

EMPREENDEDORISMO E NOVOS NEGÓCIOS

5. CUSTOMER DEVELOPMENT

(chapter two from

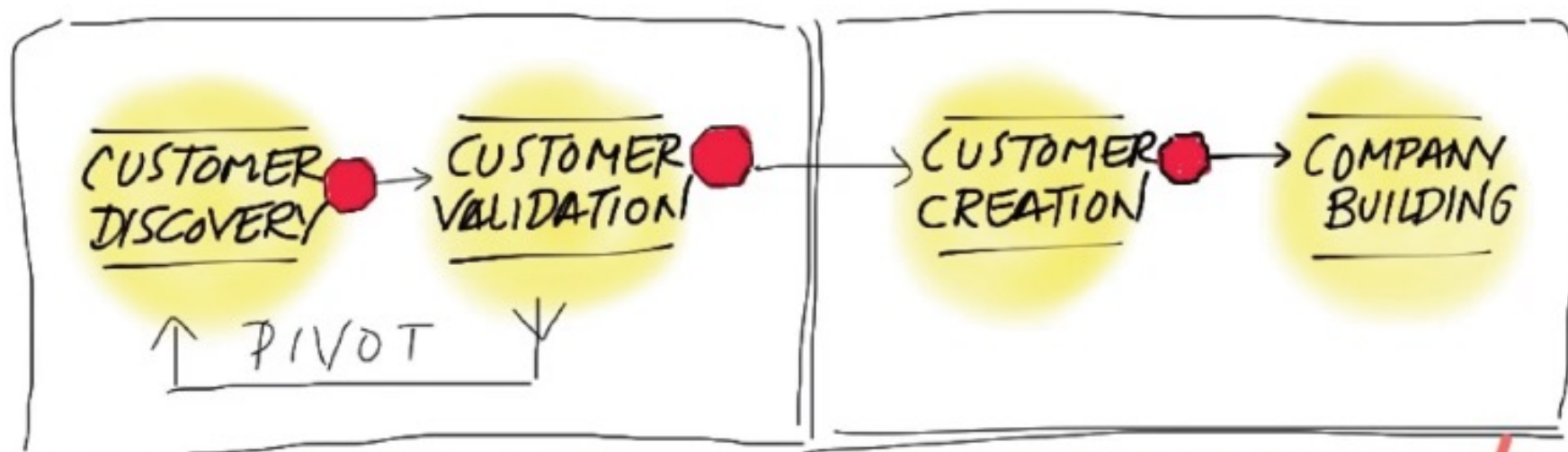
<https://learning.oreilly.com/library/view/the-startup-owners/9781119690689/>)

“There Are No Facts Inside Your Building, So Get Outside ...”

The Startup Owner's Manual, written by Steve Blank and Bob Dorf, 2012

The CUSTOMER DEVELOPMENT PROCESS

In other words...



SEARCH

EXECUTION

Startups are
in **SEARCH**
mode!



The CANVAS...

A set of
~~HYPOTHESES~~?
GUESSES!

HERE'S
HOW...

? **How** do we
change "guesses"
into **FACTS**?

Minimal viable product & Feedback (build, test, learn)

Minimal Viable Product

Continued...

"THIS ISN'T
WHAT I
WANTED!"



Because customers
didn't have input,
many products were
made that didn't
satisfy customers'
WANTS and **NEEDS**.

? HOW ABOUT SOMETHING DIFFERENT? MINIMAL VIABLE PRODUCT

1. Build the minimum features in order to get **FEEDBACK**.

DEMO

WHAT DO
YOU
THINK?

2. QUICKLY and
ITERATIVELY GET
CUSTOMER
FEEDBACK...

"CHANGE
THIS!"

"IT'S
BETTER,
BUT..."

"THUMBS
UP!"



3. As you get more
feedback, you can
ADD MORE
FEATURES.

of TIME...
of PEOPLE...
of MATERIAL...
of RESOURCES...

WASTE!



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

Minimum Viable Products (MVP)

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

PIVOT

SPEED: On the web, you can reach thousands of customers in a short amount of time.

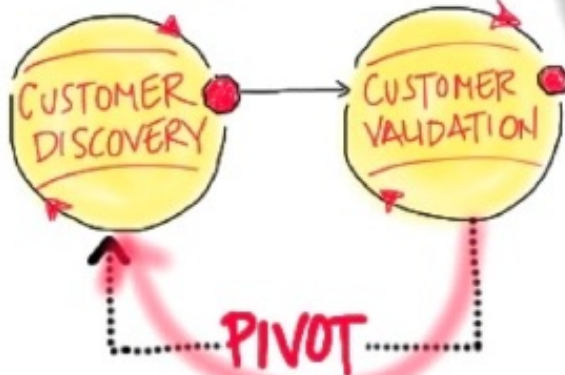
TEMPO: Like a metronome tempo is CONSTANT, CONSISTENT, and RELENTLESS.



PIVOTS are the RESULT of HYPOTHESIS TESTING and EXPERIMENTATION.



REMEMBER!
Hypothesis testing involves **FAILURE!**



What do you do when **HYPOTHESES** do not match **REALITY**?

A PIVOT is a SUBSTANTIVE CHANGE to one or more business model components.

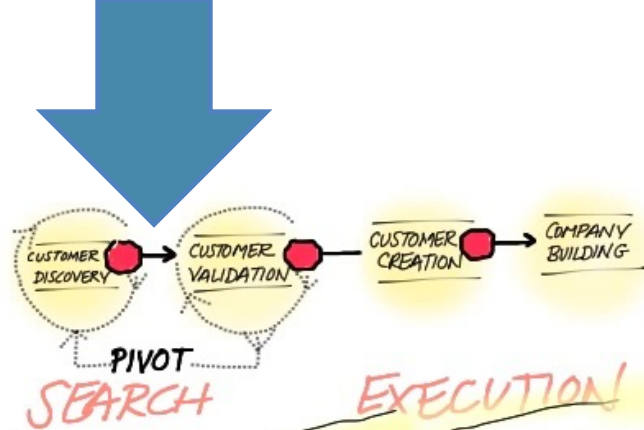
An ITERATION is a minor change...

FIRE the HYPOTHESIS not the **FOUNDER**.

You're FIRED!



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



- Build high fidelity app or prototype
- Test your understanding of the customer's agreement that you have the solution

→ The match between your VALUE PROPOSITION and CUSTOMERS is called **PRODUCT/MARKET FIT**.

PHASE 3



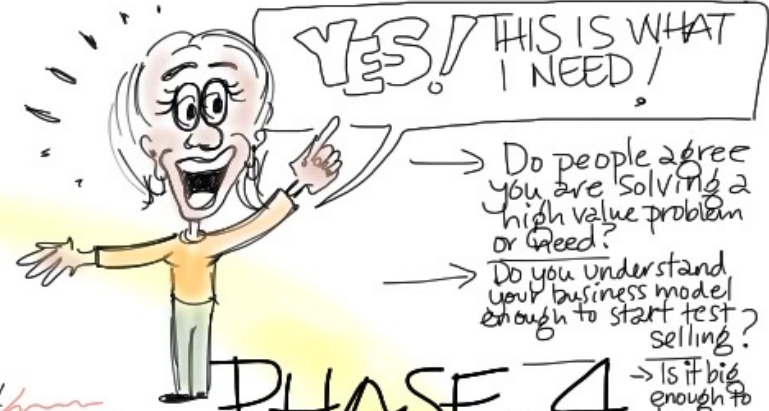
Test the Solution



PHASE 2

● Test the problem

- Get out of the building
- Build wireframe or prototype
- Test your understanding of the customer's problem or need.



- Do people agree you are solving a high value problem or need?
- Do you understand your business model enough to start test selling?
- Is it big enough to be a business?

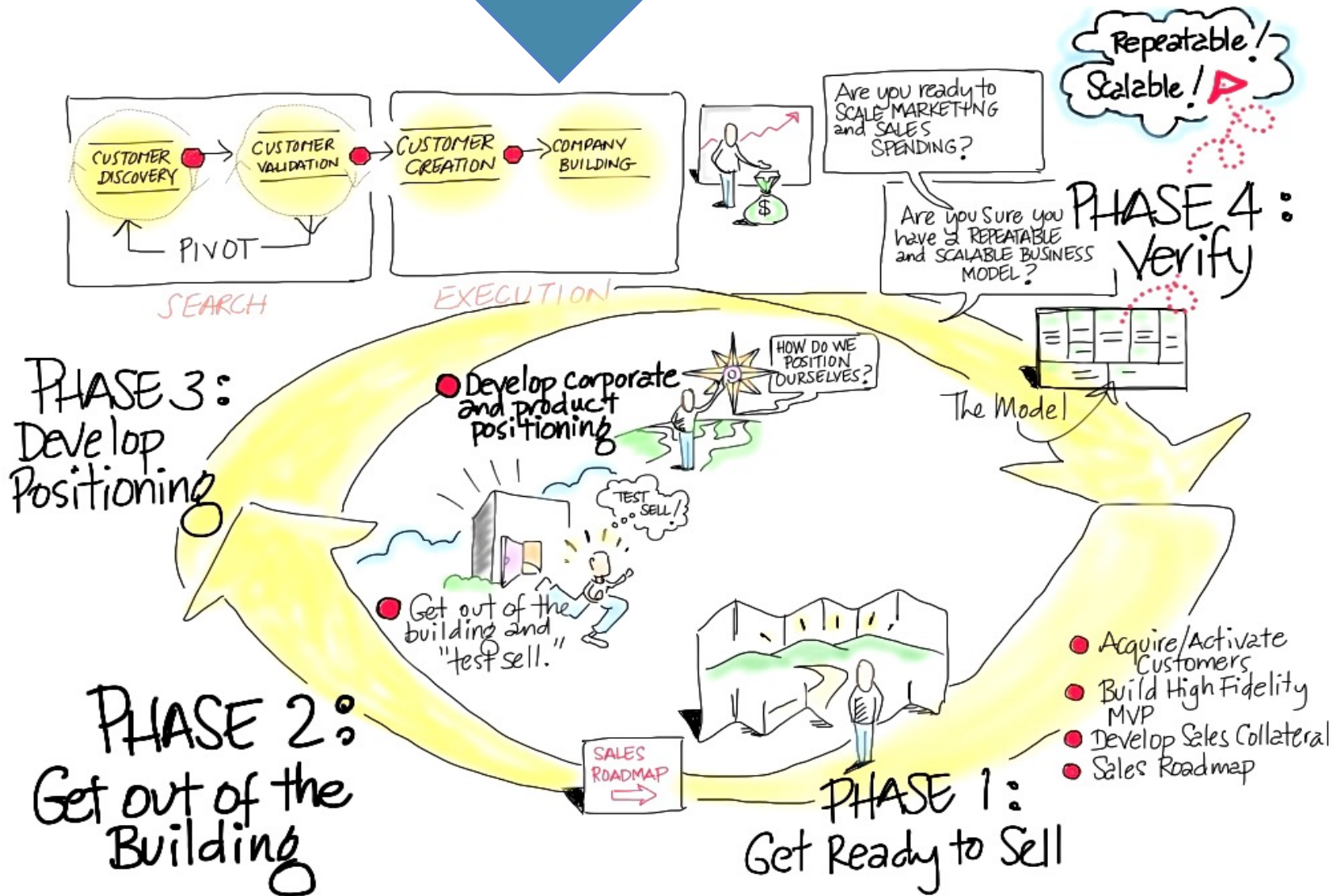
PHASE 4
Verify or Pivot

PHASE 1

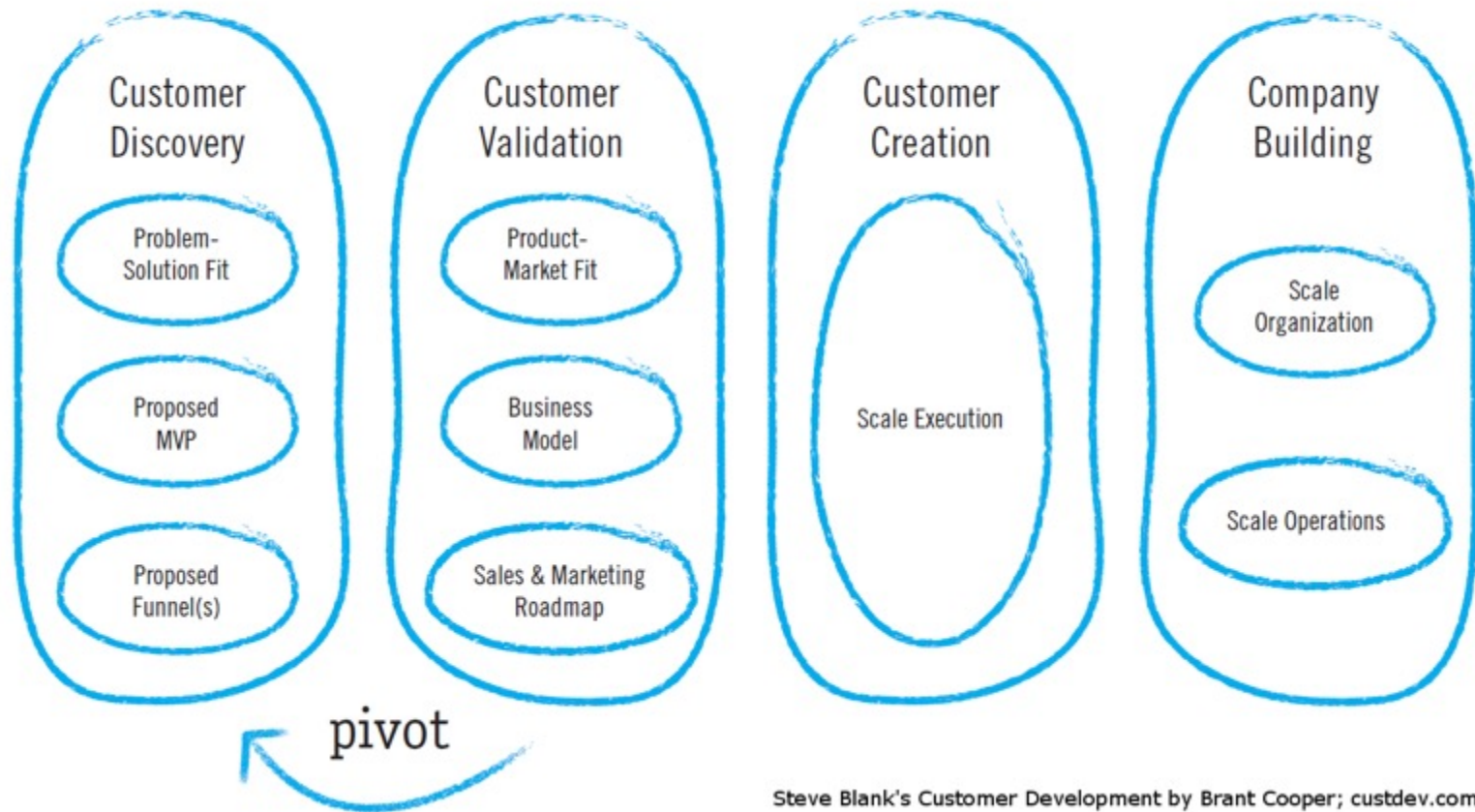
- State HYPOTHESES
- Draw BUSINESS MODEL CANVAS



Draw canvas inside the building...



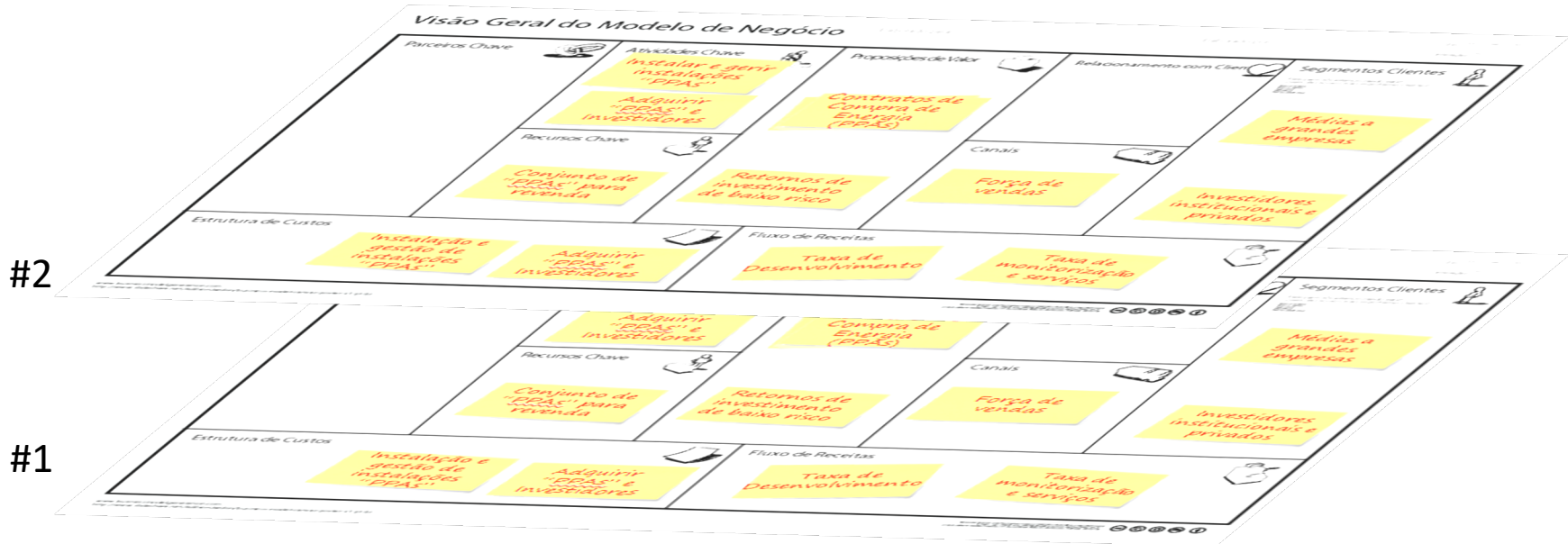
Customer Development



Steve Blank's Customer Development by Brant Cooper; custdev.com

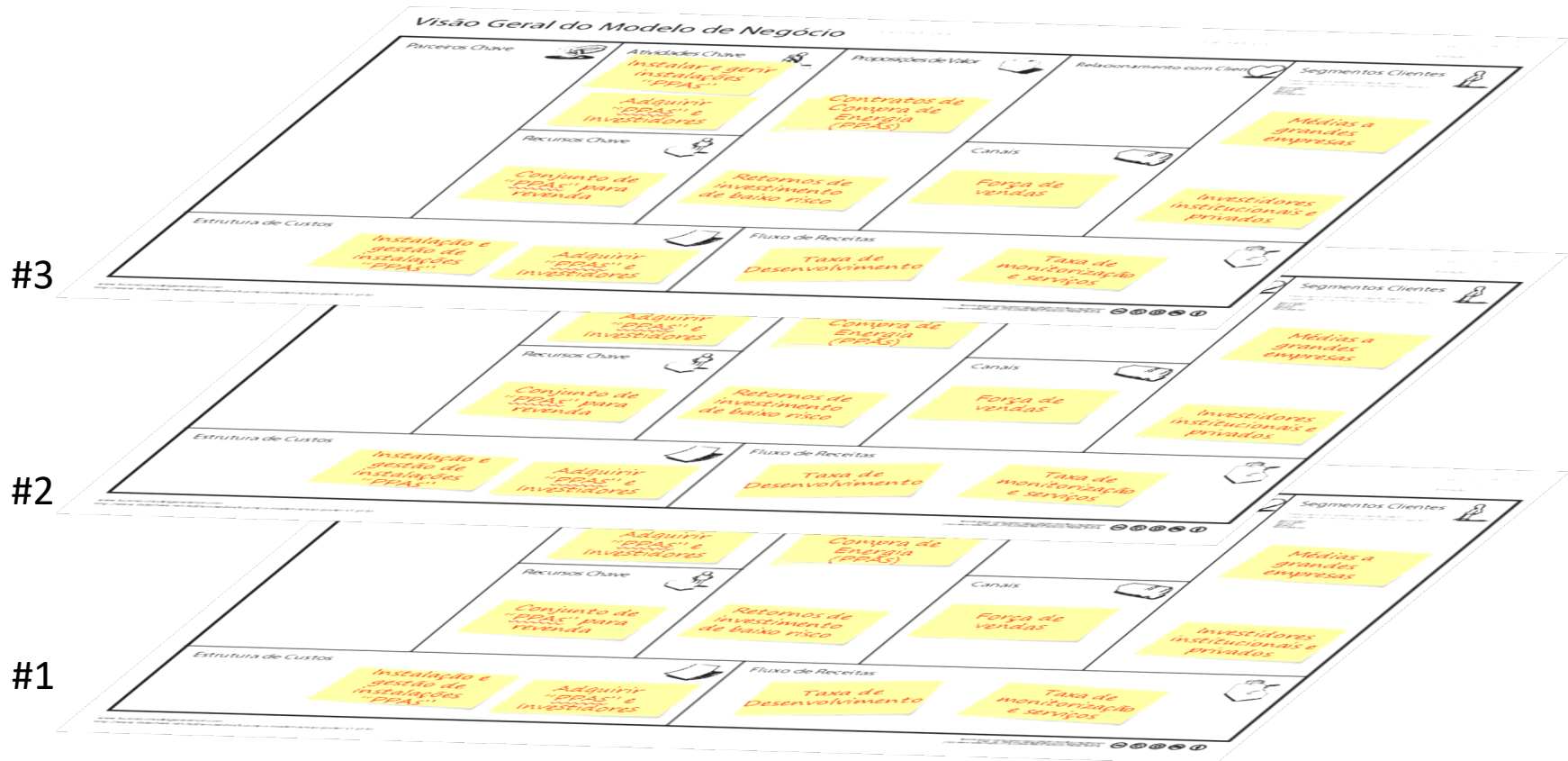
The Customer Development Process

Customer Validation and BMC – designing the model



The Customer Development Process

Customer Validation and BMC – designing the model



OWLET – International Business Model Competition



09:56



<https://vimeo.com/84423056>