

UNIVERSIDADE DE AVEIRO

EMPREENDEDORISMO E NOVOS NEGÓCIOS

2024/2025



EMPREENDEDEDORISMO E NOVOS NEGÓCIOS

AULA 4 e 5

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

Bibliografia

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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)



Link: <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 startup 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



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

Lean StartUp TOOLS

Business Model Canvas: *to write down all the hypotheses about a new business;*

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

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

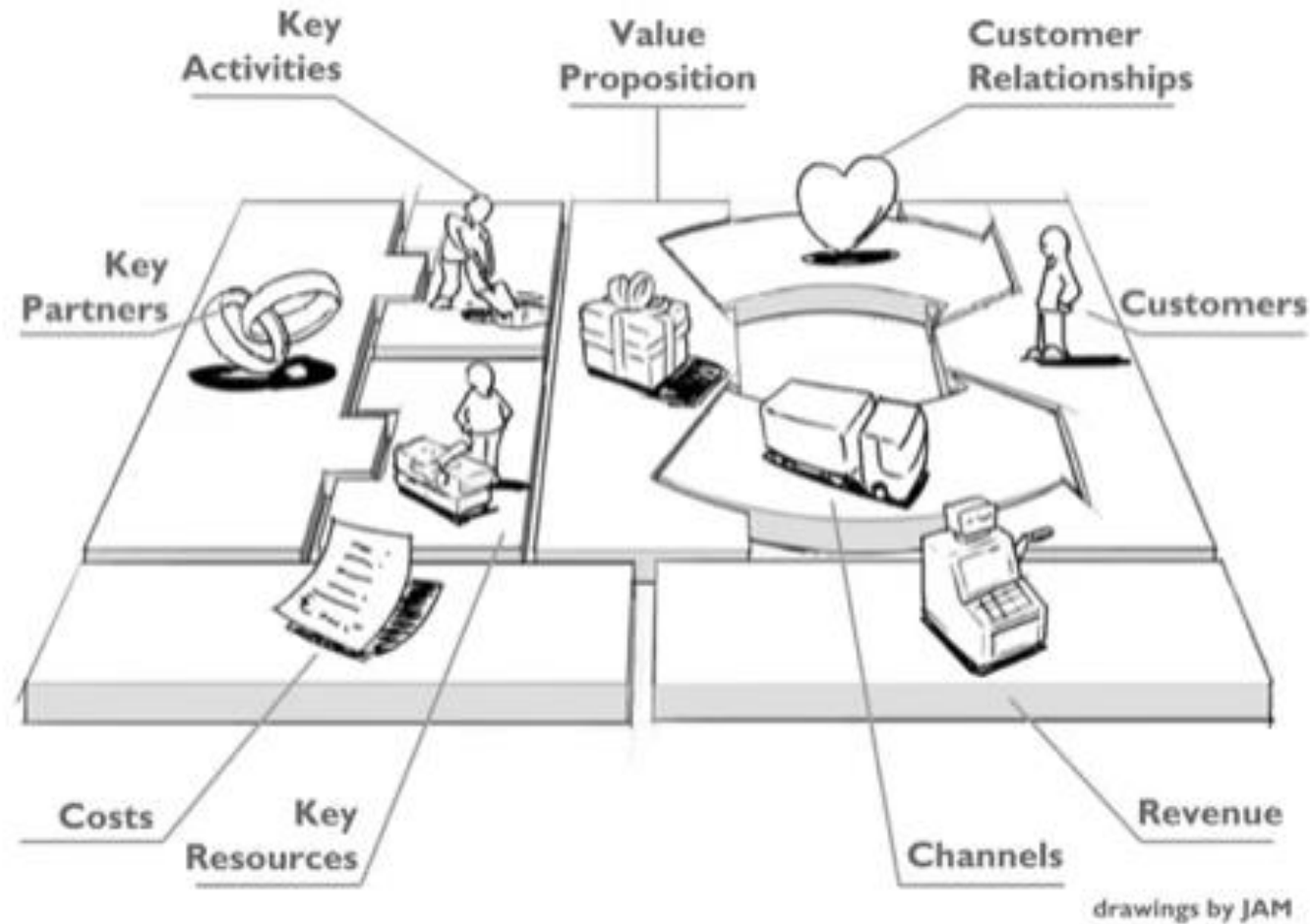
Business Model Canvas: *to write down all the hypotheses about a new business*

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

Alexander Osterwalder



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

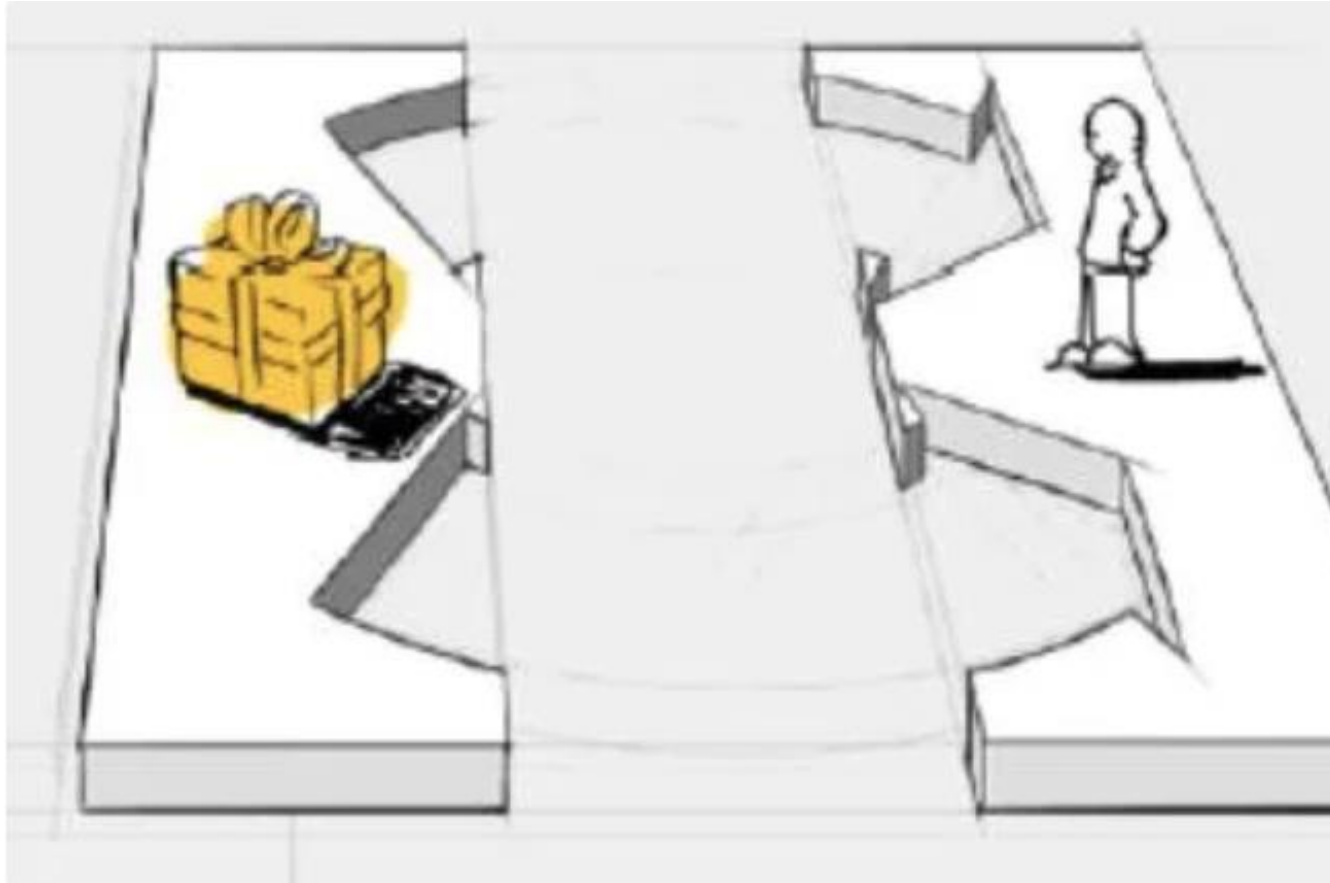




Ver: <https://www.youtube.com/watch?v=wwShFsSFb-Y&list=PLBh9h0LWoawphbpUvC1DofjagNqG1Qdf3&index=1>

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

VALUE PROPOSITION



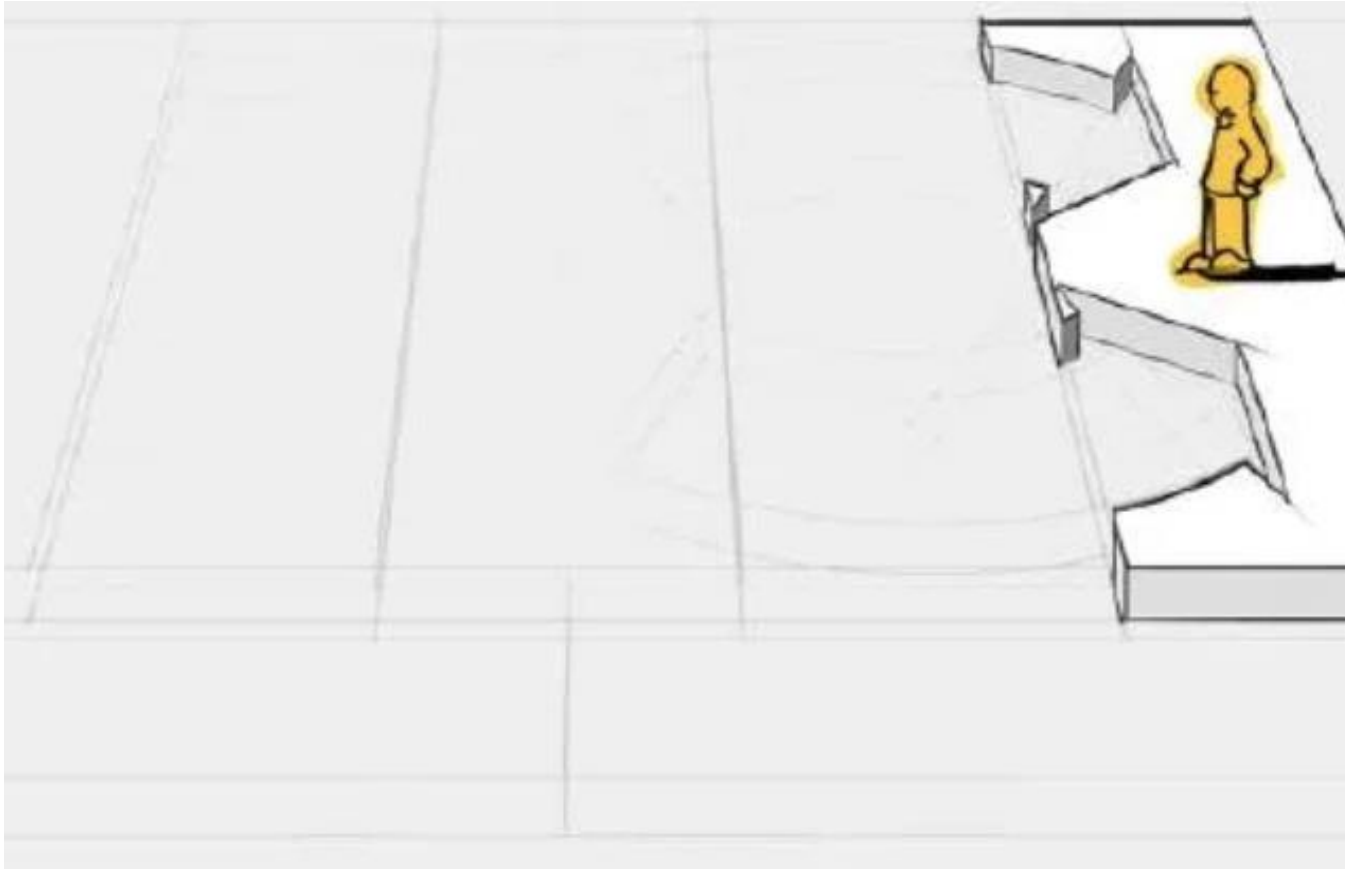
What value do we deliver to the customer?

Several types of Value Propositions:

- Newness
- Performance
- Customization
- Getting the Job done
- Design
- Brand/status
- Price
- Cost reduction
- Risk reduction
- Accessibility
- Convenience & Usability

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

CUSTOMERS



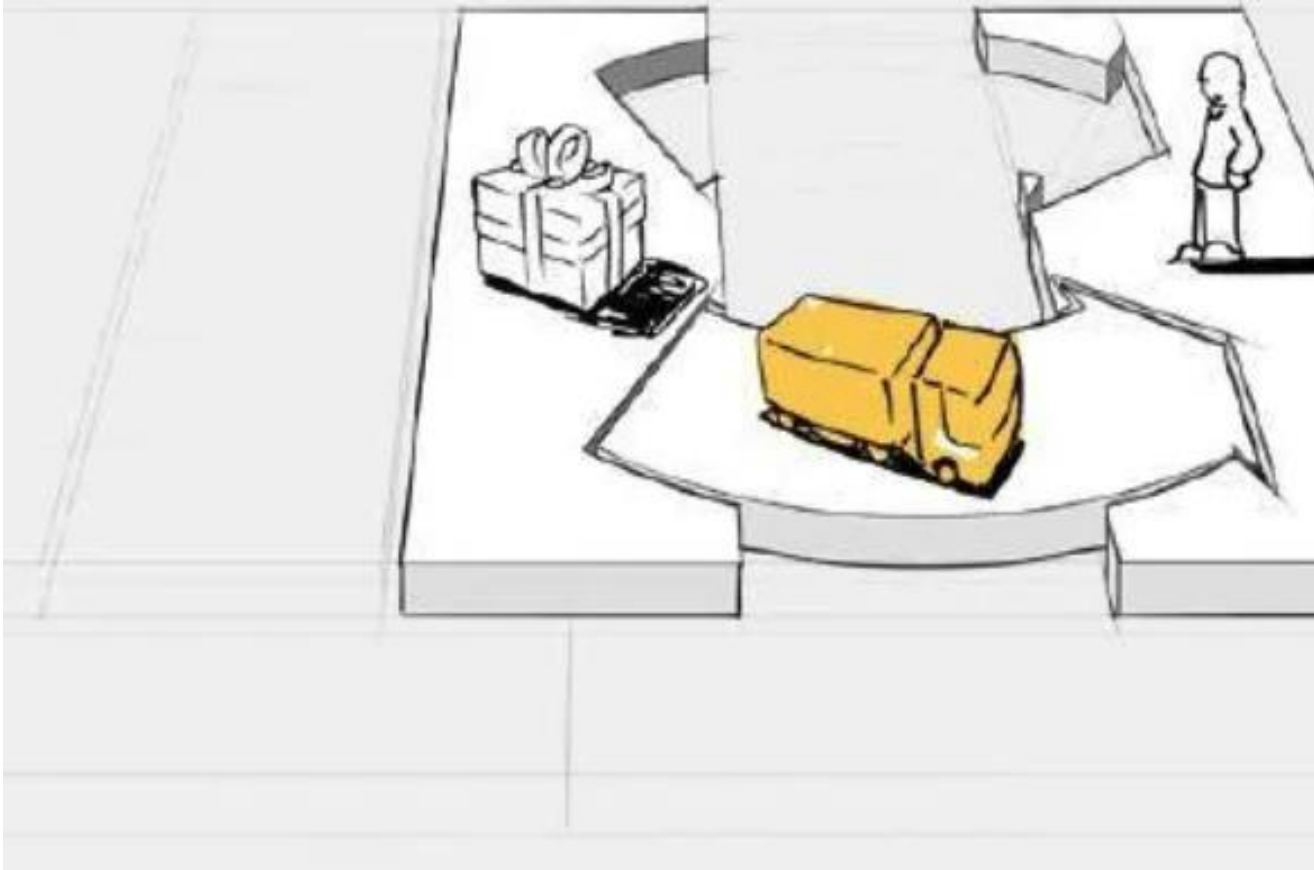
Who are you creating value for?

Several types of Customer Segments:

- Mass market
- Market niche
- Segmented market
- Diversified market
- Multiplatform

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

CHANNELS



How do you our Customer Segments want to be reached?

Own Channels

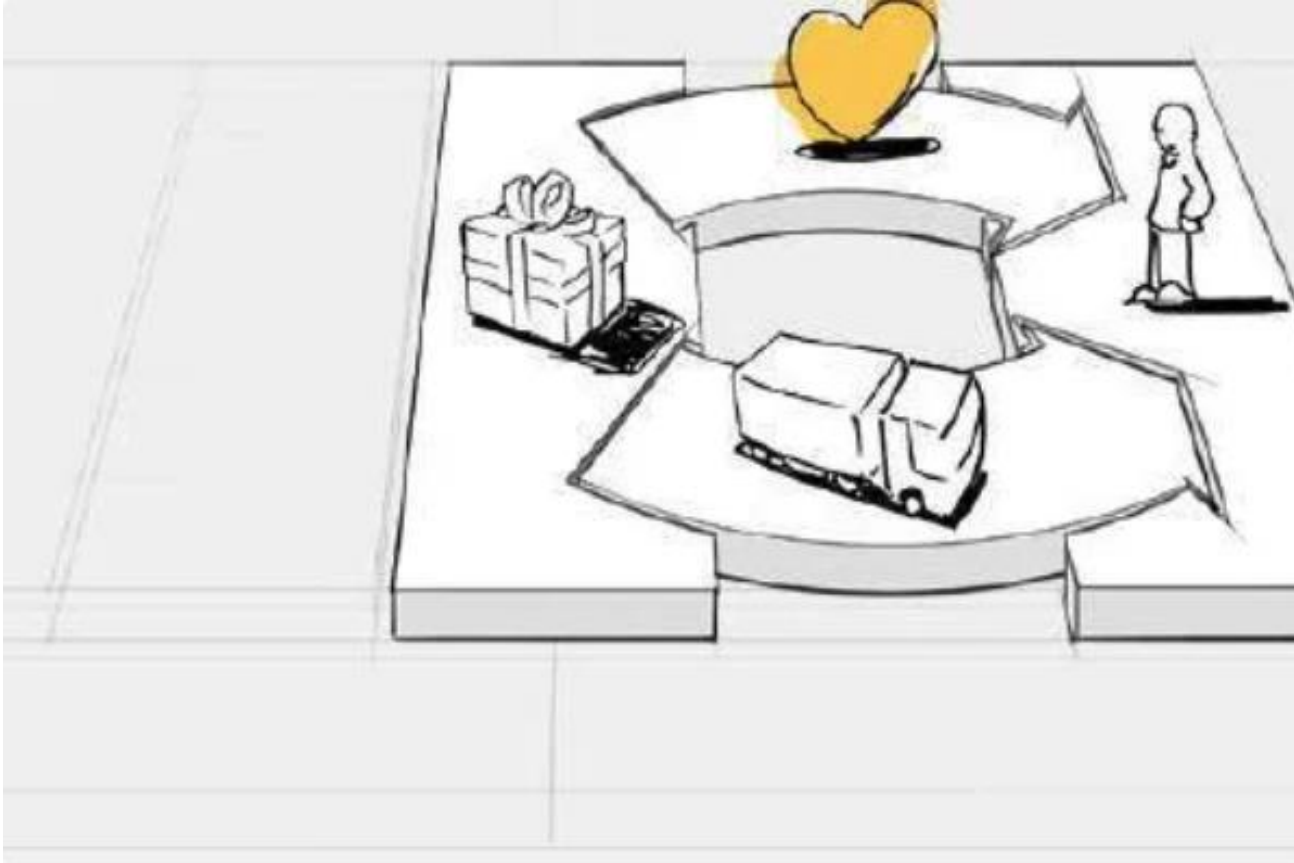
- Direct: (sales Force - Bimby, web site – Amazon, Wook)
- Indirect Channels (retail stores owned or operated by the organization – Inditex stores, Nespresso)

Partner channels:

- Indirect Channels (partner stores - Leroy Merlin, wholesaler)

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

CUSTOMER RELATIONSHIP



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?

We can distinguish between several categories of **Customer Relationships**, which may co-exist in a company's relationship with a particular Customer Segment:

- Personal assistance
- Dedicated personal assistance
- Self-Service
- Automated services
- Communities
- Co-creation

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

REVENUE STREAMS



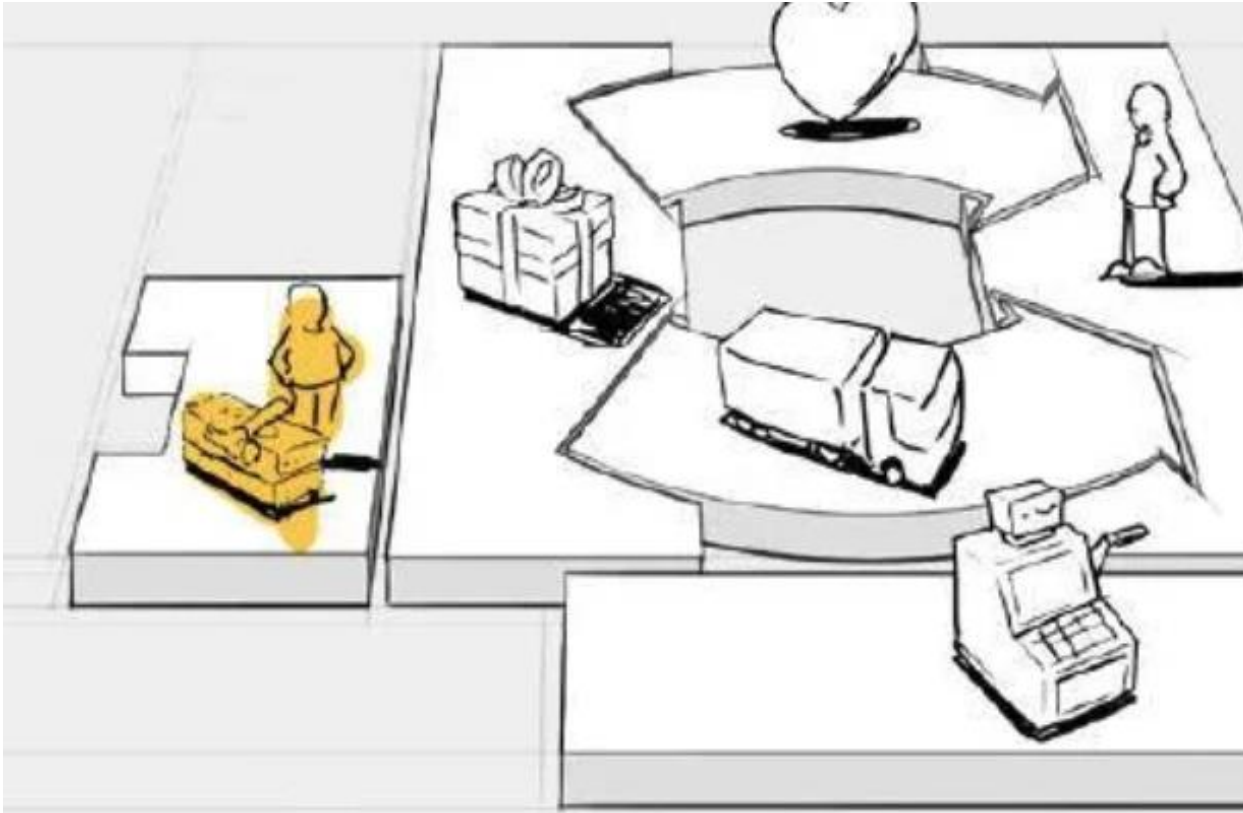
How do your Customer Segments purchase your Value Proposition?

There are several ways to generate Revenue Streams:

- **Asset sale**
- **Usage fee**
- **Subscription fee**
- **Lending, renting, leasing**
- **Licensing**
- **Brokerage fee**
- **Advertising**

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

KEY RESOURCES



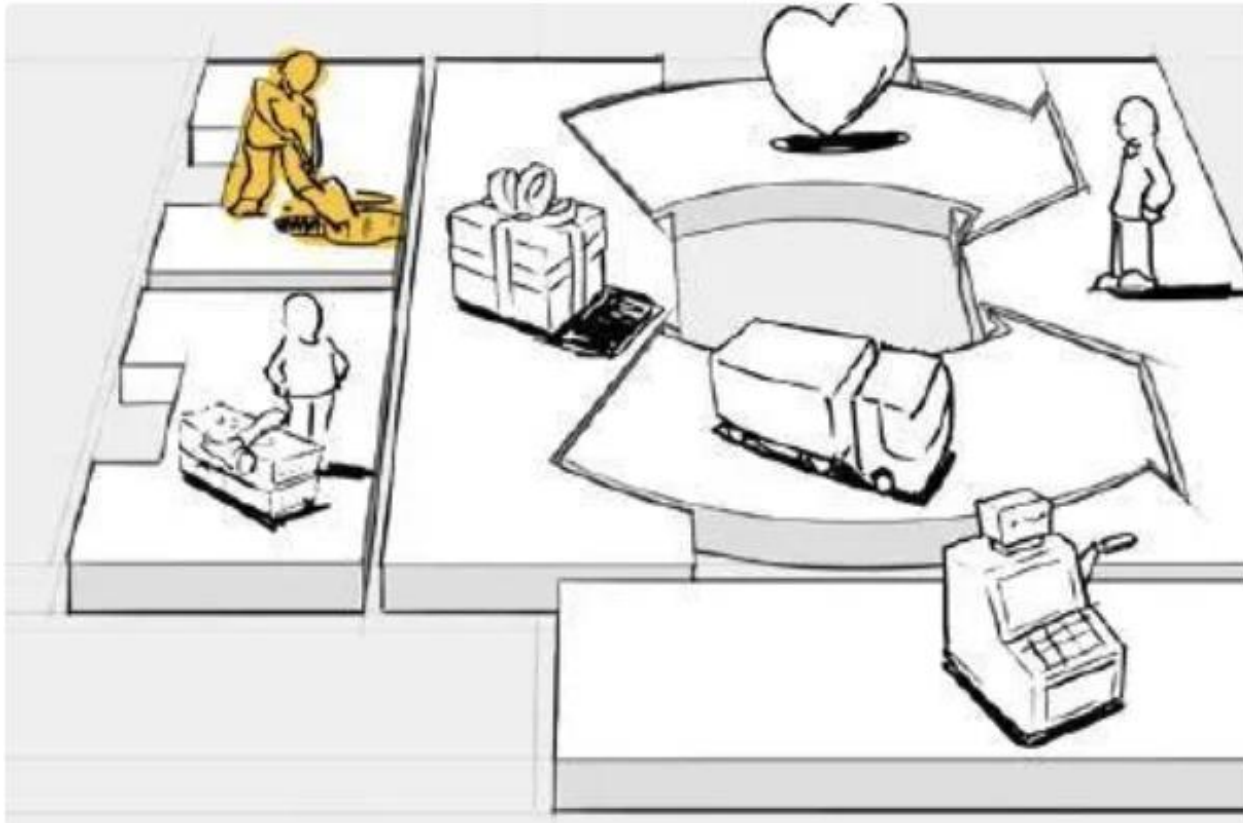
What Key Resources does our business require?

Types of resources:

- **Physical**
- **Intellectual**
- **Human**
- **Financial**

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

KEY ACTIVITIES



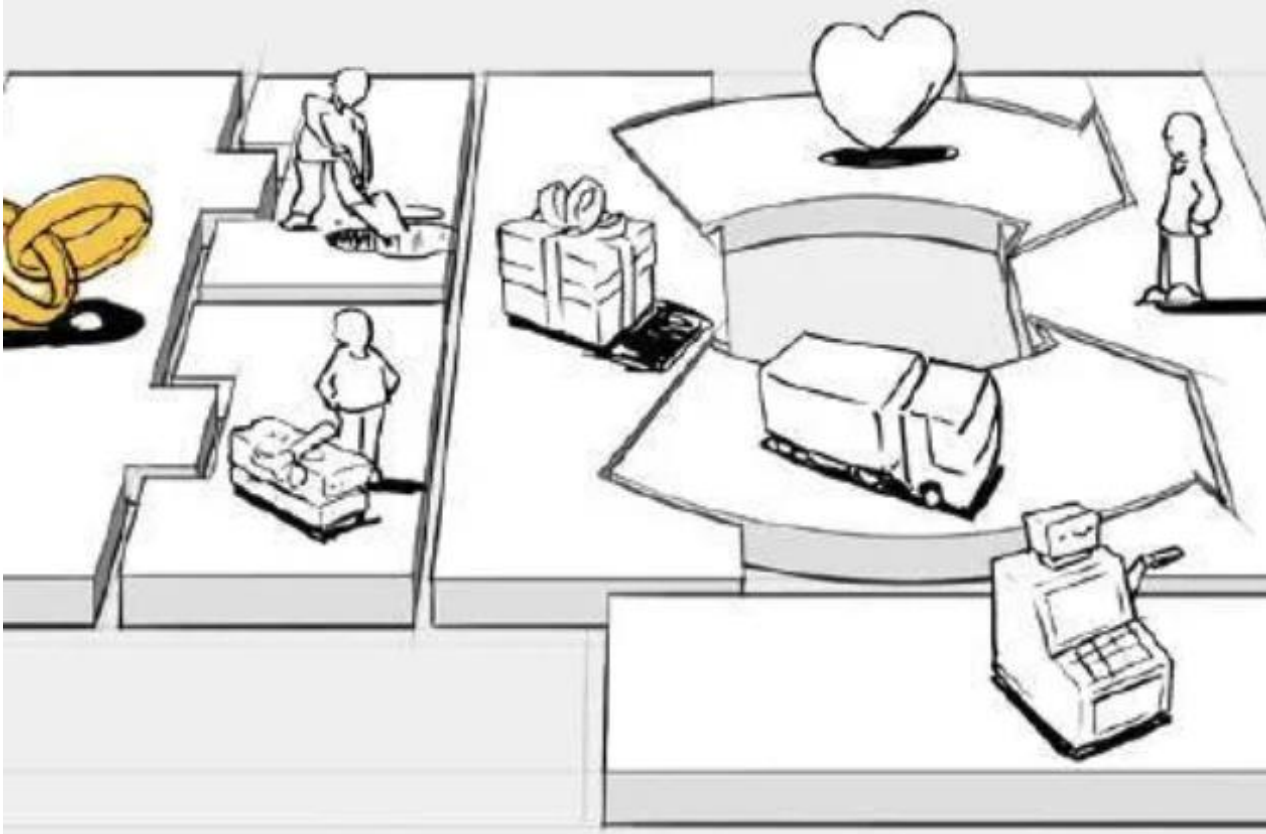
What does your business do with your resources?

Three ways to categorize activities:

- **Production**
- **Problem solving**
- **Platform/Network**

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

KEY PARTNERSHIPS



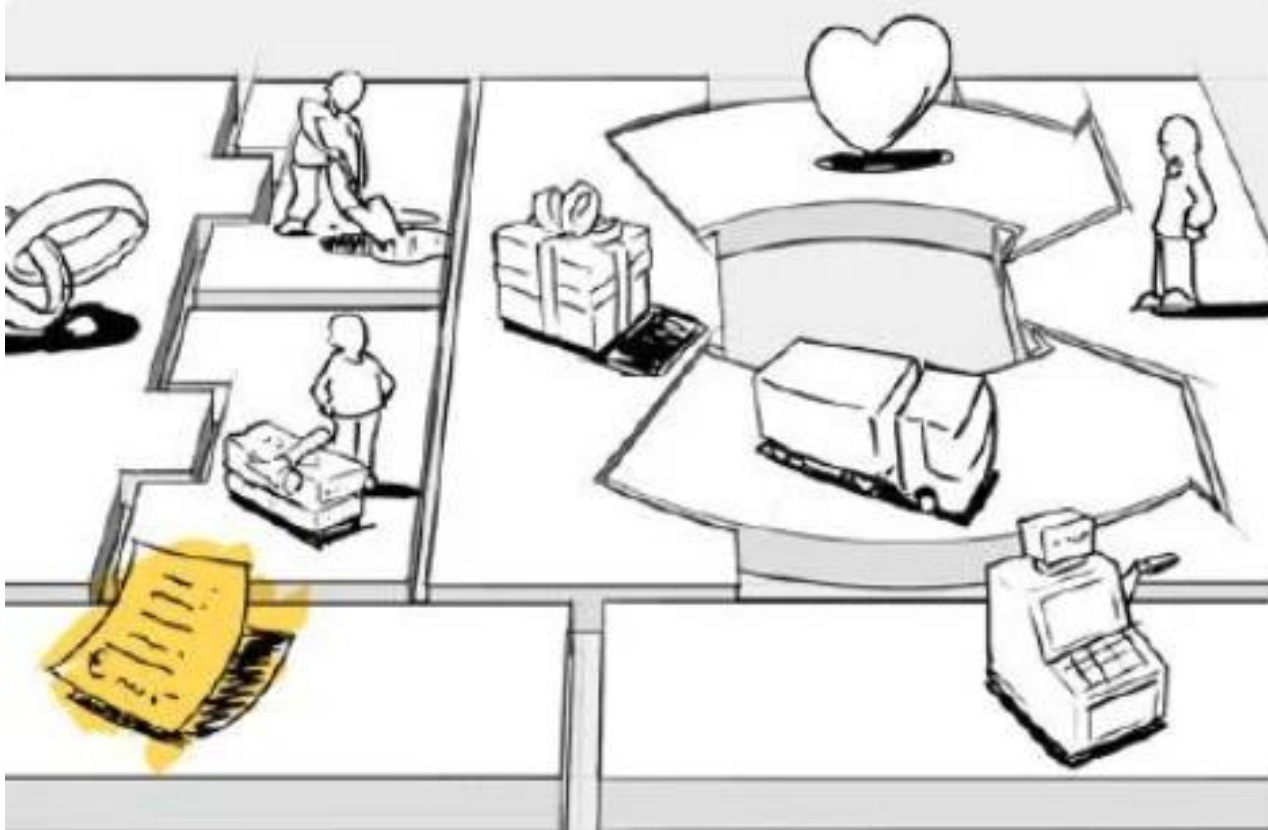
Who are your suppliers and service providers?

Four types of partnerships:

- **Strategic alliances**
- **Coopetition**
- **Joint Ventures**
- **Buyer-Supplier**

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

COST STRUCTURE



What are your most important costs?

Two types of cost structures:

- **Value-Driven**
- **Cost-Driven**

Four Characteristics of cost structures:

- **Fixed Costs**
- **Variable Costs**
- **Economies of Scale**
- **Economies of Scope**



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

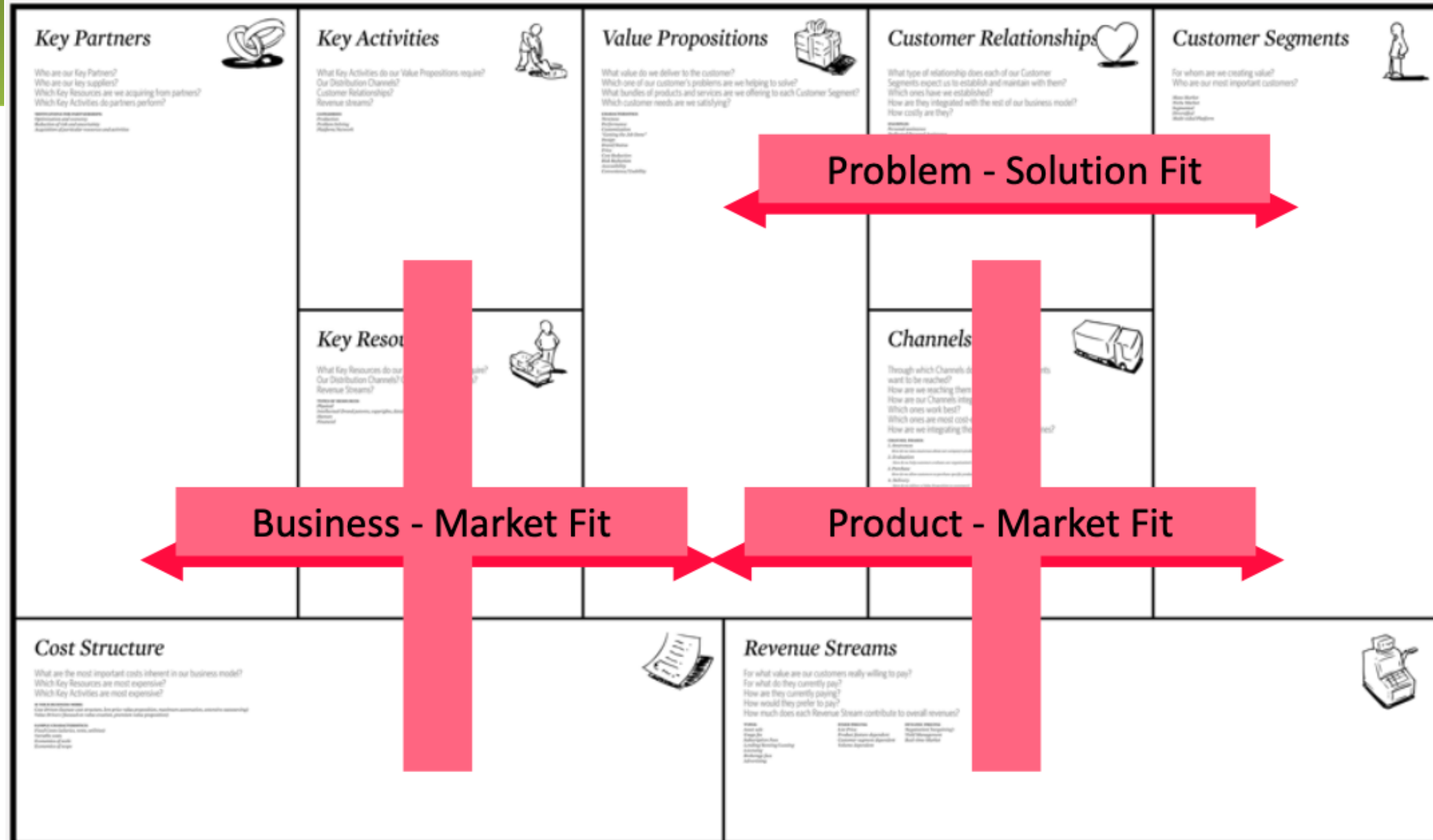
The Business Model Canvas

Designed for:

Designed by:

On:

Iteration:



LEAN STARTUP

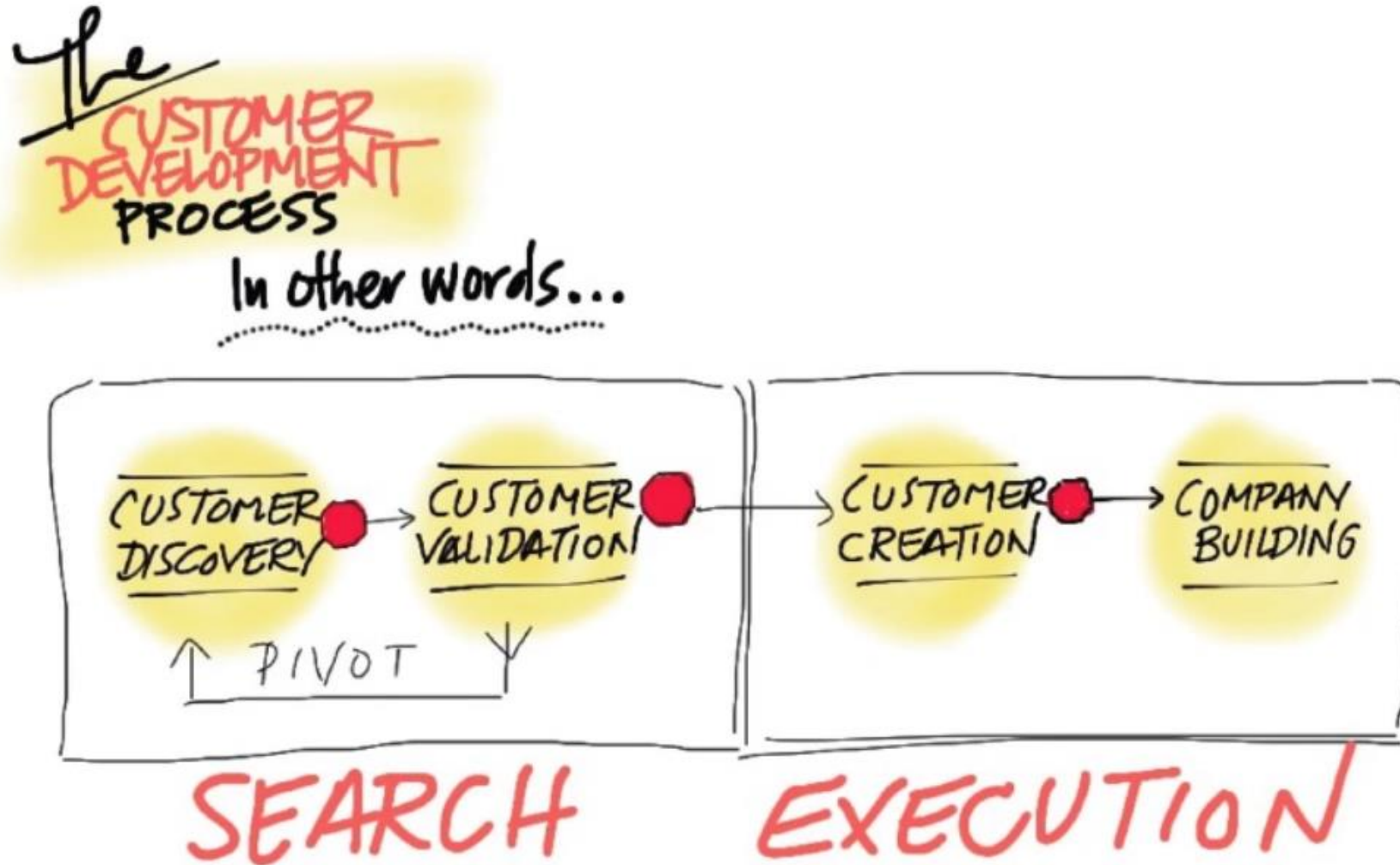
Ainda que a criatividade permita ao empreendedor gerar novas ideias de negócio, uma vez que é fomentada pela abertura de pensamento, pelo contacto com pessoas diferentes, pela leitura e procura de informação, é necessário avaliar antes de avançar.

EXERCÍCIO 1

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



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

*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.*

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

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

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.*

If you successfully validate it, people will buy it!

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 2

Em grupo:

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