



STAYING LEAN: A CHALLENGE FOR BIGGER COMPANIES

LEAN STARTUP METHODOLOGY



Steven Blank
*The Four Steps to
the Epiphany*



Eric Ries
*The Lean
Startup*

STARTUP



«a human institution designed to create a new product or service under conditions of extreme uncertainty»
(Ries, 2011)

EXTREME UNCERTAINTY



- technology - ?
- market - ?
- go-to-market decisions - ?
- capital deployment - ?

GOOGLE



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FACEBOOK



GROUPON



INTRAPRENEURIAL TEAMS



SOCIAL VENTURES



Ardichvili, Cardozo, and Ray (2003)

OPPORTUNITY RECOGNIZED



BUSINESS CONCEPT



BUSINESS MODEL



EXPERIMENT





HOW DO WE TEST?

1. TALKING TO
CUSTOMERS AT
THE OUTSET



TAX FILING APP





HOW DO WE TEST?

2. GENERATING
FEEDBACK ALL
ALONG THE WAY



CHALLENGES

1. PLANNING
2. CULTURE, ROUTINES
3. LOTS OF RESOURCES