

Peer Review for *How big companies benefit from Lean Startup*

While this article does conform to formatting requirements, it includes some unfortunate typos (such as '*approxiamtely*'), grammar mistakes (like forgetting determinants - '*product*' vs. '*a product*'), typography missteps (like forgetting whitespace before a parenthesis), as well as conjugation errors ('*Drew Houston [...], was struggled...*').

I. INTRODUCTION

Citing specific principles of lean startup methodology is great - it also allows the reader to look those up on their own.

II. BODY

The lack of paragraphs throughout the entire section makes reading it slightly difficult.

A. MVP Subsection

While the section is well-documented and factually correct, it goes to great lengths to explain some lean ideas (like what an *MVP* is at all) and list their benefits without actually making much of a point in how these benefit specifically large companies.

The examples given, while also correct, are actually examples of startups (Dropbox, Amazon...) which makes it even harder to see how lean ideas are applicable *to companies other than startups*.

B. Innovation Accounting subsection

The article does assume the only driver for large companies' revenue is innovation ('*Innovation drives the sustainable development of these large companies*') - but one could argue Facebook's main revenue stream is its advertising business (rather than its VR and AR spinoffs) and that Apple's is smartphones (and not music and video streaming).

Like the article itself argues, some companies' focus can be maintenance instead of innovation. How does lean methodology help there?

III. REVIEW VEREDICT

While well cited, factual, and somewhat structured (it does well to limit its scope the article only somewhat answers the given question.

It goes on to mainly list benefits of lean methodology rather than pointing out how they might be useful outside of the innovation business of startups: not all companies are looking to disrupt markets! The article answers to '*How big companies benefit from Lean Startup*' rather than '*To what degree can larger corporations benefit from lean startup ideas?*'.

The difference is subtle but important: the latter also encourages to question whether lean startup ideas might hinder large corporations and actually have drawbacks. This article mostly says 'Lean ideas are good because ...' but fails to explain where they should not be applied. Only a brief consideration is made in this direction with the last sentence ('*However, it's worth noting that Lean Startup is not suitable for mature businesses within large companies, where the focus is no longer innovation but maintenance.*'), which is great, but the article failed to go beyond the obvious and say *why* this is the case, or to what extent.

On the other hand, the level of presumed knowledge is great! The article goes through the trouble of explaining the Build-Measure-Learn and Innovation Accounting principles, as well as 'the point' of lean methodology.