EMPREENDEDORISMO E NOVOS NEGÓCIOS

2022.2023 . 1S

Aula 4	**O Processo Empreendedor: A metodologia Lean Startup, Customer Development e Agile Engineering**

| Ref. | Artigo Harvard Business Review"Why the Lean Start-Up Changes Everything" (disponível no Moodle e em **https://hbr.org/2013/05/why-the-lean-start-up-changes-everything**)

Capítulo 1
Livro: Osterwalder, A. and Y. Pigneur. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons (https://learning.oreilly.com/library/view/business-model-generation/9780470876411/ch01.html)

Capítulo 4
Livro: Blank, S., & Dorf, B. (2020). The startup owner's manual: The step-by-step guide for building a great company. John Wiley & Sons. (disponível em https://learning.oreilly.com/library/view/the-startup-owners/9781119690689/) |

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

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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

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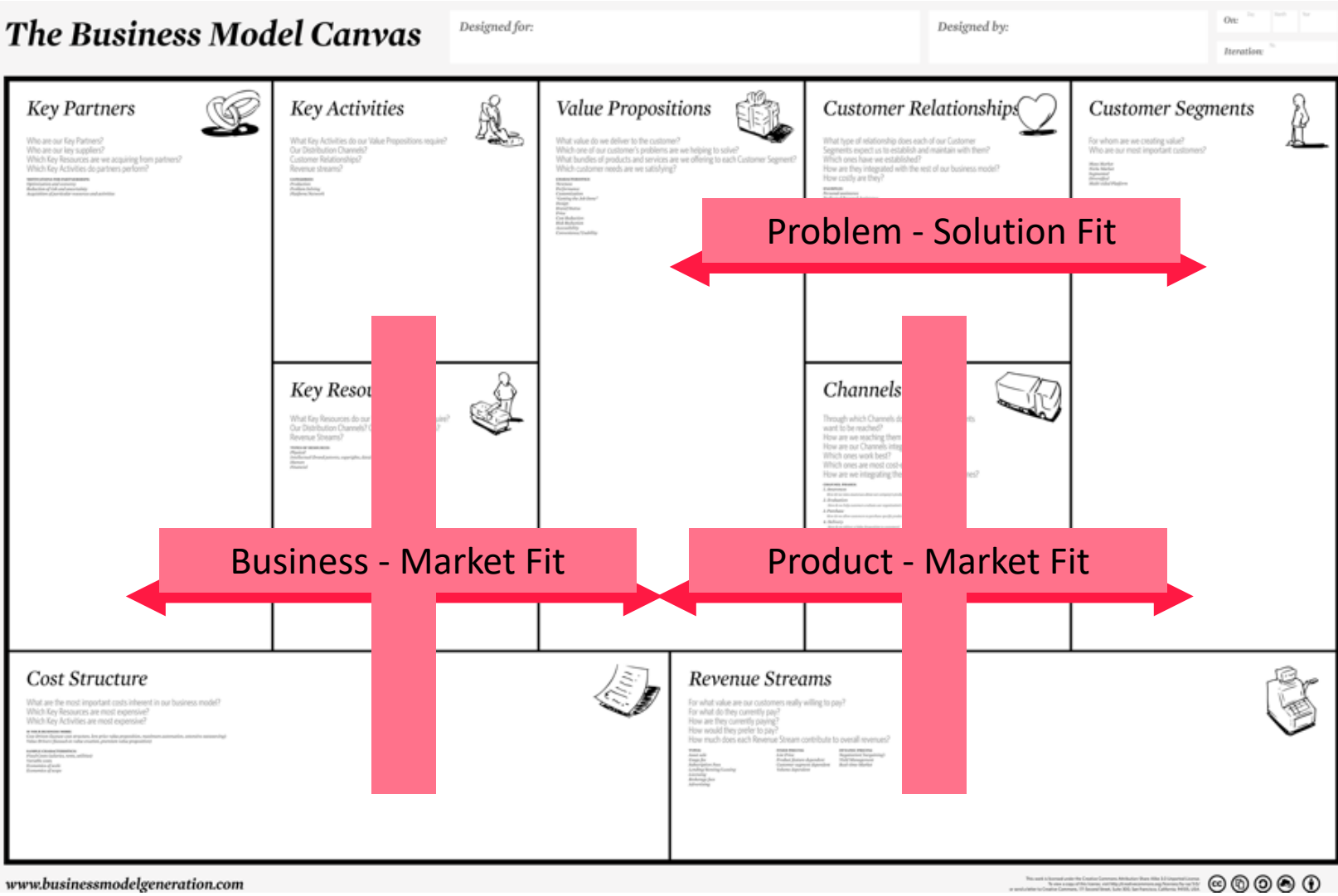https://www.youtube.com/watch?v=1RTcXwJuCaU

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 <u>Business Model Canvas</u> : 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**.

09

The Business Model Canvas

Designed for:

Designed by:

On:

Iteration:

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments

Problem - Solution Fit

Business - Market Fit   **Product - Market Fit**

Key Resources

Channels

Cost Structure

Revenue Streams

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

Episode One

Getting from Business Idea to Business Model

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

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

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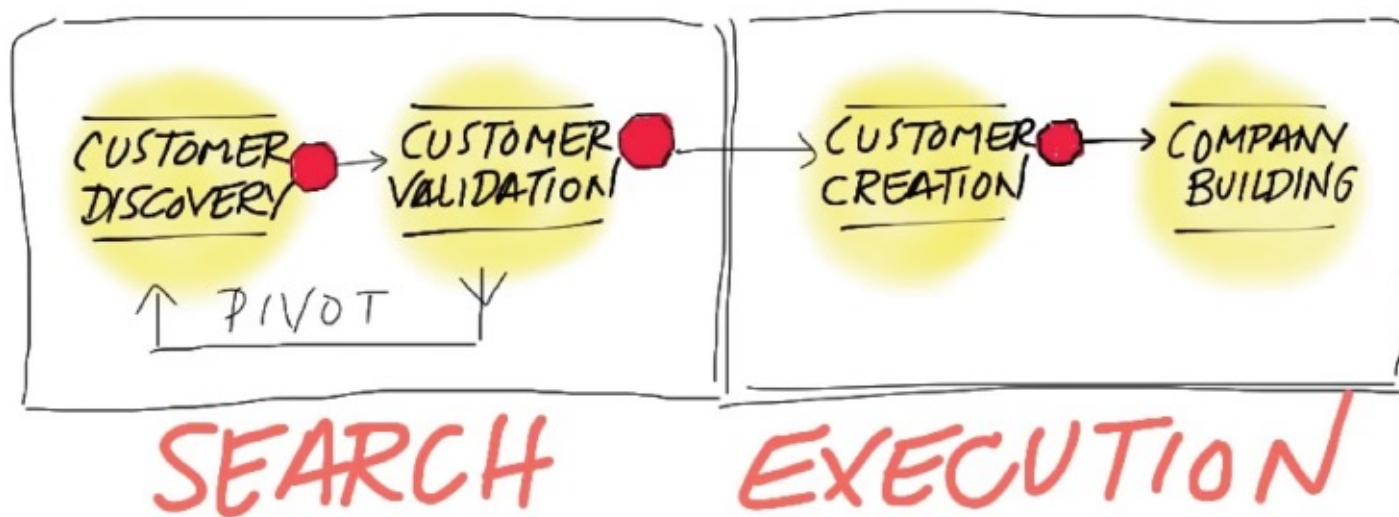
The process assumes that the team which is developing a new product/service have **<u>untested hypotheses about the business model.</u>** CDM starts with the key idea that there are no facts inside your building so get outside to test them. CDM is the opposite of the Product Development Method (PDM) 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

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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