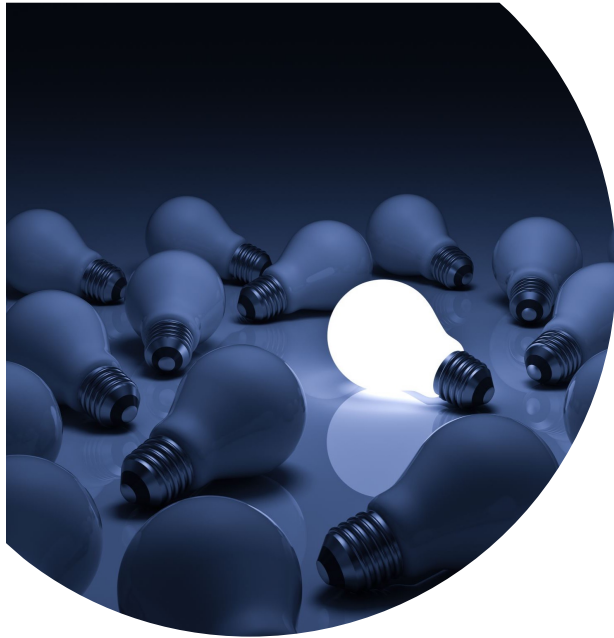


# Nuevos Modelos de Negocio

What is Lean StartUp? Entrepreneurial Mindset

4th June 2021

[ricardo.costa4@icloud.com](mailto:ricardo.costa4@icloud.com)



# Structure



- Modelos de Negocio. ¿Viejos o Nuevos?
- Qué y Por qué?
- Tres Pilares de una StartUp. Capital, Team, Idea
- Business Plan or Lean Launch Pad
- Que son y para que sirven?!
- Design Thinking

# Modelos de Negocio. ¿Viejos?

Many Solutions



Problem:  
Carbohydrate  
Intake on  
Human Diet



5000 years  
yeast



Know-How  
Repeatable Key  
Business Attribute



10.000€ /Kg  
JuanMa Moreno  
Panaderia Piña



Gluten-free

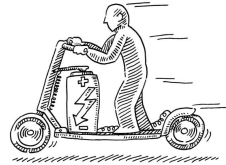


Gluten-free  
Hassle-free



Credit to: [El Español](#), Mercadona, Celi&Co Bakery

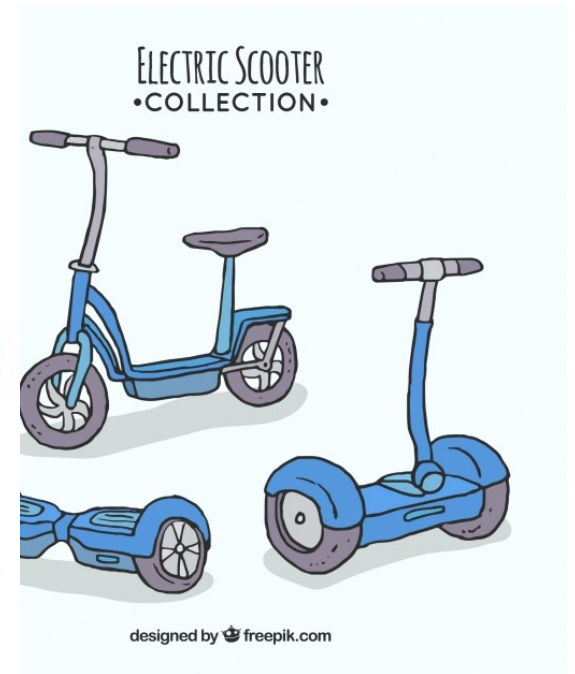
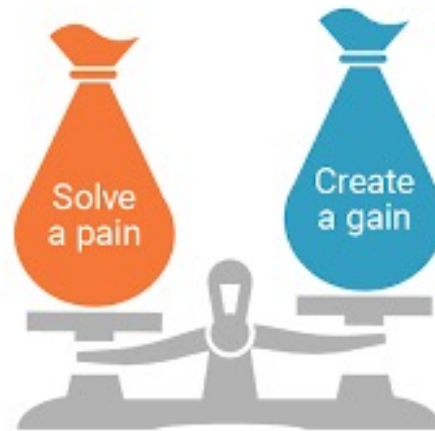
*Problem:*  
*Urban Mobility*  
*Sustainability*



*Many Solutions*



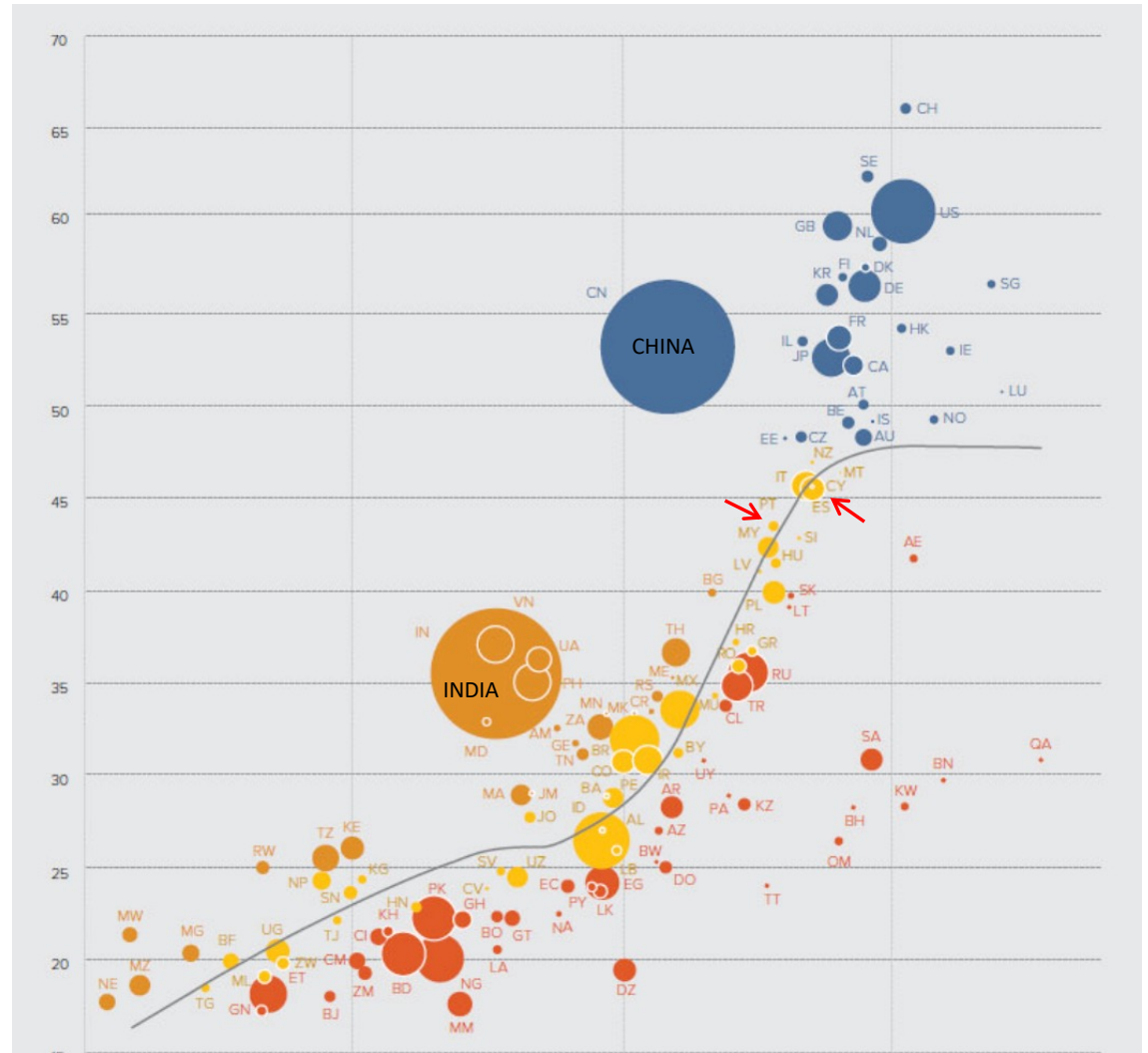
Florence Norman, EEUU 1915



Global, 2017-18

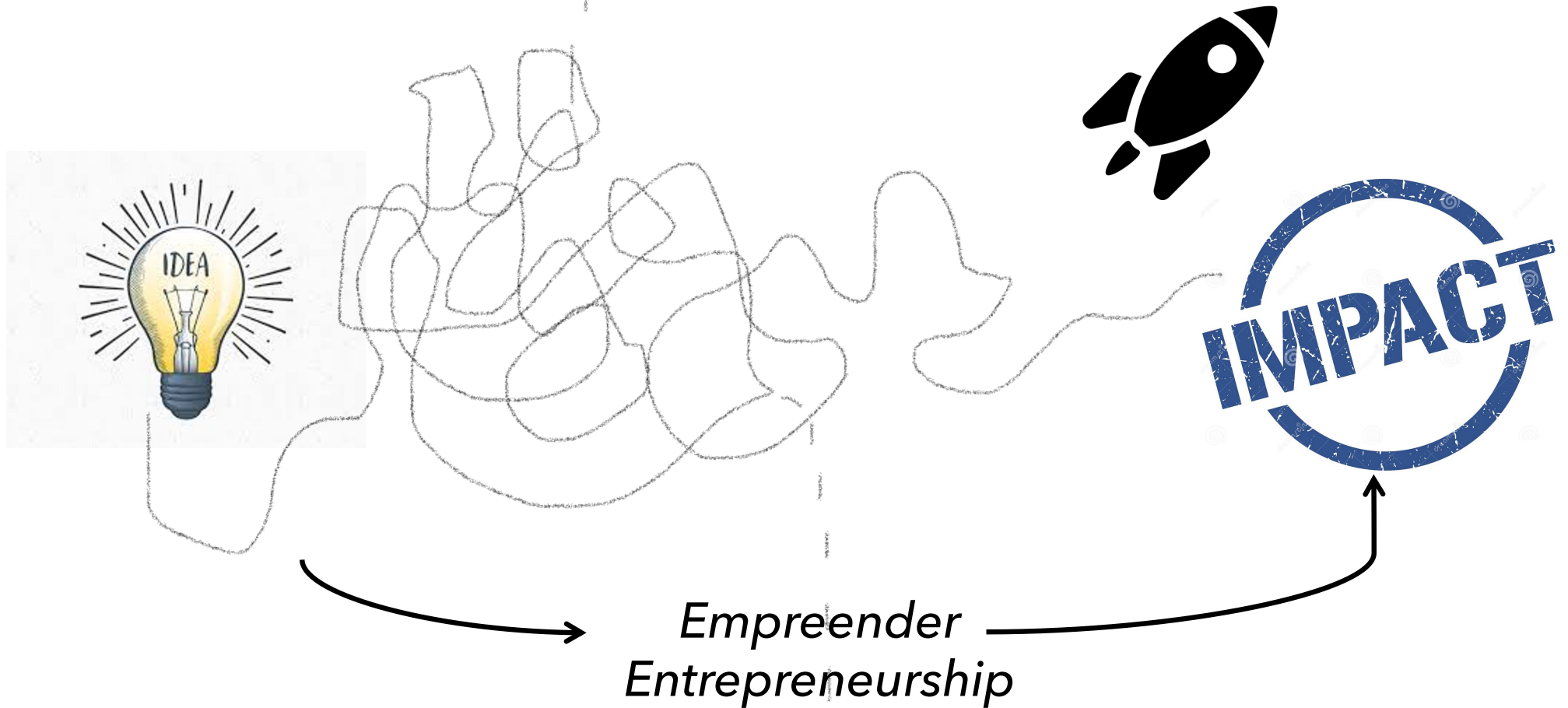
Relación positiva  
entre innovación,  
desarrollo económico  
y bien-estar (no solo  
GDP)

Credit to: Global Innovation Index. WIPO





# Entrepreneurship



Credit to: Peter Bryant, IE Business School

# Very different to setup a bar or a biotech

## Not cash intensive



Stock Symbol	NASDAQ:MRNA
Number of Investments	1
Total Funding Amount	\$2.7B

WORLD  
ECONOMIC  
FORUM

Agenda Platforms Reports Events Videos

English

Sign-in

## Cash intensive ventures

Moderna's coronavirus vaccine found to be 94.5% effective in recent study



MRNA

Moderna, Inc.

191.60

+6.94

At Close

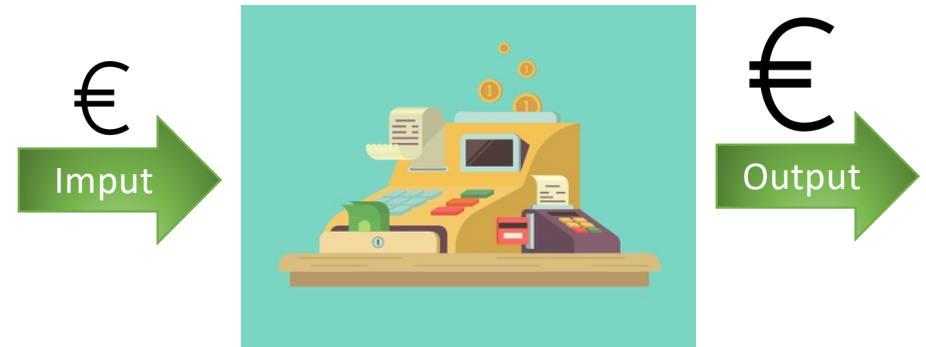
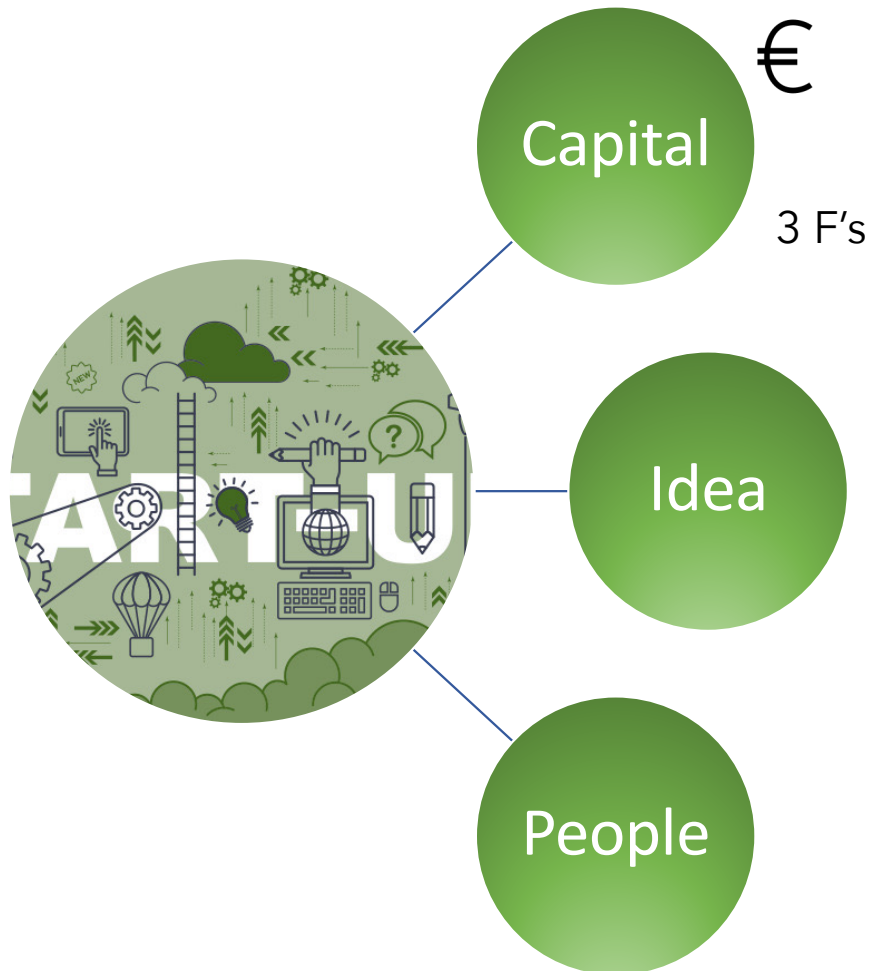
191.69

+0.09

After Hours

Add to Watchlist





*"Ideas are only worth something when  
you are able to implement them"*

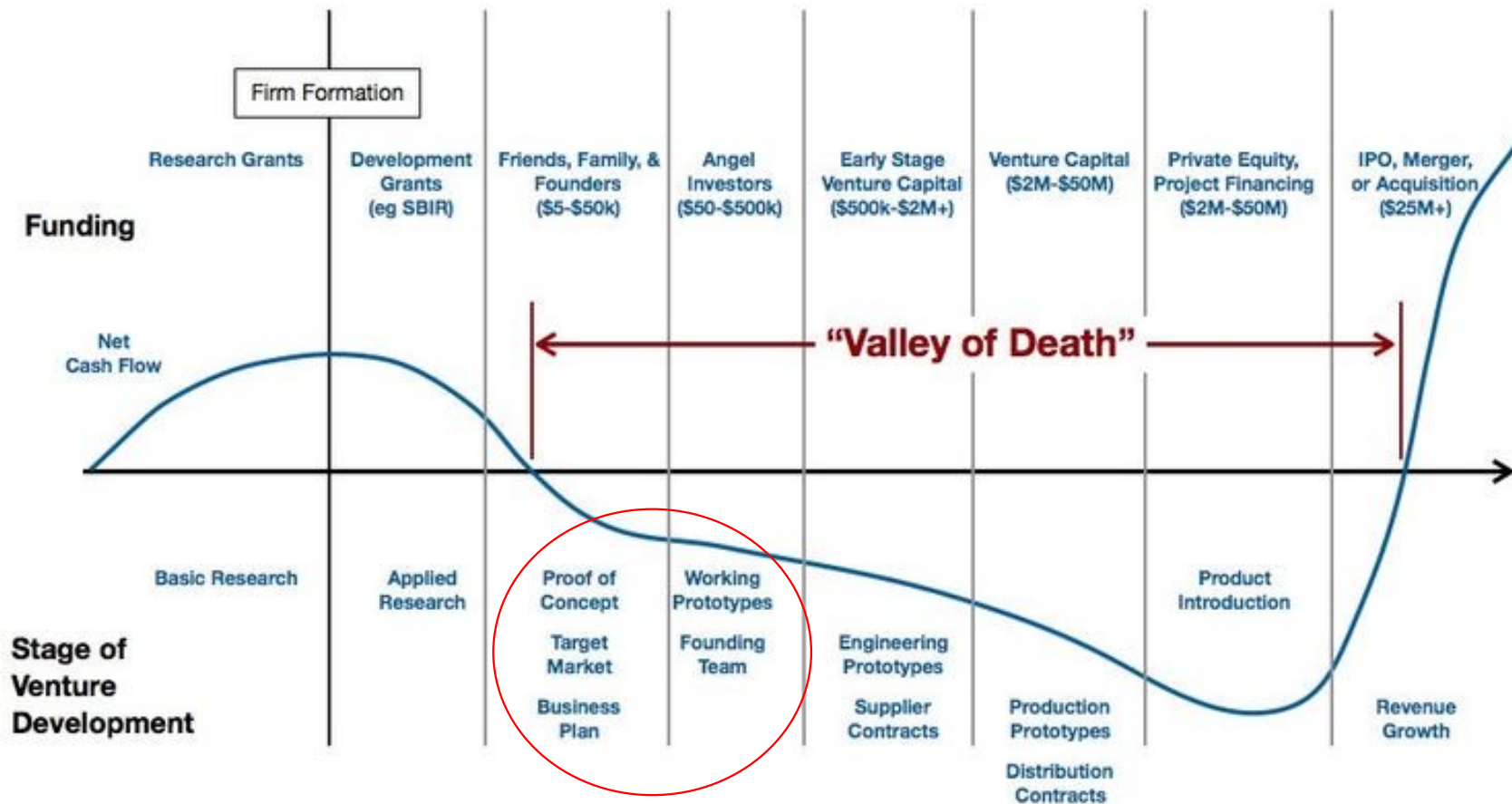
#### *Leadership*

*A team is not a bunch of people  
**working** together. It's a bunch of  
people that **trust** each other.*

Credit to: Iberdrola, Luis Pareras "In Vivo" Ventures , Simon Sinek



# Lifecycle of a venture



# Lean Launch Pad

## BUSINESS PLAN

will help you build your business plan





# Business Plan


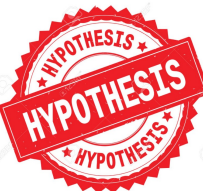









# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<b>Key Partners</b>           	<b>Key Activities</b>      <b>Key Resources</b>   	<b>Value Propositions</b>           	<b>Customer Relationships</b>      <b>Channels</b>   	<b>Customer Segments</b>           
<b>Cost Structure</b>           		<b>Revenue Streams</b>           		

# THE LEAN STARTUP METHODOLOGY

ERIC RIES

“THE LEAN STARTUP METHOD teaches you how to drive a startup-how to steer, when to persevere and grow a business with maximum acceleration.”

Split tests,  
Customer interviews  
Customer development  
The Why's Root Cause analysis  
Customer Advisory Board  
Falsifiable Hypotheses  
Product Owner Accountability  
Custom Archetypes  
Cross-functional Teams  
Smoke tests

## PROCESS

### LEARN



Minimize the total time through the loop.

### BUILD



Unit tests  
Usability tests  
Continuous integration  
Incremental deployment  
Free & Open Source Components  
Cloud Computing  
Cluster Immune System  
Just-in-time Scalability  
Refactoring  
Developer Sandbox

### MEASURE

Split tests, Clear product owner,  
Continuous Deployment, Usability tests,  
Real-time monitoring, Customer Liaison,  
Funnel Analysis, Cohort Analysis,  
Net promoter Score, Search Engine Marketing,  
Real time Alerting, Predictive Monitoring.

## MVP

(MINIMUM VIABLE PRODUCT)

“A core component of Learning Startup methodology is the Build-Measure-Learn feedback loop. The first step is figuring out the problem that needs to be sold and then, developing a Minimum Viable Product to begin the process of learning as quickly as possible.”

## PRINCIPLES

ENTREPRENEURS  
ARE EVERYWHERE

ENTREPRENEURSHIP  
IS MANAGEMENT

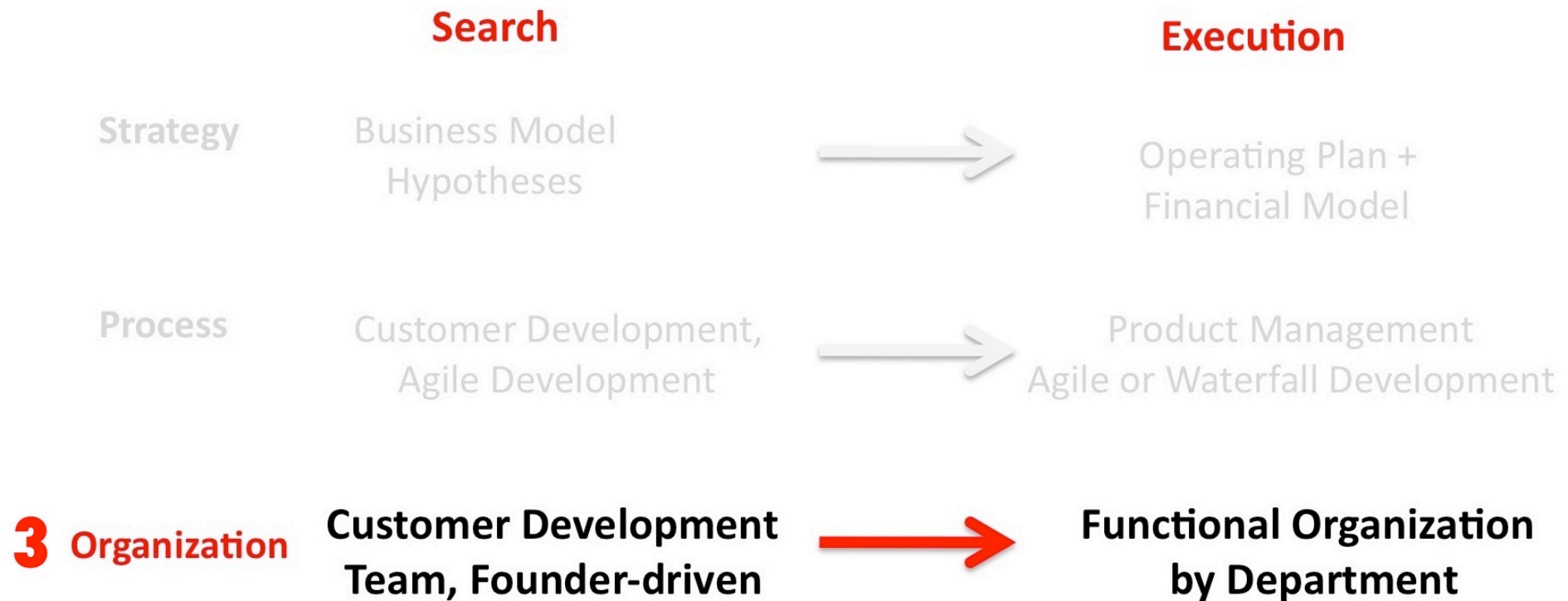
BUILD-MEASURE-PLAN

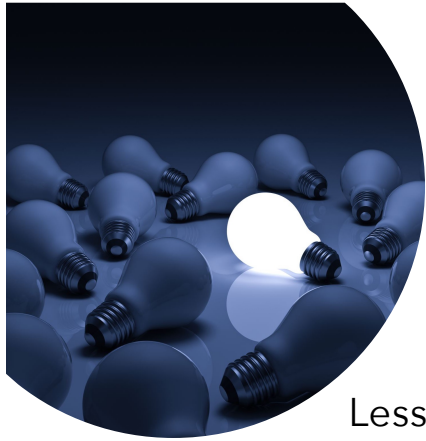
VALIDATE  
LEARNING

INNOVATION  
ACCOUNTING



# Search versus Execution of a Business Model





### Lessons Learned:

The search for the business model is the front end of the startup process

This is true in the smallest startup or largest company

The goal is to find a repeatable/scalable model, and then execute

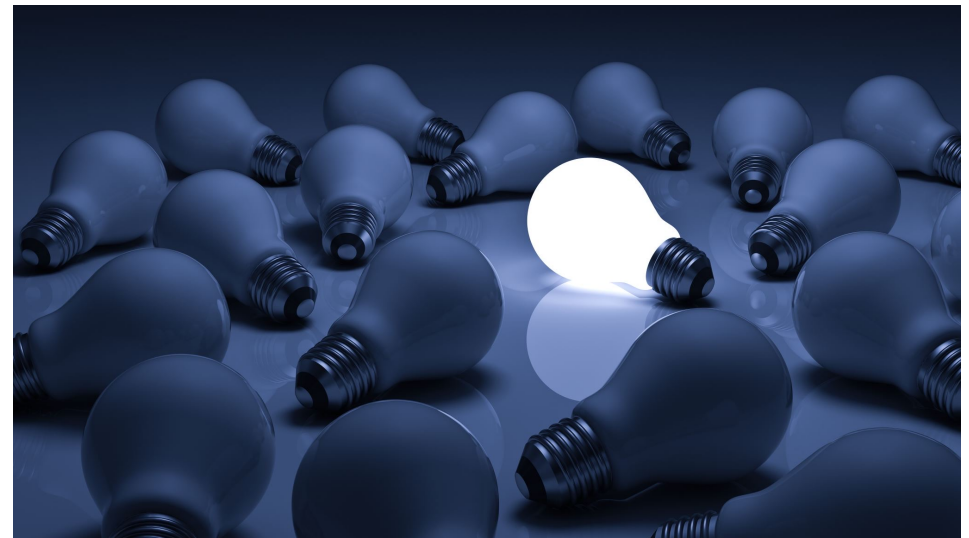
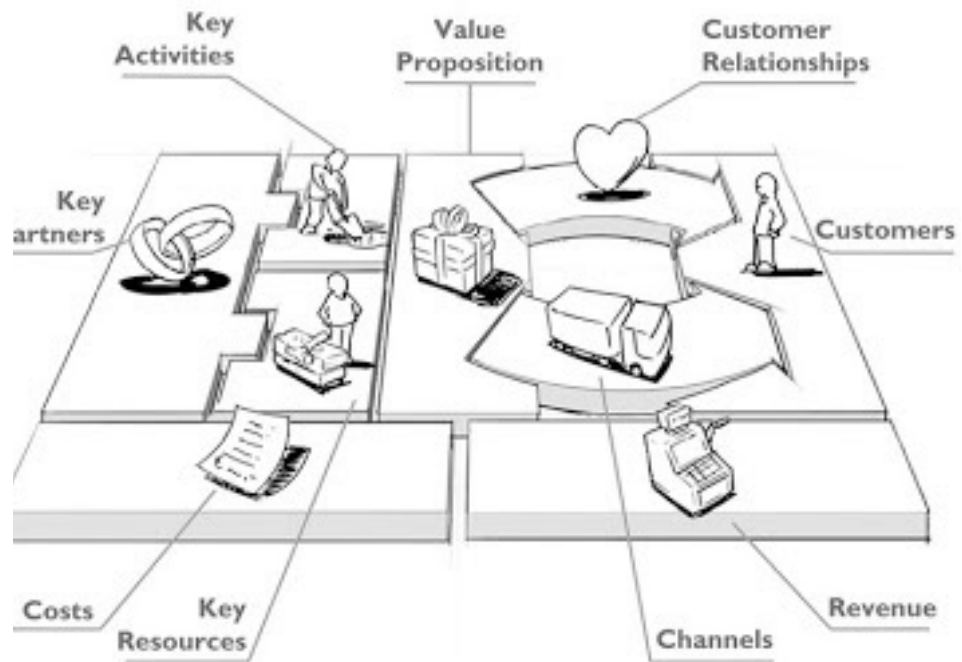
Execution requires operating plans and financial forecasts

Customer and Agile Development are the processes to search and build the model

Product management is the process for executing the model

The case-method is the antitheses of an entrepreneurial teaching method





# Take Away

- Emprendedores no nascen, se hacen. "There is a method that can be taught and learned"
- Necesitamos entender cuales son los temas antes de buscar financiacion
- StartUps, SpinOuts, Teams... buscan su modelo de negocio hasta que lo puedan ejecutar.
- StartUps no son miniaturas de Empresas consolidadas.



# Want to know more...

About Lean LaunchPad and iCorps...

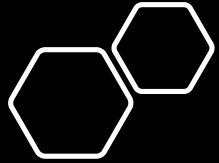
Alexander Osterwalder, Steve Blanks, Eric Ries, Jerry Engel  
[businessmodelalchemist.com](http://businessmodelalchemist.com) | [venturewell.org](http://venturewell.org) | [strategyzer.com](http://strategyzer.com) |  
[launchpadcentral.com](http://launchpadcentral.com) | [steveblank.com](http://steveblank.com)

En Castellano:

Llamas Fernández, F. J. y Fernández Rodríguez, J. C. (2018). La metodología Lean Startup: desarrollo y aplicación para el emprendimiento. Revista EAN, 84, (pp 79-95). DOI: <https://doi.org/10.21158/01208160.n84.2018.1918>

About Design Thinking... IDEO

Thanks



Design Thinking

IDEO  
Shopping Cart

Palo Alto, California



<https://www.ideo.com/eu>

<https://youtu.be/M66ZU2PClCM>