Spring 2018

Lean Startups and Strategic Management

Joshua Binus  
*Portland State University*

Horatiu Corban  
*Portland State University*

Stephanie Miller  
*Portland State University*

Hans VanDerSchaaf  
*Portland State University*

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Lean Startups and Strategic Management

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Joshua Binus
Horatiu Corban
Stephanie Miller
Hans VanDerSchaaf
Outline

Lean startup methodology overview

Challenges and solutions

Case studies

Research on lean

Lean and strategic management
Recommended Reading


Definition & Comparison to Traditional Startup Method

The Lean Startup Method “favors experimentation over elaborate planning, customer feedback over intuition and iterate design over traditional “big design up front” development.” (Blank, 2013)
Lean | Traditional

**Organization**
- Customer and Agile Development Teams
- Hire for learning, nimbleness, and speed
- Departments by Function
- Hire for experience and ability to execute

**Financial Reporting**
- Metrics That Matter
  - Customer acquisition cost, lifetime customer value, churn, viralness
- Accounting
  - Income statement, balance sheet, cash flow statement

**Failure**
- Expected
  - Fix by iterating on ideas and pivoting away from ones that don’t work
- Exception
  - Fix by firing executives

**Speed**
- Rapid
  - Operates on good-enough data
- Measured
  - Operates on complete data
Key Elements of Lean Startups: Terms

**Business Model Canvas**
- Summarized framework of to-be-tested hypotheses (see next slide for example)

**Minimum Viable Product (MVP)**
- The most simplified version of a working product that can be used to get feedback from early adopters

**Pivoting**
- A big change in the product (or company direction) based on consumer feedback

**Product Marketing Fit (FMF)**
- When your product matches the consumer demand (a key metric for commercial production)

**Agile Development**
- Eliminates wasted time and resources by developing the product iteratively and incrementally.

(Blank and Dorf, 2012; Blank, 2013; Ries, 2011; York and Danes, 2014; and more)
## Sketch Out Your Hypotheses

The business model canvas lets you look at all nine building blocks of your business on one page. Each component of the business model contains a series of hypotheses that you need to test.

<table>
<thead>
<tr>
<th>KEY PARTNERS</th>
<th>KEY ACTIVITIES</th>
<th>VALUE PROPOSITIONS</th>
<th>CUSTOMER RELATIONSHIPS</th>
<th>CUSTOMER SEGMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who are our key partners?</td>
<td>What key activities do our key activities do our value propositions require?</td>
<td>What value do we deliver to the customer?</td>
<td>How do we get, keep, and grow customers?</td>
<td>For whom are we creating value?</td>
</tr>
<tr>
<td>Who are our key suppliers?</td>
<td>Our distribution channels?</td>
<td>Which one of our customers' problems are we helping to solve?</td>
<td>Which customer relationships have we established?</td>
<td>Who are our most important customers?</td>
</tr>
<tr>
<td>Which key resources are we acquiring from our partners?</td>
<td>Customer relationships?</td>
<td>What bundles of products and services are we offering to each segment?</td>
<td>How are they integrated with the rest of our business model?</td>
<td>What are the customer archetypes?</td>
</tr>
<tr>
<td>Which key activities do partners perform?</td>
<td>Revenue streams?</td>
<td>Which customer needs are we satisfying?</td>
<td>How costly are they?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KEY RESOURCES</th>
<th>CHANNELS</th>
<th>COST STRUCTURE</th>
<th>REVENUE STREAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>What key resources do our value propositions require?</td>
<td>Through which channels do our customer segments want to be reached?</td>
<td>What are the most important costs inherent to our business model?</td>
<td>For what value are our customers really willing to pay?</td>
</tr>
<tr>
<td>Our distribution channels?</td>
<td>How do other companies reach them now?</td>
<td>Which key resources are most expensive?</td>
<td>For what do they currently pay?</td>
</tr>
<tr>
<td>Customer relationships?</td>
<td>Which ones work best?</td>
<td>Revenue streams?</td>
<td>What is the revenue model?</td>
</tr>
<tr>
<td>Revenue streams?</td>
<td>Which ones are most cost-efficient?</td>
<td></td>
<td>What are the pricing tactics?</td>
</tr>
</tbody>
</table>

_Sourced from www.businessmodelgeneration.com/canvas. Canvas concept developed by Alexander Osterwalder and Yves Pigneur._

(Blank, 2013)
Key Elements of Lean Startups: Principles

The lean startup method has three key principles (Blank):

1. Instead of beginning/developing a fully formed business plan, “entrepreneurs accept that all they have on day one is a series of untested hypotheses.”

2. Product developers utilize a customer development approach to test their hypotheses.
   a. Customer input informs iterations of the product, adding or subtracting to the product’s features accordingly.
   b. Customer input can also inform substantial “pivots” in product definition and design.

3. Product developers embrace and practice “agile development,” driving rapid iterations of products under development.
Lean Start-up Process

1. “Determine whether the product vision can be matched with a problem worth solving using a combination of qualitative customer observation and interviewing techniques.”
2. Develop a product prototype to serve as the minimum viable product.
4. Iterate product design based on customer feedback.
5. Repeat steps 1 - 4 until a product marketing fit is reached.
6. Commercialize product and scale up before seed money is exhausted.

(Frederiksen and Brem, 2017)
Common Business Culture Barriers

Legacy business cultures’ placement of high value upon approved business plans prior to startup execution

The persistence/emergence of business cultures that have embraced the mentality that “failure is not an option”

In order to benefit from the nimbleness and speed of the lean startup method, the startup team must first be capable of agile development behavior.

Incrementalism must be valued and adopted by executives; instant gratification (wanting everything too fast) can complicate efforts and distract the team from its solve-problems-as-you-go approach.

Black box/stealth mode mentality is anathema to the lean startup method

- Rapid development of a customer-informed product requires up-front (and repeated) customer feedback to inform incremental iterations.
- This can be a problem from both an internal and external perspective
Common Challenges & Solutions

Quality is required for customers to buy and sometimes the biggest reason they buy a product

- More validation may not necessarily be better

Too much feedback from customers might cause the entrepreneurs to change the idea so frequently that they become disheartened.

- Set clear constraints
- Creation of a “false negative”

Not having a clear rule for when entrepreneurs and entrepreneurs should declare victory, stop testing, and begin scaling production.

- Declare a clear threshold for Go/ No Go decisions
IMVU

Started by Eric Ries - 3D IM client / virtual social network.

Started as an addon to popular IM platforms at the time (AIM, MSN, Yahoo, etc.)

Was not able to capture users, so developers started interviewing their current customers and any potential new customers.

Through interviews they discovered that customers had a completely different usage method from what creators originally intended.
Groupon

Originally invented as an activism platform

Founders remade the site, and started over with a minimum viable product (MVP) idea of a wordpress site where people could buy one discounted thing per day.

MVP process helped them go through the process of learning what worked and what didn’t very quickly.

Taps into the Build-Measure-Learn feedback loop.
Dropbox

Company made up mostly by engineers, focused on the logistical aspects of making the service work.

Adopted Lean startup methods and grew company exponentially in 18 months.

Initial MVP turned out to be a demonstration video of Dropbox.
intuit TurboTax

Established company adopting LEAN startup practices with TurboTax.

From one major release per year, they’re trialing up to 70 different tests per week. Based on feedback from users, they review tests and then rebuild from there.

Allows them to learn and run many concurrent projects/ideas at once. It reduces politics and encourages entrepreneurship.
建-测-学反馈循环

建 (B) 建立想法 (Ideas)
测 (M) 测量数据 (Data)
学 (L) 学习 (Learn)
产 (P) 产生产品 (Product)
Research: Product-Market Fit

Failure of early-stage software companies; Lit review followed by multiple case study

Milkplease - crowd-based grocery shopping app that allows users to order groceries for delivery through their mobile device.

Picteye - provided a web marketplace where people could sell and buy pictures

Lack of systematic feedback, particularly around product-market fit

Were improving user experience prior to understanding product-market fit

(Giardino et al 2014)
Research: Lean in a Large Corporation

Lean Startup inside large corporations to seek radical innovation

Single case study; one of the largest software developers in Europe - develops antivirus, cloud content and computer security software; introduced Lean startup in 2012

Lessons learned

a. Entrepreneurs are everywhere - not difficult to find employees that have big ideas
b. Entrepreneurship is management - the internal startup has to do some research about the new product and also responsible for its commercialization

c. Build-measure-learn - increases the speed of development; 2 releases/year vs. 12/year.

d. Validated learning - internal startup involved the customers in development phase which reduced the time to validate ideas

e. Innovation accounting - the customers for the internal startup are the end users and top management.

f. Customers - both end users and management

(Edison et al 2015)
<table>
<thead>
<tr>
<th>Bias</th>
<th>Description</th>
<th>Mitigation techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection bias</td>
<td>seeking information from “friendly&quot; confirmatory sources resulting in unrepresentative sampling of the target market(s)</td>
<td>founding team members pair up in “getting out of the building” and check each other’s assumptions at all times careful attention to selection of interview targets</td>
</tr>
<tr>
<td>Representativeness bias</td>
<td>generalizing from small, non-random samples of data and/or information from respondents who do not represent the target market(s)</td>
<td>conducting customer development interviews as an iterative and continuous process, checking previous generalizations against new data</td>
</tr>
<tr>
<td>Acquiescence bias</td>
<td>respondents’ tendency to give the answers they believe the entrepreneur wants to hear</td>
<td>carefully structuring customer development interviews to avoid “yes/no” answers; not asking respondents to speculate on future behavior, but focusing on past and current behavior</td>
</tr>
</tbody>
</table>

(York and Danes 2014)
<table>
<thead>
<tr>
<th>Bias</th>
<th>Interpretation</th>
<th>Countermeasure</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirmation Bias</td>
<td>Interpreting information to confirm prior beliefs</td>
<td>Maintaining open-ended interview discussion focused on problems, not proposed solution improper linear model development to simulate data-driven decision where actual measurement data is impractical if not impossible</td>
<td></td>
</tr>
<tr>
<td>Overconfidence bias</td>
<td>Overestimating the knowledge and precision of customer suggestions and/or the entrepreneurs information</td>
<td>Engaging mentors and advisors to provide an unbiased perspective on the information gathered and to create an environment of System 2 thinking around the startup premortem exercises looking at potential causes of failure rather than assuming success; a belief that only the paranoid survive</td>
<td></td>
</tr>
</tbody>
</table>
Research: Decision-Making Bias

Optimism bias

the entrepreneur’s belief that he/she is unlikely to experience negative outcomes or fail

analogical reasoning - engaging in “reference class forecast" activities comparing to other similar startups"consider the opposite” activities to force more critical thinking
# Research: Validation in the Literature

<table>
<thead>
<tr>
<th>Area</th>
<th>Support</th>
<th>Literature</th>
</tr>
</thead>
<tbody>
<tr>
<td>User and customer involvement</td>
<td>Very strong</td>
<td>(Chesbrough et al. 2006) (Huizingh 2011) (Cheng and Huizingh 2014)</td>
</tr>
<tr>
<td>Iterative NPD</td>
<td>Strong</td>
<td>(Gassmann et al. 2006) (Sandmeier et al. 2010) (Salerno et al. 2015)</td>
</tr>
<tr>
<td>Early Prototyping for proof-of-business (MVP)</td>
<td>Medium</td>
<td>(Block and MacMillan 1985) (Coviello and Joseph 2012)</td>
</tr>
</tbody>
</table>

(Frederiksen and Brem, 2017)
Research: Extending Lean

Interviewed 9 start-ups in Sweden and focusing on the lean startup methodology.

Findings: few were using lean because many found lean hard to actually apply.

Ries' work heavily influenced by several others, including Steve Blank (Customer Development Model in 2005), John Mullins, and Randy Komisar (Getting to Plan B in 2009).

Gaps:
1. Investigating multiple product ideas in parallel, as part of an idea portfolio.
2. Insufficient validation criteria for moving product ideas forward through process stages.
3. No clear guidance on when to abandon a product idea.
4. Insufficient suggestions of what techniques to use and when, while validating product ideas.

(Björk et al 2013)
Connecting Lean to Strategic Management

• Since the beginning of time companies have been using strategy to beat out their competition. It is used to begin a new company and also by companies in their midlife to analyze how a they’ll will be successful in the long term.

• Since the early 2000’s when Lean Startup methodology was introduced, startups have introduced innovations that have made light years of advancements to our overall quality of life.

• These life altering advancements include products like Search Engines (Google), GPS Mapping (GoogleMaps), Smartphones (iPhone), Groupon (web based couponing), Dropbox (virtual file sharing), and Turbotax (online tax preparation).
Connecting Lean to Strategic Management

• Many of these innovations would have wowed critics in the seventies in the fictional sci-fi movies and now they are a reality, giving everyone super-power like abilities regardless of age, country, or social status. These new powers include the ability to consume and distribute massive amounts of information all while reducing costs, time, and complexity.
• This is similar to what we saw in the 80’s when companies were applying The Porters five forces to those game changing innovations we’ve read about – Costco, and PC’s, software
Connecting Lean to Strategic Management

**Startup Methodology**
- Lean Startup
  - Go to market quickly
  - Constantly validate and iterate
  - Keep costs low

**Planning Strategies**
- Product Positioning Based
  - Porters Five Forces (external)
    - Cost advantage through quick build-measure-learn
    - Enhanced likelihood of product differentiation
    - Reduces threat of substitution by product differentiation
  - Resource Based
    - Resource Based View (RBV) (internal)
      - Enables technological leads by faster-to-market times
      - More clarity on the best sequencing of market entries
      - Efficient resource use through pivots
References


Zappos

Started as an experiment, but had a very intense focus. One guy going to shoe stores to see if people would buy shoes online.

Direct customer interaction compared to “market research”

From MVP to bought out by amazon for 1.2B(?