



FIGURE 1: a blank copy

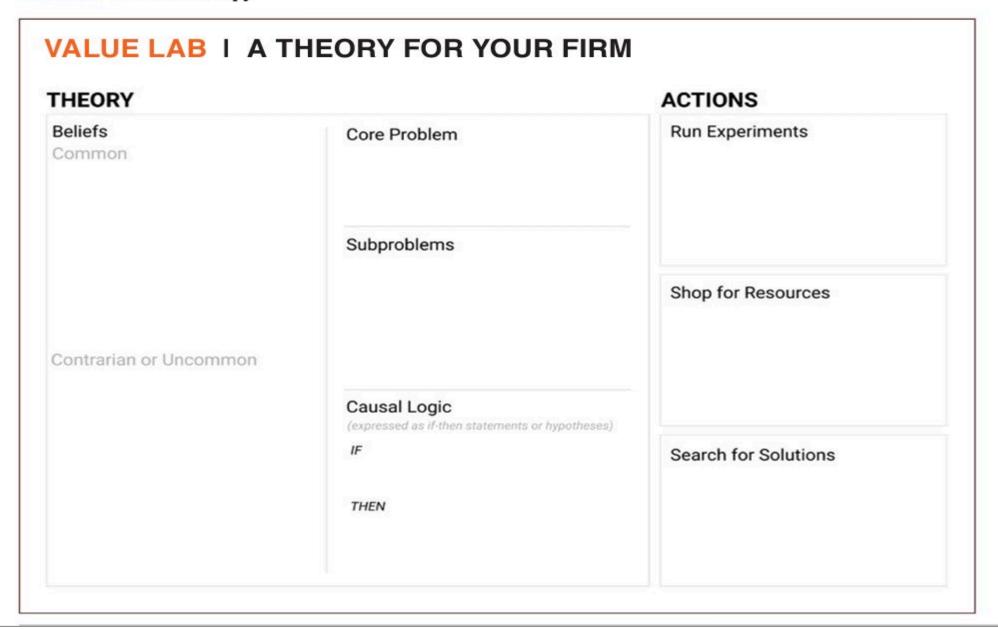
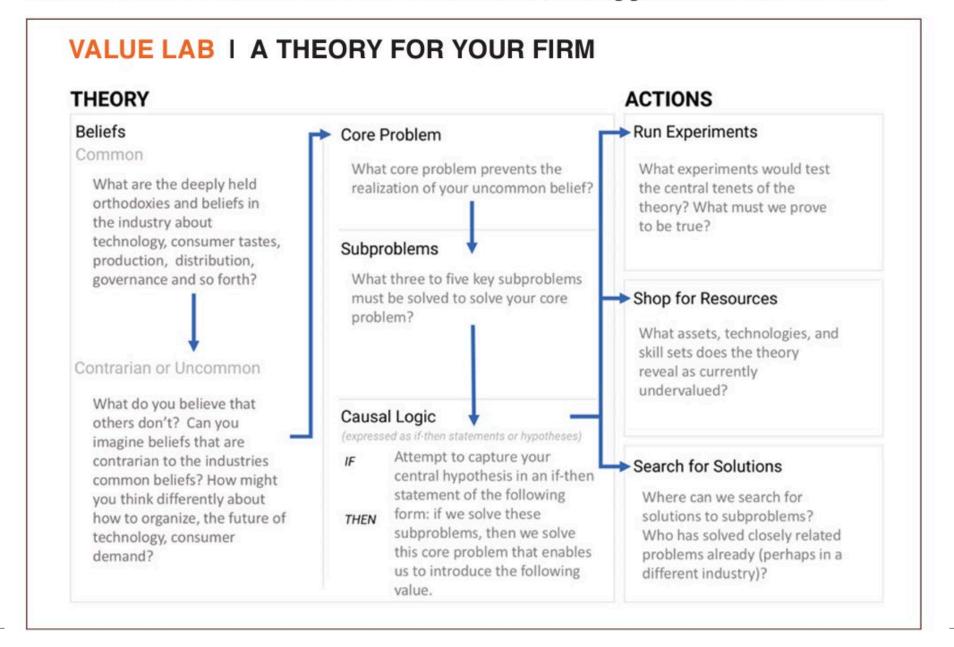


FIGURE 2: includes comments about each column and box, offering guidance on how to fill them.



VALUE LAB | A THEORY FOR YOUR FIRM

THEORY

Beliefs

Common

- Consolidation in the hotel industry will persist
- Established hotel brands are hard to compete with
- People value a consistent, "clinical" and professional accommodation experience
- Startups don't fare well in the hotel industry

Contrarian or Uncommon

- There is vast idle "hotel capacity" (people's homes) in any city
- People are willing to rent from and to) strangers when traveling
- B&B and couch surfing-type homesharing could be done on a large scale
- Many people want a varied, more human and flexible hotel (or accommodation) experience with a local, artisanal flavor
- People could use the extra income from renting their homes

Core Problem

How can we broker safe, easy and reliable access to idle "hotel capacity," offering a lower cost, local accommodation experience for customers?

Subproblems

- How can we efficiently match idle capacity to demand?
- How can we facilitate secure payment between strangers?
- How do we develop trust between strangers?
- How do we facilitate efficient and professional property listing?

Causal Logic

(expressed as if-then statements or hypotheses)

F we can efficiently match providers and seekers, facilitate secure payment, and generate a mechanisms that facilitates trust

THEN

we can introduce a robust new service that provides customers with safe and reliable provision of lower cost accommodations with a local flavor

ACTIONS

Run Experiments

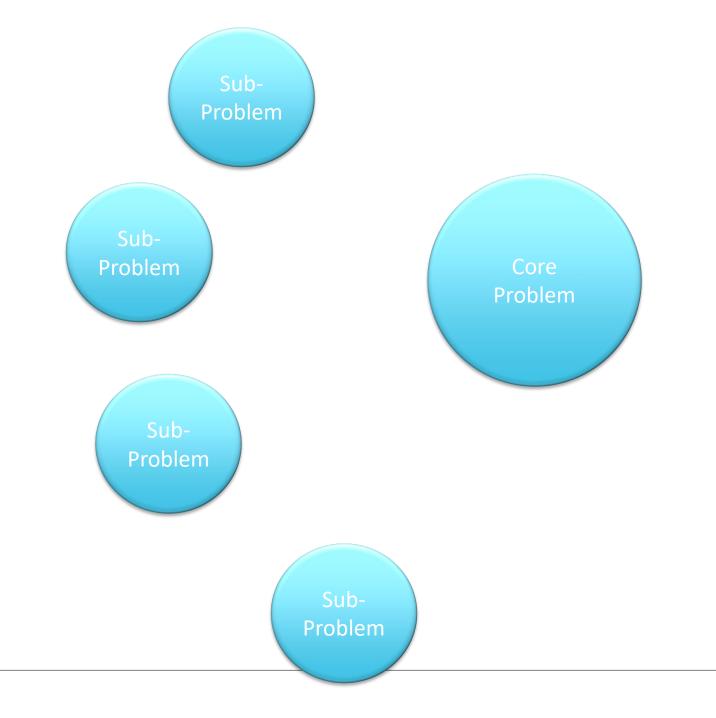
- Experiment with locations with big events like South by Southwest, political party conventions
- Start in New York City

Shop for Resources

- Hire photographers to professionalize listings
- Solicit funding
- Get into Y Combinator

Search for Solutions

- Examine the trust, payment, customer and other solutions of eBay, Craigslist and other Internet platforms
- · Explore demand via social media



A Verbal Expression

REWRITING YOUR THEORY

If we can make personal computers easy to use and reliable, then masses of consumers will purchase and purchase at a premium price.

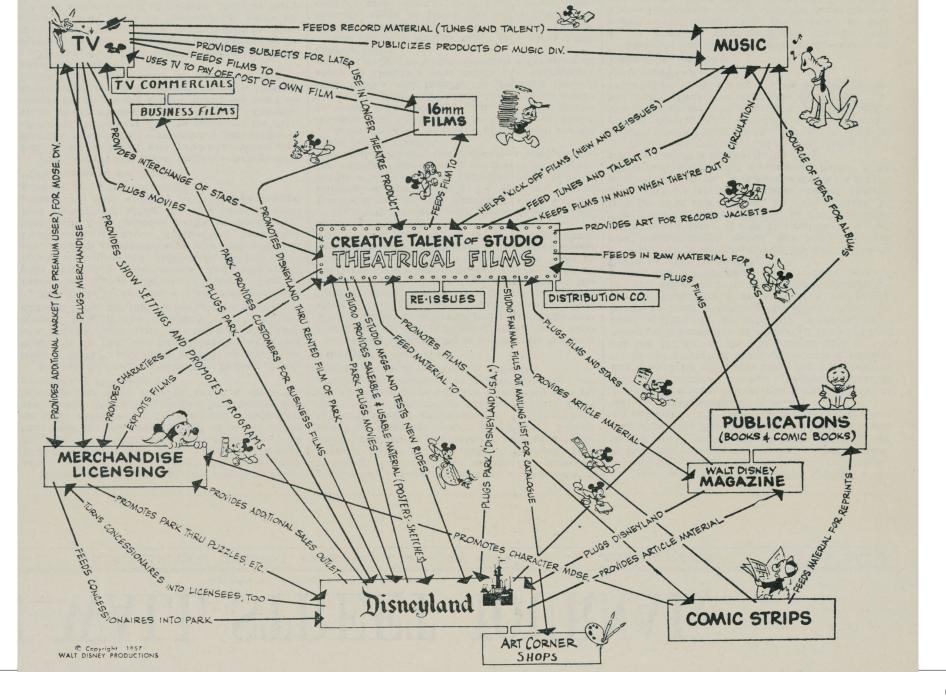


Subproblem solutions:
Invest in design
GUI
Closed system
Vertical integration
Tight design control



Consumers will pay a premium for easy to use, reliable, and elegant computing products (and other consumer electronics), which Apple will deliver and market through an unrivaled design capability achieved through relatively closed systems, significant vertical integration, and tight design control.

Firm	Corporate Theory	
Apple	Consumers will pay a premium for easy to use, reliable, and elegant computing products (and other consumer electronics), which Apple will deliver and market through an unrivaled design capability achieved through relatively closed systems, significant vertical integration, and tight design control.	
The Company	Disney sustains value creating growth by developing an unrivaled capability in family-friendly animated and live action films and then assembling other entertainment assets that both directly support and draw value from the characters and images developed within these film assets.	



ATTRIBUTES OF VALUABLE THEORIES





- Novel—you can see value others can't.
- But, general—Solves an array of problems; continues to reveal new problems.
- Clear—Tells you what not to do.