

Google

The Google logo is displayed in its characteristic multi-colored font. The letters are: 'G' (blue), 'O' (red), 'O' (yellow), 'g' (blue), 'l' (green), and 'e' (red).

Market Capitalization

\$367.86B

Google

2003





Ev Williams



Biz Stone



Blogger™



Ev Williams

**Renunció luego
de un año**



Biz Stone

**Renunció 11
meses después**



Ev Williams



Biz Stone





Market Capitalization

\$29.44B

Pero Google no aprendió la lección...



Ben Silbermann

Se une a Google en 2006

Renuncia tres años después



Ben Silbermann



Pinterest



Pinterest

Market Capitalization

\$5B

Nuevamente, Google no aprendió la lección...



Kevin Systrom

Deja Google por sentirse sofocado por las políticas organizacionales



Kevin Systrom



Instagram

twitter 



Pinterest



Instagram

> \$35B

asana:

foursquare™

twitter 



Instagram

cloudera®



Pinterest

 OOYALA®

¿Conclusiones?



lean**startup**machine



Validation Board

Project Name: _____

Team Leader Name: _____

Track Pivots	Start	1st Pivot	2nd Pivot	3rd Pivot	4th Pivot
Customer Hypothesis	<i>Tip: For two-sided markets, always validate the riskier side first</i>				
Problem Hypothesis		<i>Remember: Limit one sticky-note per box Write in ALL CAPS Do not write more than 5 words on any sticky-note</i>			
Solution Hypothesis	<i>Tip: Do NOT define a solution until you've validated the problem</i>				

Design Experiment

Tip: Clear all post-its from this area after each experiment is completed

Core Assumptions
Any assumption that, if invalidated, will break the business

Riskiest Assumption
Which Core Assumption has the highest level of uncertainty?

Method
What is the lowest cost way to test the Riskiest Assumption?
Choose: Exploration, Pitch, or Concierge

Minimum Success Criterion
What is the weakest outcome we will accept as validation?

Results →

GET OUT OF THE BLDG



Invalidated		Validated	
<i>If Invalidated, pivot at least one Core Hypothesis</i>		<i>If Validated, brainstorm and test the next Riskiest Assumption</i>	
1	2	1	2
3	4	3	4
5	6	5	6

Only put the Riskiest Assumption from an experiment in these boxes

Record data & learnings separately



Experiment Board

Project Name:

Team Leader Name:

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
Who is your customer? Be as specific as possible. <small>Time Limit: 5 Min</small>		Customer					
What is the problem? Phrase it from your customer's perspective. <small>Time Limit: 5 Min</small>		Problem					
Define the solution only after you have validated a problem worth solving. <small>Time Limit: 5 Min</small>		Solution					
List the assumptions that must hold true, for your hypothesis to be true. <small>Time Limit: 10 Min</small>		Riskiest Assumption					
Need help? Use these sentences to help construct your experiment.		Method & Success Criterion					
To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u> .	To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u> .						
GET OUT OF THE BUILDING!		Result & Decision					
To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.	To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...						
Determine how you will test it: The least expensive way to test my assumption is...	Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u> .	Learning					

"The Lean Enterprise provides an environment that empowers the greatest entrepreneurial talent to thrive in the organization, retaining the greatest innovative minds and reaping the benefits of their greatest inventions."
—Brad Smith, Intuit President & CEO

THE LEAN ENTERPRISE

How Corporations Can
Innovate Like Startups

Trevor Owens · Obie Fernandez

WILEY

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.

Who is your customer? Be as specific as possible. Time Limit: 5 Min

What is the problem? Phrase it from your customer's perspective. Time Limit: 5 Min

Define the solution only after you have validated a problem worth solving. Time Limit: 5 Min

List the assumptions that must be true, or your hypothesis is not true. Time Limit: 10 Min

Need help? Use these sentences to help construct your experiment.

To form a Customer/Problem Hypothesis:
I believe my customer has a problem achieving this goal.

To form a Problem/Solution Hypothesis:
I believe this solution will result in quantifiable outcome.

To form your Assumptions:
In order for hypothesis to be true, assumption needs to be true.

To identify your Riskiest Assumption:
The assumption with the least amount of data, and core to the viability of my hypothesis is...

Determine how you will test it:
The least expensive way to test my assumption is...

Determine what success looks like:
I will run experiment with # of customers and expect a strong signal from # of customers.

Experiments	1	2	3	4	5
Customer					
Problem					
Solution					
Riskiest Assumption					
Method & Success Criterion					
GET OUT OF THE BUILDING!					
Result & Decision					
Learning					

BRAINSTORMING

EJECUCIÓN

SUPUESTOS

SUPUESTOS

SUPUESTOS

SUPUESTOS

SUPUESTOS

SUPUES

SUPUESTOS

SUPUESTOS

SUPUESTOS

HIPÓTESIS

SUPUEST

SUPUESTOS

SUPUESTOS

SUPUESTOS

SUPUESTOS

SUPUESTOS

SUPUESTOS

HIPÓTESIS



Cliente

Problema

Solución



Experiment Board

Project Name:

Team Leader Name:

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
		Customer					
What is the problem? Phrase it from your customer's perspective. Time Limit: 5 Min		Problem					
Define the solution only after you have validated a problem worth solving. Time Limit: 5 Min		Solution					
List the assumptions that must hold true, for your hypothesis to be true. Time Limit: 10 Min		Riskiest Assumption					
Need help? Use these sentences to help construct your experiment.		Method & Success Criterion					
To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u>.	To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u>.	GET OUT OF THE BUILDING!					
To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.	To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...	Result & Decision					
Determine how you will test it: The least expensive way to test my assumption is...	Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u>.	Learning					

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
What is the problem? Phrase it from your customer's perspective. Time Limit: 5 Min		Customer					
Define the solution only after you have validated a problem worth solving. Time Limit: 5 Min		Problem					
List the assumptions that must hold true, for your hypothesis to be true. Time Limit: 10 Min		Solution					
Need help? Use these sentences to help construct your experiment.		Riskiest Assumption					
To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u> .	To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u> .	Method & Success Criterion					
GET OUT OF THE BUILDING!		Result & Decision					
To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.	To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...	Learning					
Determine how you will test it: The least expensive way to test my assumption is...	Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u> .						



Experiment Board

Project Name:

Team Leader Name:

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
<p>Validate your hypothesis as soon as possible.</p>		Customer					
<p>Validate your problem, not just the solution.</p>		Problem					
<p>Define the solution only after you have validated a problem worth solving. <small>Time Limit: 5 Min</small></p>		Solution					
<p>List the assumptions that must hold true, for your hypothesis to be true. <small>Time Limit: 10 Min</small></p>		Riskiest Assumption					
<p>Need help? Use these sentences to help construct your experiment.</p>		Method & Success Criterion					
<p>To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u>.</p>	<p>To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u>.</p>	GET OUT OF THE BUILDING!					
<p>To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.</p>	<p>To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...</p>	Result & Decision					
<p>Determine how you will test it: The least expensive way to test my assumption is...</p>	<p>Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u>.</p>	Learning					



Experiment Board

Project Name:

Team Leader Name:

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
<p>Validate your hypothesis. What is your customer's problem? Phrase it as a hypothesis. Possible.</p>		Customer					
<p>Validate your hypothesis. What is your customer's problem? Phrase it as a hypothesis. Possible.</p>		Problem					
<p>Define the solution only after you have validated a problem worth solving. <small>Time Limit: 5 Min</small></p>		Solution					
<p>List the assumptions that must hold true, for your hypothesis to be true. <small>Time Limit: 10 Min</small></p>		Riskiest Assumption					
<p>Need help? Use these sentences to help construct your experiment.</p>		Method & Success Criterion					
<p>To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u>.</p>	<p>To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u>.</p>	GET OUT OF THE BUILDING!					
<p>To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.</p>	<p>To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...</p>	Result & Decision					
<p>Determine how you will test it: The least expensive way to test my assumption is...</p>	<p>Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u>.</p>	Learning					

¿Y la solución?

La solución no se declara en este momento.

No queremos enfocarnos en la solución... aún.

Lo que es realmente importante aquí es **enfocarse en entender al cliente y el problema**, y tratar de validar aquello.

Cada cliente tiene un problema

Cada problema tiene una solución

Pero, no toda solución tiene un problema

Y no todo problema tiene un cliente



Experiment Board

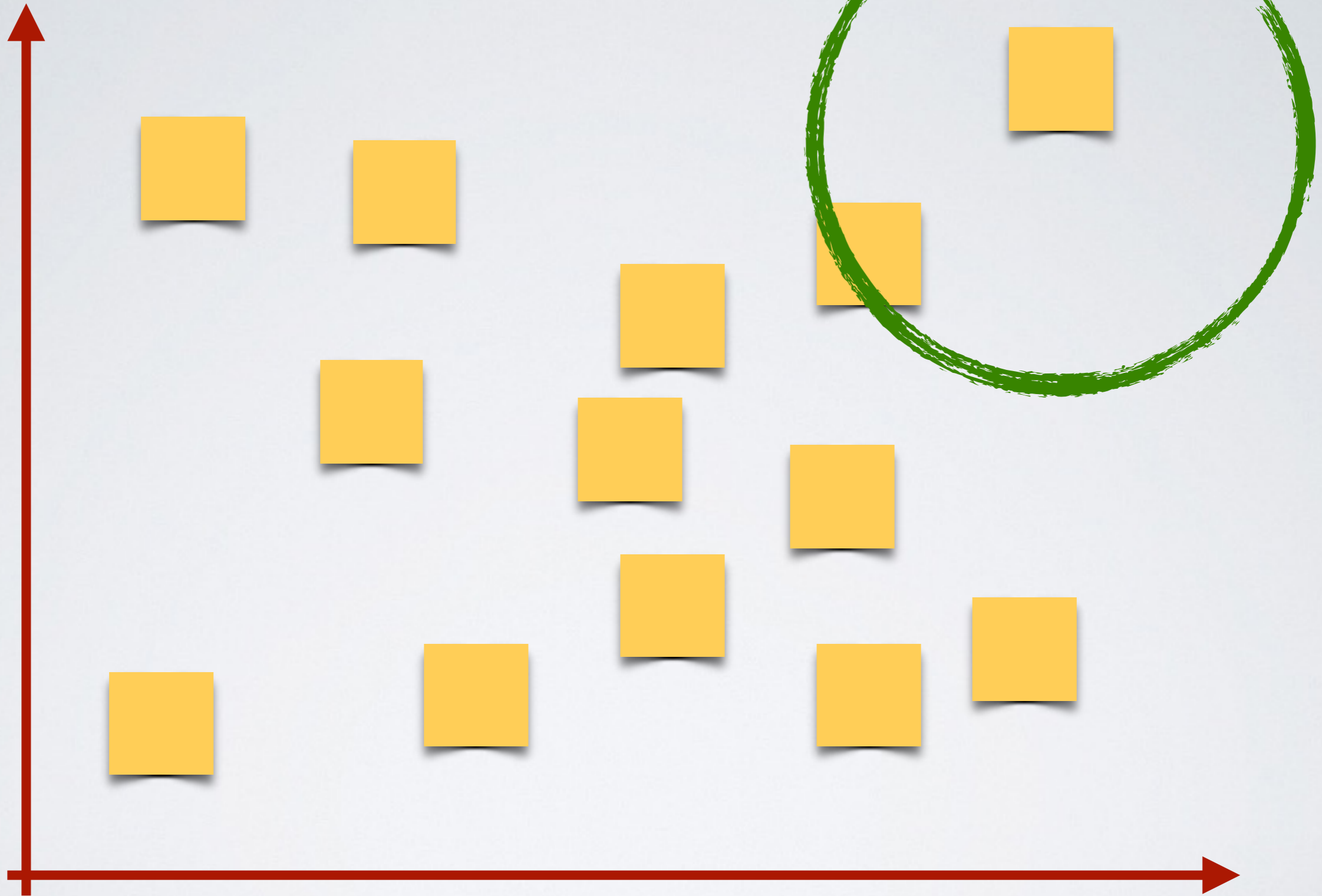
Project Name:

Team Leader Name:

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
<p>Validate your hypothesis as soon as possible.</p>		Customer					
<p>Validate your problem? Phrase it as a statement.</p>		Problem					
<p>Define the solution only after you have validated a problem worth solving. <small>Time Limit: 5 Min</small></p>		Solution					
<p>List your assumptions.</p>		Riskiest Assumption					
<p>Need help? Use these sentences to help construct your experiment.</p>		Method & Success Criterion					
<p>To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u>.</p>		GET OUT OF THE BUILDING!					
<p>To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u>.</p>		Result & Decision					
<p>To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.</p>		Learning					
<p>To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...</p>							
<p>Determine how you will test it: The least expensive way to test my assumption is...</p>							
<p>Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u>.</p>							

Elegir el **supuesto más riesgoso**

Mayor incertidumbre



Más crítico



Experiment Board

Project Name:

Team Leader Name:

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
<p>Validate your hypothesis as soon as possible.</p>		Customer					
<p>Validate your problem? Phrase it as a statement.</p>		Problem					
<p>Define the solution only after you have validated a problem worth solving. <small>Time Limit: 5 Min</small></p>		Solution					
<p>Identify your riskiest assumption for your hypothesis.</p>		Riskiest Assumption					
<p>Need help? Use these sentences to help construct your experiment.</p>		Method & Success Criterion					
<p>To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u>.</p>	<p>To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u>.</p>	<p> GET OUT OF THE BUILDING! </p>					
<p>To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.</p>	<p>To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...</p>	Result & Decision					
<p>Determine how you will test it: The least expensive way to test my assumption is...</p>	<p>Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u>.</p>	Learning					

MÉTODOS DE TESTEO

Exploración

Pitch (Pre-Sell)

Concierge

Prototipo

A menor información, más exploratorio se necesita ser.

Entrevistas cara-a-cara es el mejor método exploratorio.

CRITERIO MÍNIMO DE ÉXITO

Es la mínima cantidad de validación que necesitas para invertir más recursos, tiempo y esfuerzos para seguir con el proyecto.



Experiment Board

Project Name:

Team Leader Name:

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
<p>Validate your hypothesis. List possible solutions.</p>		Customer					
<p>Validate your problem? Phrase it as a problem statement.</p>		Problem					
<p>Define the solution only after you have validated a problem worth solving. <small>Time Limit: 5 Min</small></p>		Solution					
<p>List your assumptions. Identify your riskiest assumption.</p>		Riskiest Assumption					
<p>Need help? Use these sentences to help construct your experiment.</p>		Method & Success Criterion					
<p>To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u>.</p>	<p>To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u>.</p>	<p> GET OUT OF THE BUILDING! </p>					
<p>To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.</p>	<p>To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...</p>	Result & Decision					
<p>Determine how you will test it: The least expensive way to test my assumption is...</p>	<p>Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u>.</p>	Learning					

**GET OUT OF THE
BUILDING**



Experiment Board

Project Name:

Team Leader Name:

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
<p>Validate your assumptions as much as possible.</p>		Customer					
<p>Validate your problem? Phrase it as a statement.</p>		Problem					
<p>Define the solution only after you have validated a problem worth solving. <small>Time Limit: 5 Min</small></p>		Solution					
<p>Validate your hypothesis.</p>		Riskiest Assumption					
<p>Need help? Use these sentences to help construct your experiment.</p>		Method & Success Criterion					
<p>To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u>.</p>	<p>To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u>.</p>	🚶 GET OUT OF THE BUILDING! 🚶					
<p>To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.</p>	<p>To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...</p>	Result & Decision					
<p>Determine how you will test it: The least expensive way to test my assumption is...</p>	<p>Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u>.</p>	Learning					

¿PIVOTEAR O PERSEVERAR?