



# **STAYING LEAN: A CHALLENGE FOR BIGGER COMPANIES**

# LEAN STARTUP METHODOLOGY



Steven Blank  
*The Four Steps to  
the Epiphany*



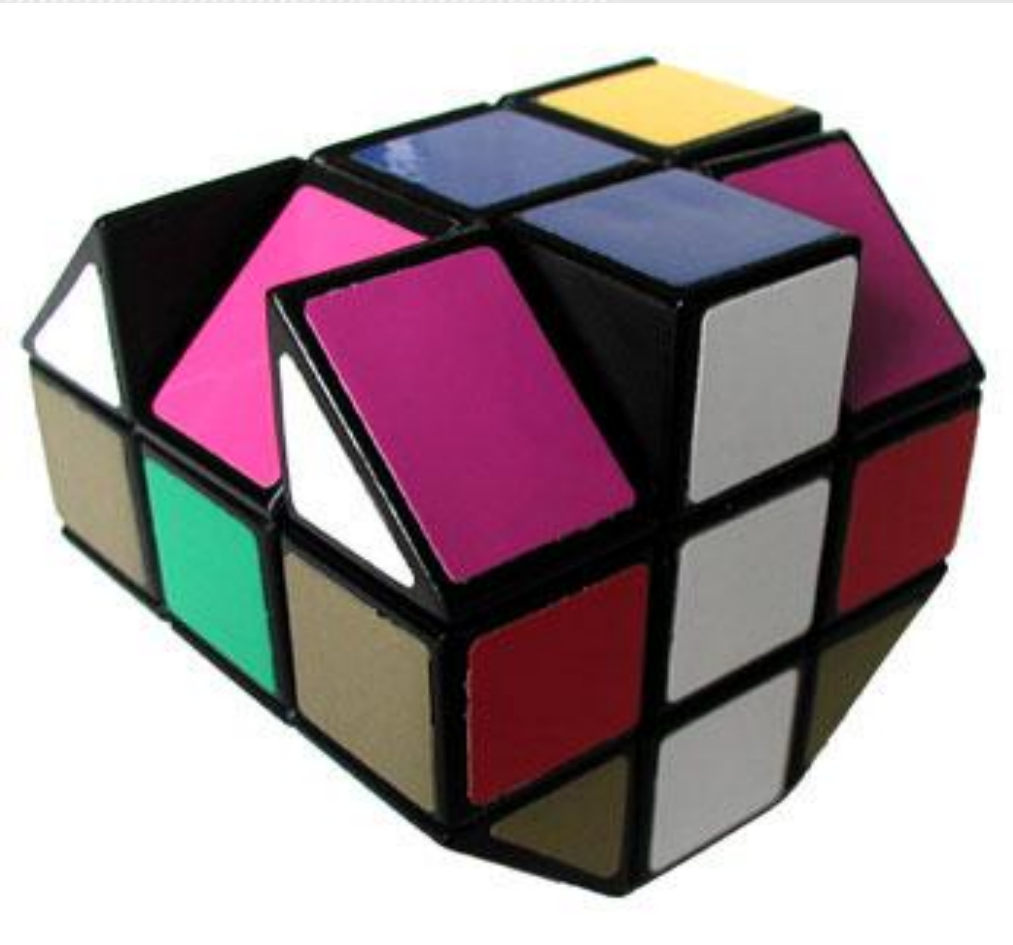
Eric Ries  
*The Lean  
Startup*

# 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



PHOTO: JUSTIN SULLIVAN/GETTY IMAGES

# 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