



Course: Startup

Instructor: Adel MOUSSAOUI

Bachelor program L3-SI

TODAY: Intrapreneurship & Business creation



What We'll Cover in 90 Minutes:

- **Part 1: The Intrapreneur (The Corporate Innovator)**
 - Defining the Intrapreneurial Mindset
 - The Process: From Idea to Implementation
 - Strategies for Gaining Support and Managing Risk
- **Part 2: The Business Creation Process**
 - The Systematic Journey from Idea to Entity
 - Key Levers for De-risking a New Venture
 - How This Fits with Upcoming Deep Dives
- **Outcome:** You will understand the foundational process of innovation and business creation, preparing you for detailed courses on marketing, finance, and strategy.

Part 1: What is an Intrapreneur?

Definition: An **intrapreneur** is an employee who acts like an entrepreneur within a large organization, driving innovation and creating new value from the inside.

- They are the "startup founders" within the corporate walls.
- **Key Trait:** They are **change agents** who focus on impact, not just job descriptions.

The Intrapreneur vs. The Entrepreneur:

Intrapreneur:

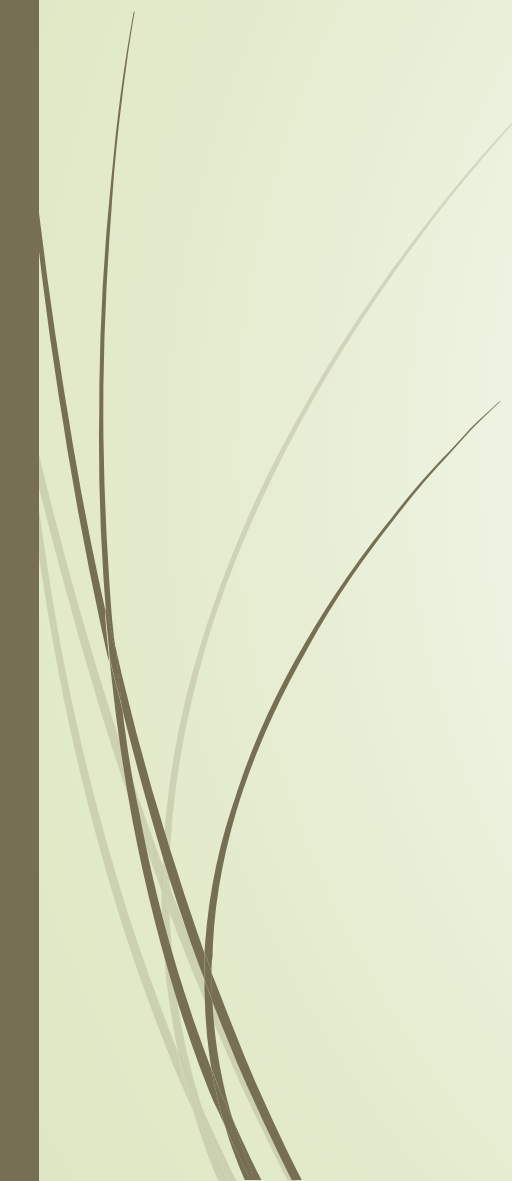
- Leverages company resources
- Operates within an existing culture
- Builds on an existing brand
- Owns the impact, not the equity

Entrepreneur:

- Seeks external funding
- Creates a new culture
- Builds a new brand from scratch
- Owns the company and equity



The Intrapreneurial Mindset: 5 Key Characteristics

1. **Resourcefulness Over Resources:** Masters the art of doing more with less. They bootstrap projects and find creative ways to test ideas without a formal budget.
 2. **Bias for Action:** Prefers to launch a "good enough" pilot than to wait for a perfect plan. They believe in **learning by doing**.
 3. **Politically Savvy:** Understands the informal org chart. They know how to build alliances, identify decision-makers, and navigate bureaucracy.
 4. **Embrace of Calculated Risk:** Not afraid to fail, but de-risks ideas through small experiments. They ask for forgiveness, not permission.
 5. **Customer-Obsessed:** Focuses on solving real problems for the company's customers (internal or external), using data and direct feedback as their guide.
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The Intrapreneurial Process: A 4-Step Framework

A continuous cycle for managing innovation:

1. **IDENTIFY:** Spot the Opportunity

- Look for customer pain points, process inefficiencies, or new technological trends.
- *Tool:* "Jobs to Be Done" Framework: "What progress is our customer trying to make?"

2. **PITCH:** Sell the Vision

- Frame your idea in terms of business value (revenue, cost savings, customer satisfaction).
- *Tool:* Create a simple 1-page business case.

3. **PROTOTYPE:** Build to Learn

- Create a minimum viable product (MVP) or pilot to test your core hypothesis.
- *Goal:* Gather data to prove (or disprove) your idea.

4. **SCALE:** Integrate and Grow

- Hand over the validated project to the core business units.
- Document the process and share the learnings.



Case Study: Gmail (Google)

- **The Intrapreneur:** Paul Buchheit, a developer at Google.
- **The Opportunity:** Frustration with existing slow, clunky email clients that had limited storage.
- **The Intrapreneurial Journey:**
 1. **IDENTIFY:** The need for fast, searchable, web-based email with ample storage.
 2. **PITCH:** Started as an unofficial "20% time" project, gaining traction internally.
 3. **PROTOTYPE:** Built the first version in a single day, then iterated for internal use.
 4. **SCALE:** Launched as an invite-only beta, creating massive demand. It's now a cornerstone of Google's workspace.
- **The Result:** A product used by billions, which became a critical platform for Google Accounts and its ecosystem.



How to Become an Effective Intrapreneur

Actionable Strategies:

- **Start Small, Think Big:** Begin with a low-risk, high-impact project to build credibility.
- **Build Your Coalition:** Find a mentor, an executive sponsor, and a small, passionate team.
- **Speak the Language of Business:** Always frame your idea around **ROI, Cost Savings, or Market Share**.
- **Manage Upward Proactively:** Communicate progress and setbacks regularly to manage expectations.
- **Celebrate Learning, Not Just Success:** Frame "failures" as valuable learning experiments that save the company money.



The Business Creation Process

- **Business creation is a structured process, not a single event.** It's a journey of de-risking an idea until it becomes a sustainable entity.
- **The Business Creation Path:**
Idea -> Validation -> Planning -> Legal Formation -> Launch -> Growth
- **This process applies to a tech startup, a small consulting firm, or an e-commerce store.** The upcoming courses will dive deep into the "Planning" and "Launch" phases



The Foundation: Problem/Solution Fit

Before you build anything, you must answer two questions:

1. The Problem:

- "What is the specific, painful, and underserved problem I am solving?"
- "Who has this problem most acutely? (Your Early Adopters)"

2. The Solution:

- "What is my unique approach to solving this problem?"
- "How is it 10x better, cheaper, or faster than the current alternatives?"

Your first goal is to find evidence that you have Problem/Solution Fit.

Validating Your Business Idea

How to Test Your Idea Before Major Investment:

➤ Talk to Potential Customers:

- Don't ask "Do you like my idea?" Ask about their past behaviors and current frustrations.
- *Good Question:* "Tell me about the last time you faced this problem. What did you do about it?"

➤ Build a Minimum Viable Product (MVP):

- The simplest version of your product that lets you complete one learning loop.
- **Tech Examples:**
 - **Concierge MVP:** Manually provide a service that looks like software (e.g., you are the "AI" analyzing data).
 - **Wizard of Oz MVP:** Fake the backend automation (users think it's an app, but you're processing requests manually).
 - **Landing Page MVP:** A fake website for a product to gauge interest and collect emails.



The Lean Canvas: Your 1-Page Business Plan

Forget a 40-page document. Use this 9-box model to map your initial hypothesis.

1. **Problem:** Top 3 problems you solve.
2. **Solution:** Top 3 features.
3. **Key Metrics:** How you measure success.
4. **Unique Value Prop:** Your compelling message.
5. **Unfair Advantage:** Something that can't be easily copied.
6. **Customer Segments:** Your target users.
7. **Channels:** How you reach customers.
8. **Cost Structure:** Your major costs.
9. **Revenue Streams:** How you make money.

*This is the strategic blueprint you will expand into a full **Business Plan** later.*





Choosing a Business Model

How Will You Make Money? Common Revenue Models:

- **Subscription (SaaS):** Recurring revenue for ongoing access (e.g., Netflix, Slack).
- **Transaction Fee:** Take a cut of each sale you facilitate (e.g., Airbnb, App Store).
- **Marketplace:** Connect buyers & sellers; charge both sides (e.g., Uber, Fiverr).
- **Freemium:** Free basic service, pay for premium features (e.g., Dropbox, Zoom).
- **Usage-Based:** Customers pay for what they use (e.g., AWS, Twilio).

Your Choice Affects Everything: Your **marketing** strategy, your **financial** projections, and your **legal** structure.



The Core of Viability: Unit Economics

The Most Important Math You'll Do:

- **LTV (Customer Lifetime Value):** The total revenue you expect from an average customer over their lifetime.
- **CAC (Customer Acquisition Cost):** The total cost of sales and **marketing** to acquire a new customer.

The Golden Rule: LTV must be $> 3x$ CAC

- If $LTV < CAC$, you are losing money on every customer and your business is not viable. This is a core part of your **financial analysis**.



Case Study: Dropbox

1. **The Problem:** People needed easy, reliable file syncing across devices. Files were stuck on single machines or required complex tools.
2. **The Validation:** Instead of building the full sync engine, founder Drew Houston made a **simple video MVP**. It demonstrated the product's value proposition and drove sign-ups for a beta waiting list from thousands of people.
3. **The Business Creation:**
 - **MVP:** A video (Validation)
 - **Business Model:** Freemium (Business Model)
 - **Marketing:** Viral referral program (Marketing)
 - **Funding:** Raised capital based on proven demand (Financial Analysis)
4. **The Result:** Validated a massive market need with minimal initial product development.



Key Success Levers in Business Creation

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1. **Team:** A balanced team with complementary skills is more important than a perfect idea.
 2. **Execution:** Ideas are worthless without flawless execution. **Be a doer.**
 3. **Customer Focus:** Obsess over your customers, not your competitors. The foundation of **marketing**.
 4. **Adaptability:** Be prepared to **pivot** (make a fundamental change to your business model) based on what you learn.
 5. **Financial Prudence:** Manage your **burn rate** (monthly spending) carefully. This will be critical for your **financial analysis**.



Intrapreneur vs. Business Creator

Which Path is For You? It's a Spectrum, Not a Binary Choice.

Factor	Intrapreneur	Business Creator
Risk	Lower (salary, resources)	Higher (personal investment)
Resources	High (budget, team, brand)	Low (bootstrapping, fundraising)
Impact Speed	Slower (bureaucracy)	Faster (autonomy)
Reward	Career advancement, bonus	Potential for high equity/financial gain
Ideal For	Those who love impact but prefer a safety net	Those with high risk tolerance and a need for autonomy



Bridging the Two Worlds

- **The skills are transferable. The mindset is the same.**
- **An intrapreneur** is training to be a business creator by managing projects, resources, and stakeholders.
- **A business creator** who has navigated the process brings invaluable resilience and hustle to any role.
- **The core skill is value creation**, whether you own 100% of a small venture or 0% of a massive project inside a company.



Your First Action Steps

- **Don't just listen. Act.**
- **If Intrapreneurship excites you:**
 - Identify one small process you can improve this week.
 - Find one ally in another department and discuss a shared pain point.
 - Schedule a 15-minute meeting with your manager to propose a tiny experiment.
- **If Business Creation calls you:**
 - Write down your business idea using the Lean Canvas.
 - Talk to 3 potential customers *this week*.
 - Build a simple, non-technical MVP (a landing page, a manual service).



Key Takeaways & Look Ahead

- You don't need a C-title or a founder's equity to be an innovator.
- **Intrapreneurship** is about driving change from within by being resourceful, action-oriented, and politically smart.
- **Business Creation** is a systematic process of validating a problem and finding a sustainable business model.
- **This course provided the map.** The upcoming sessions will give you the detailed tools for the journey:
 - **The Business Plan:** Expanding your Lean Canvas.
 - **Marketing:** Finding and acquiring customers.
 - **Financial & Legal Analysis:** Building a viable and compliant structure.
 - **Development Strategies:** Planning for growth.



Q&A & Thank You

- **Resources to Explore:**

- **Books:** *The Lean Startup* (Ries), *The Innovator's Dilemma* (Christensen)
- **Podcasts:** *How I Built This*, *Masters of Scale*
- **Tools:** Lean Canvas, Canva (for mockups), Carrd (for landing pages)

- **Thank you for your time and energy!**

- **Now, go build something amazing.**