

Giriřimcilik



X
2024

Girişim nedir?

İçindekiler

- Eğitim Hedefleri ve Temel Kavramlar
 - Girişimcilik nedir?
 - Girişimcinin İşlevleri, Paydaşlar ve Engeller
 - Girişim Yaşam Döngüsü (Startup, Scaleup, Unicorn)
 - Yalın Girişim, İş Modeli Kanvası ve MVP
 - Büyüme (Growth) ve Yatırım Süreçleri (Fundraising)
 - Girişimcilikte Başarısızlık Yönetimi
 - Girişimcilik Sözlüğü (Jargon) ve İleri Okuma
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Eğitim Hedefleri

- Girişimci zihniyetini anlamak
- Girişimleri anlamak
- Girişimcilik ekosistemine yönelik okuryazarlık kazanmak
- Girişimlerin aşamaları
- Girişim-Kurumsal Şirket ayrımı
- Olası başarısızlık nedenleri
- İleri okumalar için öngörü kazanmak

Giriřimcilik Tarih vb

Yalın girişimcilięi kuramlařtıran

Girişimcinin işlevleri

- **Yenilik**
 - süreçte ya da üründe/hizmette
- **Risk ve belirsizlik yönelimi**
 - kumar değil, hesaplı risk
- **Örgüt kurma**
 - liderlik ve kaynak yönetimi

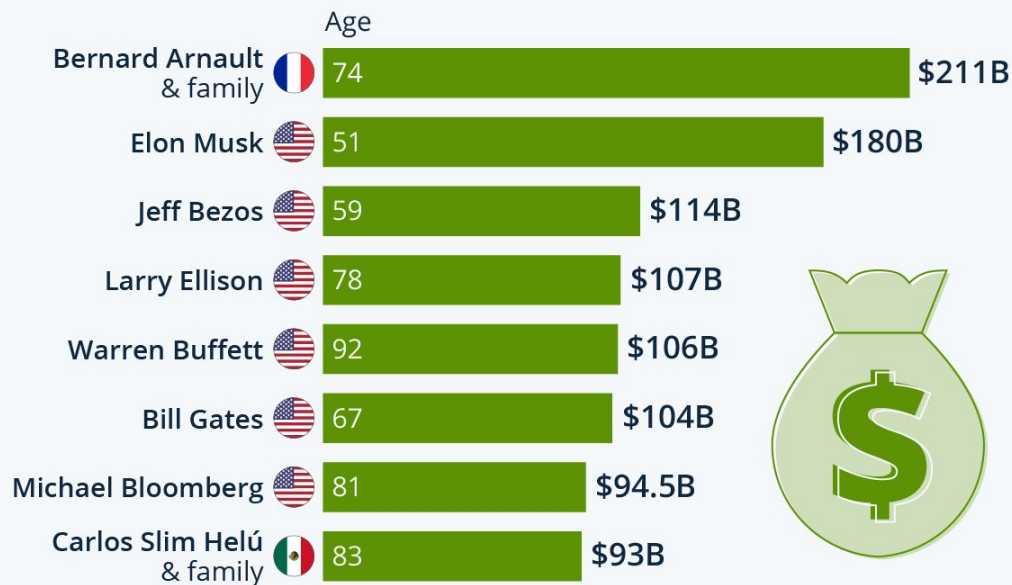
- i. Pazar fırsatlarının algılanması
 - ii. Kıt kaynaklar üzerinde hakimiyet
 - iii. Girdi satın alma
 - iv. Ürünleri pazarlamak
 - v. Bürokratlarla uğraşmak
 - vi. Firma içi insan ilişkilerini yönetmek
 - vii. Müşteri ve tedarikçi ilişkisi yönetmek
 - viii. Finans yönetimi
 - ix. Üretim yönetimi
 - x. Üretim aracının satın alımı ve kurulumu
 - xi. Endüstri mühendisliği
 - xii. Süreç ve ürün iyileştirme
 - xiii. Yeni üretim teknikleri ve ürünlerinin tanıtılması
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Barriers to Entrepreneurship

- Lack of market knowledge
- Lack of technical know how
- Lack of seed capital
- Lack of business know how
- Complacency–lack of motivation and individual spirit
- Unfavorable family ground
- Lack of Education
- Lack of attitude and training
- Influence of Gender, Caste, Custom.
- Inadequate infrastructure facilities.
- Lack of transportation and communication facilities.
- Unavailability of raw material.
- Absence of regular supply of power.
- Absence of Ideal Market conditions.
- Corruption in administration.
- Unstable state government.
- Legal constraints and regulations
- Monopoly and protectionism

The World's Richest People in 2023

Net worth of the world's richest people



* Net worths based on stock prices and exchange rates from March 10, 2023.

Source: Forbes



Termodinamik - Enerji

Zenginler çıkarmalıyız

Paydaşlar - stakeholders

- Çalışanlar
- Hissedarlar
- Tedarikçiler
- Müşteriler
- Devlet
- Ticari Birlikler ve Rakipler
- Toplum

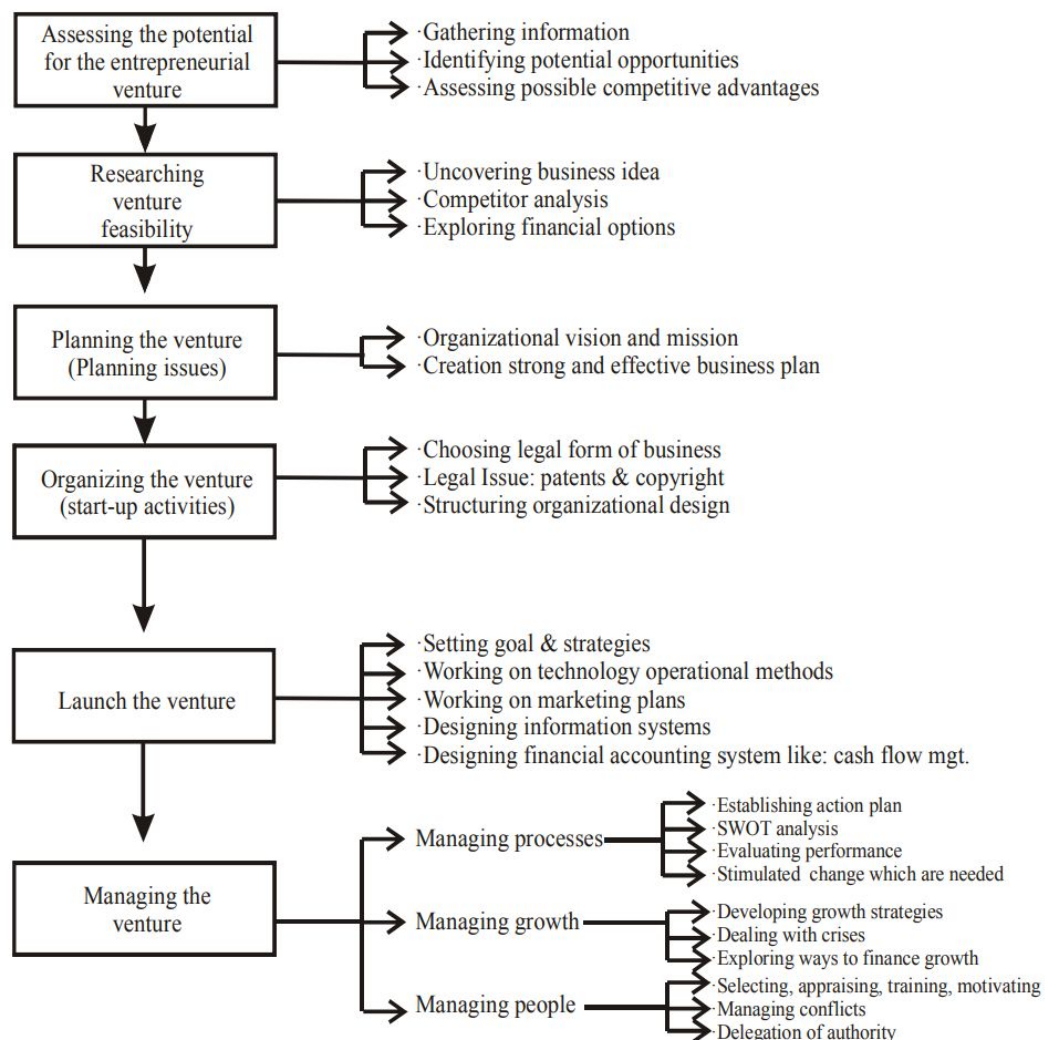


Figure 4.2 : Functions of Entrepreneurs

Yalın Girişimcilik

Startup - Scaleup - Unicorn

Startup - Scaleup - Unicorn



Problem/Solution
MVP
Traction

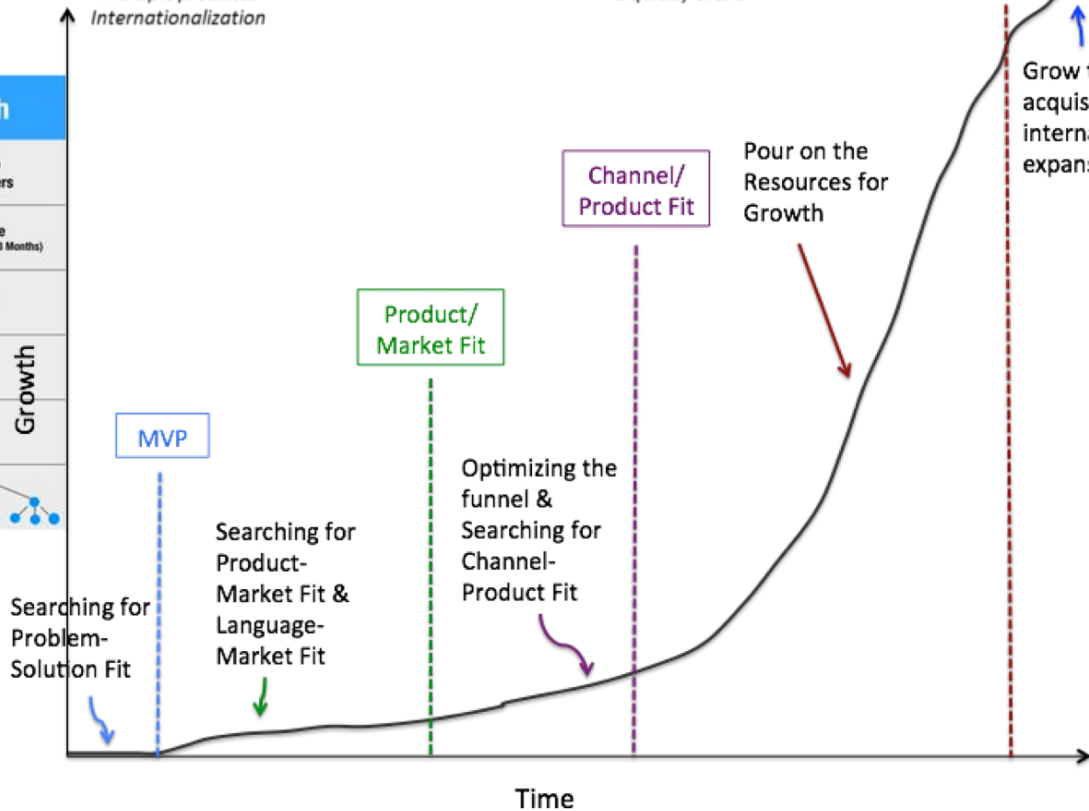
Channels expansion
Multiple products
Internationalization

Growth slows down
Liquidity event

Maturity

Grow through
acquisition &
international
expansion

	Traction	Transition	Growth
Goal	Product - Market Fit	Discovering Growth Levers	Turning Up Growth Levers
Metric	Retention	Growth Rate (CPA = LTV, Payback < 3 Months)	Growth Rate (CPA < LTV, Payback > 3 Months)
Volume	Turn On Faucet Find Steady Min Stream	Turn Up Faucet	Firehose
Channels	Experiment w/ 2- 3 In Order To Find/Focus On 1	1	1+
Optimization	Macro	Macro + Micro	Micro
Team			

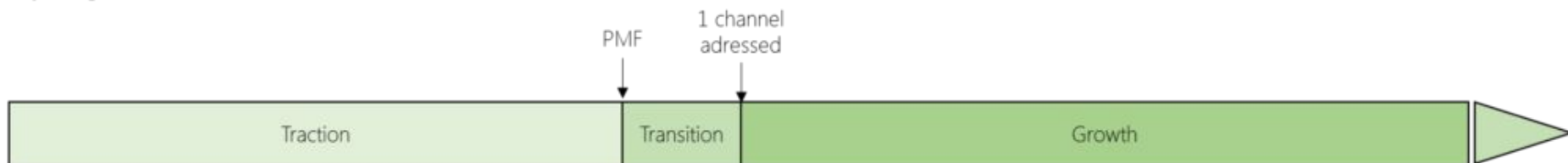




By Steve Blank



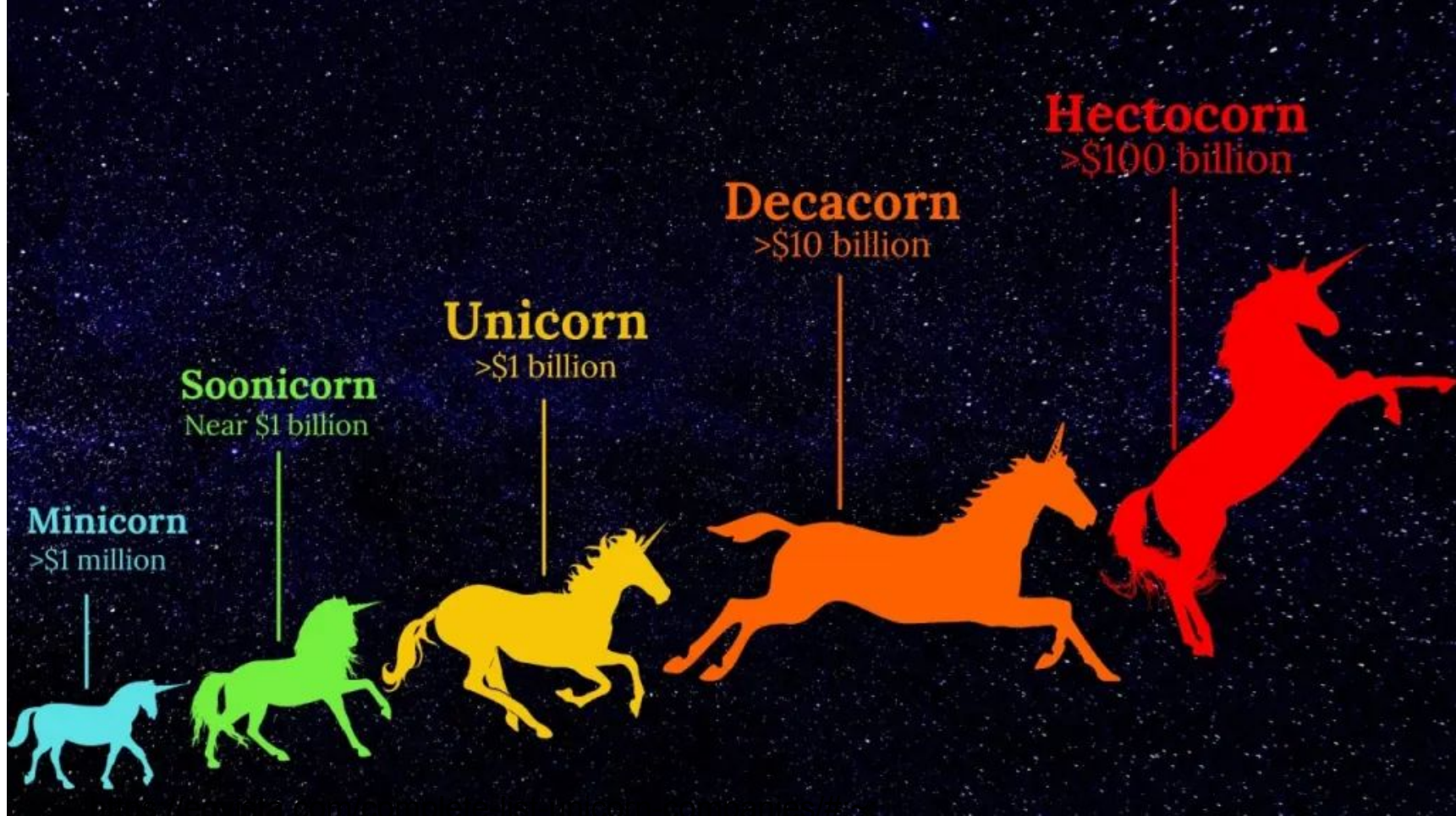
By Morgan Brown



By Brian Balfour



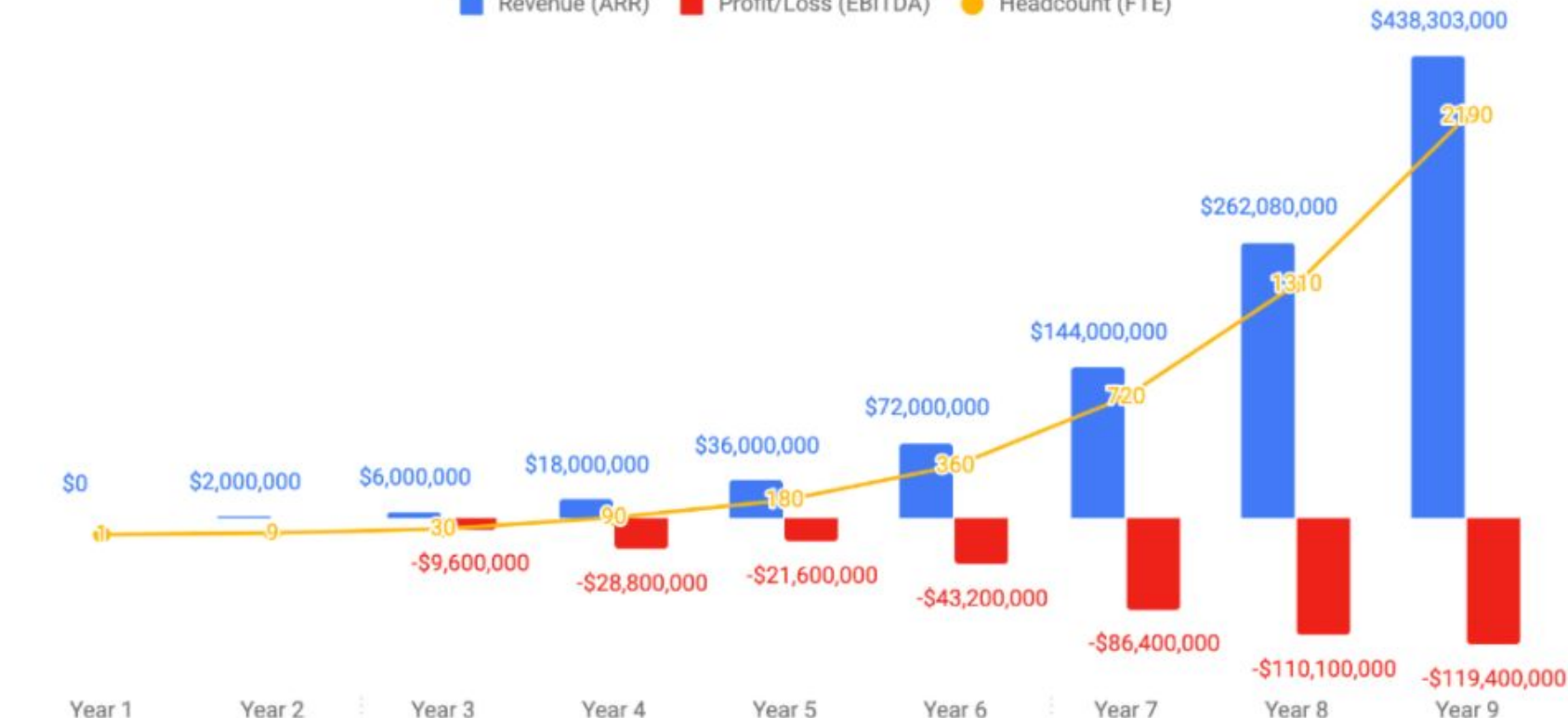
By Reid Hoffman



<https://www.potaroo.net/complete-list-unicorn-companies.html>
text=The%20top%20five%20US%20unicorns,ByteDance
%2C%20Databricks%2C%20and%20Stripe.

Roadmap to a SaaS IPO

■ Revenue (ARR) ■ Profit/Loss (EBITDA) ● Headcount (FTE)



Garage

Problem/Solution · MVP · Traction



Growth Machine

Channels expansion · Multiple products · Internationalization



Unicorn

Slow-down · Liquidity event

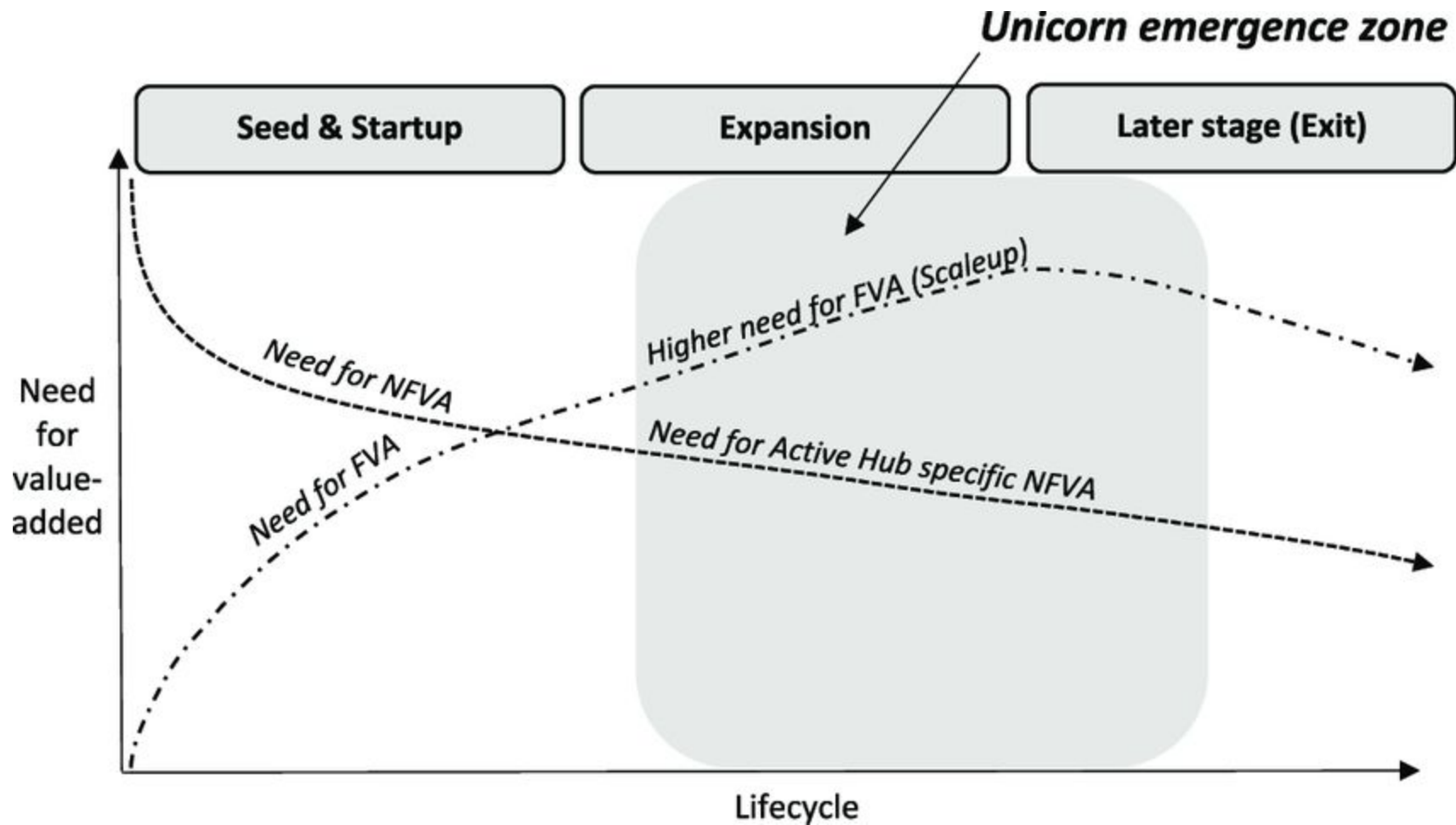
Roadmap to a SaaS IPO (by @StephNass)

Years	1	2	3	4	5	6	7	8	9
Months	12	24	36	48	60	72	84	96	108
Stage	 Garage		 Growth Machine				 Unicorn		
Key points	Problem/Solution, MVP, Traction		Channels expansion, Multiple products, Internationalization				Slow-down, Liquidity event		
Org. scale									
Headcount	1 - 9		30	90	180	360	720	1,310	2,190
Financial									
ARR growth rate	-%	-%	200%	200%	100%	100%	100%	82%	67%
Revenue (ARR)	\$0	\$2,000,000	\$6,000,000	\$18,000,000	\$36,000,000	\$72,000,000	\$144,000,000	\$262,080,000	\$438,302,592
EBITDA margin	0%	ε	-160%	-160%	-60%	-60%	-60%	-42%	-27%
EBITDA	\$0	ε	-\$9,600,000	-\$28,800,000	-\$21,600,000	-\$43,200,000	-\$86,400,000	-\$110,100,000	-\$119,400,000
Equity									
Funding	Seed	Series A	Series B	Series B+	Series B+	Series B+	Series B+/IPO	IPO	IPO
Exit	-	Acquisition	-	Acquisition	(Acquisition)	((Acquisition))	((IPO))	(IPO)	IPO
# of clients (depending on ARPA)									
\$100 -		20,000	60,000	180,000	360,000	720,000	1,440,000	2,620,800	4,383,026
\$1,000 -		2,000	6,000	18,000	36,000	72,000	144,000	262,080	438,303
\$10,000 -		200	600	1,800	3,600	7,200	14,400	26,208	43,830
\$100,000 -		20	60	180	360	720	1,440	2,621	4,383
\$1,000,000 -		2	6	18	36	72	144	262	438

SAAS FUNDING IN 2018

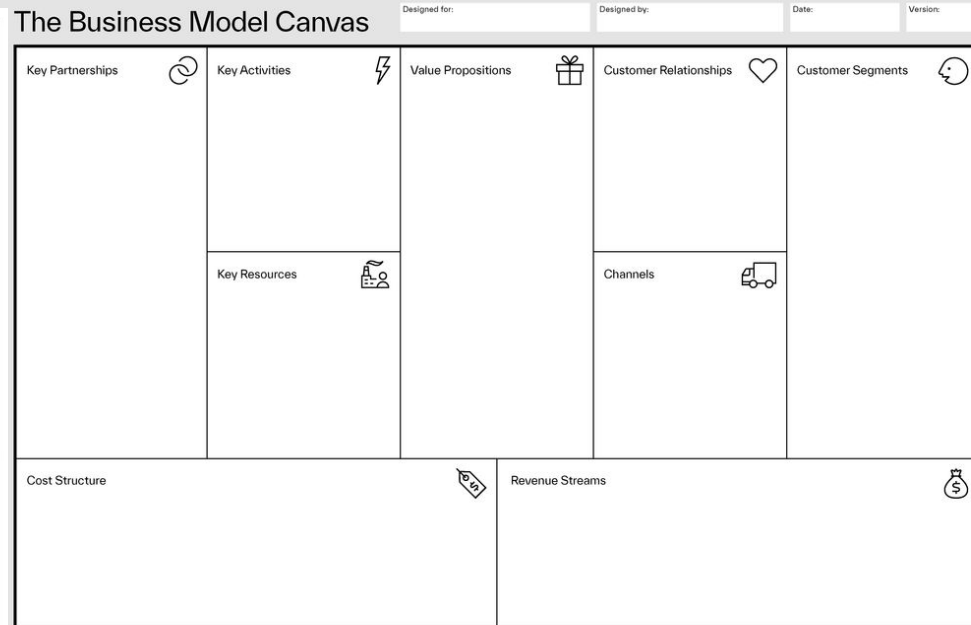


	SEED	SERIES A	SERIES B
ARR	~ \$0.1M	~ \$1-1.5M	~ \$5M
ARR GROWTH (y/y)	—	~ 3x	~ 2.5-3x
VALUATION	~ \$5-7M	~ \$15-25M	~ \$40-100M
ROUND SIZE	~ \$1-2M	~ \$5-10M	~ \$10-30M



Yalın İş Kanvası - Business Model Canvas

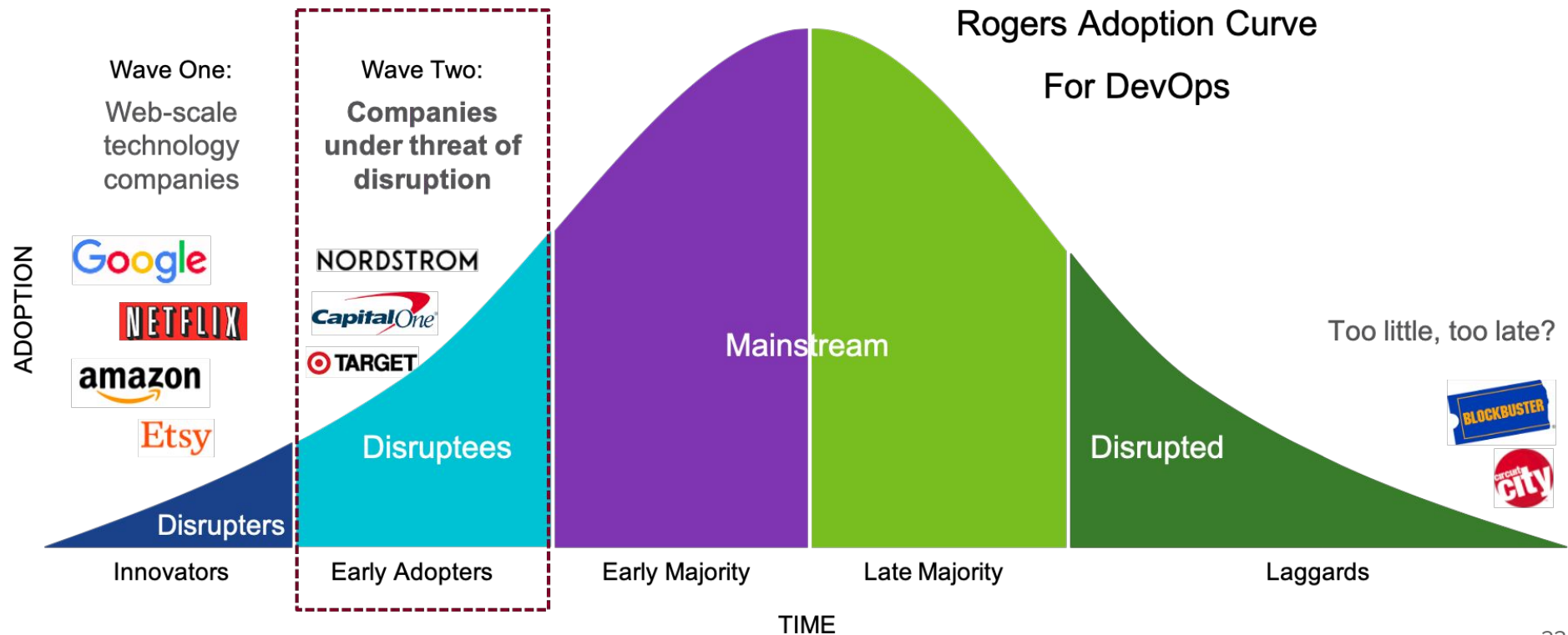
PROBLEM Top 3 problems 1	SOLUTION Top 3 features 4	UNIQUE VALUE PROPOSITION Single, clear, compelling message that states why you are different and worth buying 3	UNFAIR ADVANTAGE Can't be easily copied or bought 5	CUSTOMER SEGMENTS Target customers 2
	KEY METRICS Key activities you measure 8		CHANNELS Path to customers 9	
COST STRUCTURE Customer Acquisition Costs Distributing Costs Hosting People, etc. 7			REVENUE STREAMS Revenue Model Lifetime Value Revenue Gross Margin 6	



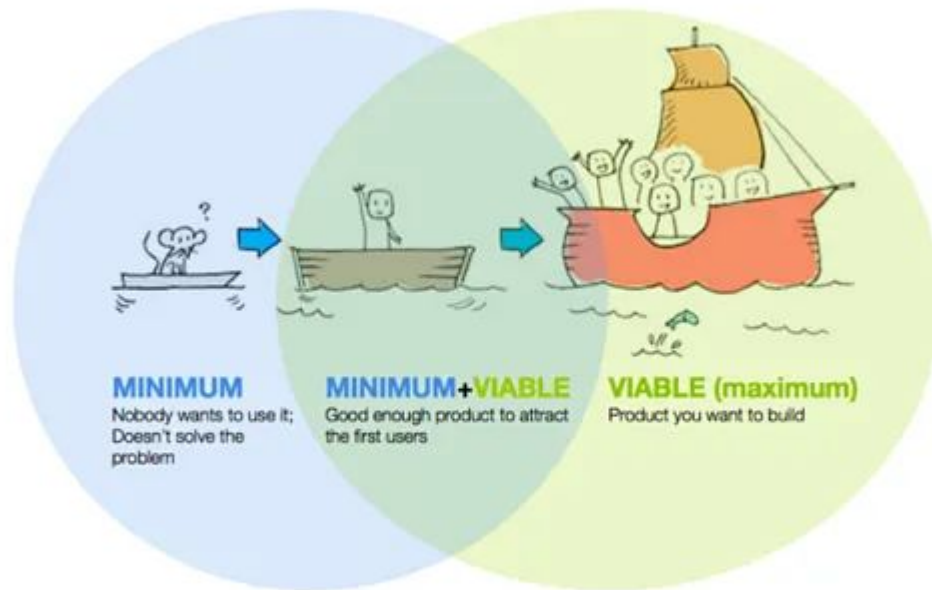
Sorun

Çözüm önerisi

Benimseme türleri



MVP



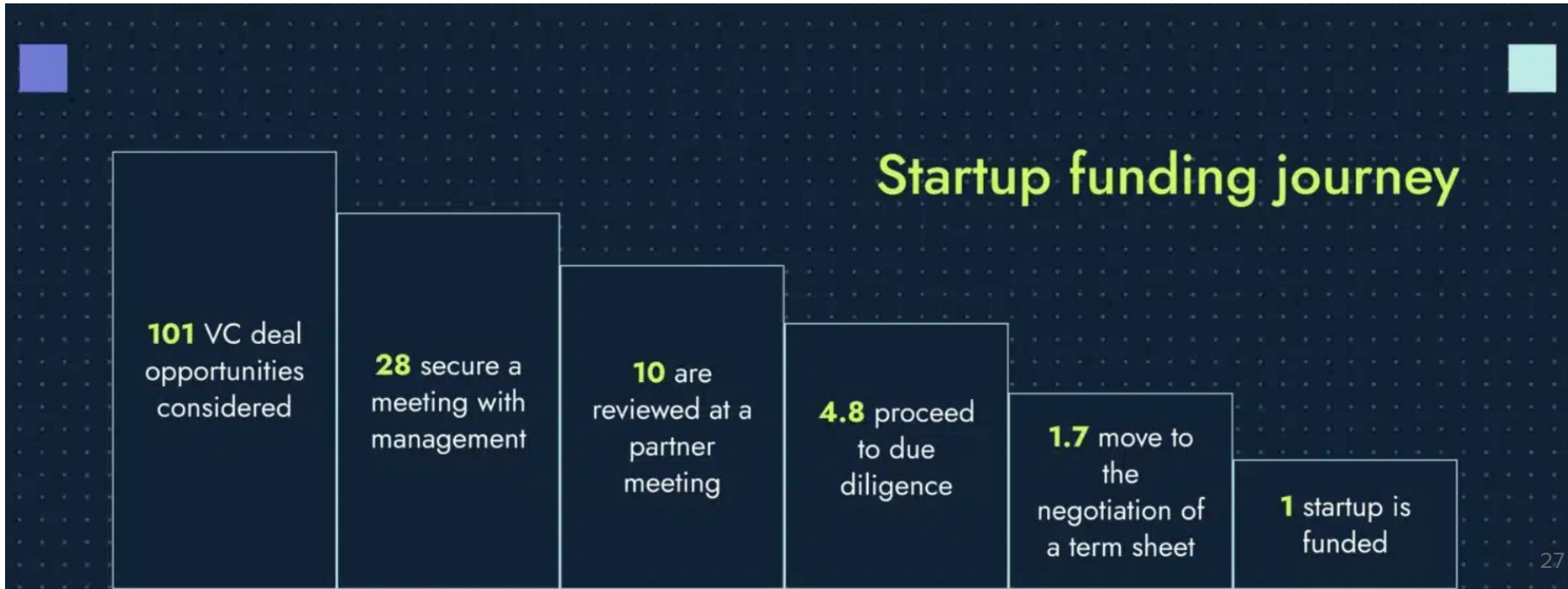
Growth - Büyüme

The growth performance is identified by the high turnover of sales, liquidity of funds, and profitability.

Büyüme performansı, yüksek satış cirosu, fon likiditesi ve karlılık ile tanımlanır.

Investment/Fundrising - Yatırım süreci

Friend & Family, Bootstrap, Pre-Seed, Seed, Serial A, Serial B, Serial C, Serial D

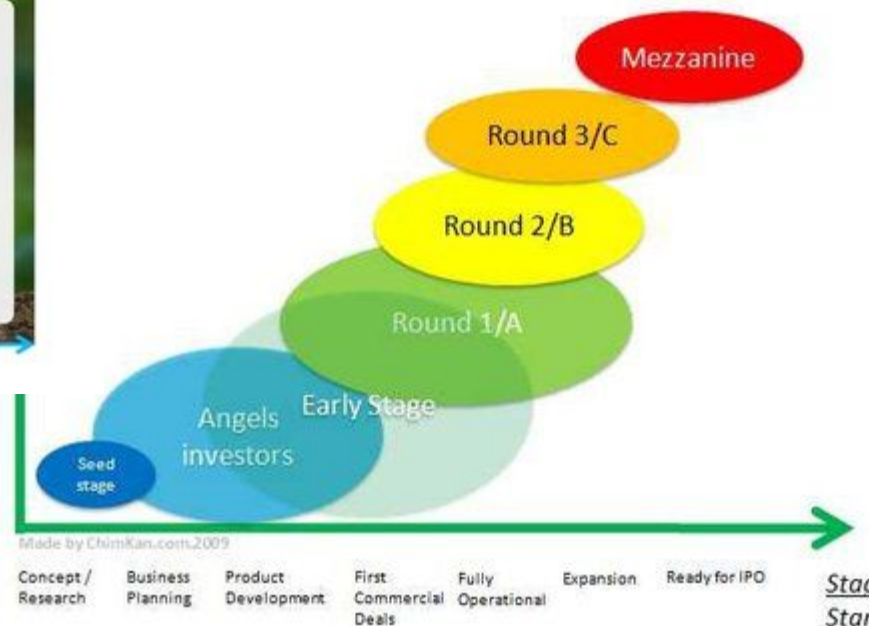


What round is this...and who should be in it?

The names and numbers keep changing



Venture Capital Investment Stages



Early-Stage Funding Cycle

Round

\$mm

+\$40

A start-up goes through several rounds of funding from various sources

30

20

15

10

5

0

Team and Idea

Pre-Seed

Seed

Series A - EUR

Series A - USA

Series B - EUR

Series B - USA

+ Series C

\$50-100K

€/ \$50-500K

€500-2mm

\$500-3mm

\$10-12mm

€7-15mm

\$25-50mm

>\$50mm

Time

Idea to Pre-Seed: 9 -12 months

Pre -Seed to Seed: 9 -12 months

Seed to Series A: 12 -18 months

Series A to Series B: +18 -24 months

Series B to Series C: +18 months



Share Ownership (x000)

typical venture-backed company

Common stock
(includes option pool)

Preferred stock

Founders	6,000	(100%)						
Seed	6,000	0	(0%)					
A round	6,000	0	2,000	(25%)				
B round	6,000	0	2,000	2,000	(20%)			
C round	6,000	0	2,000	2,000	2,000	(17%)		
Bridge	6,000	0	2,000	2,000	2,000	0	(0%)	
IPO	6,000	0	2,000	2,000	2,000	0	1,714	(13%)
% of total	☺ 44%	0%	15%	15%	15%	0%	13%	
						post-IPO shares		13,714

Happy founders

https://ip.ce.uci.edu/programs/certificate-internship-programs/accelerated-certificate-programs-acps/acp-innovation-management-entrepreneurship/?creative=613143302327&keyword=entrepreneurship%20degree&matchtype=b&network=g&device=c&gad_source=1&gclid=CjwKCAiA_tuuBhAUEiwAvxkgTkBstFFrVy29L6ZRA0hvtYtX-zbaET5FLKEPAi-YAi74HeUVvoiT-xoCV6kQAvD_BwE

Başarısızlık

Başarısızlığın sık nedenleri

- Yetersiz Finans Yönetimi
- Profesyonel ve Deneyimli Yönetim Ekibi Eksikliği
- **Zayıf Tanıtım Çalışmaları**
- Plansız Hızlı Büyüme
- Eğitimli ya da Deneyimli İnsan Gücü Eksikliği
- Uygun Bilgi Eksikliği
- **Uygunsuz Fiyat Yönetimi**
- **Güçlü İş İlişkisi Eksikliği**
- Yönetim Konusunda Görece Az Endişeli Olmak
- Dar Vizyon

Başarısızlığı yönetmek

**Elon Musk: "Starting a company
is like staring into the abyss and
eating glass."**

**"İş kurmak uçuruma bakıp
cam çiğnemeye benzer."**

Anahtar Sözcükler

- Startup-Scaleup
- Ekosistem, Teknopark/kent, Accelerator, Bank
- Unicorn: + 1 milyar \$
- Product market fit (PMF): Ürün-pazar uyumu
- PoC - proof of concept
 - MVP: Minimum valuable product
 - Product
- Break even point: başa baş noktası
- Pitch deck: Satış sunumu?
- Müşteri eğitimi
- SaaS - The Rule of 40% in SaaS, & T2D3
- *Fake it till you make it.*
- *Only dead fish go with the flow.*
- MRR-ARR: Aylık/Yıllık yineleyen gelir
- B2B, B2C, B2B2C, B2C2B:
 - İşten İşe
 - İşten Müşteriye
- EBITDA pozitif
- COGS: cost of goods sold
- Bootstrap

Başarılı Startuylar

**Bir girişime
nasıl katılıılır?**

Steve Jobs'ın Stanford Konuşması

<https://youtu.be/ZhsMRisEMsg?si=95vtmemMDCS0yd7I>

İleri Okuma

- Pitch deck: <https://www.masterclass.com/articles/pitch-deck-guide>
- <https://hbr.org/2021/03/How-Venture-Capitalists-Make-Decisions>
- [My 10 Rules to Create a Company | Elon Musk](#)
-

Yararlı Bağlantılar

- <https://www.cubeincubation.com/blog/startup-sozlugu>
- <https://www.foundersworkbench.com>
-

**"Siyasi ve askeri zaferler
ne kadar büyük olursa
olsun, iktisadi zaferle
taçlandırılmazsa,
payidar olamaz,
az zamanda kaybolur."**

MUSTAFA KEMAL ATATÜRK

(İzmir İktisat Kongresi

Sağ olun.

