

THE WAY TO GET STARTED
IS TO QUIT TALKING &
BEGIN DOING

WALT
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Aula 4	O Processo Empreendedor: A metodologia Lean Startup, Customer Development e Agile Engineering
Ref.	<p>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)</p> <p>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)</p> <p>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/)</p>

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.

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A video thumbnail for a YouTube video. The background is a red-tinted photograph of a person speaking at a podium. In the top right corner, there is a large white letter 'e'. The main title 'Steve Blank' is displayed in large white font, with 'Adjunct Professor, Stanford Engineering' in smaller white font below it. A horizontal line separates the title from the date 'November 2, 2016' in white font. At the bottom, the 'ETL ENTREPRENEURIAL THOUGHT LEADERS' logo is shown in white, along with a progress bar indicating the video is at 0:00 / 6:42. The YouTube control bar is visible at the bottom.

Steve Blank
Adjunct Professor, Stanford Engineering

November 2, 2016

ETL ENTREPRENEURIAL
THOUGHT LEADERS

A Stanford Speaker Series

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

Lean StartUp TOOLS

1. O Business Model Canvas: para organizar ideias/ hipóteses sobre um novo negócio;
2. Desenvolvimento de Clientes: um processo para testar essas hipóteses fora do edifício;
3. Engenharia Ágil: construir rapidamente produtos mínimos viáveis para testar a adequação do produto/mercado.

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

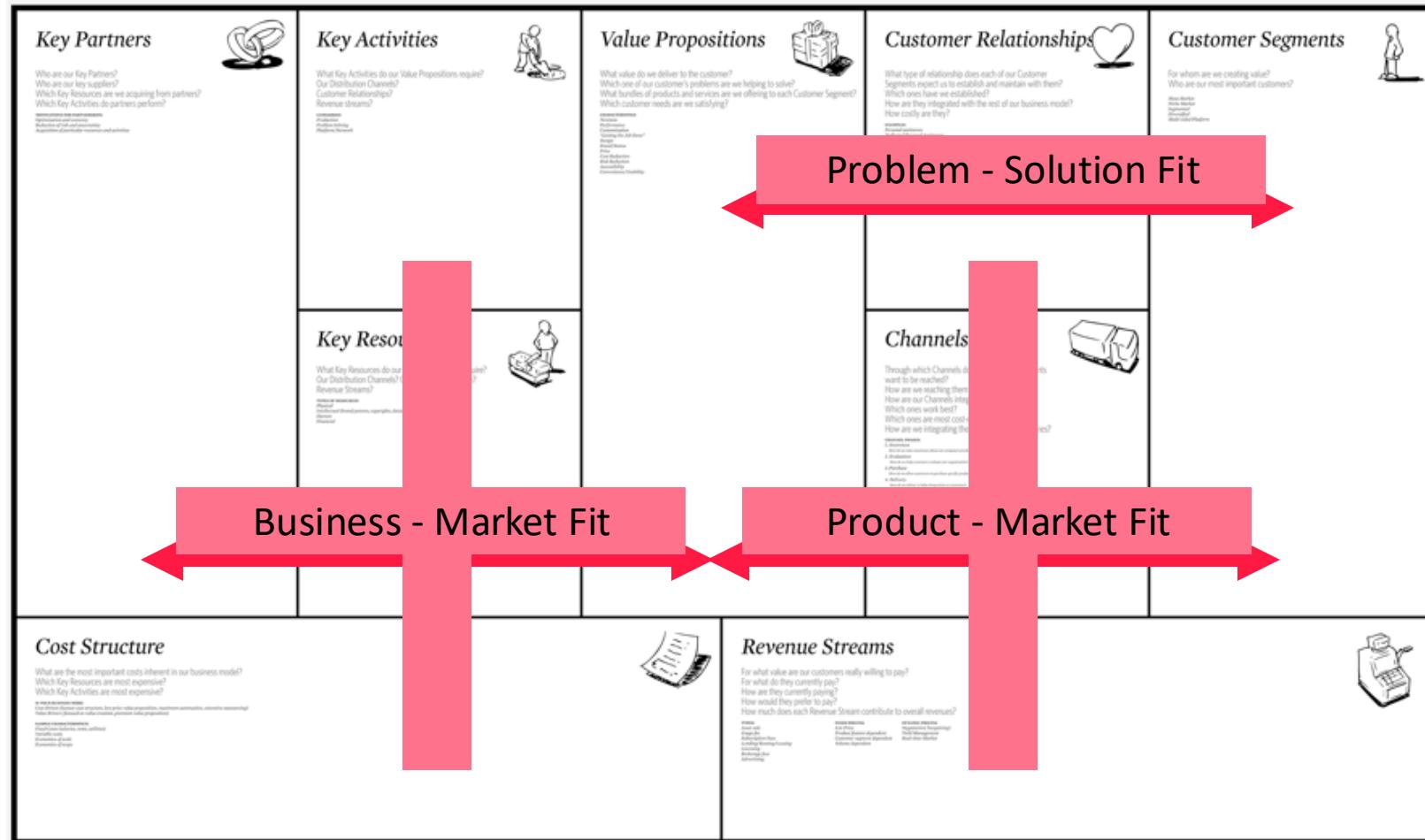
Um modelo de negócios descreve a lógica de como uma organização cria, fornece e obtém valor.



The Business Model Canvas

Designed for

Designed by:



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

Episode One

Getting from Business Idea to Business Model



universidade de aveiro
teoria poesis praxis



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

Episode Two

Visualizing Your Business Model

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 01

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.

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 Houston, CEO do Dropbox

LEAN STARTUP

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EXERCÍCIO 02

Em grupo:

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

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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