



EMPREENDEDORISMO E NOVOS MODELOS DE NEGÓCIOS

Rafael Caceres - Aula 02

Professores

RAFAEL CACERES

Professor Convidado

CEO e Cofundador da Taller, consultoria de desenvolvimento de produtos que leva agilidade para grandes empresas do Brasil. Cientista da Computação e especialista em Agilidade, cocriador do Fluxo unificado e Instrutor do Software Zen, conta com mais de 20 anos de experiência desenvolvendo software de todos os tipos.

RAFAEL MATONE CHANIN

Professor PUCRS

Empresário e professor na Escola Politécnica da PUCRS, possui MBA pela Northeastern University, mestrado em ciência da computação pela PUCRS, e pós-graduação em gestão de projetos pela Northeastern University. É gerente de projetos profissional (PMP) certificado pelo PMI. Trabalhou três anos como gerente de projetos corporativos no Banco Matone. Entre suas experiências estão passagens por empresas como Harvard Pilgrim Health Care (Boston, EUA) e TeleNova.

Ementa da disciplina

O empreendedorismo no Brasil e no mundo. O movimento Lean Startup e como ele mudou a forma de modelar e de desenvolver negócios inovadores. Como desenvolver MVP (Minimum Viable Product) de forma efetiva para testar, criar protótipos e validar novos produtos e serviços.

Empreendedorismo e Novos Modelos de Negócios

Desenvolvimento Full Stack

**"Se você congela uma ideia muito cedo,
você se apaixona por ela. Se você a
refinar muito rápido, fica apegado a ela
e fica difícil continuar explorando,
buscando o melhor. A crueza dos
modelos iniciais é proposital"**

Jim Glymph

**Planos são estáticos,
modelos são dinâmicos**

Steve Blank

Um modelo de negócios descreve a lógica de criação, entrega e captura de valor por parte de uma organização

...



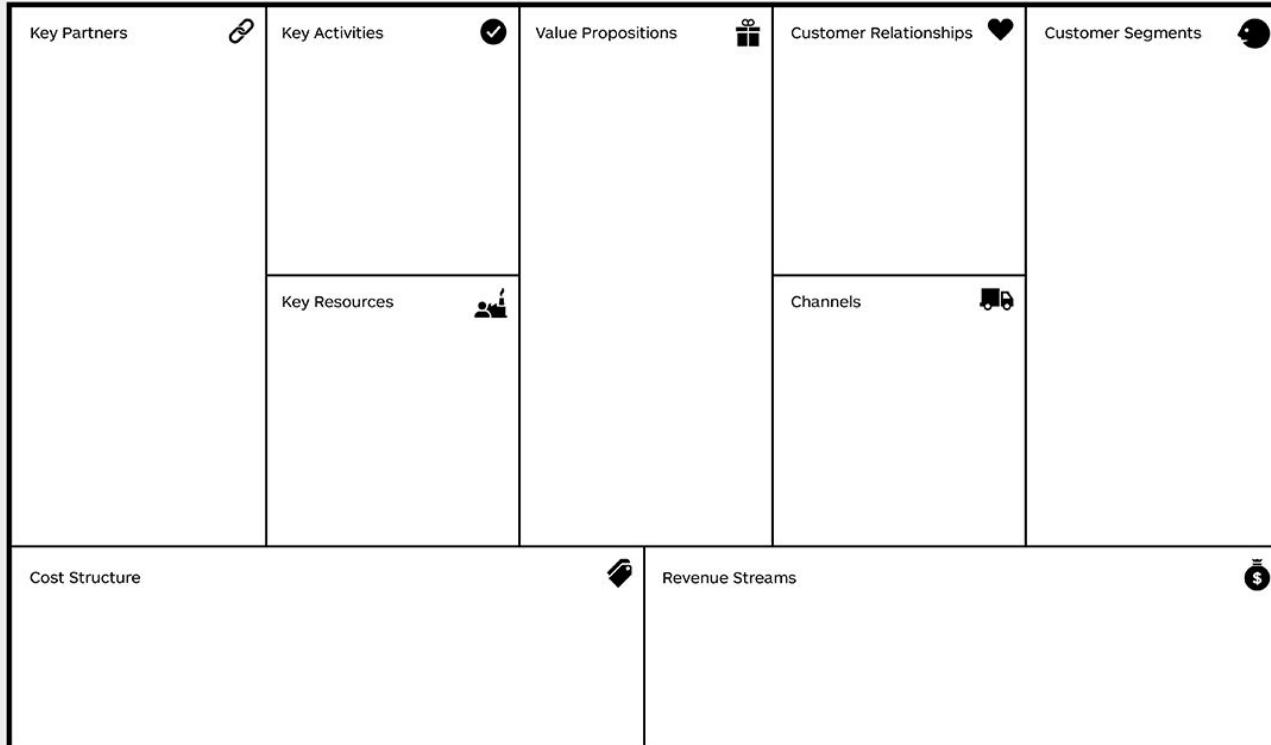
The Business Model Canvas

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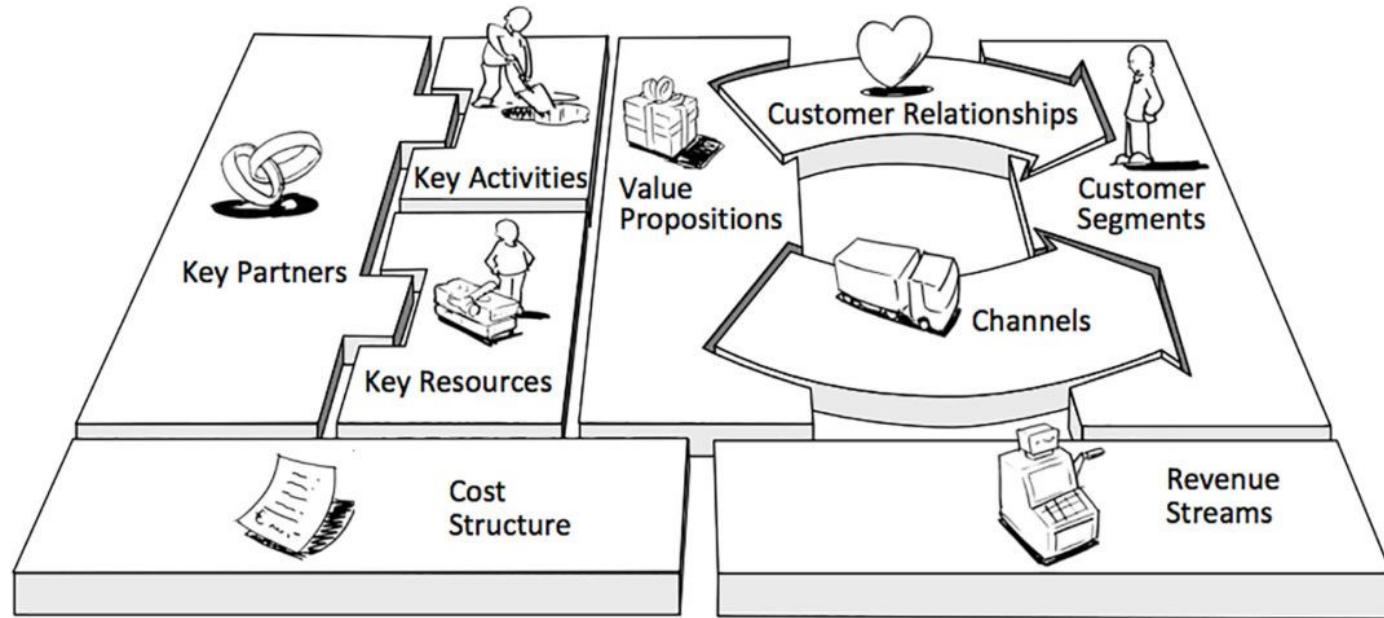


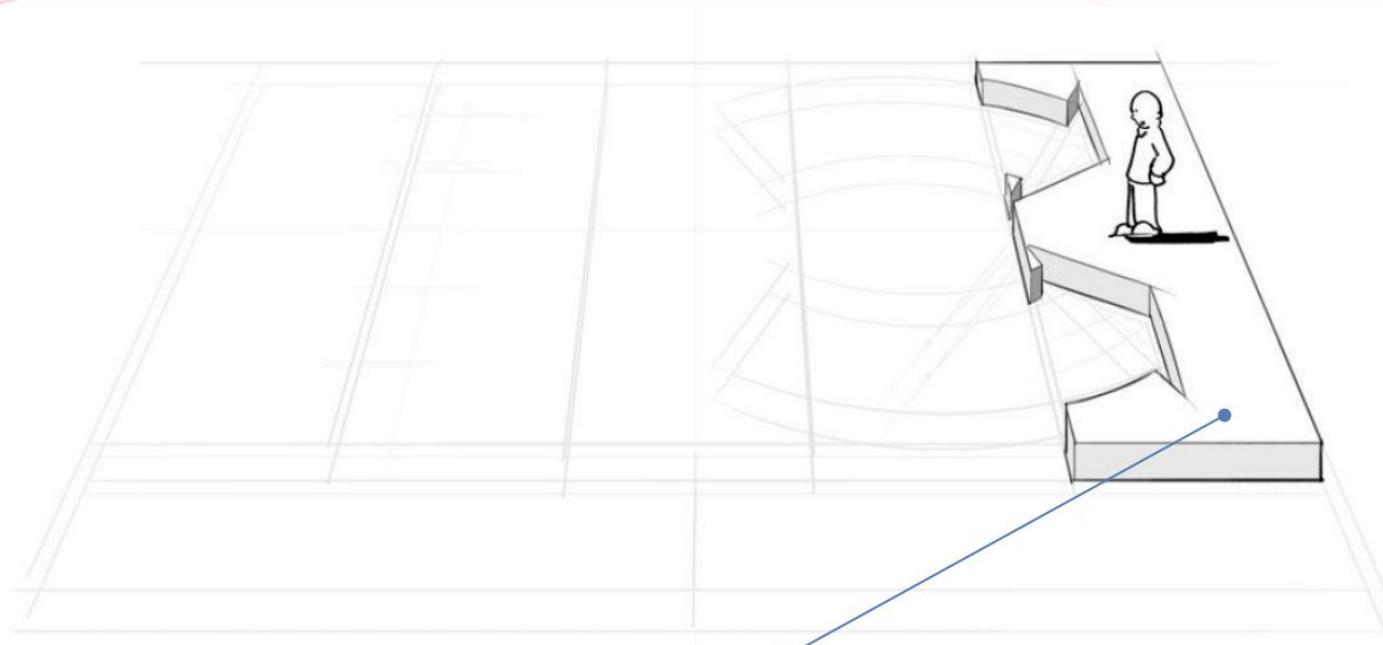
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The makers of Business Model Generation and Strategyzer

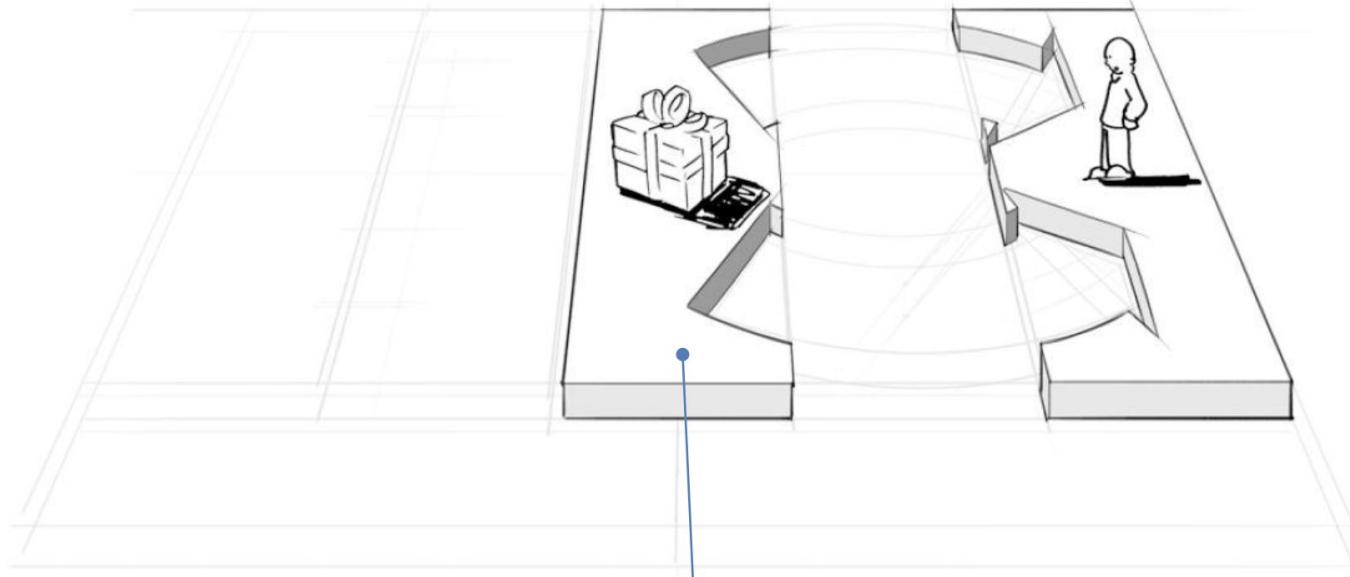
Strategyzer
strategyzer.com





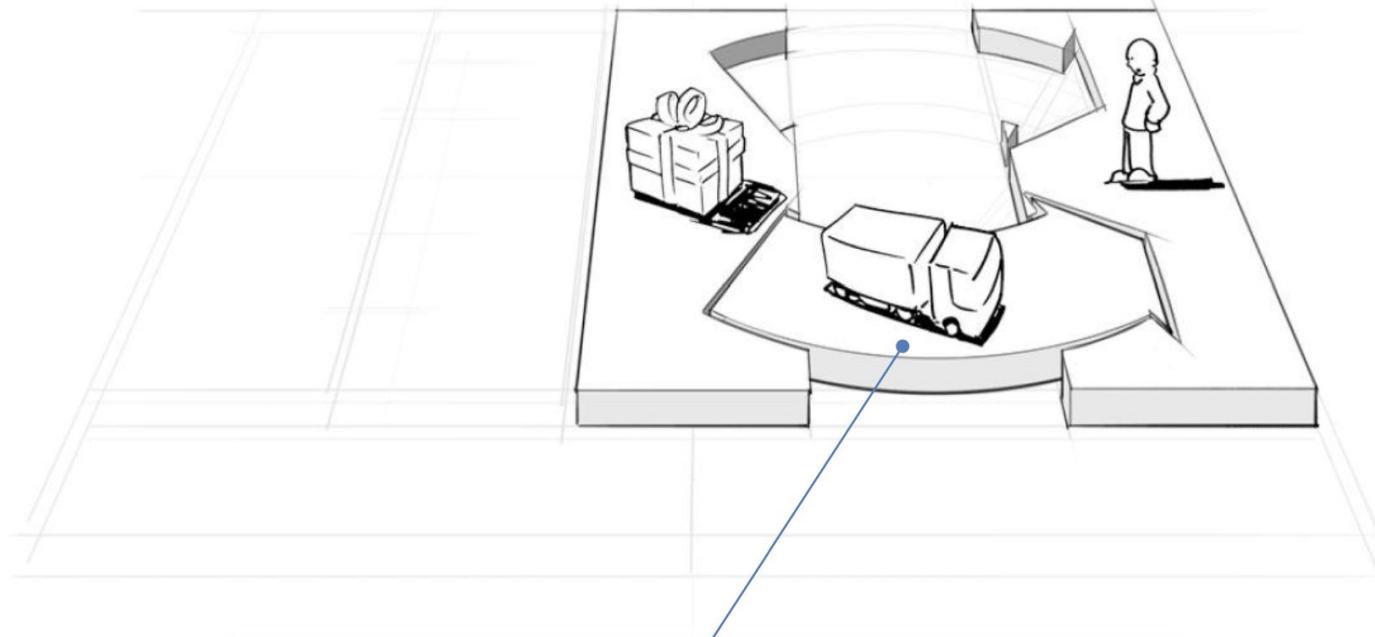
**which customers and users are you serving?
which jobs do they really want to get done?**

drawings by JAM



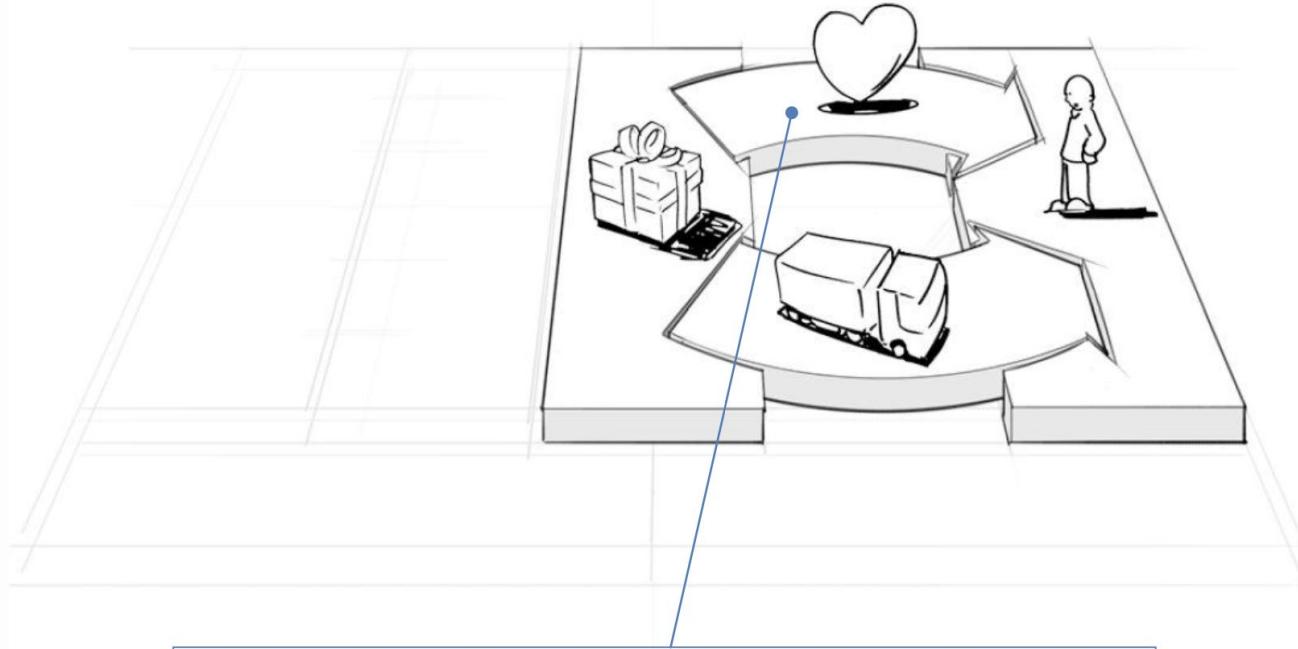
**what are you offering them? what is that
getting done for them? do they care?**

drawings by JAM



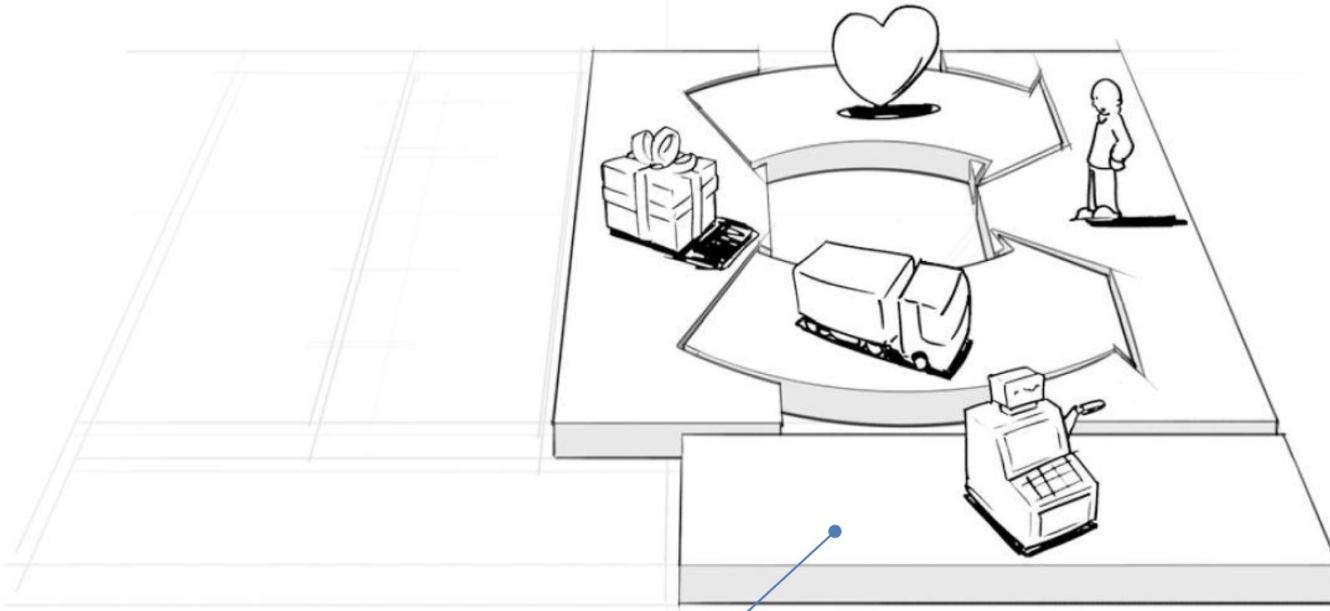
how does each customer segment want to be reached?
through which interaction points?

drawings by JAM



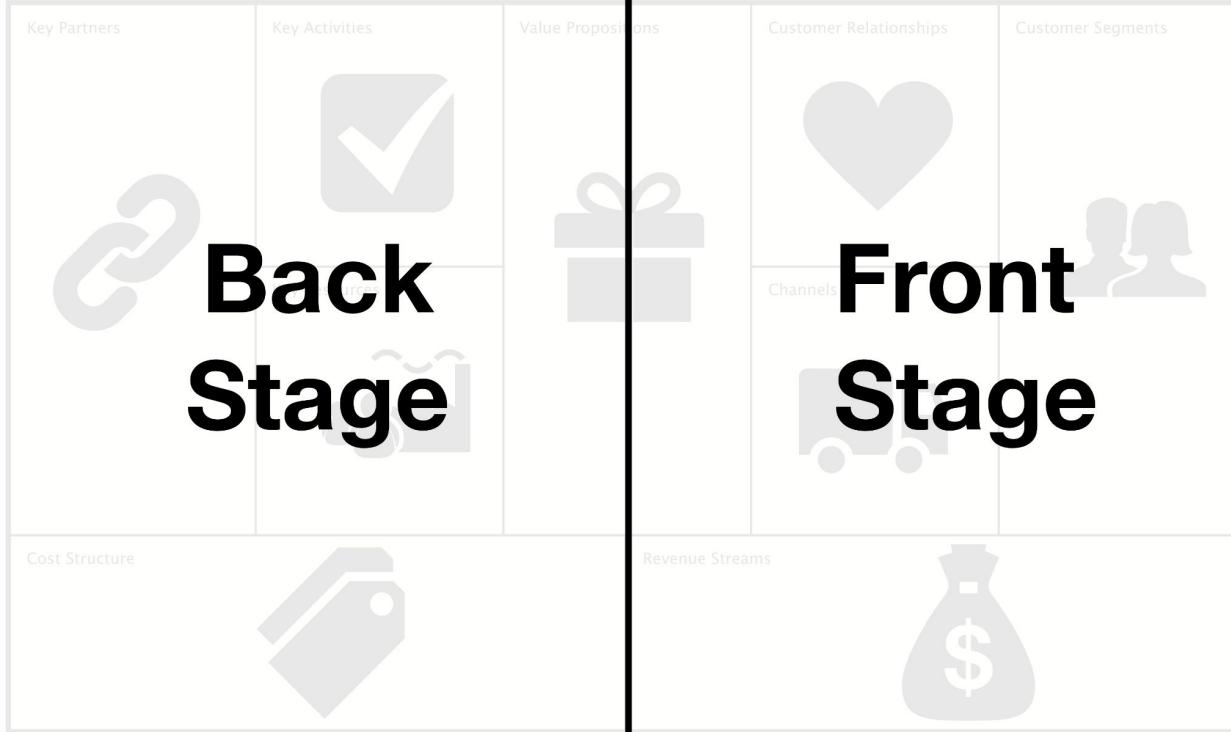
what relationships are you establishing with each segment?
personal? automated? acquisitive? retentive?

drawings by JAM



**what are customers really willing to pay for? how?
are you generating transactional or recurring revenues?**

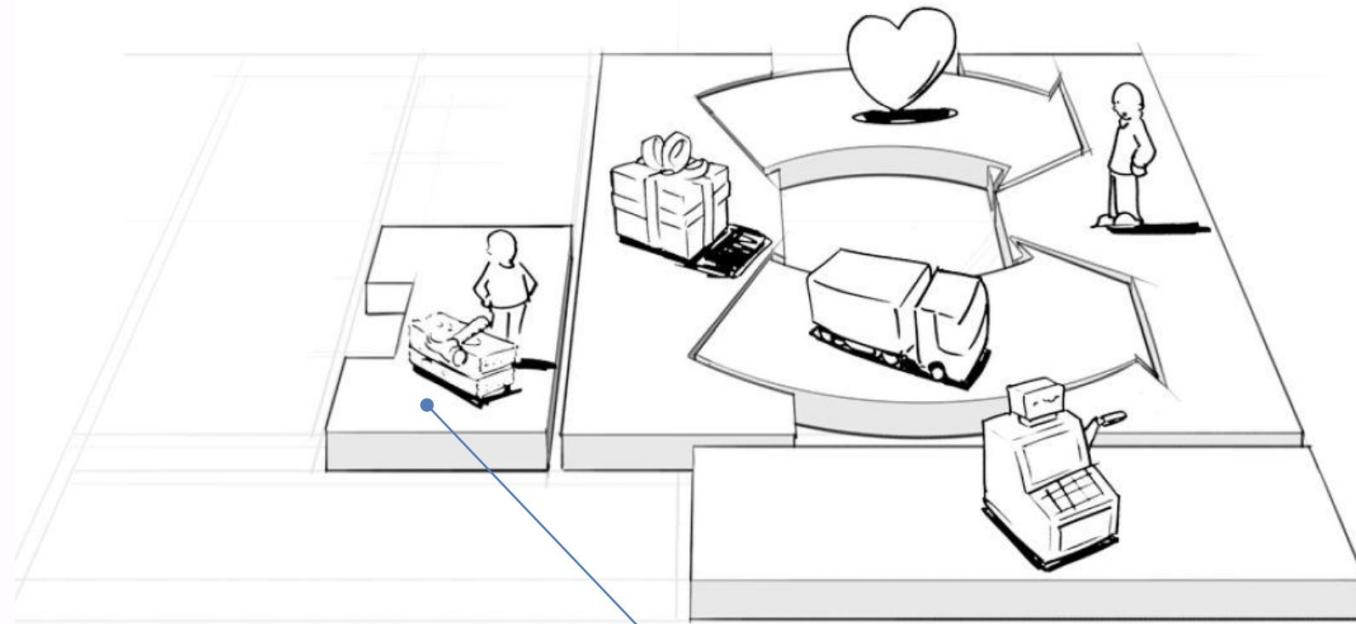
drawings by JAM



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 The Index of Business Model Generation and Strategy
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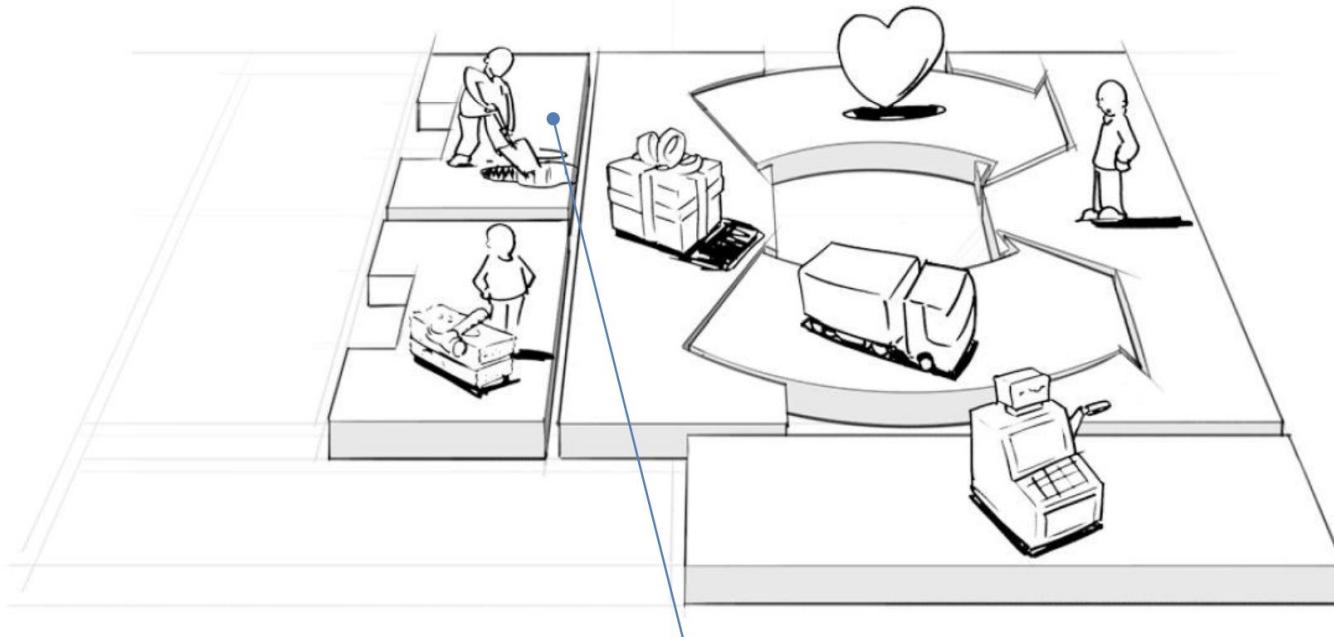
Adapted by
 Dreimannzelt GmbH





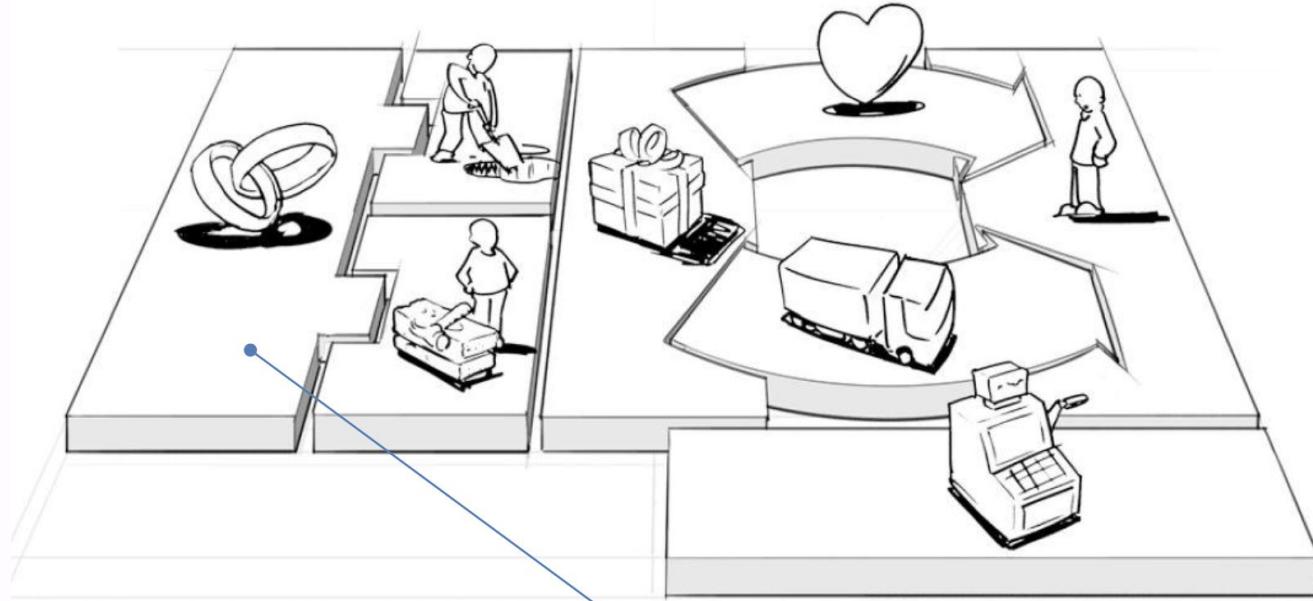
which resources underpin your business model?
which assets are essential?

drawings by JAM



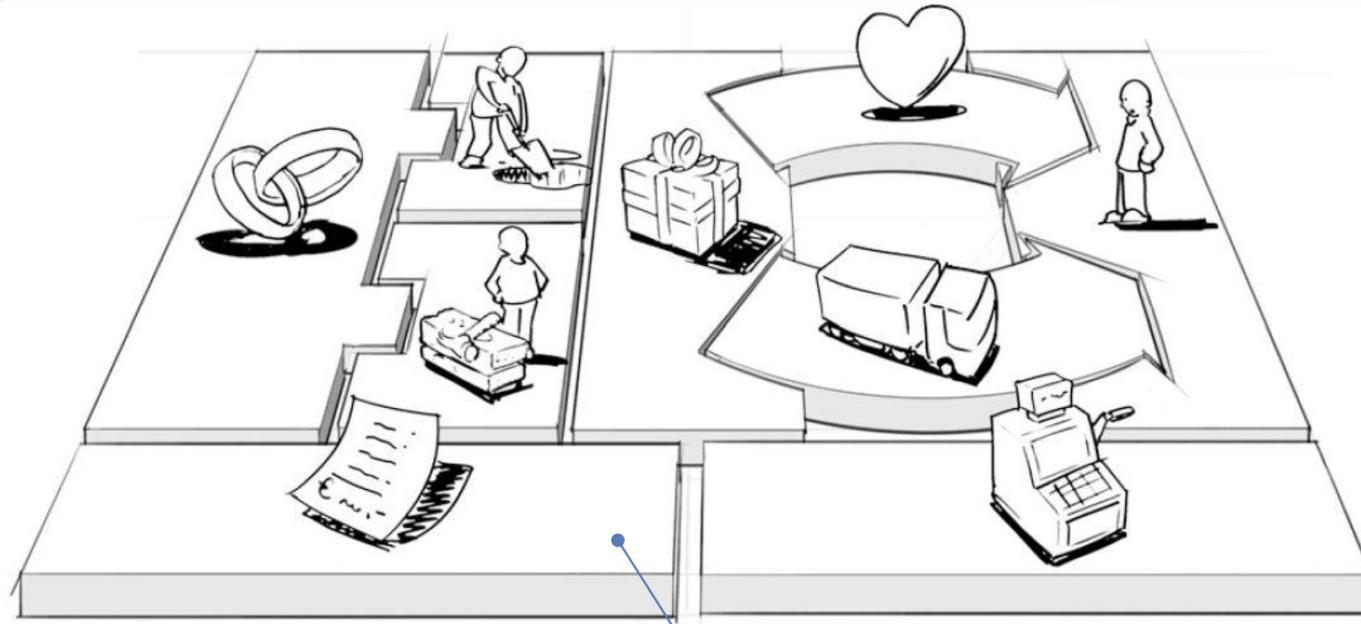
which activities do you need to perform well in
your business model? what is crucial?

drawings by JAM



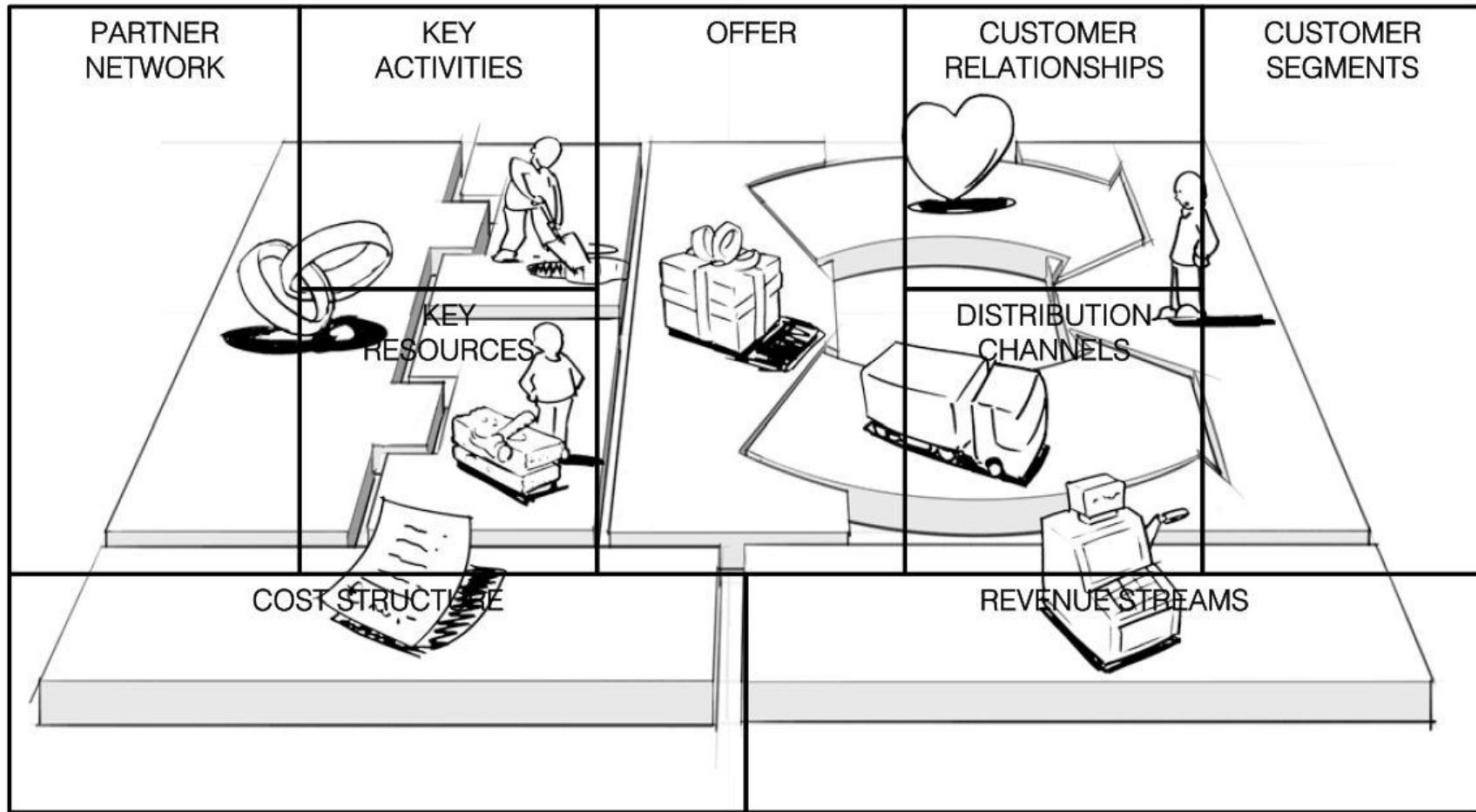
which partners and suppliers leverage your model?
who do you need to rely on?

drawings by JAM



what is the resulting cost structure?
which key elements drive your costs?

drawings by JAM



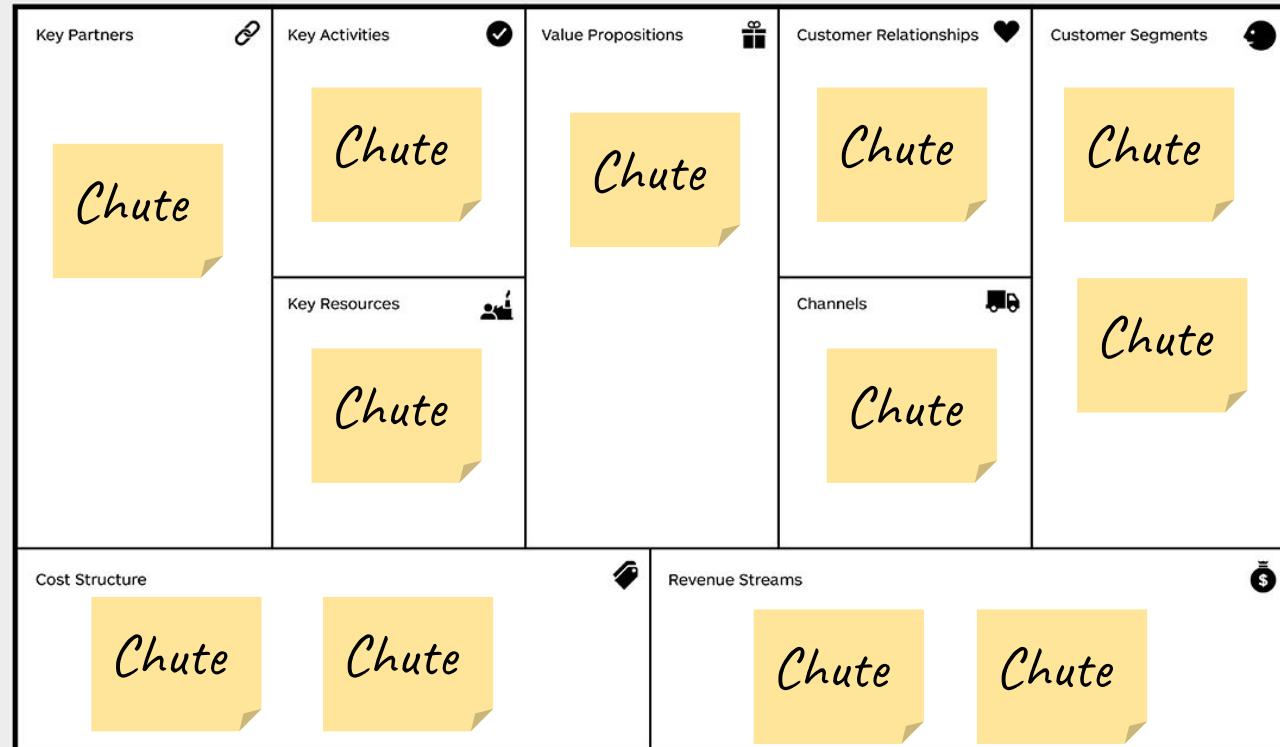
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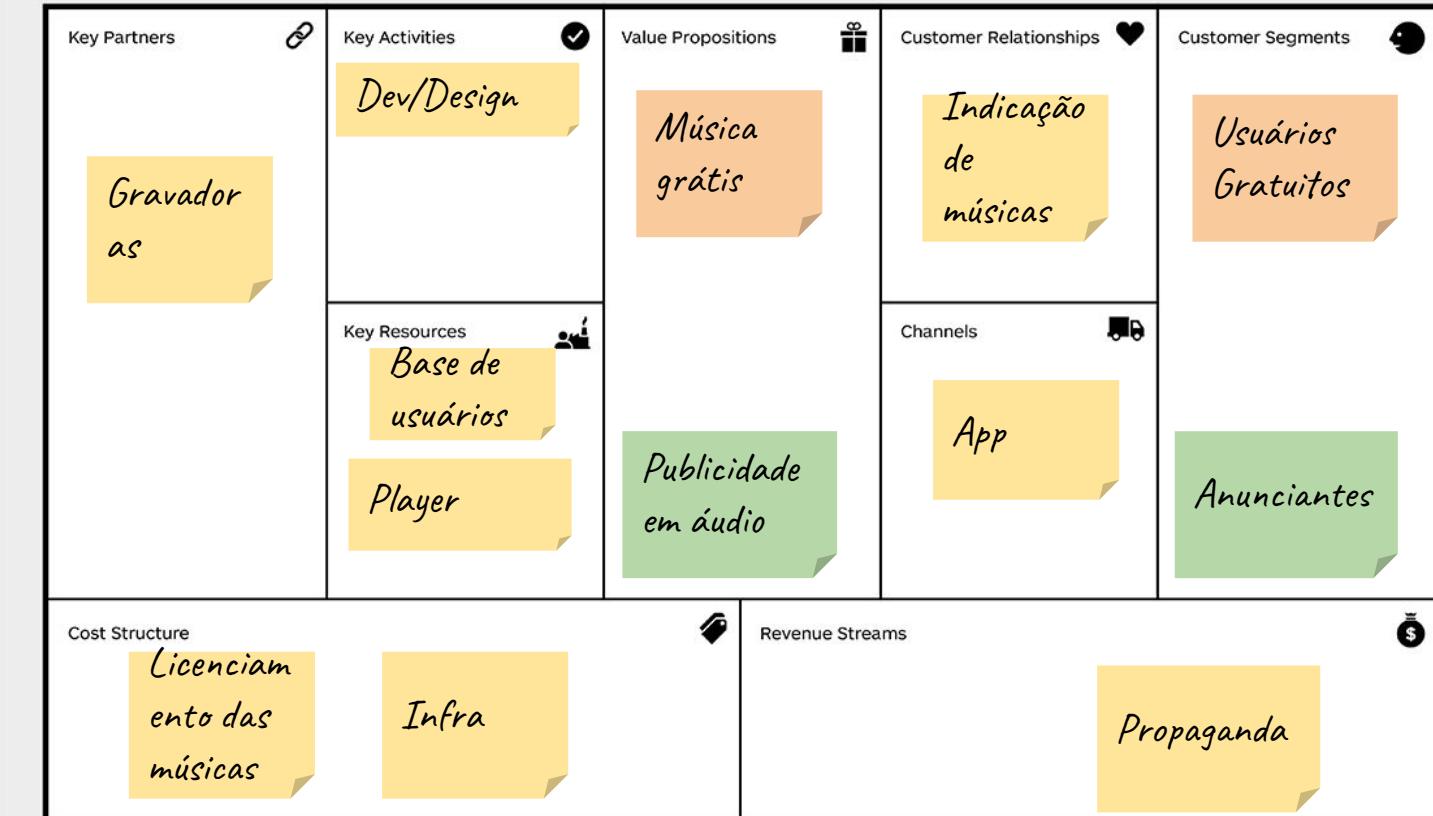
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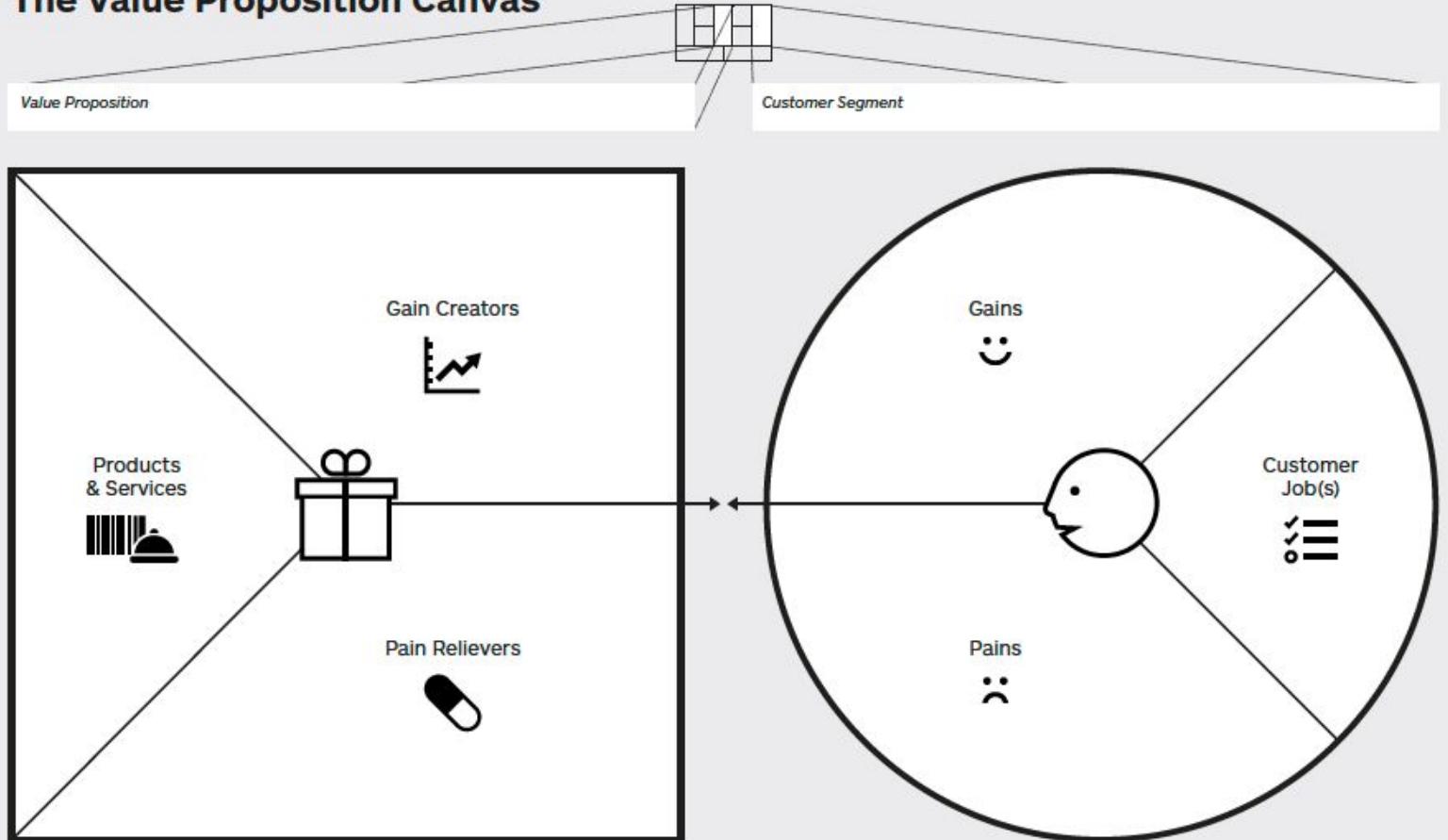
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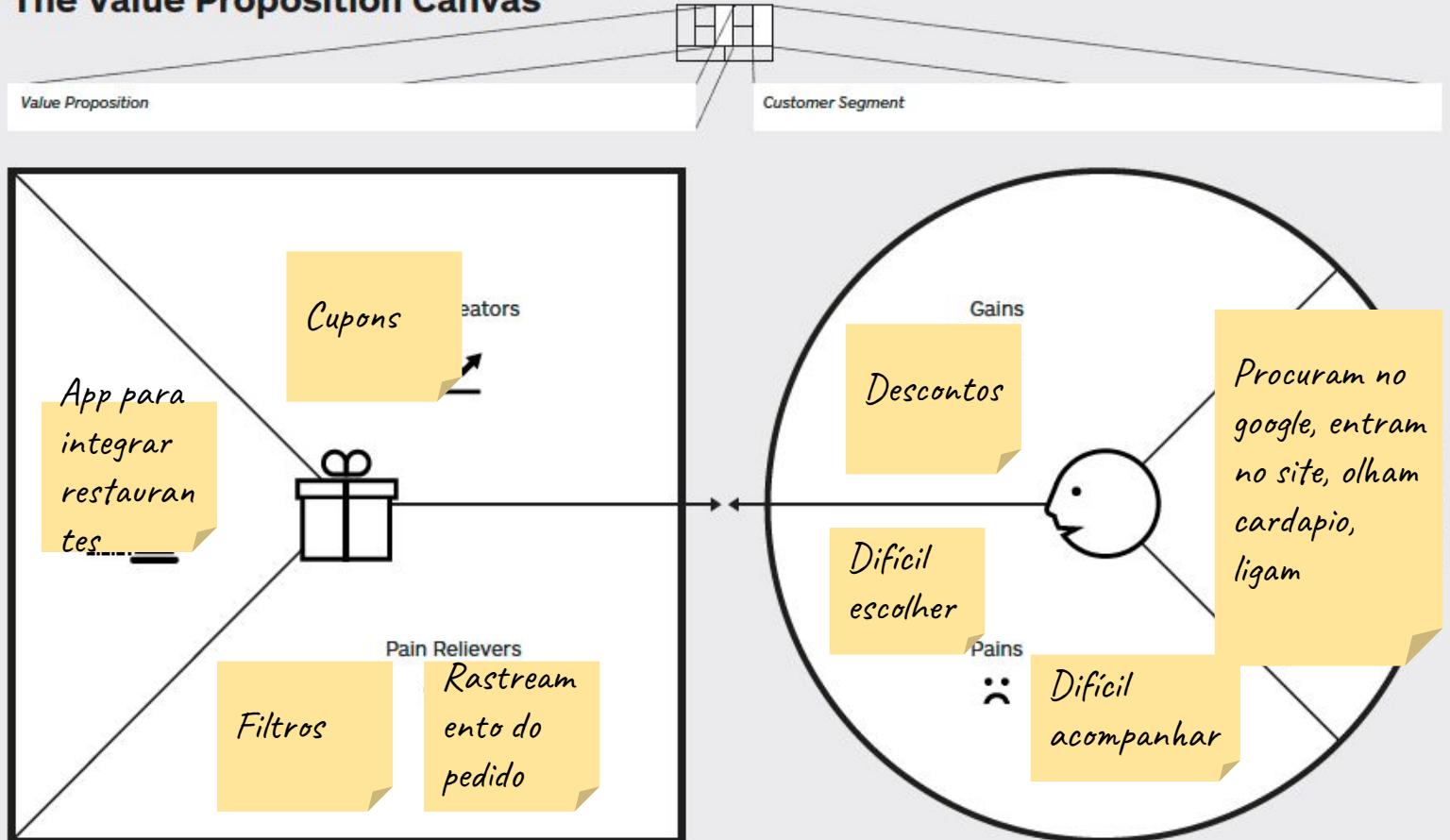


Key Partners	Key Activities	Value Propositions	Relationships	Customer Segments
Content Partners (TV Shows, Movies, Music, News Articles)	Platform Development Data Center Operations Mgmt	Connect with your friends, Discover & Learn, Express yourself	Same-side Network Effects Cross-side Network Effects	Internet Users
	Key Resources Facebook Platform Technology Infrastructure	Reach, Relevance, Social Context, Engagement Personalized and Social Experiences, Social Distribution, Payments	Channels Website, Mobile Apps Facebook Ads, Facebook Pages Developer Tools and APIs	Advertisers and Marketers Developers
Cost Structure		Revenue Streams		
Data center costs Marketing and Sales Research and Development General and Administrative		Free Ad Revenues Payment Revenues		

The Value Proposition Canvas



The Value Proposition Canvas



PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
EXISTING ALTERNATIVES	KEY METRICS	HIGH-LEVEL CONCEPT	CHANNELS	EARLY ADOPTERS
PRODUCTO			MERCADO	
COST STRUCTURE		REVENUE STREAMS		

Lean canvas

LEAN CANVAS (Ash Maurya)



Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
Top 3 problems	Top 3 features	Single, clear, compelling message that states why you are different and worth buying	Can't be easily copied or bought	Target customers
	Key Metrics Key activities you measure		Channels Path to customers	
Cost Structure Customer Acquisition Costs Distribution Costs Hosting People, etc.		Revenue Streams Revenue Model Life Time Value Revenue Gross Margin		

PRODUCT

MARKET

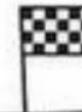


Pivatar

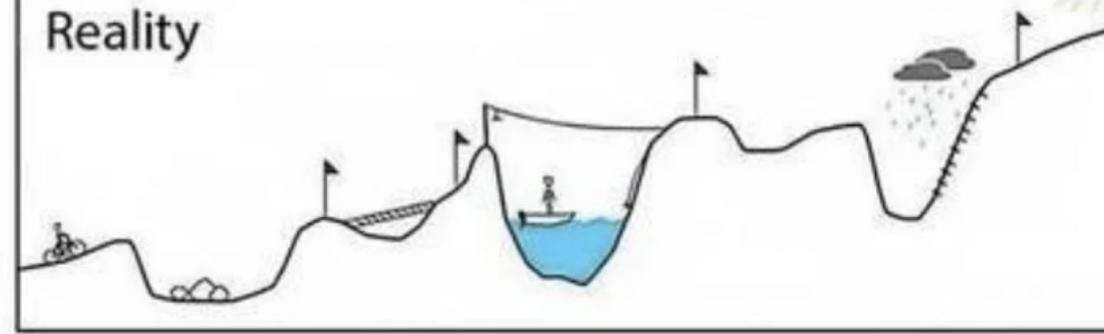
ou perseverar

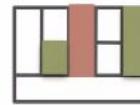
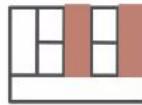
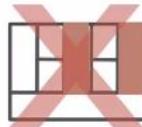
Mais cedo ou mais tarde....

Your plan

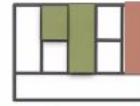


Reality





...



Time

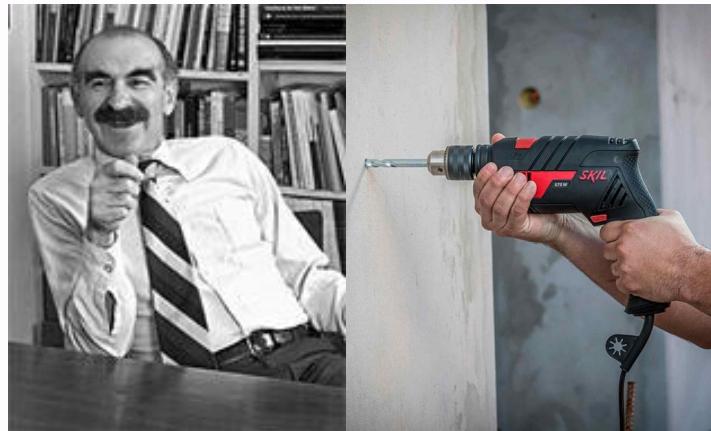
Como desenvolver MVP (Minimum Viable Product)

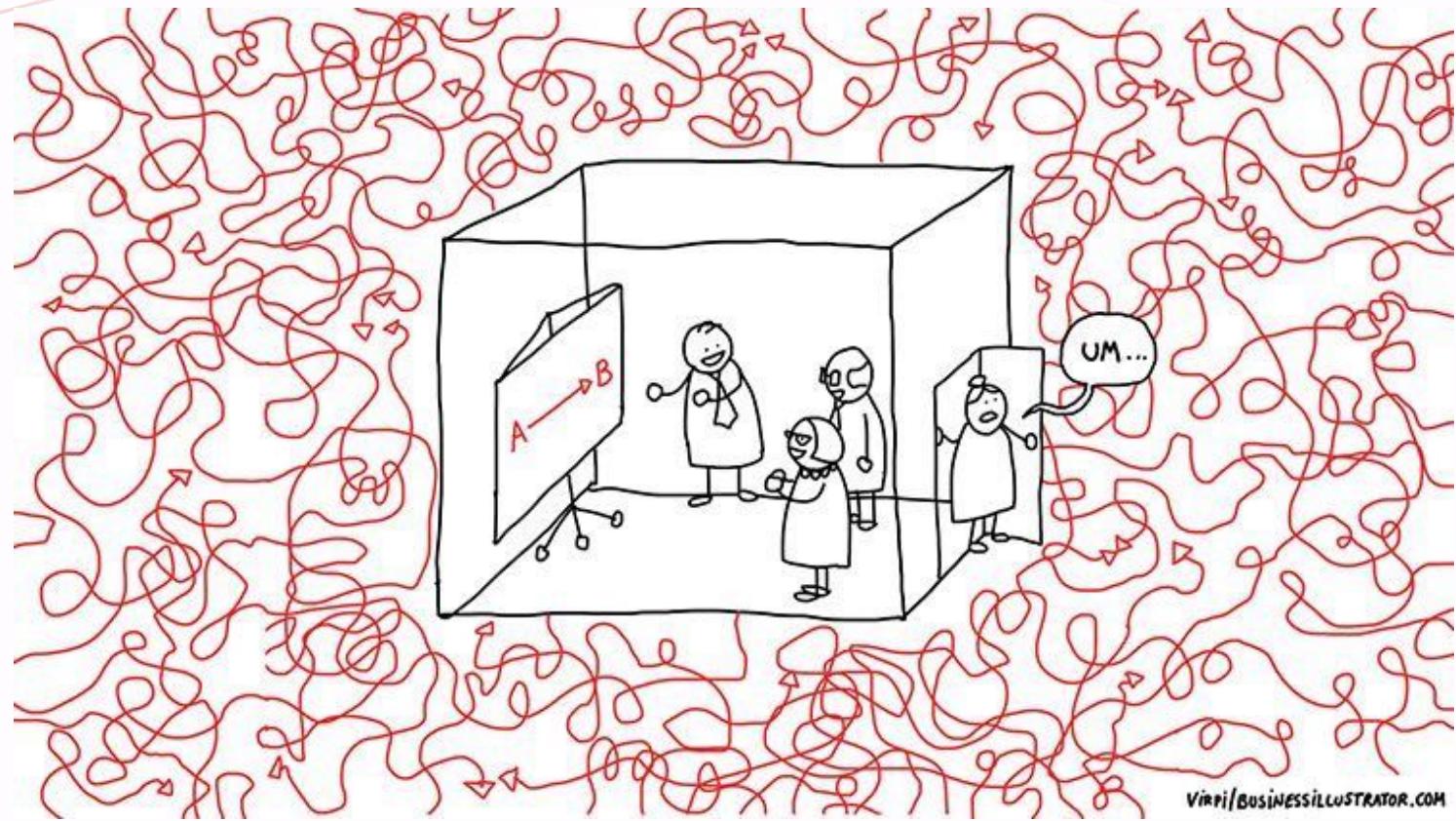
de forma efetiva para testar, criar protótipos e validar novos produtos e serviços.



**"As pessoas não querem uma furadeira,
querem um furo na parede!"**

Theodore Levitt

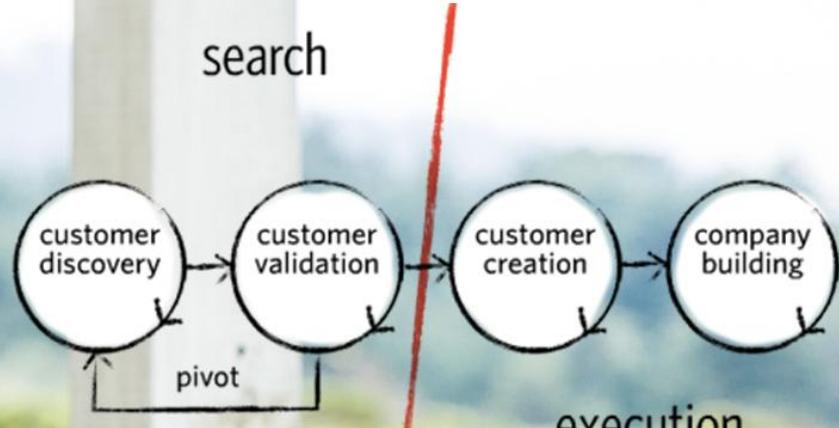




virpi@businessillustrator.com

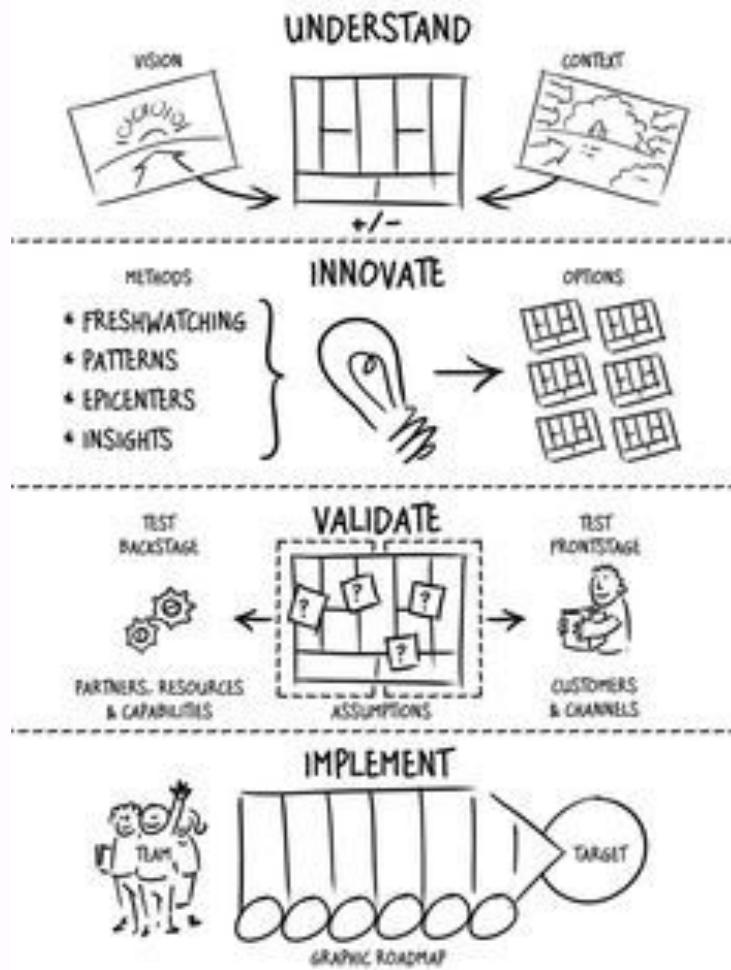
**“Our age of anxiety is the result
of trying to do today’s jobs
with yesterday’s tools.”**

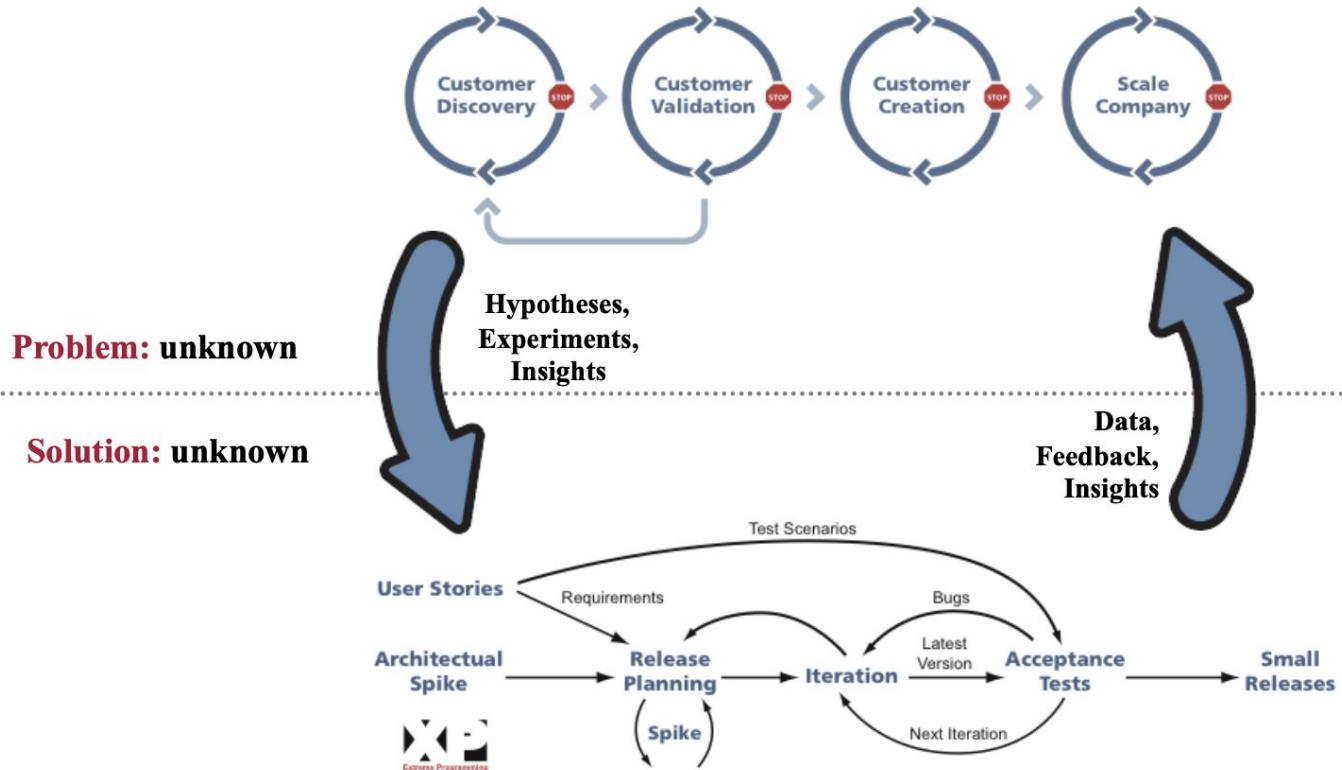
- Marshall McLuhan, philosopher

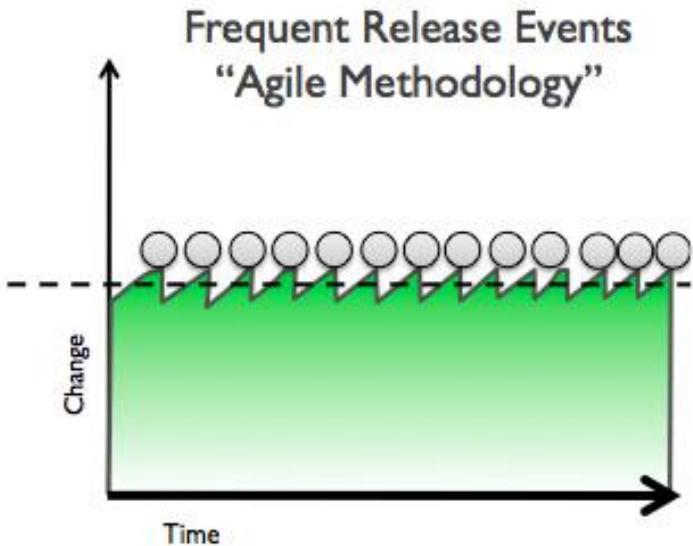


“No business plan survives the first contact with customers!”

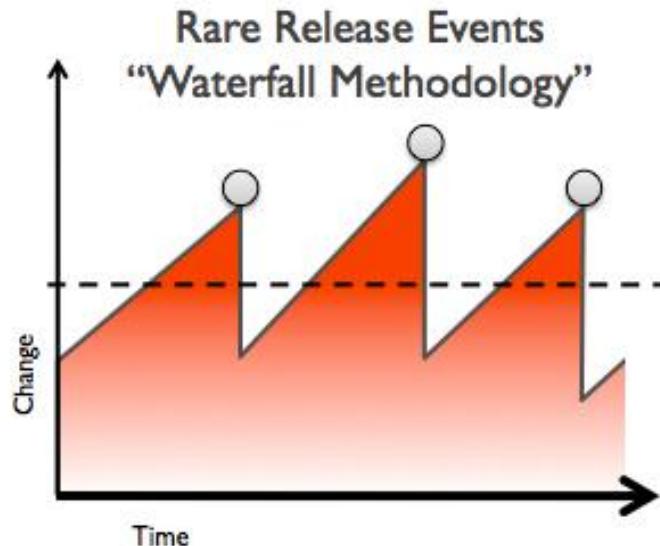
- Steve Blank, entrepreneur & author



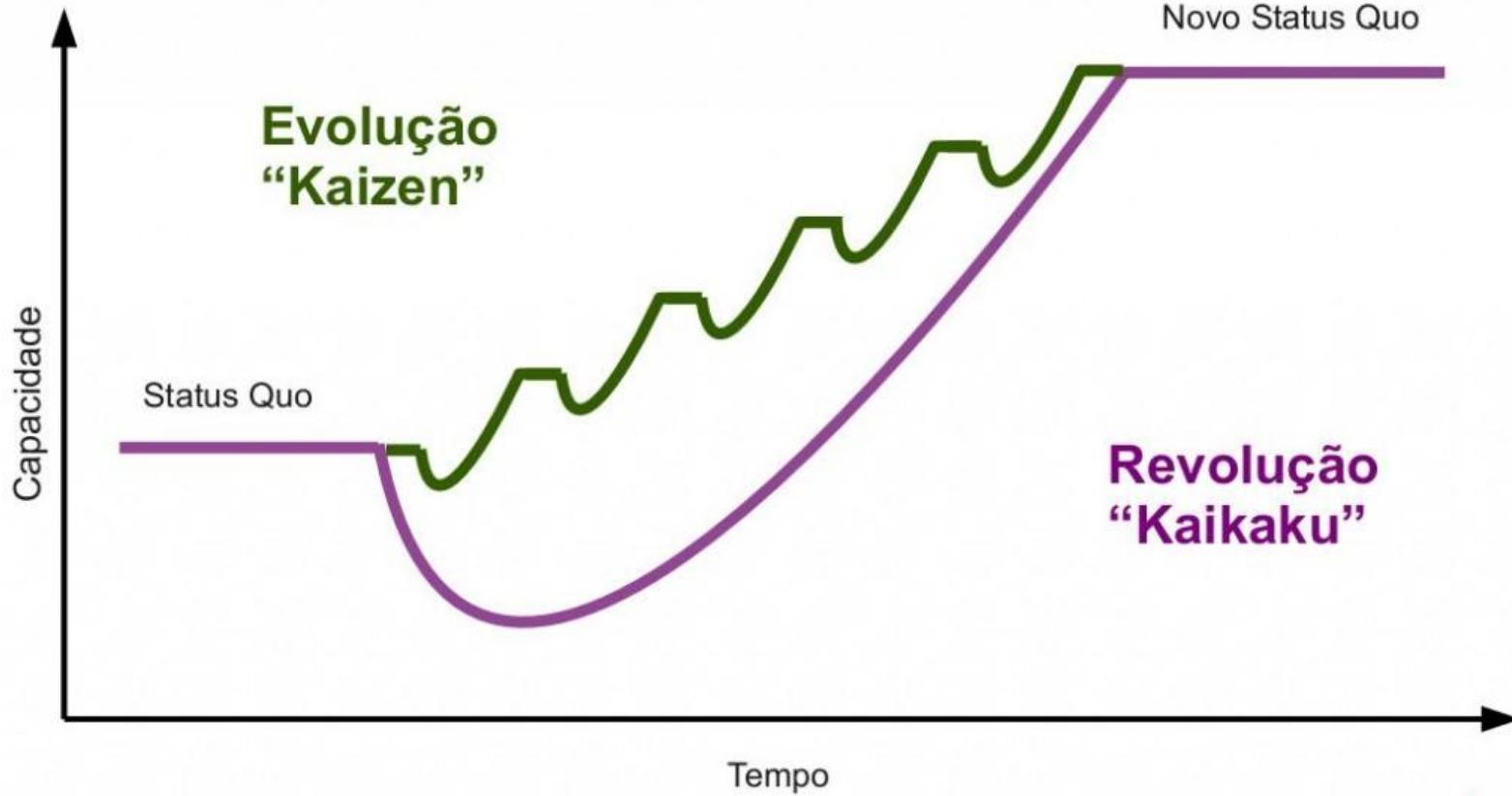




Smoother Effort
Less Risk



Effort Peaks
High Risk



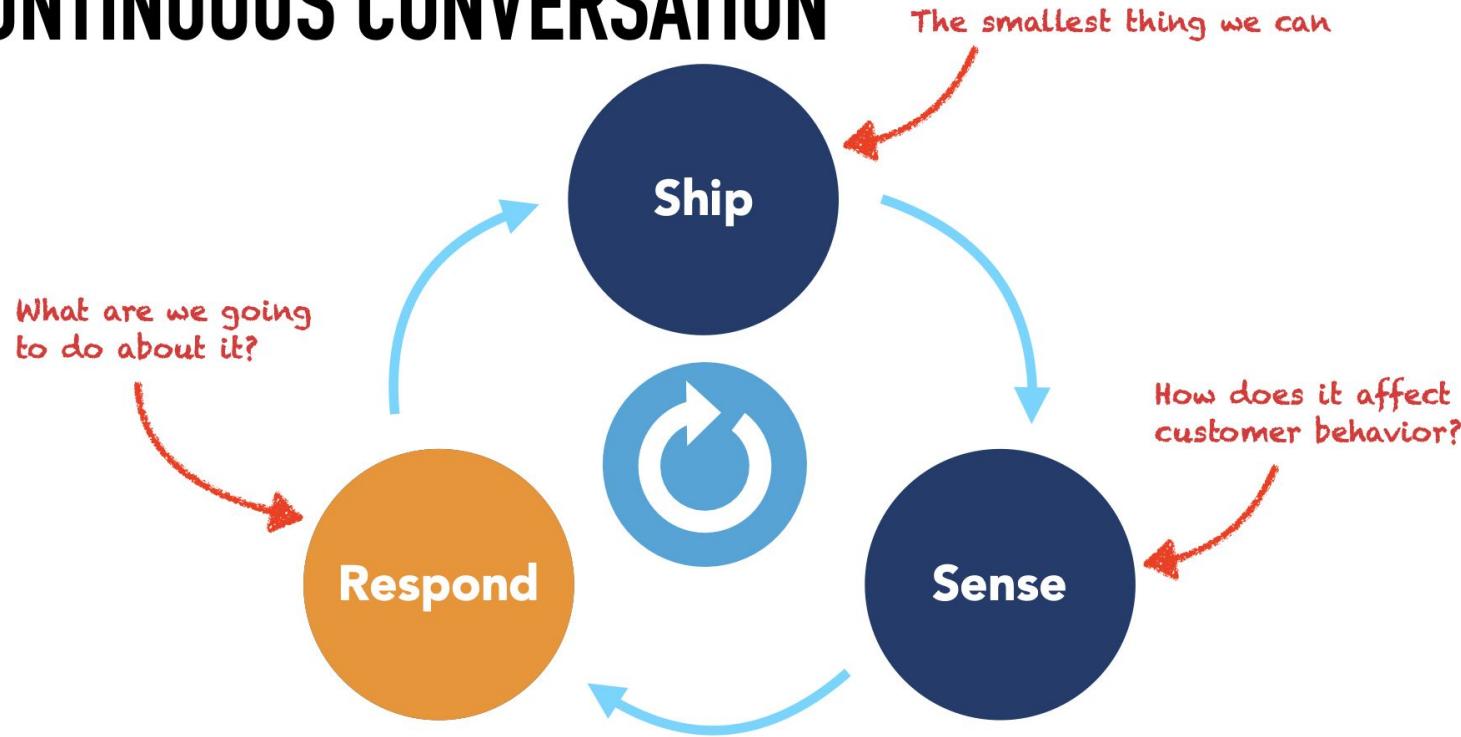
from: mobiltec.com.br



Agile Development	Lean Startup
Product Owner	Entrepreneur
Product Vision	Product-Market Fit
Product Roadmap	Business Model
“On-Site Customer”	“Get Out Of The Building”
Release Plan	Minimal Viable Product
Backlog	“To Learn” List
Iteration	Build-Measure-Learn Loop
User Story	Hypothesis
Continuous Integration	Continuous Deployment
Iteration Review	Persevere or Pivot
Acceptance Test	Split Test
Definition of Done	Validated Learning
Customer Feedback	Actionable Metrics

from Mary Poppendiek

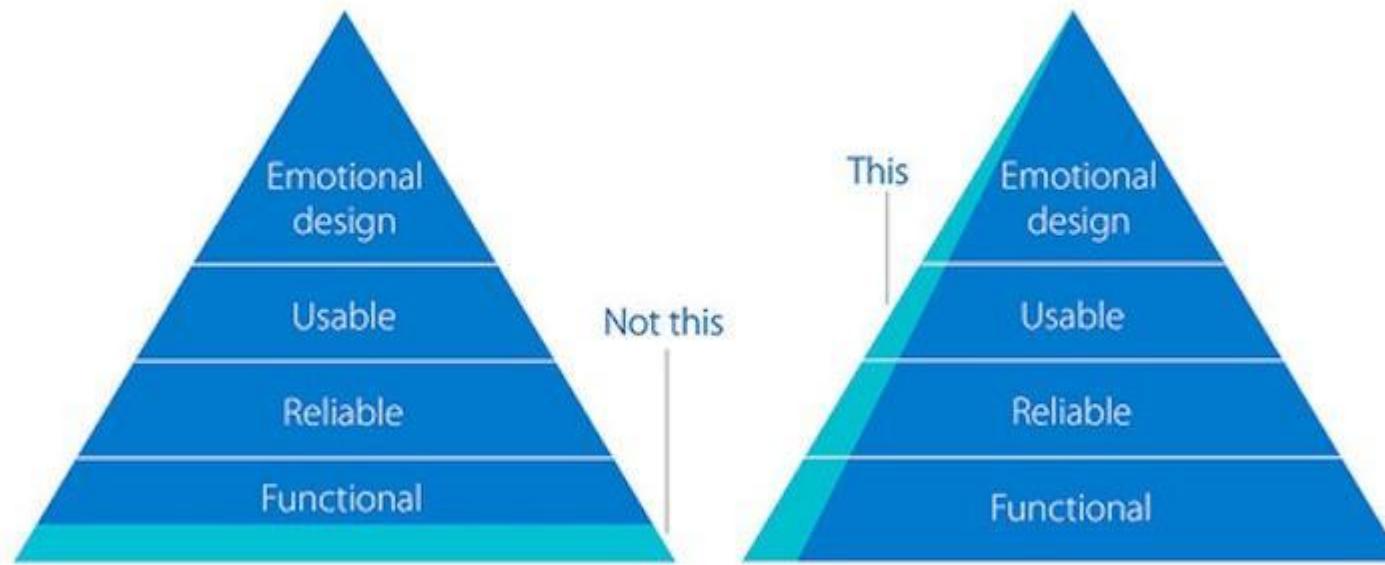
CONTINUOUS CONVERSATION



Ferramentas de MVP

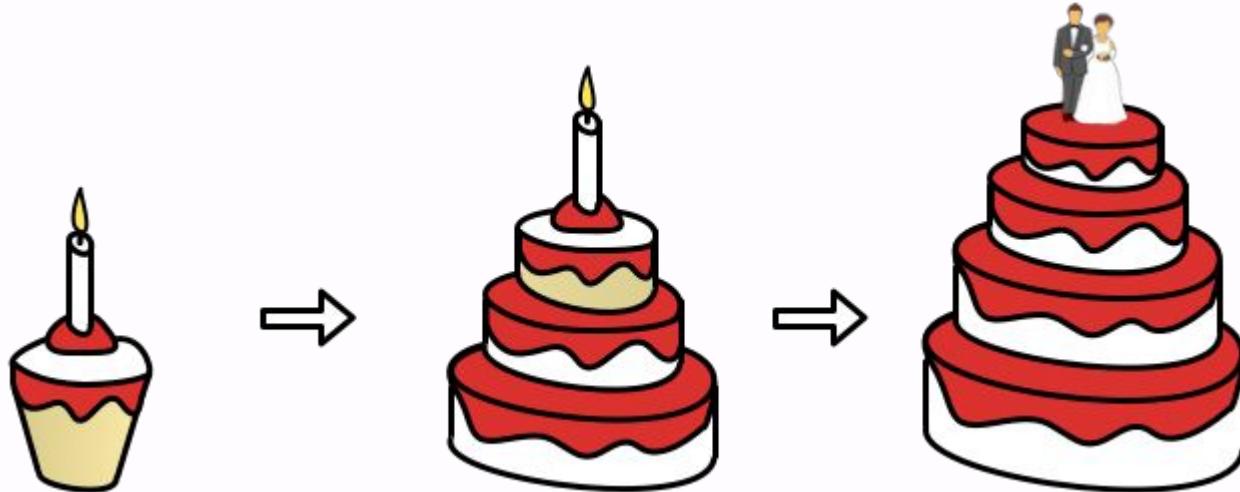
- Story Mapping
- Lean Inception
- Design Sprint
- Lean UX
- Product Backlog Building

Minimum Viable Product



@jopas

September 2014 | With compliments to Aarron Walter

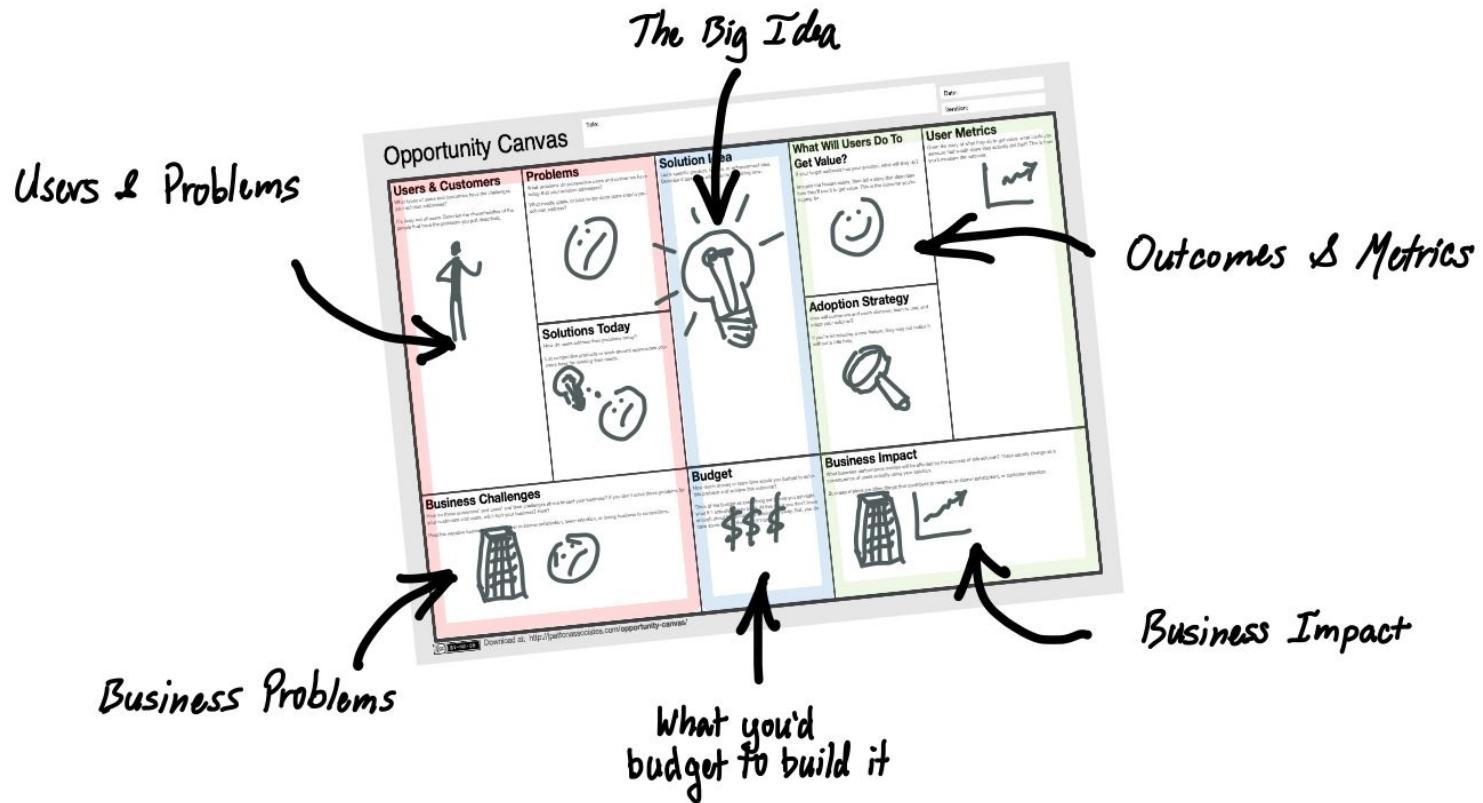


CANVAS MVP

PERSONAS SEGMENTADAS	PROPOSTA DO MVP	RESULTADO ESPERADO
	FUNCIONALIDADES	
JORNADAS		MÉTRICAS PARA VALIDAR AS HIPÓTESES DO NEGÓCIO
	CUSTO E CRONOGRAMA	

“ Não desperdice tempo, dinheiro e esforço criando o produto errado. Valide logo a sua ideia e construa seu MVP! ”





Opportunity Canvas

Title:

Date:

Iteration:

Users & Customers

What types of users and customers have the challenges your solution addresses?

Look for differences in user's goals or uses that would affect their use of the product. Separate users and customers into different types based on those differences that make a difference. It's a bad idea to target "everyone" with your product.

2

Problems

What problems do prospective users and customers have today that your solution addresses?

What needs, goals, or jobs-to-be-done done should your solution address?

1

Solutions Today

How do users address their problems today?

List competitive products or work-around approaches your users have for meeting their needs.

3

Solution ideas

List product, feature, or enhancement ideas that solve problems for your target audience.

1

How will users use your solution?

If your target audience has your solution, what will they do differently as a consequence? And, how will that benefit them?

5

Adoption Strategy

How will customers and users discover and adopt your solution?

6

Business Challenges

How do the customers' and users' challenges above impact your business? If you don't solve these problems for your customers and users, will it hurt your business? How?

4

Budget

1. What would cost your organization if you don't create this solution?
2. What might your organization earn or save if you do?
3. Given that, what would your organization budget to create this solution?

9

Business Benefits and Metrics

What business performance metrics will be affected by the success of this solution? These usually change as a consequence of users actually buying and using your solution.

8



Lean UX Canvas (v2)

Title of initiative:

Date:

Iteration:

Business Problem

What problem does the business have that you are trying to solve?
(Hint: Consider your current offerings and how they deliver value, changes in the market, delivery channels, competitive threats and customer behavior.)

1

Solutions

What can we make that will solve our business problem and meet the needs of our customers at the same time? List product, feature, or enhancement ideas here.

5

Business Outcomes

How will you know you solved the business problem? What will you measure?
(Hint: What will people/users be doing differently if your solutions work? Consider metrics that indicate customer success like average order value, time on site, and retention rate.)

2

Users

What types (i.e., personas) of users and customers should you focus on first?
(Hint: Who buys your product or service? Who uses it? Who configures it? Etc)

3

User Outcomes & Benefits

Why would your users seek out your product or service? What benefit would they gain from using it? What behavior change can we observe that tells us they've achieved their goal?
(Hint: Save money, get a promotion, spend more time with family)

4

Hypotheses

Combine the assumptions from 2, 3, 4 & 5 into the following hypothesis statement:
"We believe that [business outcome] will be achieved if [user] attains [benefit] with [feature]."
(Hint: Each hypothesis should focus on one feature only.)

6

What's the most important thing we need to learn first?

For each hypothesis from Box 6, identify its riskiest assumptions. Then determine the riskiest one right now. This is the assumption that will cause the entire idea to fail if it's wrong.

(Hint: In the early stages of a hypothesis focus on risks to value rather than feasibility.)

7

What's the least amount of work we need to do to learn the next most important thing?

Design experiments to learn as fast as you can whether your riskiest assumption is true or false.

8

VALUE PROPOSITION → **PROBLEM STATEMENT**

CUSTOMER SEGMENTS → **PROTO-PERSONAS**

CHANNELS / CUSTOMER RELATIONSHIPS → **SOLUTIONS**

KEY PARTNERS → **SOLUTIONS**

KEY ACTIVITIES / KEY RESOURCES → **MOST IMPORTANT THINGS TO LEARN**

REVENUE STREAMS → **MOST IMPORTANT THINGS TO LEARN**

Outcome é uma mudança no comportamento

Que leva a um resultado
de negócio

- Qual comportamento humano leva ao resultado de negócios esperado?
- Como posso fazer as pessoas terem mais esse comportamento?
- Como sabemos se estamos certos?

*segundo Josh Seiden



Iterating from vague idea to realization allows for learning and adjustment along the way.

1



2



3



4



5



Iteration in Theory



Incrementalism in Theory



Agile as usually practiced



Agile UX Lean UX



*do twitter, não achei mais a fonte, se alguém souber me avisa

O'REILLY®

Storytelling in Design

Defining, Designing, and Selling
Multidevice Products



Anna Dahlström



THE USER'S JOURNEY

Storymapping Products That People Love
Donna Lichaw Foreword by Jonathan Colman

Rosenfeld

New York Times Bestselling Author

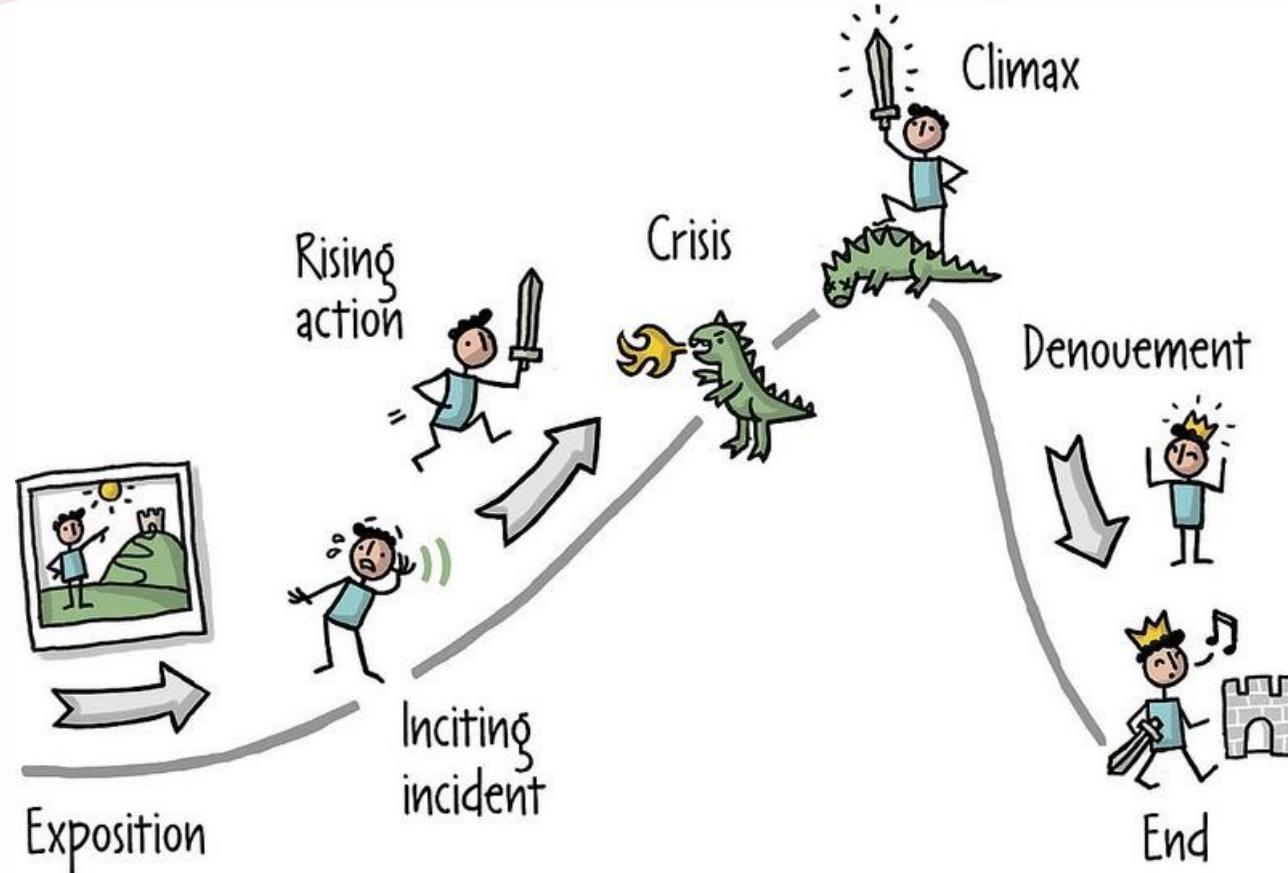
DONALD MILLER

BUILDING A STORY BRAND

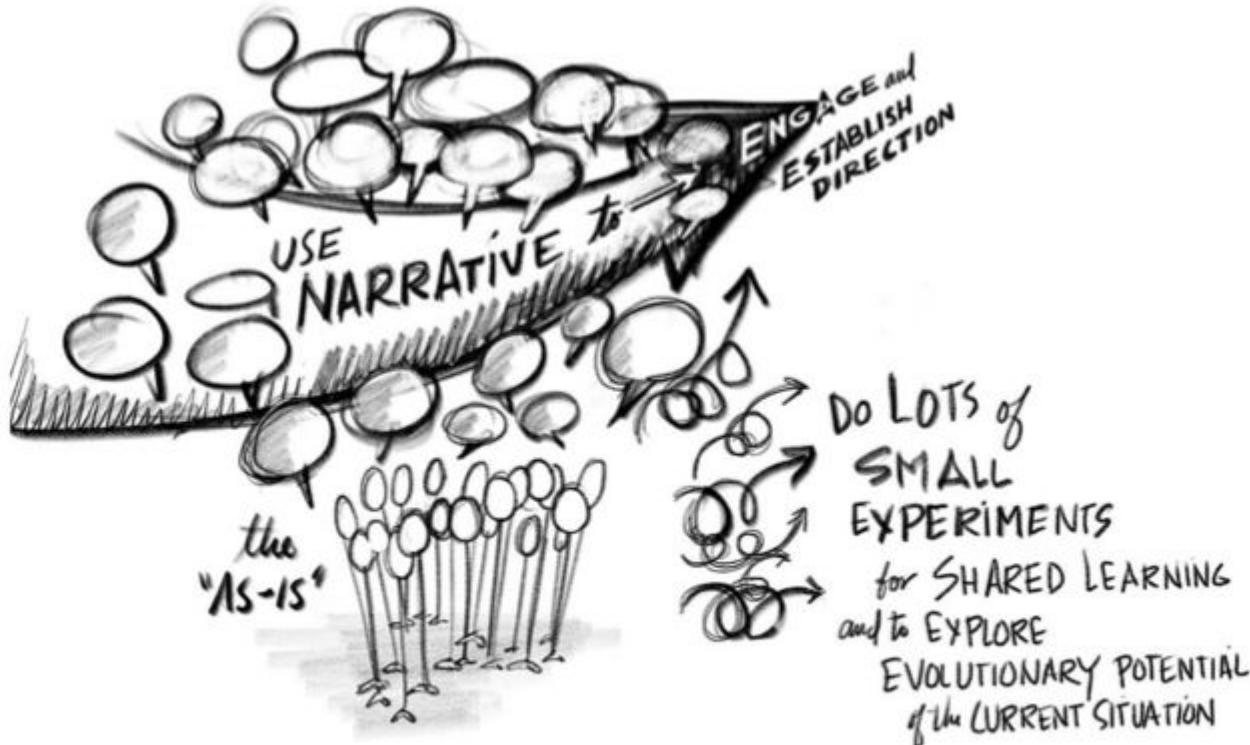


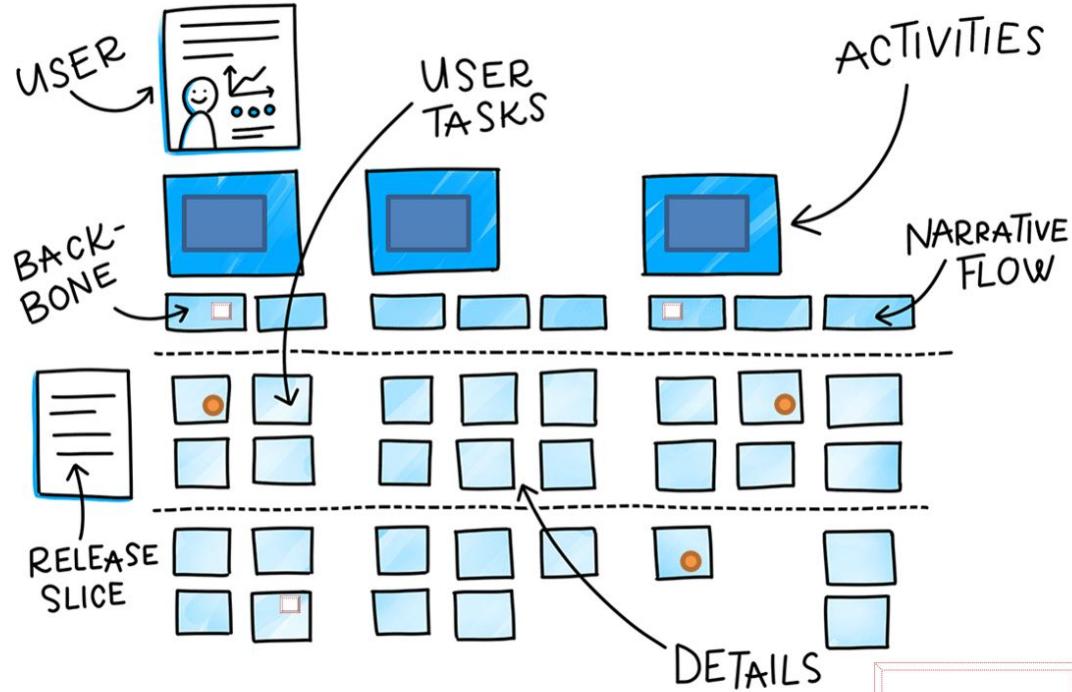
Clarify Your Message
So Customers Will Listen

Use the 7 Elements of Great Storytelling to Grow Your Business



fonte: The User's Journey: Storymapping Products That People Love







<https://dev.to/digitalyaops/5-awesome-minimum-viable-product-examples-5a16>



Iterating from vague idea to realization allows for learning and adjustment along the way.

1



2



3



4



5



Iteration in Theory



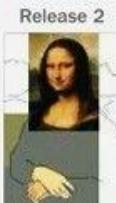
Incrementalism in Theory



Agile as usually practiced



Agile UX Lean UX

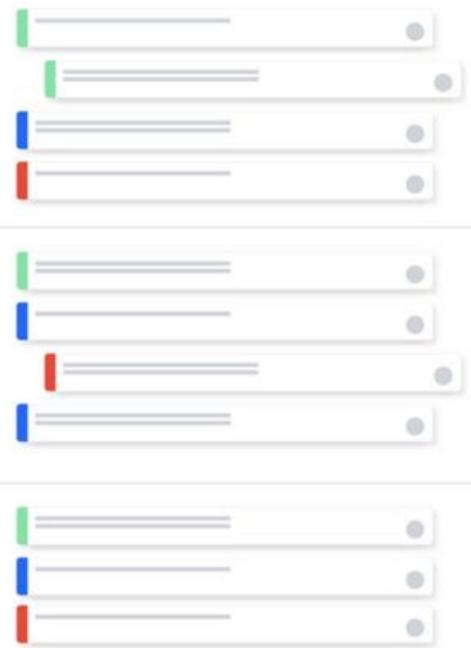


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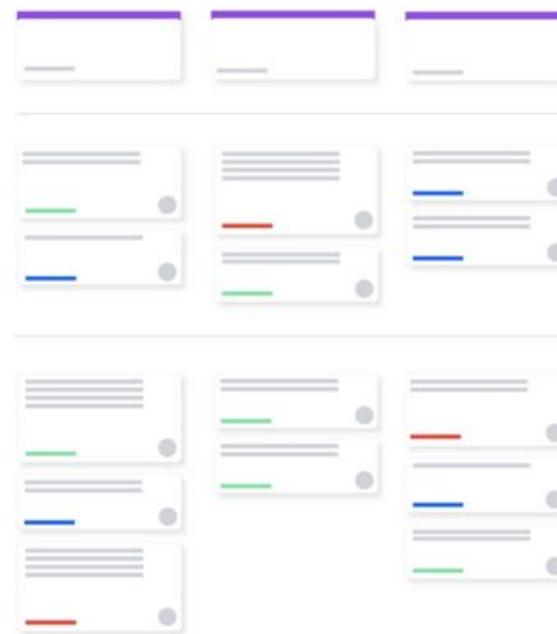
Executando



flat backlog



story map



Users



User Tasks

Onboarding

Assiste

Testa conhecimento

Epics

Cadastro

Perfil

Programação

Talks

Trilhas

Quiz

Profile

Stories

Recebe Email

Atualiza os dados pessoais

Ver a programação

Assiste Vídeo

Escolhe uma trilha

Perguntas abertas

Edita os dados pessoais

Release 1

Abrir um item da programação

Faz comentários

Ve seus pontos

Release 2

Login com linkedin

Escolhe as preferências

Salva para assistir depois

Marca como visto

Cria sua própria trilha

Perguntas de múltipla escolha

Acompanha andamento

2 factor

Recebe recomendações

Recomenda para um colega

Da like

Perguntas booleanas

Recebe certificado

Não planejado

Pré cadastro na base

Interage no chat

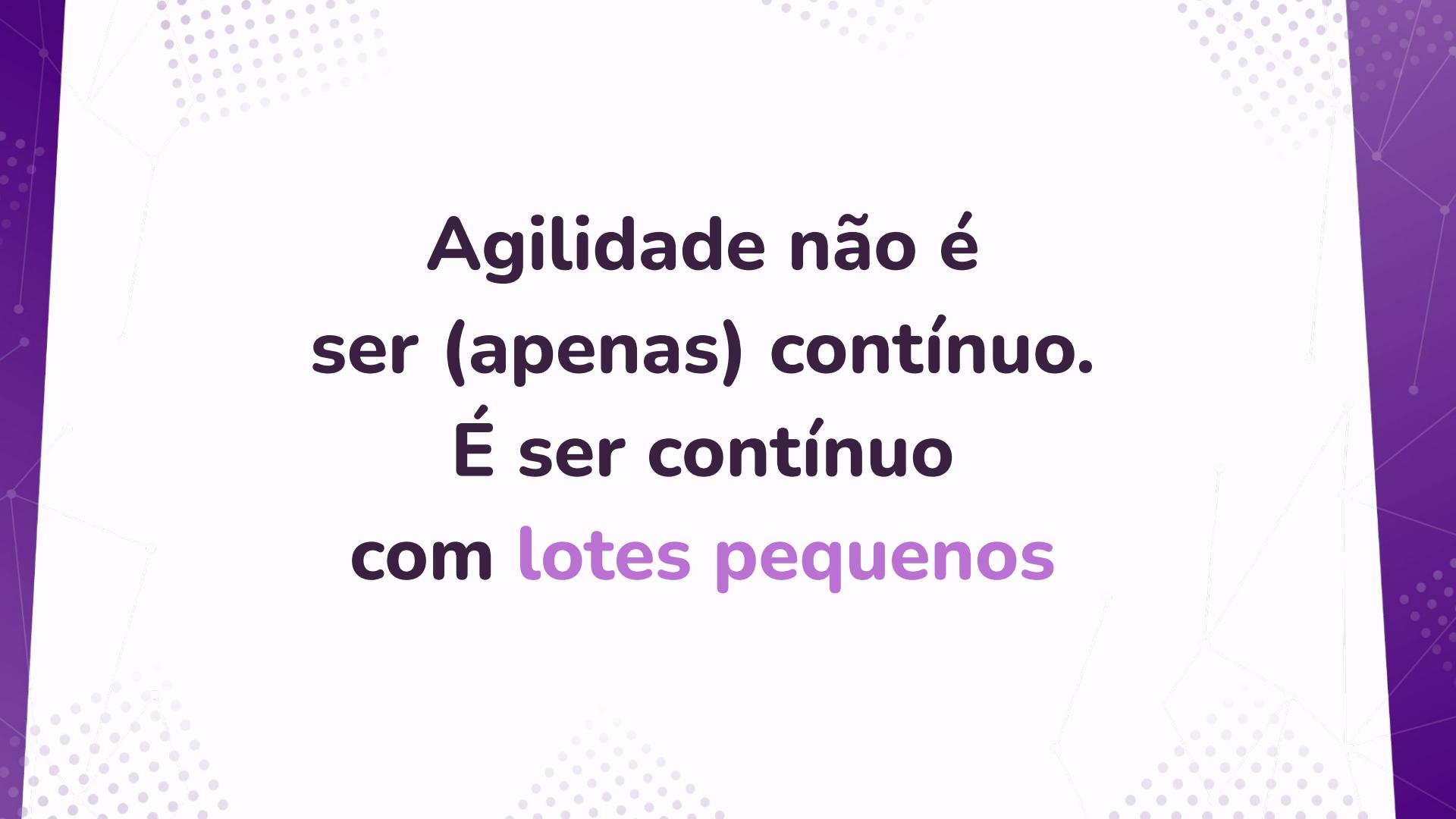
Compartilha sua trilha

Vê as estatísticas

Sugestão de senha

Reporta problemas

Comenta em um segundo do vídeo



**Agilidade não é
ser (apenas) contínuo.
É ser contínuo
com lotes pequenos**

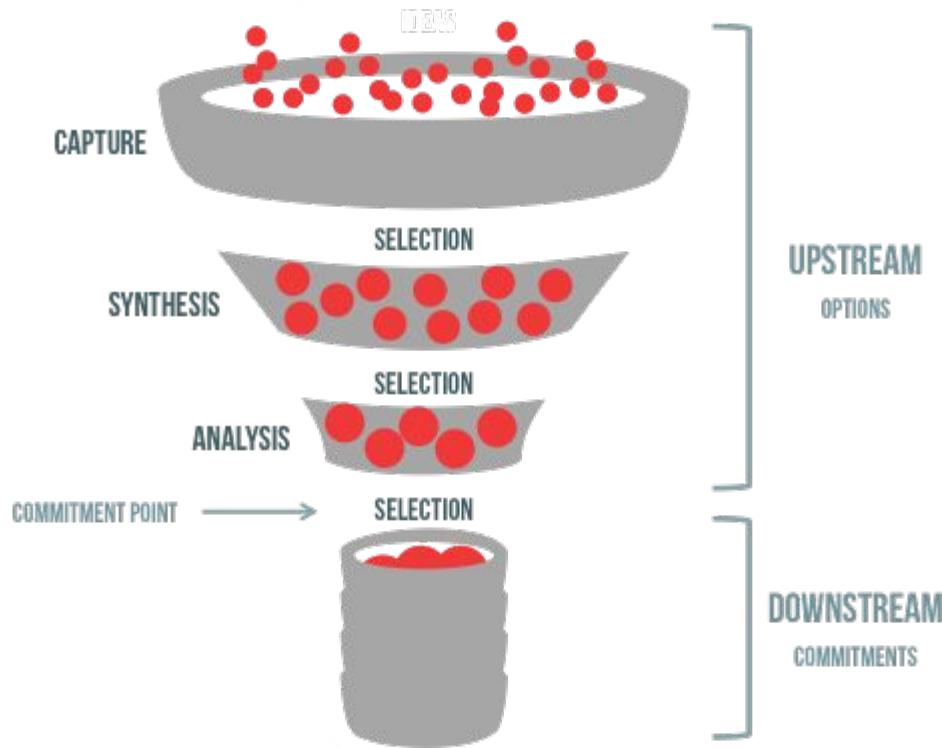
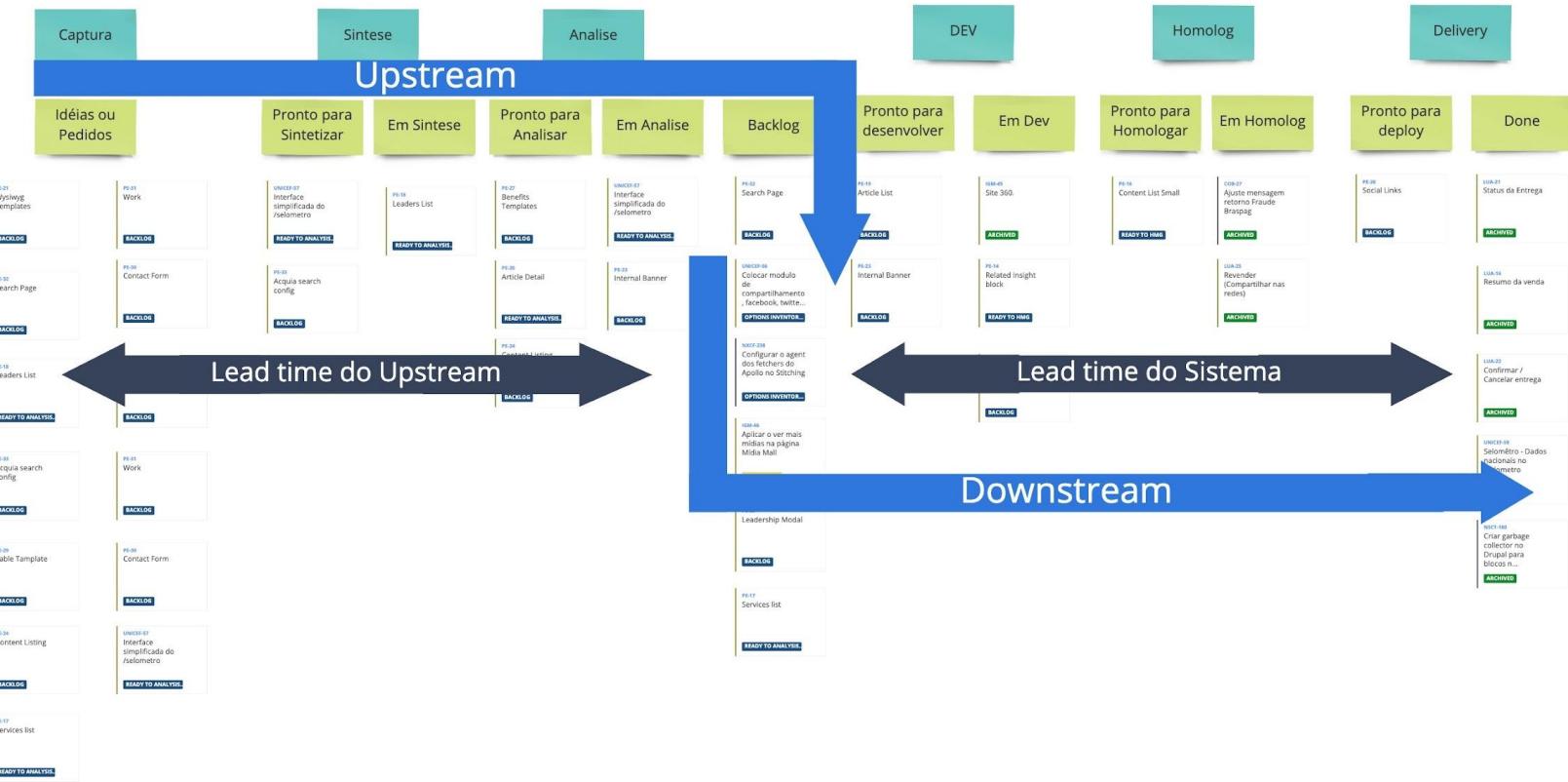
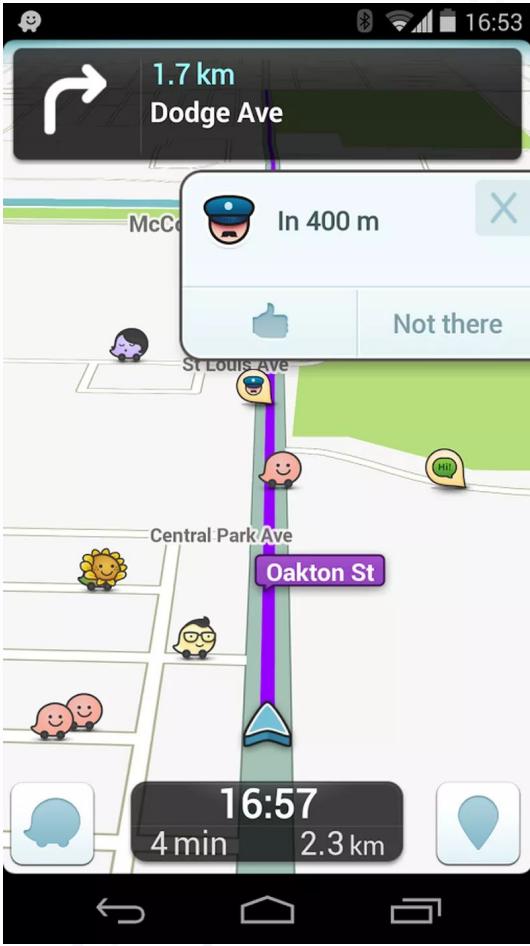
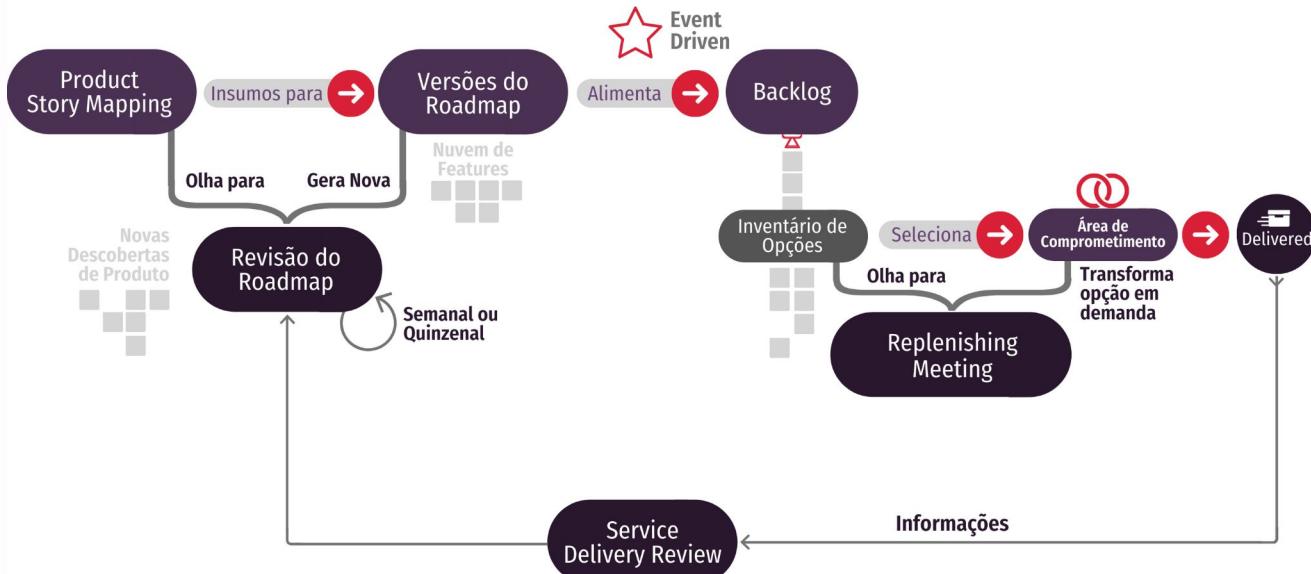


Figura do livro Essential Upstream Kanban by Patrick Steyaert





→ CICLO DE GOVERNANÇA





"Se você acha que isso foi uma grande falha, estamos trabalhando em falhas muito maiores no momento... algumas vão fazer o Fire Phone parecer um erro pequeno.

O tamanho dos nossos erros precisam crescer com o tamanho da empresa."

Jeff Bezos (tradução livre)

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