

THE LEAN STARTUP
and
The Enterprise Transformation

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Rafael Ferraz is a co-founder at Konker Labs, E-commerce entrepreneur, and currently Head of Product at Oaktech.

Passionate about smart products and experiences. Over the past 15 years, Rafael has been working with engineers and designers to create and launch products. Software Engineer, certified by Product School at Silicon Valley and Strategic Management at Stanford University.

@rzarref

The Lean Startup is a methodology that provides a **scientific approach** to creating and managing **startups** and get a desired **product to customers'** hands **faster**.

A startup is a human institution designed to deliver a new product or service under conditions of extreme uncertainty.

Eric Ries

FUNDAMENTALS

- 1** ENTREPRENEURS ARE EVERYWHERE
- 2** ENTREPRENEURSHIP IS MANAGEMENT
- 3** VALIDATED LEARNING
- 4** INNOVATION ACCOUNTING
- 5** BUILD-MEASURE-LEARN

1

ENTREPRENEURS ARE EVERYWHERE



2

ENTREPRENEURSHIP IS MANAGEMENT



3

VALIDATED LEARNING



4

INNOVATION ACCOUNTING

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SERIES

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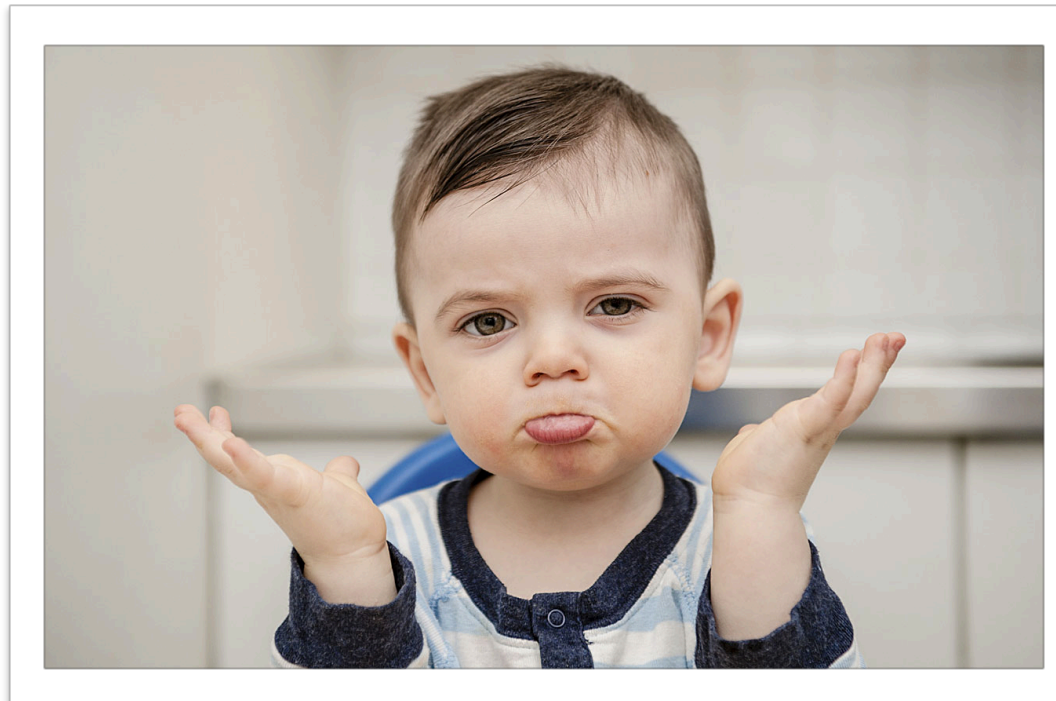
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BUILD-MEASURE-LEARN

IDEAS

LEARN



BUILD

MEASURE

- 1** ENTREPRENEURS ARE EVERYWHERE
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Change the
PARADIGM

'Traditional' Companies



The Nature of Work

Internal competition
Command and control
Seniority = authority
Lifelong jobs



The Nature of Workers

Company culture rules
Loyalty = longevity
Success = position
Ambition to climb



The Nature of the Enterprise

Plentiful talent
Long sales cycles

'Modern' Companies



The Nature of Work

Employs entrepreneurial management tools for dealing with extreme uncertainty



The Nature of Workers

Every employee has the opportunity to be an entrepreneur



The Nature of the Enterprise

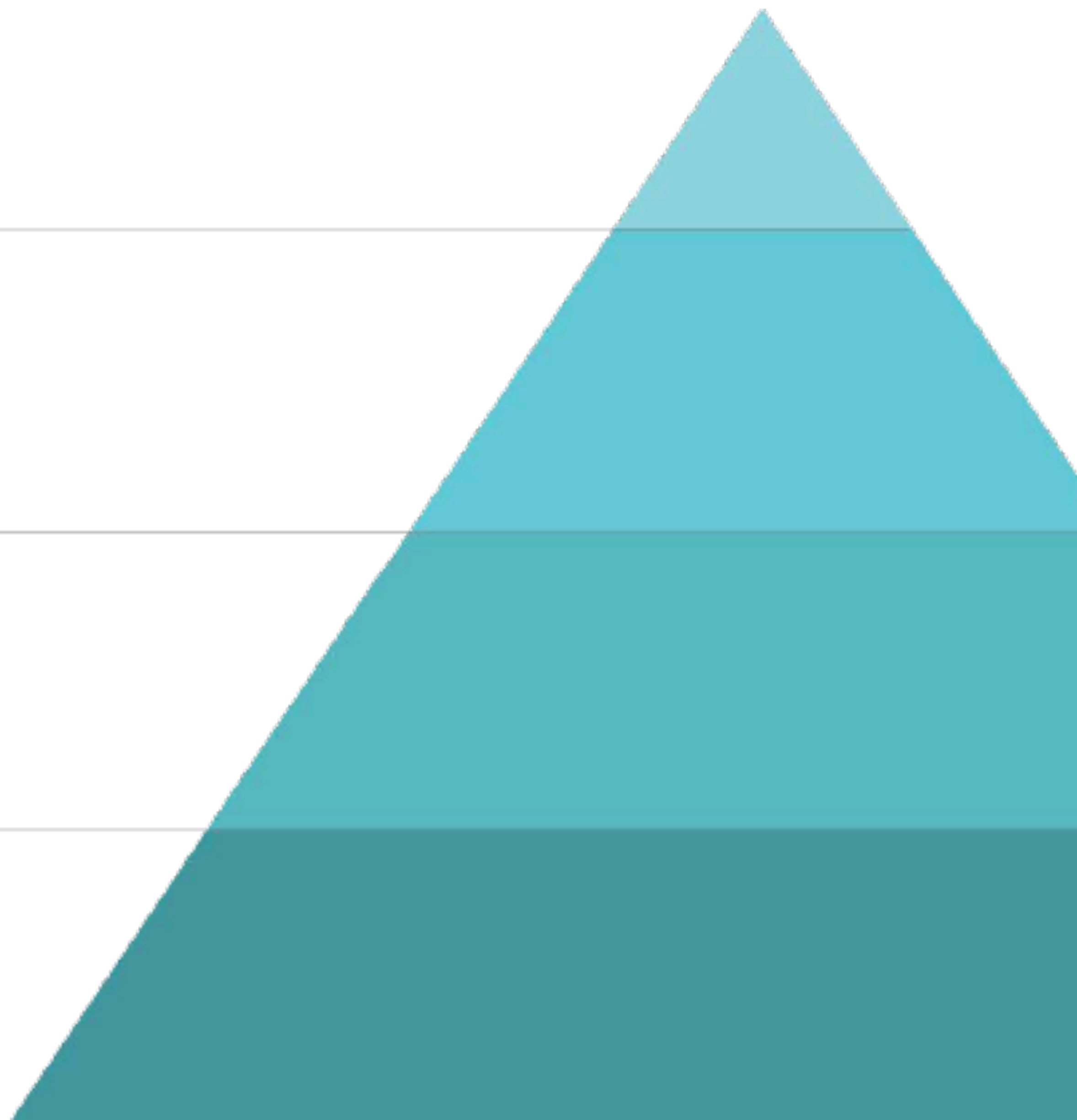
Is disciplined in the rigorous execution of their core business; respects its employees and their ideas at a fundamental level

PEOPLE

CULTURE

PROCESS

ACCOUNTABILITY



TRADICIONAL

MODERN

ACCOUNTABILITY

ROI, market share, margin

Leading indicators, metered funding

PROCESS

Functional handoffs, economies of scale,
reduction of variation

Scientific, iterative processes, economies of
speed and experimenting

CULTURE

Avoid failure, risk mitigation,
compliance and predictability

Productive failure leads to learning,
engage in constance innovation

PEOPLE

Traditional management requires
constant rhythm

People working in cross-functional teams,
unlocking new growth

A Startup
STATE OF MIND

A Startup **State of Mind**



It's all about
the team



Small teams
beat big teams



Every team has a
cross-functional
structure at
its core



Every project
starts with the
customer in mind

A Startup **State of Mind**



Startups have a **specific financial structure**



A focus on **leading indicators**



Metered funding manages risk



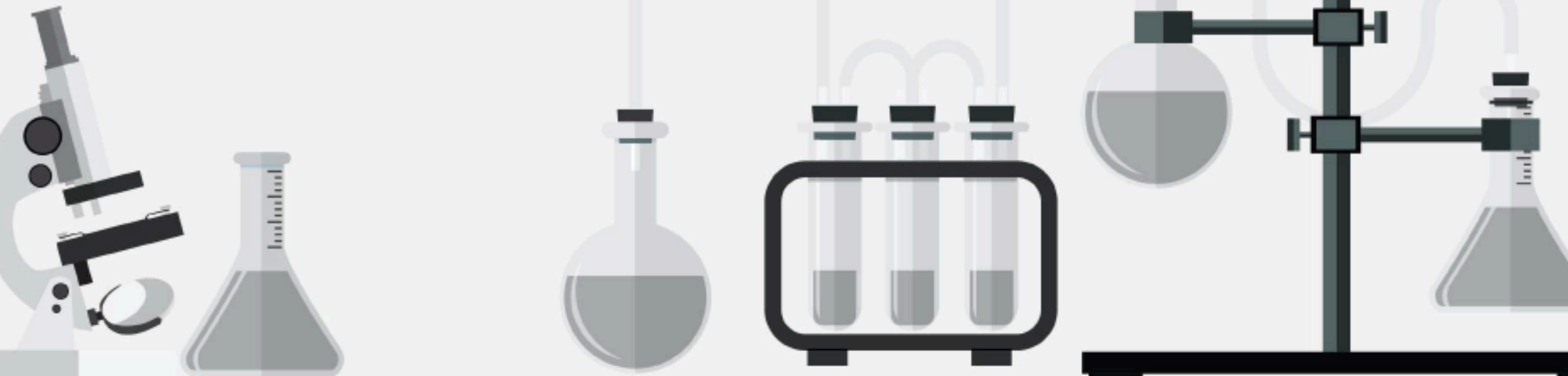
Board/ Investor dynamics are key



Culture is **experimental and iterative**

The three phases of
**TRANSFORMING
A COMPANY**

Phase One: **CRITICAL MASS**



Phase TWO: **SCALING UP**



A Journey Without Shortcuts



Creating a Test/Learn Culture

- 1** Experiment design is important; **evaluating the learning is more important**
- 2** Find the resistance and work to build an organization that **learns together**
- 3** Consider the systems and structures that will need to change to support the **outcome you want**

Startup success can be engineered
by following the process, which
means it can be learned, which
means it can be taught.”

Eric Ries

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