needs? (Link to full spreadsheet) <b>One unit is one average order: \$15, on which our gross profit is \$8.50.</b>  <b>Early tests indicate CAC of \$11, and we expect an LTV of three orders per customer (\$25.50), which will grow with time.</b>  <b>Our initial capital needs are \$220K.</b>  <b>See full spreadsheet at <a href="#">this link</a>.</b>	<b>Team</b>  What are the characteristics of the right team to make this venture a success?  <b>The right team aligns with our target demographic - people who want to eat healthy and also enjoy the convenience of a quick taco meal.</b>  <b>The economics of our venture are such that we need drivers and cooks who are affordable, so we will work hard to make it an attractive part-time job for students, and a great evening second job for anybody.</b>	<b>Defensibility</b>  What is your secret sauce that is difficult for competitors to copy?  <b>The fact that we own the customer and customer data is a big part of our defensibility.</b>  <b>A restaurant selling through a 3rd-party like Doordash owns neither the customer nor the data.</b>		

# Things to identify as you look at your canvas:

- Where are the assumptions you should test and validate?
- For your particular venture, where is the risk?
- For your venture, which aspects will be difficult to scale?

**“A corporation is an organization built to execute a business model.**

**A startup is an organization designed to find a business model.”**

**— Steve Blank  
Author, the Four Steps to the Epiphany.**



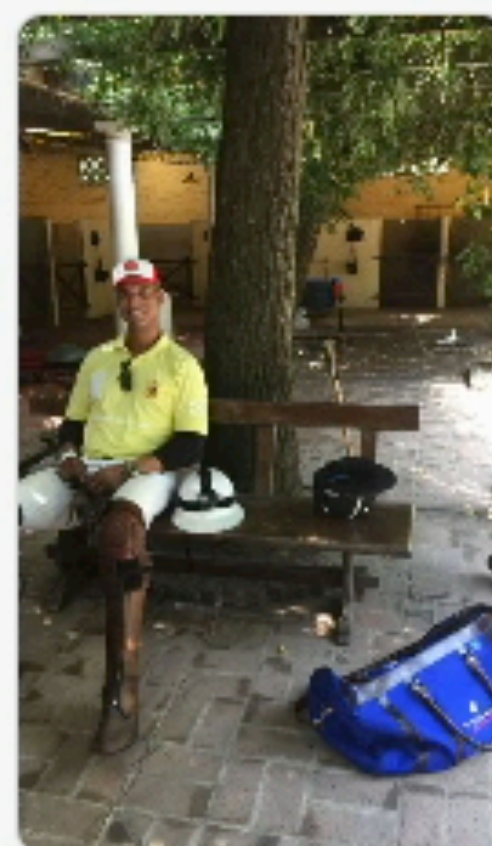
Thursday, April 24th ▾

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**Emerson** 5:31 AM

Travel Recommendation: Argentina! When Elena and I travel we try to combine action sports, food and culture. Our favorite place to go in the winter has high marks in all three including some of the best barbecue we have had. I was sort of vegetarian when I arrived but unfortunately it is not really the place for that diet. The fix is a meat pizza. We hope to return soon when our little girl is old enough to travel. We spent 10 days playing polo, eating beef and enjoying the culture. We made many friends and stay close with quite a few of them out here in California. (edited)

4 files ▾

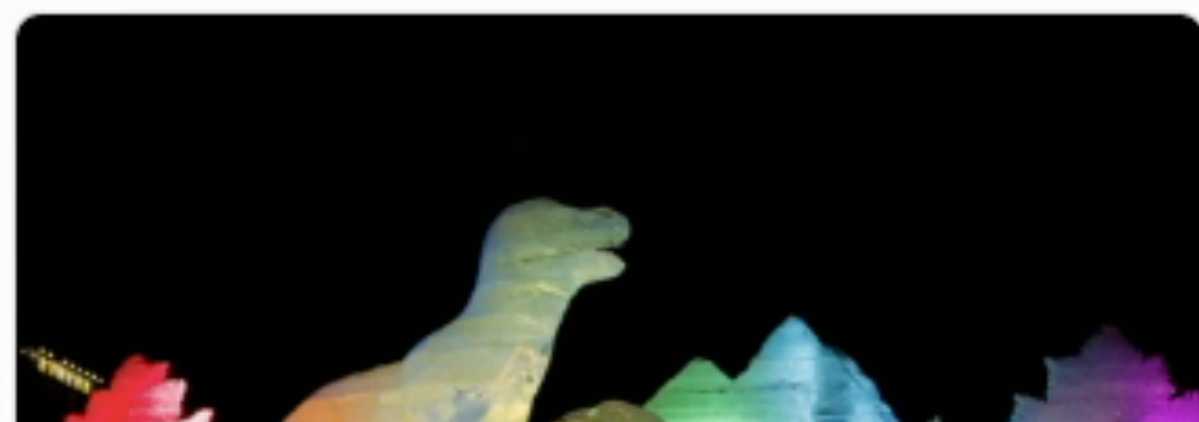


👍 6 ❤️ 4 😊

**Abdi** 12:15 PM

Highest recommendation: The annual Snow Festival in Sapporo, Japan should be high on your bucket list. Typically held in first week of February. It's a magical experience where the city transforms into a snowy wonderland filled with life-size—and often much larger-than-life—sculptures carved entirely from snow and ice. From intricate replicas of famous landmarks to beloved characters and historical heroes, the craftsmanship is absolutely mind-blowing. The atmosphere is festive, with lights, food stalls, and live performances adding to the charm. It's not just a festival—it's a celebration of winter creativity and culture like no other. (edited)

4 files ▾





# BUS-217: Spring 2025

*Getting from a startup idea to a launch-ready venture.*

- [Other Reading](#)
- [Resources](#)
- [LinkedIn Group](#)
- [Slack Workspace](#)
- [Support Alums!](#)

The Launch Path Canvas				
Problem	Solution	Why it matters	How it works	Business Model
Who is the target market?	What is the value proposition?	Why is this a problem?	How does it work?	How will you make money?
What is the market size?	What are the key features?	Why is this a problem?	How does it work?	How will you make money?

- [Week 1: Listen to the Waves.](#)
- [Week 2: Build something people want.](#)
- [Week 3: Draw the landscape.](#)
- Week 4: Design an engine of growth.
- Week 5: Engineer an economic model.
- Week 6: Develop a capital strategy.
- Week 7: Frame a funnel.
- Week 8: Become a master storyteller.

## Support BUS-217/219 Alums!

Here are some BUS-217 and BUS-219 alums that you can help out by supporting their ventures and spreading the word!

### [Rejuvenated Knives](#)

Founded by Martin Kalberer, Rejuvenated Knives will pick up your kitchen knives, sharpen them better than brand-new, and return them to your doorstep. BUS-219 students will receive a 50% discount by entering in the comments section the secret promo code **Tacos4Me**.

### [CogoCity.com](#)

Founded by Tanya Lipovich, CogoCity is on a mission to provide students with a platform where they can find paid projects, volunteer opportunities, and part-time jobs within their local communities. Our platform allows students to explore job opportunities in various industries, gain hands-on experience, or even start their own businesses by offering skills and services they already possess—such as music, delivery, tutoring, and more.

### [CallCradle](#)

CallCradle provides businesses with an AI-powered Call Assistant that answers phone calls, provides company information, schedules meetings, and guides customers toward taking action—all with the goal of generating high-quality leads for your business. CallCradle AI is fully trainable and acts as a 24/7 assistant, helping your business operate more efficiently and thrive.

### [Helper Genie](#)

[Namrata Arora](#) has founded this platform for finding household help such as nannies, cooks, etc. Initial focus is serving South Asian families in Silicon



# BUS-217: Spring 2025

*Getting from a startup idea to a launch-ready venture.*

- [Other Reading](#)
- [Resources](#)
- [LinkedIn Group](#)
- [Slack Workspace](#)
- [Support Alums!](#)

The Launch Path Canvas				
Problem	Solution	Why it matters	How to build it	How to sell it
What is the problem you are solving?	What is your solution?	Why is this problem important?	How will you build your solution?	How will you sell your solution?
What is your target market?	Who are your customers?	What is your value proposition?	What is your business model?	What is your revenue model?

- [Week 1: Listen to the Waves.](#)
- [Week 2: Build something people want.](#)
- [Week 3: Draw the landscape.](#)
- Week 4: Design an engine of growth.
- Week 5: Engineer an economic model.
- Week 6: Develop a capital strategy.
- Week 7: Frame a funnel.
- Week 8: Become a master storyteller.

Here are some benefits that BUS-217 students receive, as well as a list of free (and nearly free) resources every startup founder should be aware of.

## AWS Activate

BUS-217 students receive a variety of free benefits from AWS, including [AWS Cloud credits](#), [AWS Business Support](#) credits, exclusive members-only offers, and access to the [Activate Console](#) to help build and grow their businesses.

- \$5,000 in AWS Activate Credits valid for 2 years
- 1 year of AWS Business Support (up to \$1,500).

Our Activate Provider Organization ID (Org ID) is: **0rU79**. You should enter this Org ID into the [Activate Portfolio application form](#) when applying for AWS Activate. **Note: this Org ID is a case sensitive, unique identifier that should not be shared publicly.** You can [see full instructions here](#).

## Notion

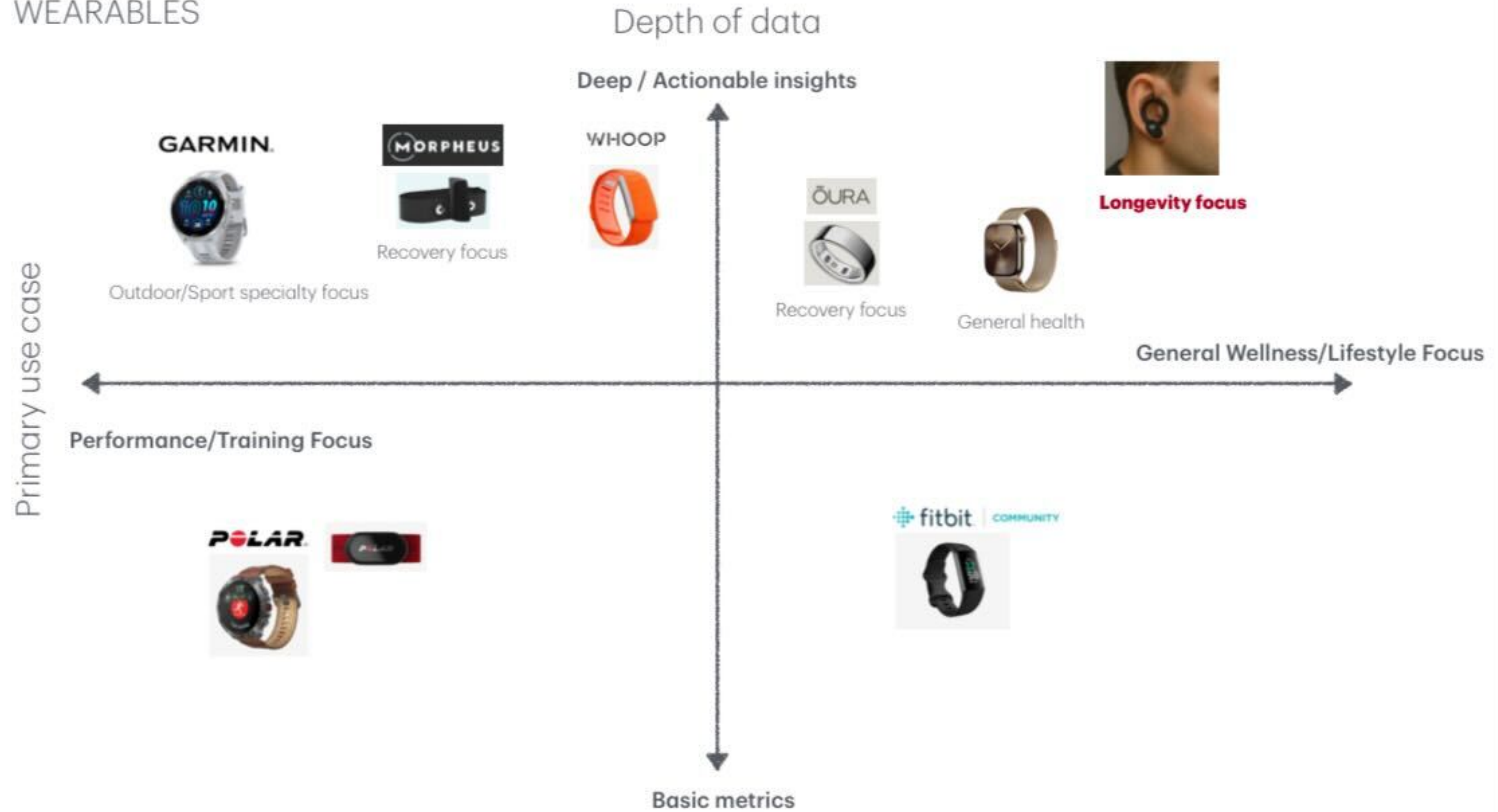
BUS-217 students get up to six months on the **Business Plan with unlimited AI** — \$12,000 value. Must be a Notion user, new to a paid plan. Go to this special link: [ntn.so/4thly](https://ntn.so/4thly)

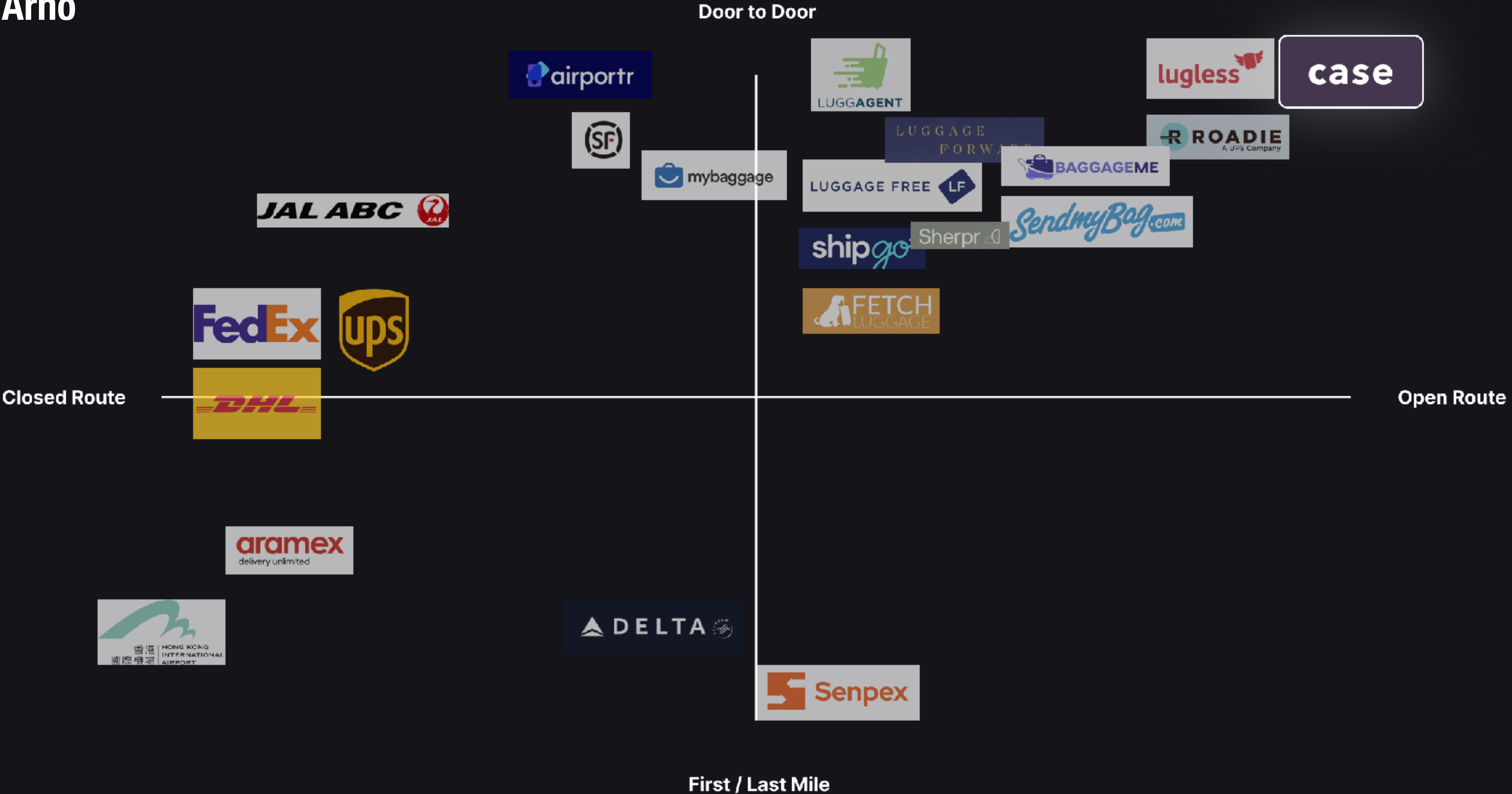
# Assignments for this week:

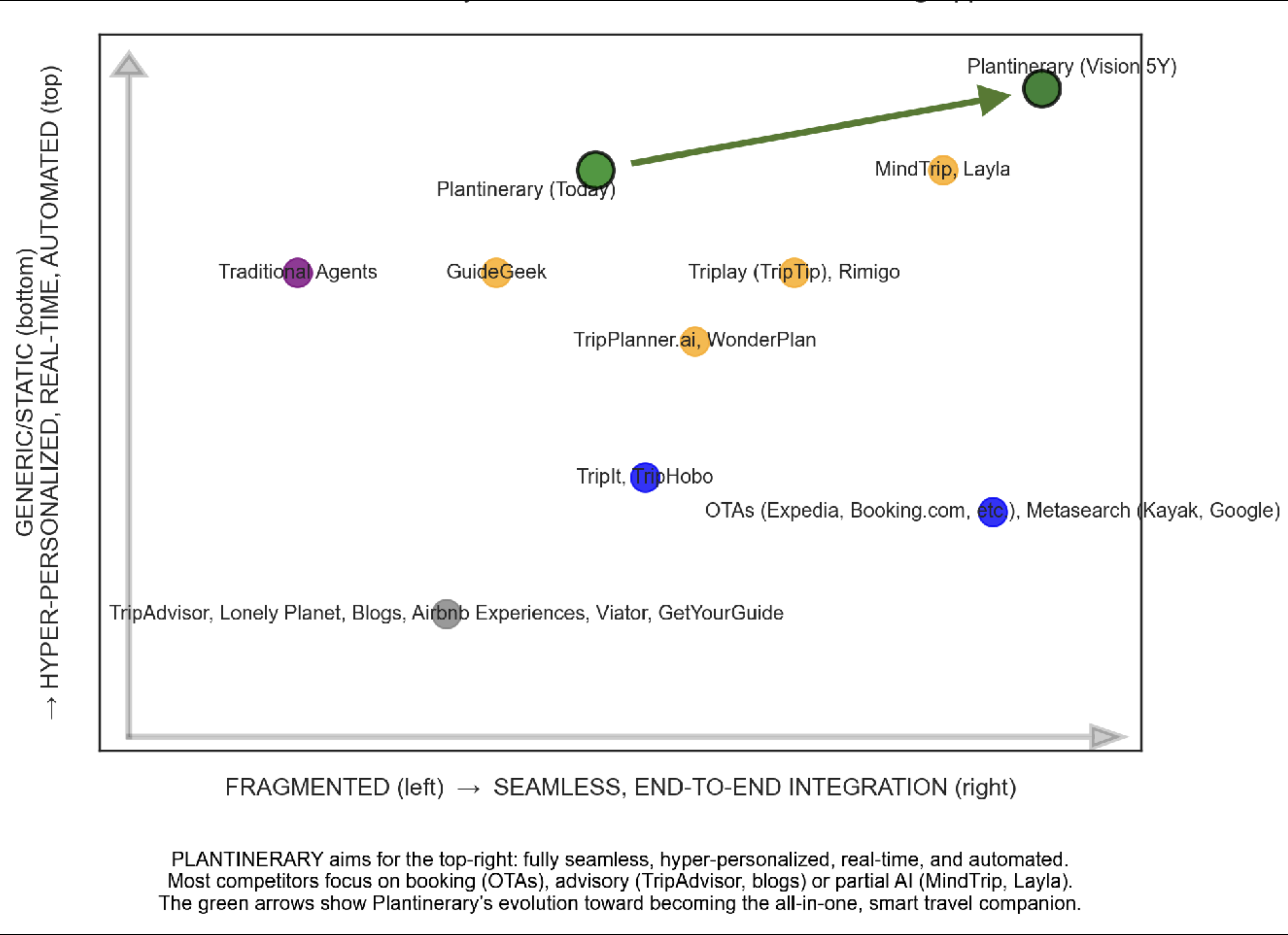
In the **#canvas** channel, post your Launch Path Canvas. This is just a draft for now, so don't worry about getting it all right (and don't worry about the economics box yet).

In the **#social** channel, tell us what clears your head. Running a startup is hard, so when you need to clear your head do you go for walk, a bike ride, treat yourself to a spa treatment, or?

## HEALTH TRACKING WEARABLES







A lush green field with white daisies and trees in the background. The scene is a vibrant, natural landscape with a mix of green foliage and white flowers. The text is overlaid on this background.

**Optional Zoom Side Session  
This Saturday, 10am.**

# **Nonprofits, NGOs, and Social Ventures.**

**Probably 90% of what we cover in this course is just as applicable to impact-first startups. In this optional side session we'll discuss the 10% that is different: sources and structures of capital, legal entities, and impact model.**

**I'll put a calendar invite and Zoom link in my recap email to you this evening.**



**Michael Cummings** 1:24 PM



I learned more than expected by doing this. And as usual, the learning is the most important outcome (not the artifact itself).

There are number of competitive analysis plots that, after a good back and forth convo, GPT says VCs should find (have found) useful, specific to my (health/wellness) space. Here's one, to not miss the deadline (I hope haha). Highly saturated, but low differentiated, market: (edited)

Differentiation vs. Market Saturation - Nootropic Product\_ APL's Competitive Advantage in a Crowded Market<sup>®</sup>.jpg ▼



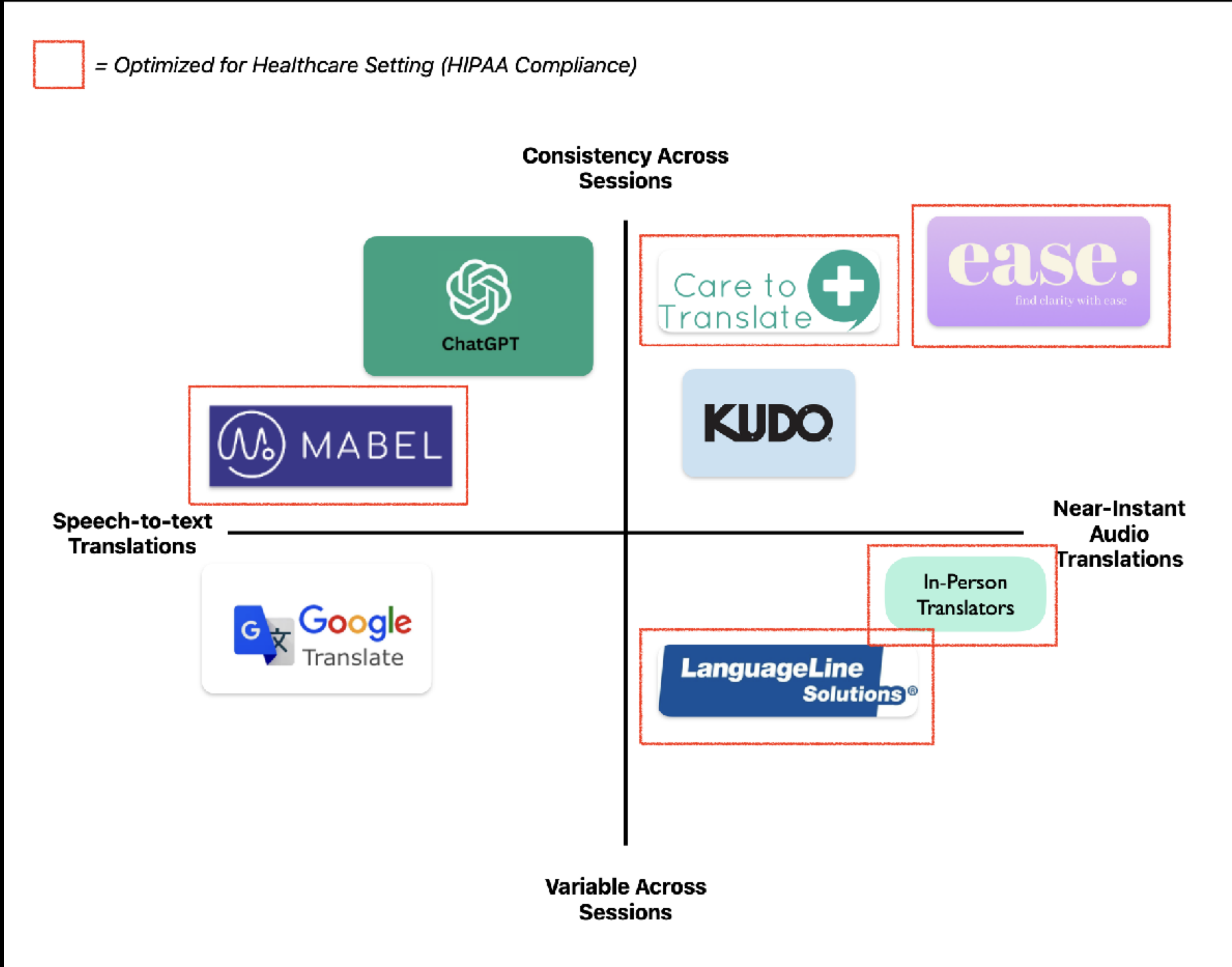
# Jonathan and Phoebe

**Problem Statement:**

Healthcare professionals spend 20% more time per visit with patients where English is not their first language. Staff want to see more patients per day, but existing translation tools are expensive, time-consuming, and unreliable.

**Solution Statement:**

Ease reduces time spent on language barriers by instantly translating conversations into a patient's native language and simplifies complex medical jargon into simple, clear terms.





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Saturday, May 10, 2025

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