

♥ THE WAY TO GET STARED ♥  
IS TO QUIT TALKING &  
BEGIN DOING WALT DISNEY

EMPREENDEDORISMO  
E NOVOS NEGÓCIOS

2023.2024 . 1S



Aula 4	<b>O Processo Empreendedor: A metodologia Lean Startup, Customer Development e Agile Engineering</b>
Ref.	<p>Artigo Harvard Business Review “Why the Lean Start-Up Changes Everything” (disponível no Moodle e em <a href="https://hbr.org/2013/05/why-the-lean-start-up-changes-everything">https://hbr.org/2013/05/why-the-lean-start-up-changes-everything</a> )</p> <p>Capítulo 1          Livro: Osterwalder, A. and Y. Pigneur. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley &amp; Sons ( <a href="https://learning.oreilly.com/library/view/business-model-generation/9780470876411/ch01.html">https://learning.oreilly.com/library/view/business-model-generation/9780470876411/ch01.html</a>)</p> <p>Capítulo 4          Livro: Blank, S., &amp; Dorf, B. (2020). The startup owner's manual: The step-by-step guide for building a great company. John Wiley &amp; Sons. (disponível em <a href="https://learning.oreilly.com/library/view/the-startup-owners/9781119690689/">https://learning.oreilly.com/library/view/the-startup-owners/9781119690689/</a>)</p>

Lean Business Model

# Why the Lean Start-Up Changes Everything

A faster, smarter methodology for launching companies may make business plans obsolete. by Steve Blank

From the Magazine (May 2013)



Ler: <https://hbr.org/2013/05/why-the-lean-start-up-changes-everything>



# Why the Lean Start-Up Changes Everything

by Steve Blank

According to the decades-old formula, **you write a business plan, pitch it to investors, assemble a team, introduce a product, and start selling as hard as you can.** And somewhere in this sequence of events, **you'll probably suffer a fatal setback.** The odds are not with you: As new research by Harvard Business School's Shikhar Ghosh shows, 75% of all start-ups fail.

But recently an important countervailing force has emerged, **one that can make the process of starting a company less risky. It's a methodology called the "lean start-up,"** and it favors **experimentation** over elaborate planning, **customer feedback** over intuition, and **iterative design** over traditional "big design up front" development. Although the methodology is just a few years old, its concepts—such as "*minimum viable product*" and "*pivoting*"—have quickly taken root in the start-up world, and business schools have already begun adapting their curricula to teach them.

# Why the Lean Start-Up Changes Everything

by Steve Blank

Entrepreneurs must understand **what they are trying to accomplish with their new venture and how they intend to execute on these goals**. They must have a **clear vision for long-term development that can be distilled down to a mission statement capturing the entrepreneur's intent and objectives**. Understanding the intended customers, their needs, and how these needs will be met by the venture is vital to developing the business model. **A business model describes the relationship between a venture's customers, value proposition, differentiating features, scope, organization design, and profit model.**

# Why the Lean Start-Up Changes Everything

by Steve Blank



## Steve Blank

*Adjunct Professor, Stanford Engineering*

**November 2, 2016**

**ETL** ENTREPRENEURIAL  
THOUGHT LEADERS

A Stanford Speaker Series



0:00 / 6:42



<https://www.youtube.com/watch?v=S4nCY0H4598>



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## Lean StartUp TOOLS

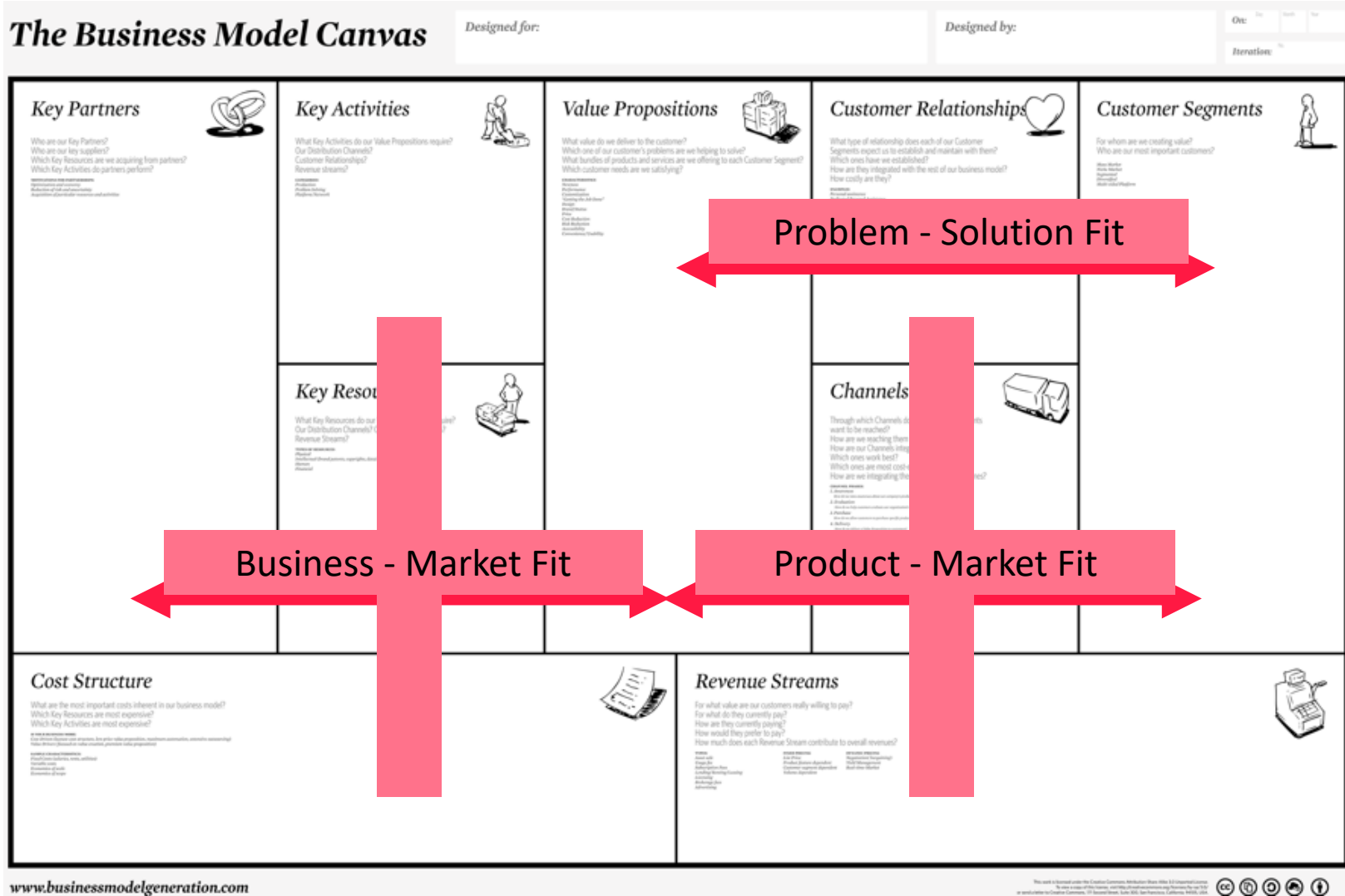
1. The Business Model Canvas : to write down all the hypotheses about a new business;
2. Customer Development: a process for testing those hypotheses outside the building;
3. Agile Engineering: to rapidly build **minimal viable products** to test product/market fit.

The Business Model Canvas : to write down all the hypotheses about a new business.

A business model describes the logic of how an organization **creates, provides and obtains value.**







<https://www.youtube.com/watch?v=wwShFsSFb-Y&list=PLBh9h0LWoawphbpUvC1DofjagNqG1Qdf3&index=1>

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Episode One

# Getting from Business Idea to Business Model



<https://www.youtube.com/watch?v=wIKP-BaC0jA&list=PLBh9h0LWoawphbpUvC1DofjagNqG1Qdf3&index=2>

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Episode Two

# Visualizing Your Business Model

## LEAN STARTUP

Ainda que a criatividade permita ao empreendedor gerar novas ideias de negócio, uma vez que é fomentada pela abertura de pensamento, pelo contacto com pessoas diferentes, pela leitura e procura de informação, é necessário avaliar antes de avançar.

### EXERCÍCIO 01

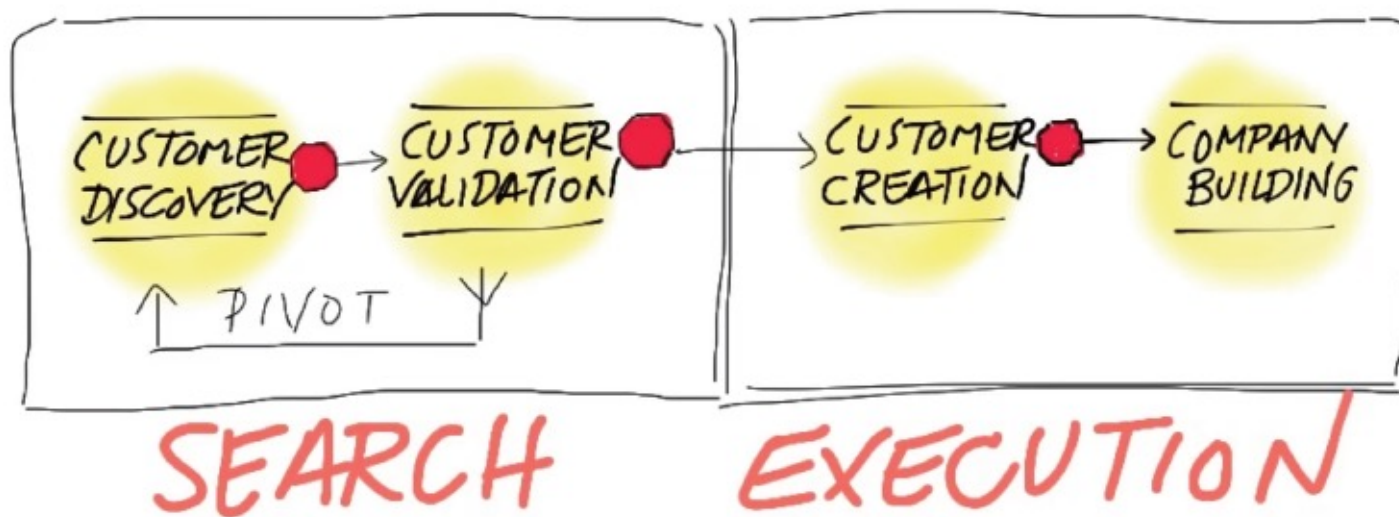
Em grupo:

- reconhece uma oportunidade de negócio, a partir da identificação de uma problemática que careça de resolução (necessidade de mercado) ou do potencial de uma tecnologia;
- conceptualize uma solução;
- explore possíveis modelos de negócio, em particular, o lado direito do canvas.

Customer Development: a process for testing those hypotheses outside the building.

*The*  
**CUSTOMER  
DEVELOPMENT  
PROCESS**

*In other words...*





The process assumes that the team which is developing a new product/service have **untested hypotheses about the business model**. CDM starts with the key idea that there are no facts inside your building so get outside to test them. CDM is the opposite of the Product Development Method (PDM) which assumes that: First we should build the first version of our product/service than we can introduce it to clients.

Flow: Business Model, Hypotheses, Testing Problem & Testing Solution, Pivot or Proceed

3. Agile Engineering: to rapidly build **minimal viable products** to test product/market fit.

*Discovering a problem that your idea will solve is easy, finding a solution people want is what you have to validate.*

*Minimal Viable Products (MVP) – Test Problem & Test Solution*

It is **the most minimal form of a complete product** (with key features) that will appeal to a customer. This allows you to learn how your target customers may react to your product, before you waste a ton of money building something they don't want. Launching an MVP is a way to validate that the solution you're building is the solution people want to buy.

*Validates: people will buy it*

E.g. Dropbox MVP by Drew Housto, CEO do Dropbox

## LEAN STARTUP

Ainda que a criatividade permita ao empreendedor gerar novas ideias de negócio, uma vez que é fomentada pela abertura de pensamento, pelo contacto com pessoas diferentes, pela leitura e procura de informação, é necessário avaliar antes de avançar.

### EXERCÍCIO 02

Em grupo:

- partindo do trabalho já desenvolvido, crie cenários que permitam validar problem-solution fit / product-market fit

3. Agile Engineering: to rapidly build **minimal viable products** to test product/market fit.

A Pivot is a substantive **change** of one or more **Business Model** Canvas Components

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