

# Designing New Venture Operations

(Acquiring, Organizing, Managing Resources)

Notes on *Advantaged* New Technology Venture's Business Plan Creation Topics

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## From Business Concept/Model to Operations Design

- What is your Value Proposition?
- What is your chosen “Sustainable Competitive Advantage” and “Distinctive Competency”?
- What is your resulting Business Model? \*given items 1 & 2 above\*  
See: Originating Your Business Model Type, and  
Business Summary statement for Description of your Business Model
- Given your Market and industry research, What are your answers to the following:
- What is your chosen industry’s Generic “Value Chain”
- How does your research suggest that That Value chain will alter over time?
  - (1) CSF results you face in the sectors you face? How do you plan to address these?,
  - (2) Competitive landscape?, and ,
  - (3) Strategic Options (Premium, Low cost, niche)?,
- Based on your research, What is the standard major competitor operations configuration ?

## On Deciding “What to Keep” and “What to Contract out”

## What Patents Don't Do ?

### Generally

- Patent is “ a *legal right* to exclude others from practicing a technology when you *own* a patent that covers that technology”

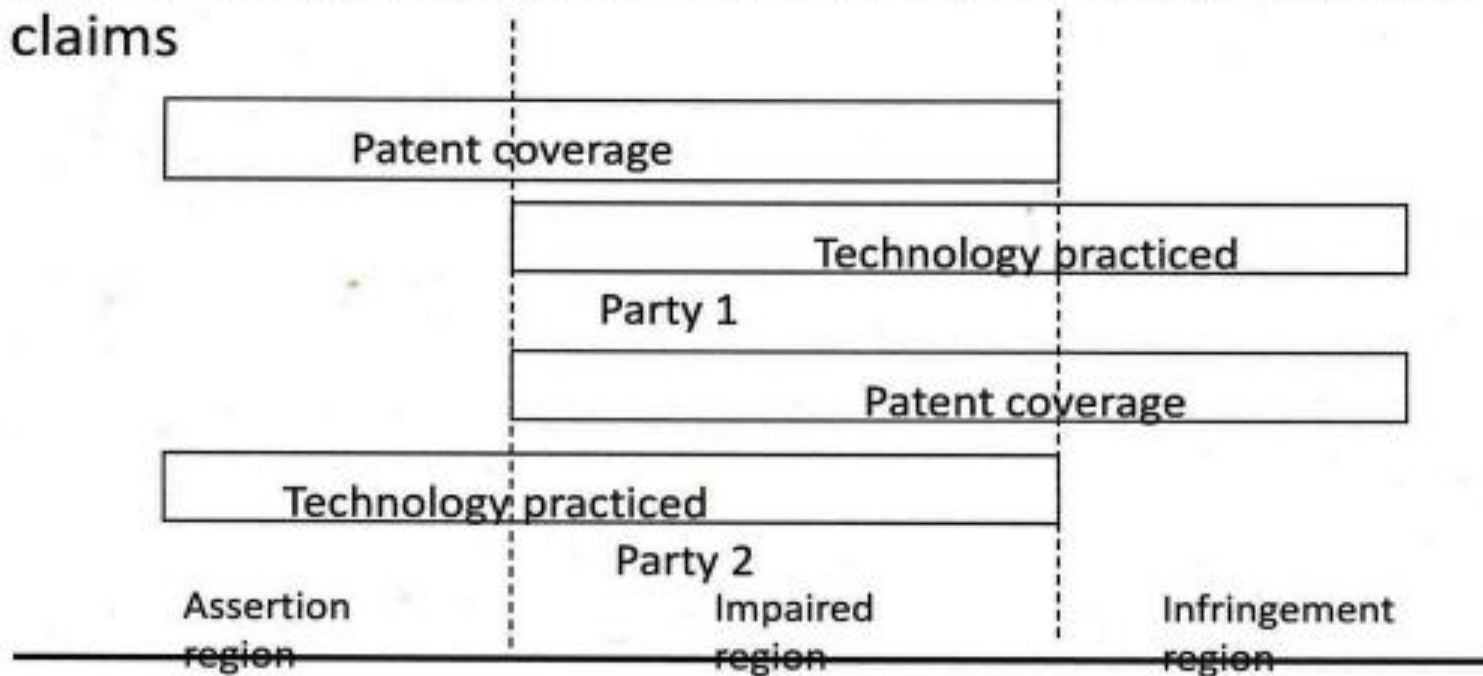
-- Chesbrough 2006 pg 84.

### What They don't do

- Patents do NOT directly protect Technologies
- Patents MAY cover aspects of a technology that are embodied in a product;

-- ibid, pg 82

## Complex technology alignment when two parties have conflicting Patent claims

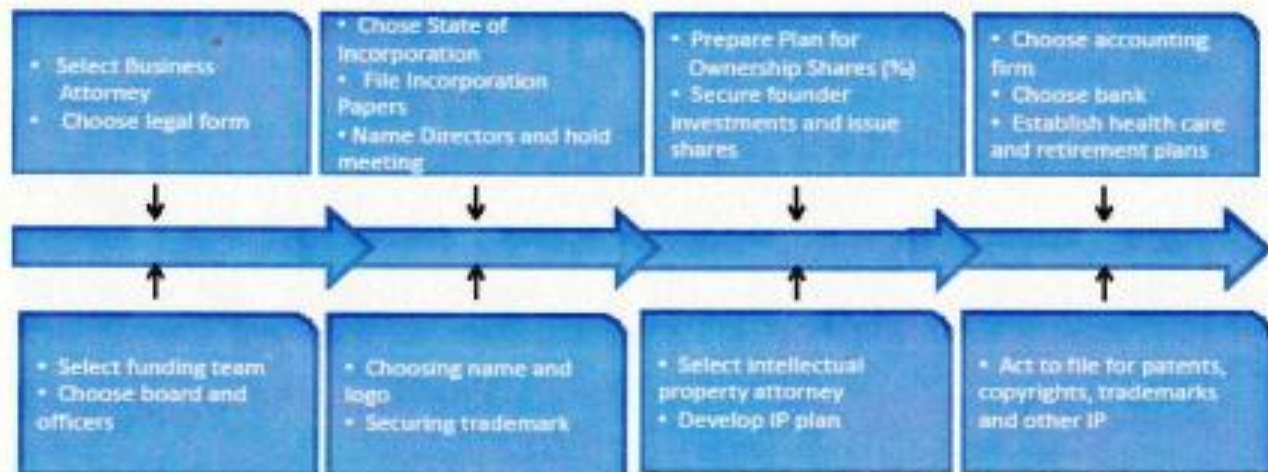


Source: See Figure 4-2 in Chesbrough (2006) pg 84

## Technology Ventures'

### New Firm Form and Strategic IP Mgt Decisions Event Timeline

- Legal Form of the Firm, Logo/Trademark, IP Strategy Formulation, R&D Organization



Source: Figure 10.1, Dorf and Byers (2007), pg 226,