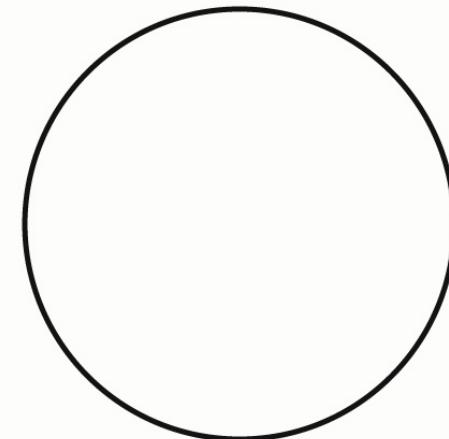


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LGP

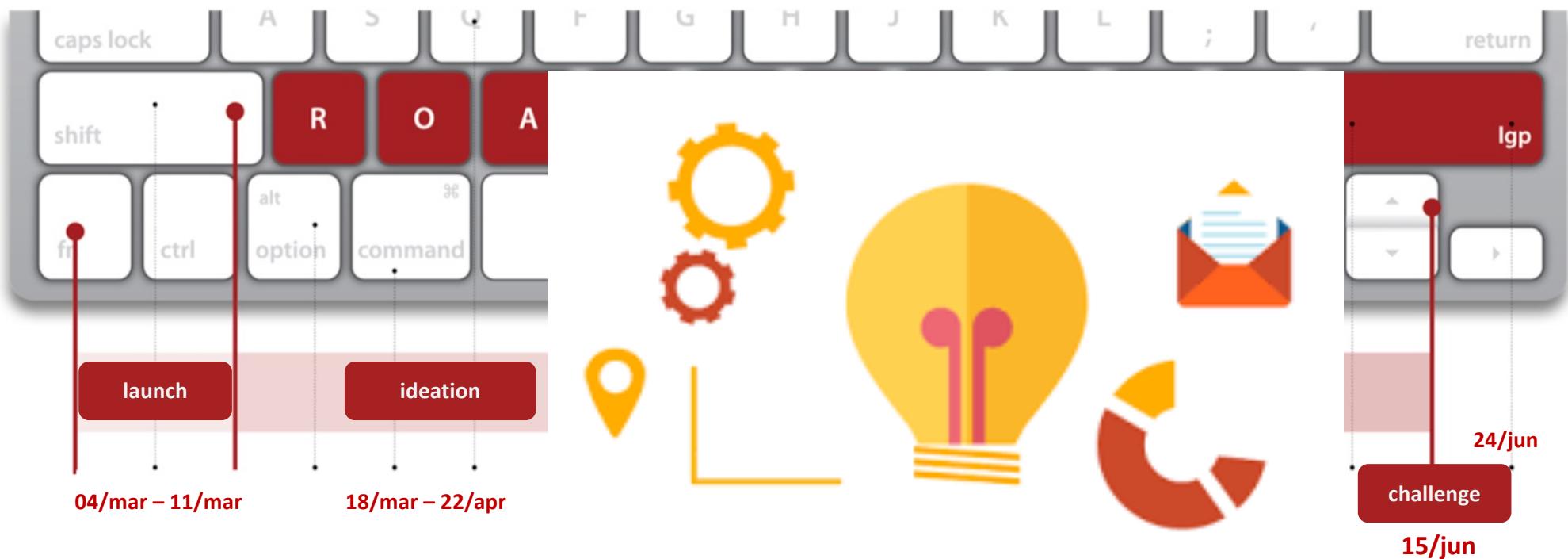
LABORATÓRIO DE GESTÃO DE PROJETOS

2021/2022



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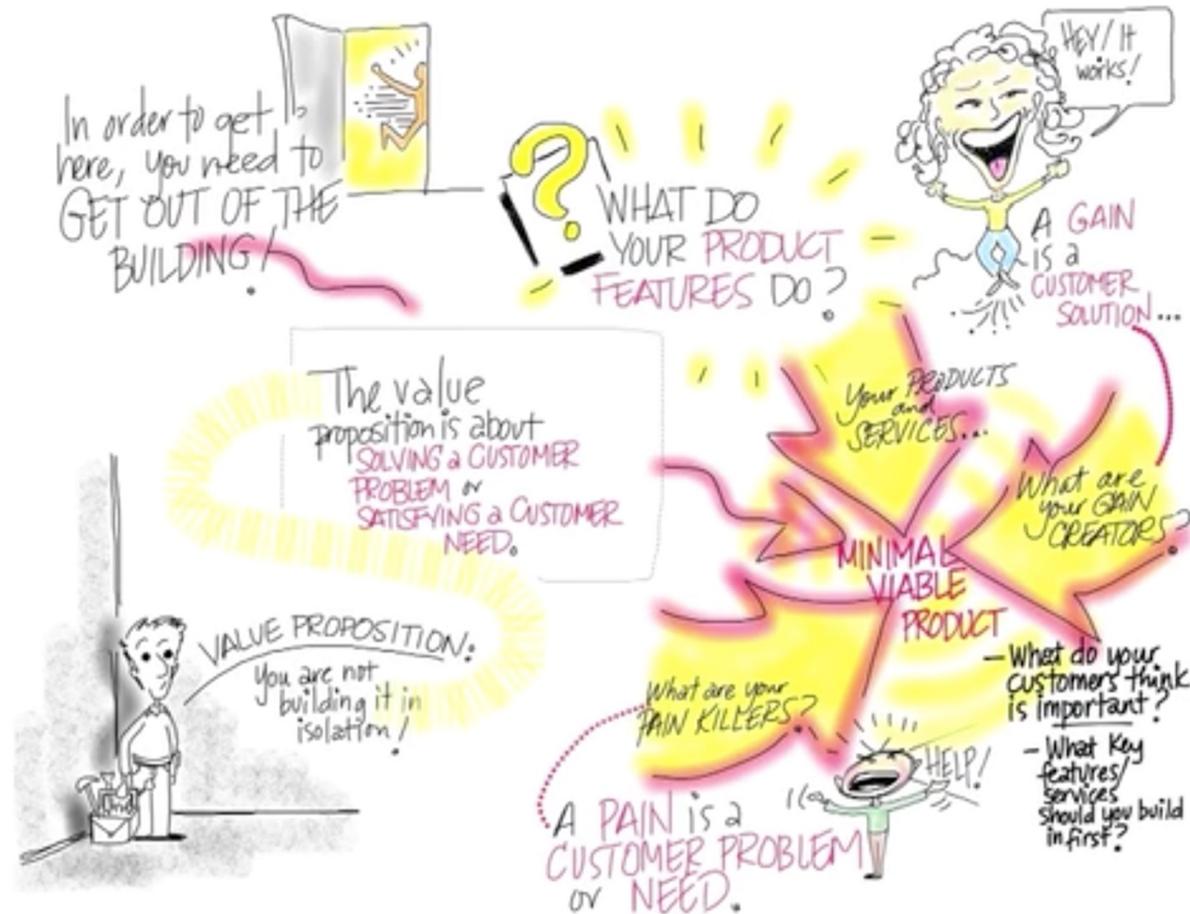
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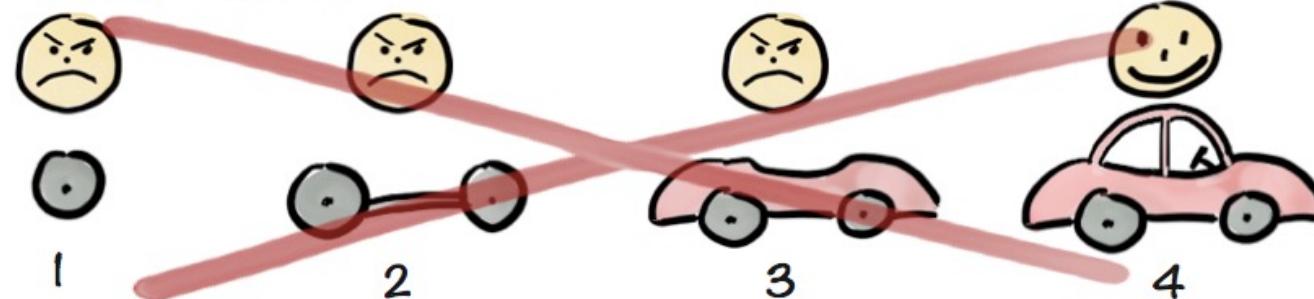


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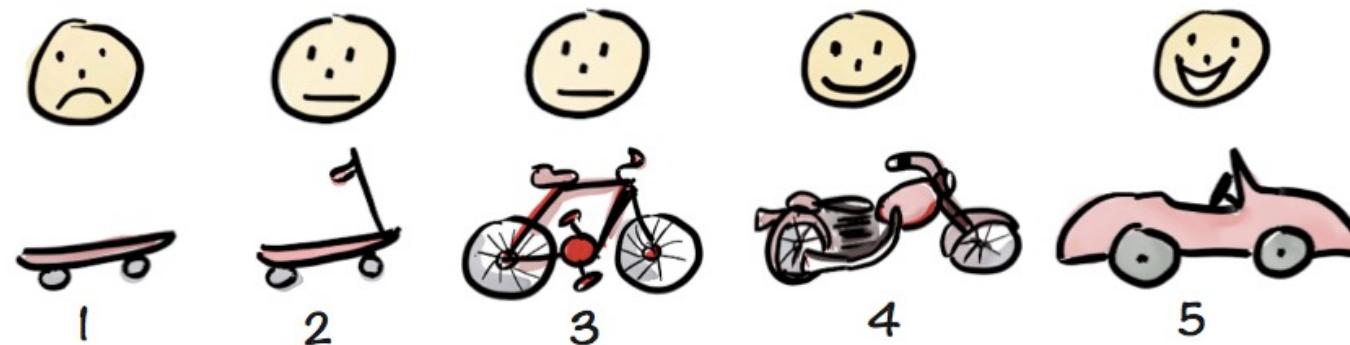
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Not like this....



Like this!



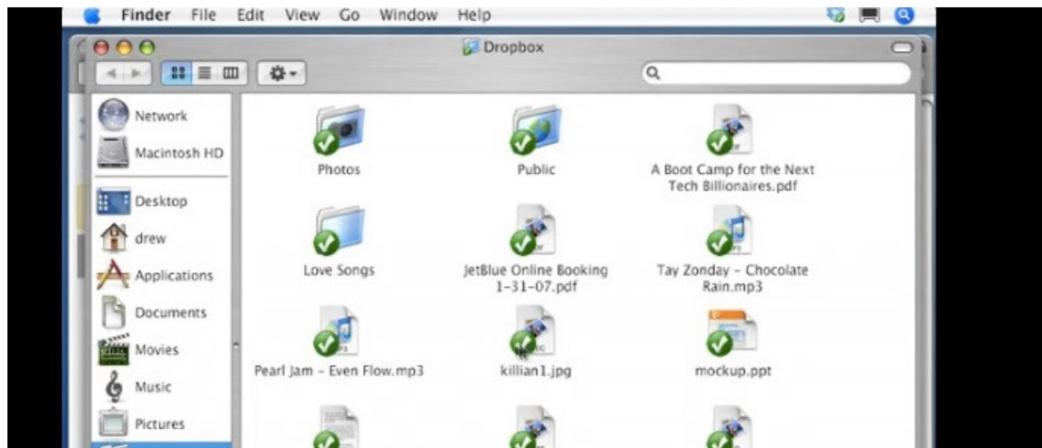
by Henrik Kniberg

* /

How DropBox Started As A Minimal Viable Product

Contributor 5:05 pm WEST • October 19, 2011

 Comment



“It drove hundreds of thousands of people to the website. Our beta waiting list went from 5,000 people to 75,000 people literally overnight. It totally blew us away.”

Drew Houston (Dropbox CEO)

x /

“If you are not embarrassed by the first version
of your product, you’ve launched too late.”
– Reid Hoffman, Co-Founder of LinkedIn

Entrepreneur
defines what is
minimum

Customer
defines
what is
feasible

- A minimum viable product (MVP) helps entrepreneurs start the process of learning as quickly as possible. It is not necessarily the smallest product imaginable, though; it is simply the fastest way to start learning how to build a sustainable business with the minimum amount of effort.
- Contrary to traditional product development, which usually involves a long, thoughtful incubation period and strives for product perfection, the goal of the MVP is to begin the process of learning, not end it.
- Unlike a prototype or concept test, an MVP is designed not just to answer product design or technical questions. Its goal is to test fundamental business hypotheses.

/*
*/

LGP[]

HOW TO BUILD OUTSTANDING PRODUCTS?

one approach: creating a product with maximum features that will maximize your chances of success

danger: there will be no comments until everything is built!

alternative: release early, release often, get feedback

danger: running in circles; gets some comments and is chasing your tail; may lose long-term vision

*/

MVP WAY OF BUILDING PRODUCTS

"Look, our **vision** is to build a product that solves this central **problem** for customers, it has this kind of general **characteristics**, and we think that for people who are early adopters of this type of **solution**, they would be the most relevant"

.. and they will keep in mind the characteristics that are not yet present, if the vision is well communicated.

/*
*/

LGP[]

.. GET OUT OF THE BUILDING AND TALK TO THE CUSTOMERS!

You want them to put their money where their mouth is.

A minimum viable product is "the product that has only the features that allow you to ship a product that early adopters recognize and with which at least some of them identify themselves, pay money and provide feedback".

*/

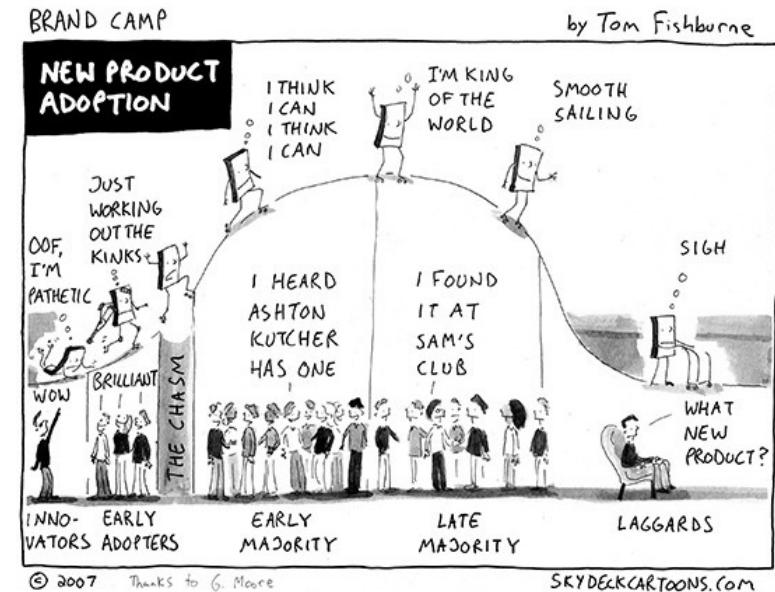
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LGP []

MINIMUM VIABLE PRODUCT

product with the necessary characteristics
to get money and feedback
of innovators and early adopters ..

ad on Google .. or PowerPoint slide ...
or dialog box .. or landing page ..



You should be able to build it in a day or a week!
Maximum learning with minimum effort

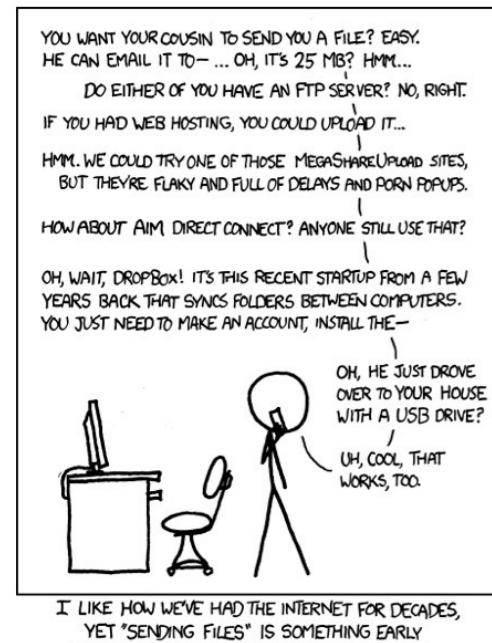
* /

MVP: #1 explainer video

short video that explains what your product does and why people should buy it

often a simple 90 seconds animation.

using an explainer video as a minimum viable product has served Dropbox very well.



MVP: #1 explainer video



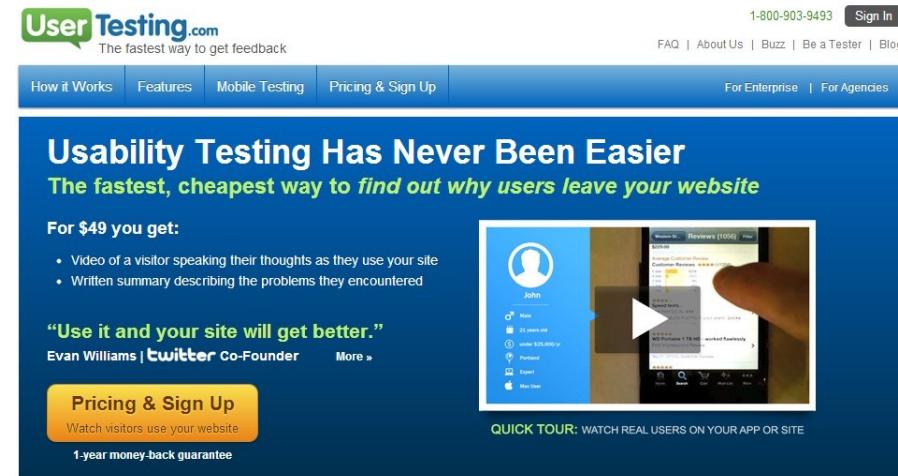
https://www.youtube.com/watch?feature=player_embedded&v=7QmCUDHpNzE

MVP: #2 landing page

web page where visitors “land” after clicking a link from an ad, e-mail or another type of a campaign.

quickly communicate the value of your offering, diffuse objections, and call the visitor to action.

based upon interviews, surveys, and product development you build a landing page.
 it's a marketing instrument but it is also an MVP
 landing page validates your value proposition, product-solution fit, sales argumentation and can even validate your pricing


 A screenshot of the UserTesting.com website homepage. The header features the logo "UserTesting.com" and the tagline "The fastest way to get feedback". On the right side of the header are links for "1-800-903-9493", "Sign In", "FAQ", "About Us", "Buzz", "Be a Tester", "Blog", "For Enterprise", and "For Agencies". Below the header, a large blue banner with white text reads "Usability Testing Has Never Been Easier" and "The fastest, cheapest way to find out why users leave your website". It highlights a price of "\$49" and includes a bulleted list: "Video of a visitor speaking their thoughts as they use your site" and "Written summary describing the problems they encountered". A quote from Evan Williams (@twitter Co-Founder) is shown: "Use it and your site will get better." Below the quote is a "Pricing & Sign Up" button with the text "Watch visitors use your website" and "1-year money-back guarantee". To the right of the banner is a thumbnail image showing a user profile for "John" and a mobile device displaying a user interface with a hand pointing at it. A play button icon is overlaid on the device screen. Below the thumbnail is the text "QUICK TOUR: WATCH REAL USERS ON YOUR APP OR SITE".

MVP: #2 landing page how it's built?

LGP []

1. Create your landing page
2. Set up a Google AdWord campaign and drive traffic to your new landing page. Even here you can let the AdWord engine generate different messages and test what works best for potential customers.
3. Set up Google Analytics. The most important thing to measure is conversion - percentage of visitors who sign up (or take another desired action)
4. Set up a chat to make it easier for visitors to ask questions
5. Set up a service like Qualaroo to conduct questionnaires with visitors.

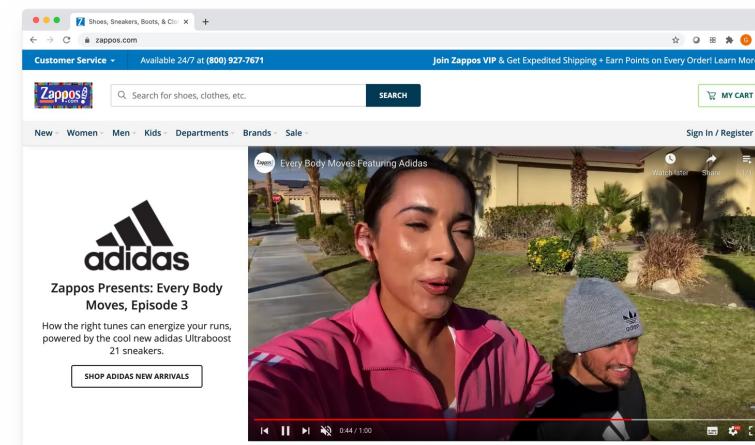
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MVP: #3 Wizard of Oz

you put up a front that looks like a real working product, but you manually carry out product functions
(a.k.a “Flinstoning”)

Zappos didn't start by stocking up big Amounts of shoes and investing in a backend

went to local shoe shops and asked the owner's permission to take photos of shoes put them online and once the orders started flown in, bought the pair that was ordered, shipped it, handled payments, returns... all of it himself, and by hand



*/

MVP: #4 Concierge MVP

you start with a manual service ..
but not just any service!
exactly the same steps people would
go through with your product

food on the table provides easy weekly
recipe and grocery lists based on sales at your store

they need lots of stuff to make this work: a list of stores and groceries,
weekly updates on sales, recipes, algorithms to match your preference to
recipes to promotions...



MVP: #4 Concierge MVP how it's built?

before building anything they went to their local shop (in Austin)
interviewed shoppers until they found one that was interested in their service .. she got a concierge treatment.

the CEO visited her every week; he came with a shopping list and selected recipes, carefully chosen based on
(a) her preferences and (b) promotions in the local store.
the list was updated on the spot based on her desires and feedback
(important!) the CEO would pick a check of \$9.95 for this service (this was no way to get rich ..)

but each week, they would learn more about what it takes to make their product a success
kept adding more customers to their weekly visits, until they couldn't handle the load any more

only then they started coding

one week they start sending lists and recipes via e-mail; next one they wrote a piece of software to parse promotional store lists;
eventually, they started taking payments online

only after validating the basic product with customers of their initial store, they started adding stores, first in their region, to
eventually grow into a nationwide business

x/

MVP: #5 Piecemeal MVP

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a blend between “Wizard of Oz”
and “Concierge”

emulate the steps people would
go through using your product –
as you envision it

But instead of delivering them manually, you emulate them using existing tools

Introduction

3 Tiny Habits with BJ Fogg

2012 Edition

bjfogg@stanford.edu or bj@tinyhabits.com
<http://bit.ly/3-tiny-intro>
updated January 1, 2012

See any problems or errors? Let me know. Thanks! --BJ

Schedule for 3 Tiny Habits

By end of day on Sunday, January 1

- Step 1. Read this entire document -- **yes, all of it** (except Q&A at end)
- Step 2. See examples of tiny behaviors: <http://bit.ly/tiny-examples>
- Step 3. Enter your Tiny Habits for this week: <http://bitly.com/entertiny2012>

Monday - Friday (each day)

- Do your 3 Tiny Habits each day (*and celebrate your victories!*)
- Respond to my email (I'll send it ~4pm PST) -- *Did you do your habits in last 24 hours?*

Saturday, January 7

Tell me how your week went using a form I'll send out

About my 3 Tiny Habits program

I'm fascinated with how habits form. I believe that to design new habits for ourselves or for others, the best starting point is to what I call "Tiny Habits." Before I explain what I mean by Tiny Habits, let me tell you why I'm creating this new way to share my method.

*/

MVP: #6 Raise Funds from Customers

“sell it before you build it”
basic idea is simple: launch a
crowdfunding campaign on
platforms such as Kickstarter,
IndieGoGo and RocketHub.



not only will you validate if customers want to buy your product, but you will also raise money

Users are they likely to help you spread the word, and many times they'll also offer to contribute to your business in other ways”.

MVP: #7 A Single Featured MVP

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some of the most successful applications
started out with a simple feature:
Google and Dropbox

these two remain relatively the same as when they launched.

“You can’t be everything to everybody”

this is the value of the single featured MVP
chances are that if you cannot find that one killer feature that can stand on its own –
at least in with early users – adding more features will not make the product a must
have



*/

20 seconds MVP

don't burn your money on a product no one will want to use

get creative and think about what is the minimum you can do to make sure that doesn't happen:

- select one MVP strategy you think would work for you
- create a simple plan to execute on it (remember the "minimal" in MVP)

but which one to choose? it all depends upon your purpose for creating the MVP

are you testing the appeal of an idea for a specific type of user?

do you want to learn which are the killer features?

do you need to generate revenue?

It comes down to tackling the biggest risk you have right now.

And then the next one. Ideally, this is the way you will go to market, one small experiment after another.

*A minimum viable product is therefore not a product. It is a minimum viable **go to market** step*

*/

MVP 10 examples

LGP []

(<http://venturehacks.com/articles/minimum-viable-product-examples>)

“If Apple can launch a smartphone without Find or Cut-and-Paste, what can you cut out of your product requirements?”

USV-backed foursquare uses Google Docs to collect customer feedback. No code, no maintenance.

Fliggo sells it before they build it.

Grockit puts up a notify-me-when-you-release form on steroids.

Auto e-commerce site uses manualation and flintstoning for their backend.

Semiconductor company uses 5 people and FPGAs to build a \$100M semiconductor product line.

Consumer company uses fake screenshots to sell their product.

Allicator uses Facebook ads: “Ditch Digger? Feeling spread thin? Click here to complete a survey and tell us about it.”

ManyWheels uses Microsoft Visio to build clickable web demos for prospective customers.

Cloudfire uses a classic customer development problem presentation.

*/

/ **

LGP []

Hypothesis / Assumption: {Describe ...}			Engine of Growth: {Viral, Sticky, Paid}
What to Learn / Goal: {Describe ...}			IMG
Type of MVP: {Interview Questions, Handwritten Wireframes, Photoshop Wireframes, Working Demo, etc}	What to Build / How to Validate the Hypothesis with MVP: {Describe ...}		
Criteria of Validation: {Simple Metric}	Cost of Developing MVP: How much does it cost to learn / validate? {2 Hours, 2 Days, 2 Weeks, 2 Months}, {\$ YYY}	Time of Validating Hypothesis w/ MVP: How quickly can you validate / learn? {2 Hours, 2 Days, 2 Weeks, 2 Months}, {\$ YYY}	Estimate of Future Risk/Chance: How much does this learning contribute to growth? {Save \$XXX, Earn \$YYY}
Result / What Actually Learned: {Describe ...}			

MVP Canvas Version 1.1. Designed and Created by AppSocialy in collaboration with RECRUIT Media Technology Labs in 2014.

* /

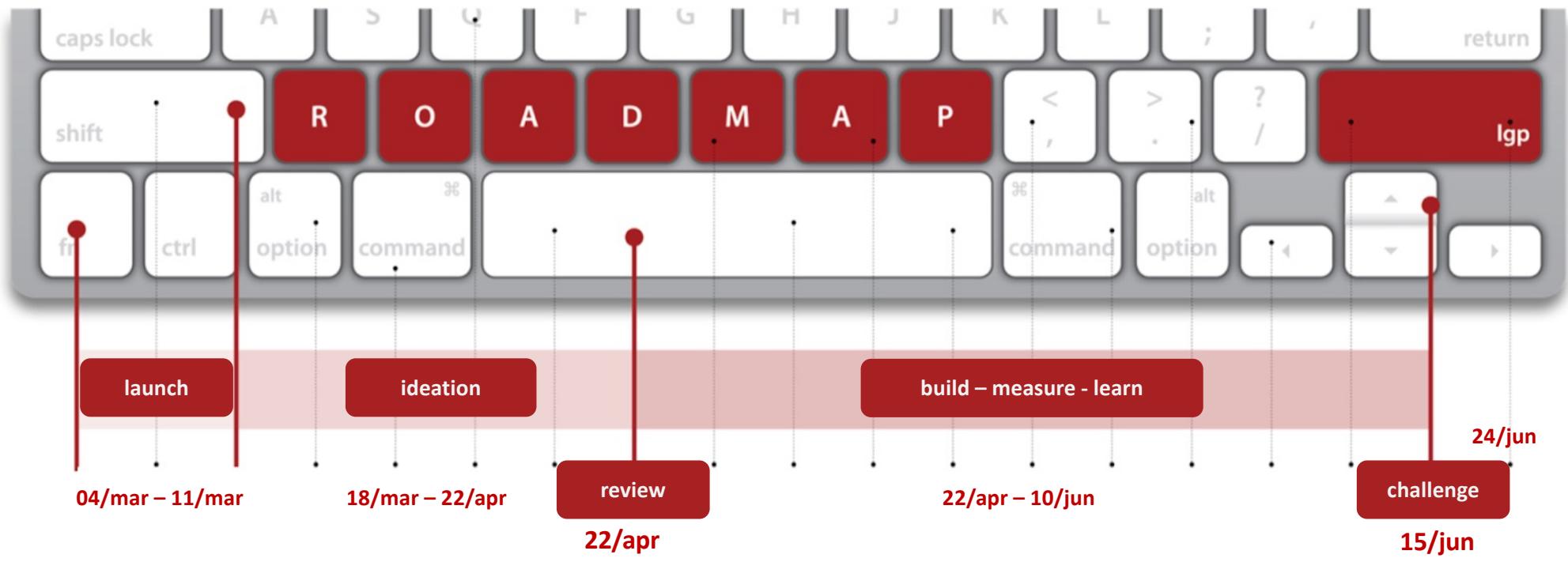
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© Scott Adams, Inc./Dist. by UFS, Inc.

* /



Phases	Dates				what	when	who	whom
Launch	4-Mar	11-Mar	2 weeks	CTO	Company/team Organisation	11-Mar	startup company	supervisor
				KoM	Kick-off Meeting	18-Mar	startup company	supervisor

/xx

LGPX

Nome ▾ Modificado ▾ Modificado por ▾

1. Launch	3 minutes ago	Gil Manuel Gonçalv...	
2. Ideation	About a minute ago	Gil Manuel Gonçalv...	
3. Review	About a minute ago	Gil Manuel Gonçalv...	
4. Build-Measure-Learn	About a minute ago	Gil Manuel Gonçalv...	
5. LGP Challenge	About a minute ago	Gil Manuel Gonçalv...	
6. Closure	A few seconds ago	Gil Manuel Gonçalv...	
LGP Company (CTO).xlsx	A few seconds ago	Gil Manuel Gonçalv...	

KoM Meeting minutes

CTO (Company & Team Organisation)

- Students
- Clients
- C*O
- Teams

*/

LGP []

The screenshot shows a GitHub repository named 'LGP FEUP'. The main page has a heading 'Plan, monitor and submit Deliverables (how to)' with a red border around it. Below the heading is the text '(Última edição: quinta, 17 de março de 2022 às 08:54)'. A section titled 'Resposta:' contains the following text:

Plan, monitor and submit deliverables

Add a tag to GitHub named "deliverable" to organise all planned deliverables. This should be done at the company and projects repositories.

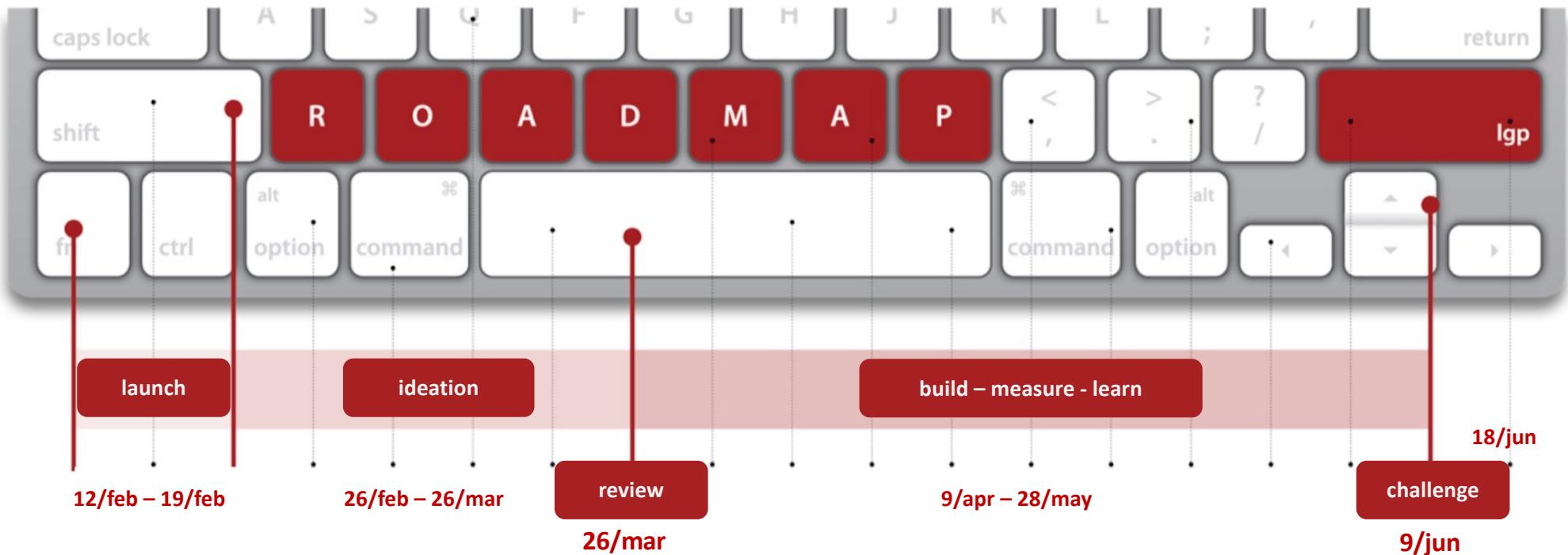
Guidelines for managing deliverables in GitHub:

- create an item/issue named "*team/company_name_deliverable_name*" (use the acronym assigned in the deliverables list as name) and with the tag "deliverable";
- use this item/issue to plan and monitor the execution of the deliverable;
- once the deliverable is complete attach to the item/issue a link pointing to the final document which should be placed in the drive.

For example, the deliverable *Product Vision & Prototype* from team LGP-SC3 should be **delivered in GitHub as a link** attached to an item/issue named "*LGP-SC3_PVP*" and tagged as "deliverable". The link should point to the **pdf document** available in the startup company team channel in the folder "2. Ideation".

Additionally, you can use other **tags** to classify items/issues in the company [repository](#).

Repository	Description	Tags
SC13	Private Talkdesk Agent on Metaverse - Metaverse Call Center 0 stars, 0 forks, 0 issues, 0 pull requests, Updated 21 hours ago	
SC12	Private LINHA DO TEMPO FEUP 0 stars, 0 forks, 0 issues, 0 pull requests, Updated 21 hours ago	



Phases	Dates			what	when	who	whom
Ideation	18-Mar	22-Apr	5 weeks	PC	Project Charter	25-Mar	startup company
				CNV	Company Name & Vision	25-Mar	startup company
				SFR	Script for the Review	8-Apr	startup company
				PVP	Product Vision & Prototype (with documentation)	22-Apr	startup company / client / supervisor

×/

LGP []

“START IT!” (INITIATING PROCESS GROUP)

Knowledge areas	Initiating process group
Project integration management	Develop project charter
Project stakeholder management	Identify stakeholders

/ × ×

Project Charter (what is the)

(Última edição: quinta, 17 de março de 2022 às 08:58)

Resposta:

Project Charter (PC)

What needs to be done when work is started? The process for creating a project charter is found at the intersection of the initiating process group and the integration knowledge area. In the beginning you need to prepare a high level description of project - the project charter - and identify stakeholders.

Inputs: business case and needs

Outputs: document with high-level information on the project/product or needs the projects intends to satisfy; should include:

- **Introduction:** explain the purpose of the project
- **Business Case, Project Statement, and Scope:** unique project characteristics
- **Success Criteria:** define the project success and list critical success factors
- **Major Requirements or Deliverables:** describe the major stakeholder requirements or key project **deliverables** depending on how you choose to track your **deliverables**
- **Budget:** cost estimate, information about spending authority (optional)
- **Schedule or Milestones:** when will the project be complete, and what are the major milestones?
- **Constraints and Assumptions:** what are the project's known and unknown parameters at this point in time?
- **Summary of Risks:** a high-level overview of major threats to the project's success
- **Team and Organization:** list who will work on the project, who oversees the project, and outline their roles
- **Approvals:** a space for stakeholders to record their approval (or disapproval) of the charter document

Company Name & Vision (what is the)

(Última edição: quinta, 17 de março de 2022 às 08:52)

Resposta:

Company Name & Vision (CNV)

This **deliverable** is a crucial element of your company brand strategy; the brand strategy can help a business to get more customers and to have an easier time selling. Your company branding strategy starts with three essential statements:

- **Your company name:** should reflect company culture and focus.
- **Your vision statement** defines your long-term aspirations. It explains why you're doing what you're doing and the ultimate good you want to achieve through your success. Think of your vision as the picture of where you ultimately want your work to lead you.
- **Your mission statement** defines the purpose of your work and the effect you intend to have on the world around you. It states what you do for others and the approach you follow as you aim to achieve the aspirations you've set for yourself, your organization, or your business. Think of your mission as the route you'll follow to achieve your vision.

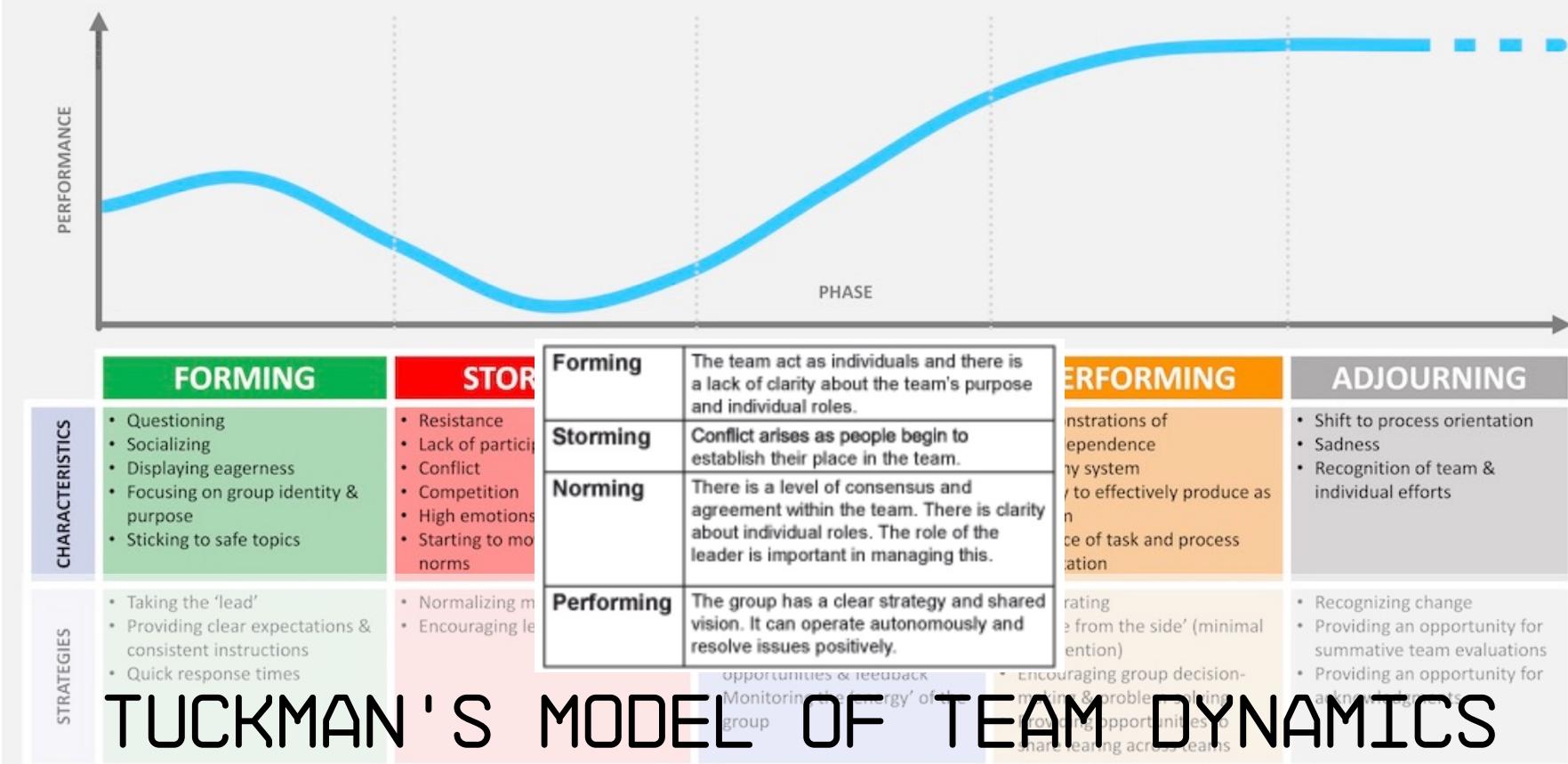
The value proposition will be later defined during the development of the business model.

× /

LGP []

Phases of Team Development

Forming, Storming, Norming, Performing & Adjourning — based on group development model by Bruce Tuckman
All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results



TUCKMAN'S MODEL OF TEAM DYNAMICS



Weekly Brief (what is the)

(Última edição: quinta, 17 de fevereiro de 2022 às 17:48)

Resposta:

Weekly Brief (WB)

The weekly brief is a summary of the work done during a week and how these activities contributed to the completion of a task or a project, or how each one brings the team closer to the achievement of their targets; does not have to contain too much details, just enough to make it informative to allow the supervisor to have an overall picture of how the company/team is performing and to focus the weekly meeting on the important topics.

The weekly briefs should be a one-pager prepared by the CEO (focusing on the company and departments activities) and by the team leaders (focusing on the project) and include the following topics:

- current status
- plans for coming weeks
- potential risks

The different sets of "happiness meters" complement the information provided in the weekly briefs.

happinessmeter			
week	company	project	client
11-Mar	😊	😊	😢
18-Mar			
25-Mar			
01-Apr			
08-Apr			
15-Apr			
22-Apr			
29-Apr			
06-May			
13-May			
20-May			
27-May			
03-Jun			
10-Jun			
15-Jun			
24-Jun			

Choose a
smile from
the list

×/

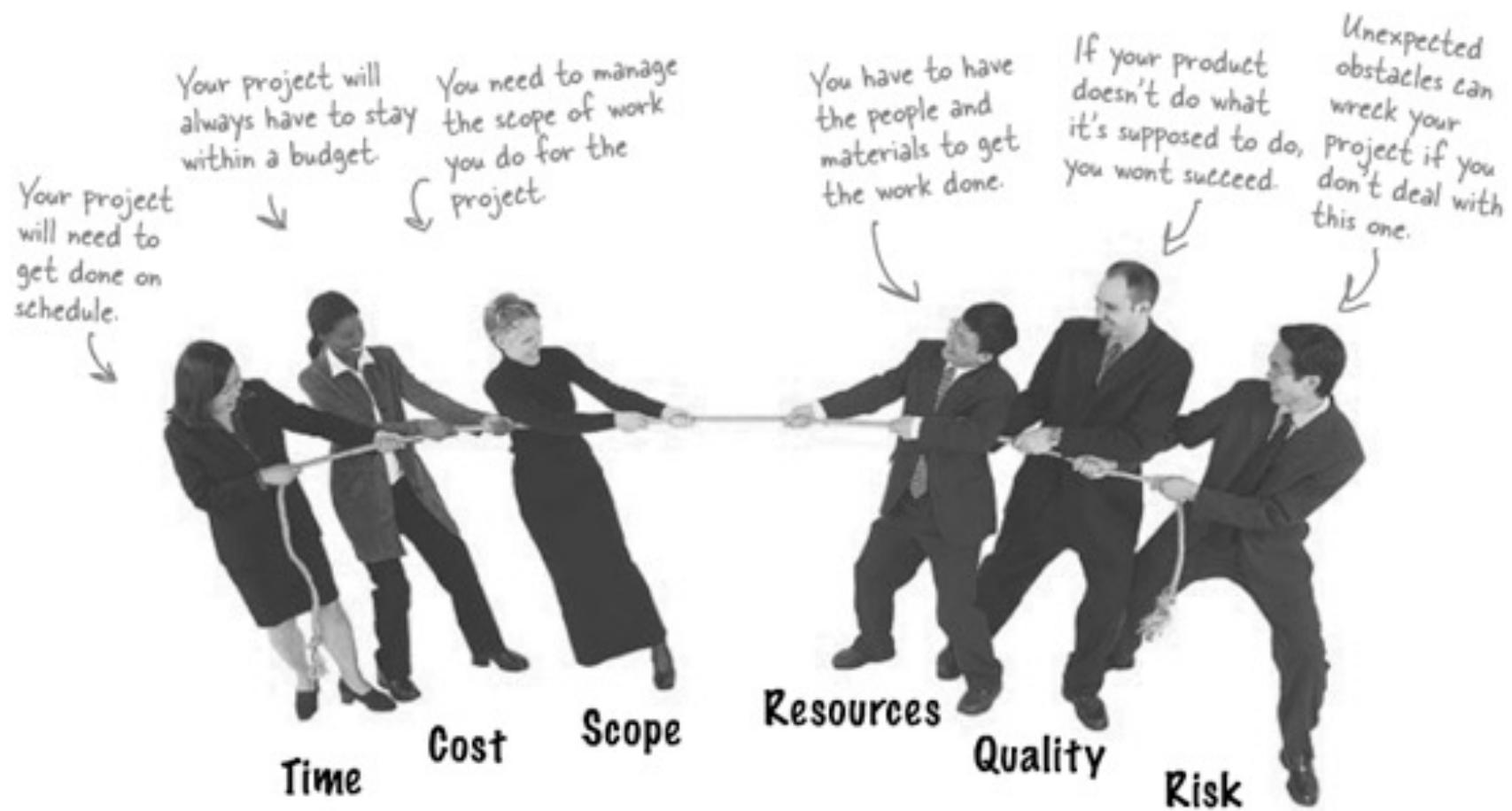
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.. IS THAT IT?

NOT REALLY .. THERE ARE ALWAYS SURPRISES ALONG THE WAY ..

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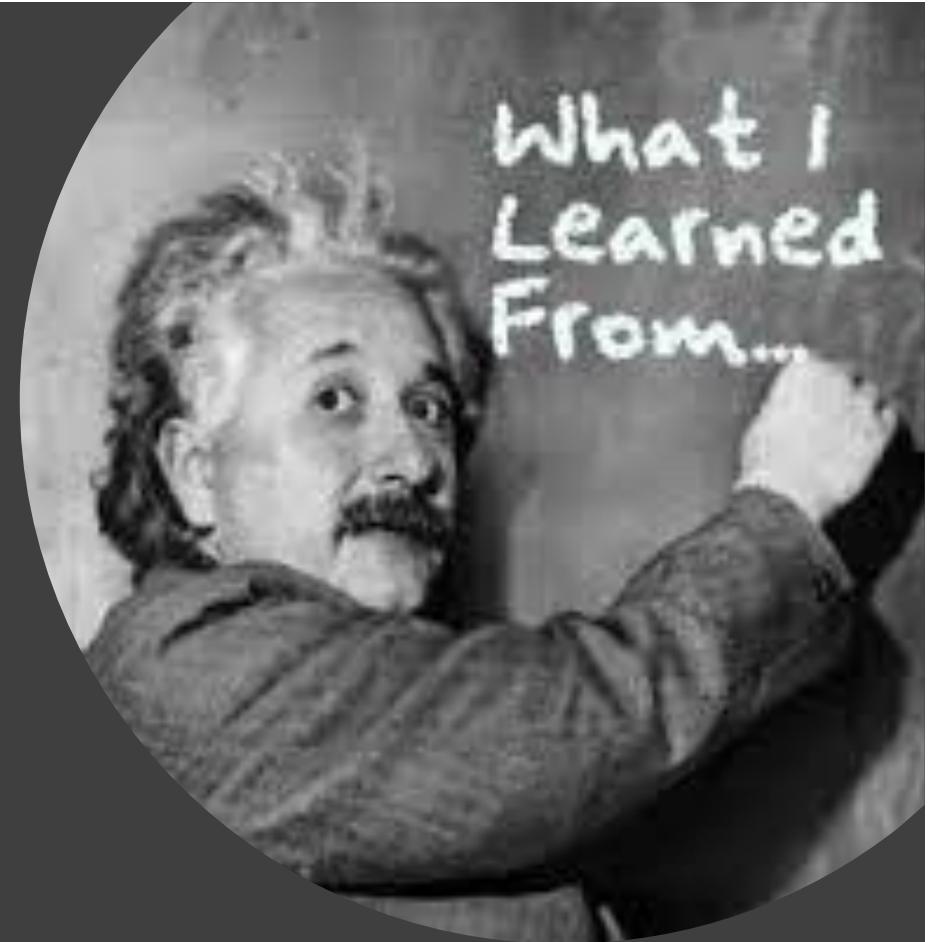


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/**

- Still forming
- Start planning .. and (re)planning
- Manage scope and expectations
- Define your vision and plan your MVP
- .. and prepare your review
(22nd April)

*/



/*/*

LGP[]

COMING NEXT

16:00 MEETINGS WITH PROJECT CLIENTS & SUPERVISORS

*/