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Online Guide to How to Build a Startup: The Lean LaunchPad Startupplays.com, publisher of online entrepreneurs processes guides, drew from my Udacity course and The Startup Owner's Manual to create a free step-by-step guide to understanding your customers and creating your value proposition. The Lean LaunchPad Educators Course Hosted by NCIIA, Stanford University and U.C. Berkeley, Jerry Engel and I teach a course for educators interested in learning how to update and revise their entrepreneurship curriculum for the 21st century as well as learning how to teach the Lean LaunchPad class. I still love giving this talk to people who lived it and people curious about it. Last month we added a Kindle version, reorganized to make it easier to follow on a tablet and incorporating hundreds of links to websites, blog posts, and presentations. Average order size, LTV, average time to first order, rev/salesperson Burn rate Runway Time to breakeven Fast decision-making, cycle time, speed and tempo The only absolute certainty is that the bank balance declines every day. Find them here. This book charts that path." A Repeatable Path "Winners throw out the traditional product management and introduction processes they learned at existing companies. (replace "lots" with a real pass/fail number) Does your product solve the problem or fill the need at a price customers will gladly pay? But in a majority of startups, measuring progress against a product launch or revenue plan is simply false progress, since it transpires in a vacuum absent real customer feedback, instead of searching for an understanding of customers and their problems and replacing assumptions with facts." 8) Presumption of success leads to premature scaling "Hiring and spending should only accelerate after sales and marketing have become predictable, repeatable, scalable processes--not when the plan says they're scheduled to begin." "In large companies, the mistakes just have additional zeroes in them." Google: Orkut, Wave, Deskbar, Dodgeball, Talk, Finance Microsoft: "Kin", Vista, Zune, "Bob", MSNTV, PocketPC "No business plan survives first contact with customers." "No plan of operations extends with any certainty beyond the first contact with the main hostile force." (Field Marshall Helmuth Karl Bernhard Graf von Moltke) 9) Management by crisis leads to a death spiral Sales asks Engineering to build custom versions of the product for special customers, since this is the only way the increasingly desperate sales force can close the sale. There's a short synopsis of why I like each book. We can help with Spring cleaning! Whether you use Dropbox, Drive, G-Suite, OneDrive, Gmail, Slack, Notion, or all of the above, Dokkio will organize your files for you. Who is the customer, and have assumptions been validated through face-to-face customer interaction? The ability to learn from these missteps distinguishes a successful startup from those that have vanished." 5) Traditional Business Plans presume no trial and no errors "Directors and founders must stay focused on the one financial metric that always matters: cash burn rate, and the number of months' worth of cash left in the bank." Only a month after shipping began, Webvan signed a \$1 Billion deal with Bechtel to build 26 additional distribution centers over the next 3 years 6) Confusing traditional job titles with what a startup needs to accomplish "Early-stage startup executives need dramatically different skills from executives who are working in an established company selling established products or line extensions." Comfort with change, chaos, and learning from failure At ease working in unstable situations without a roadmap In other words, entrepreneurs Open to learning and discovery--highly curious, inquisitive, and creative Eager to "search," agile enough to deal with daily change and "operating without a map." Readily able to wear multiple hats, often on the same day Comfortable with celebrating failure when it leads to learning and iteration "WebVan's CEO and VPs all came from large-company backgrounds and experience. TechStars and Startup America are partnering to provide mentors in the U.S. They don't ask for equity and charge just enough to cover the costs of pizza and the room rental. He teaches the Lean LaunchPad program at Columbia Business School, where he is an Adjunct Professor of Entrepreneurship, and has led training sessions at Tech de Monterrey, Mexico, Skolkovo Business School in Moscow, and repeatedly for the government of Colombia and Moscowâ€™s GVA Launch Gurus â€œStartup Academy.â€Entrepreneurial from the age of 12, Bob received his last W-2 some 40 years ago, when he left a great news editorâ€™s job at WINS Radio in New York to launch his first major startup. Click here for more information. I first gave the Secret History of Silicon Valley presentation as an invited talk at Google, then at the Computer History Museum. Is there a repeatable and scalable sales roadmap? They're irrationally focused on customer needs and delivering great products. (insert real number from business model, of course) Are there enough customers (insert number) "out there" to deliver a sizable (insert number) business opportunity? Customer Validation Can the business scale? There is a true and repeatable path to success. Now get out of the building and make something happen! Filed under: Customer Development, Lean LaunchPad, Teaching | Startup Idea ValidationTest & validate your startup idea!Use Template100+ Startup DirectoriesA list of online startup directories Use TemplateElevator Pitch FrameworkCraft your startup's elevator pitch!Use TemplateWeekly Founder Updates (Week #1)Keep track of your stats!Use Template If you are citizen of an European Union member nation, you may not use this service unless you are at least 16 years old. Free: Startup Tools If you're building a startup, the Startup Tools tab on the top of this page has curated links to hundreds of startup resources. Specific links are: A list of startup tools is here Market research tools to help you figure out the size of the opportunity your startup is pursuing, are here Some of the best advice on founding and running a startup from other smart voices are here Updates and suggestions for tools I've missed are welcomed on the Startup Tools comments page. I got tired watching dignitaries fly into Silicon Valley, visit Google, Facebook, Apple, and Stanford and then say they understand startups and entrepreneurship. See how with a free trial.Get Started Posted on November 27, 2012 by steve blank One of the great things about being a retired entrepreneur is that I get to give back to the community that helped me. Getting out of the building means acquiring a deep understanding of customer needs and combining that knowledge with incremental and iterative product development." Chapter 1: The Path to Disaster: A Startup Is Not a Small Version of a Big Company Webvan "Webvan did everything its board and investors asked. Does the company know the right prospects to call on or acquire, and what to say to them to consistently deliver sales? As a result, web/mobile channel startups can move forward at "Internet Speed," an impossibility with physical distribution channels and products." When products and channels are bits, they can gather and act on information 100 times faster (10X the iterations, 1/10th the cost). 4) Emphasis on execution instead of hypothesis, testing, learning, and iteration The emphasis on speed makes it natural for people to believe that they are hired for what they know how to do, not what they can learn "In practice, startups begin with a set of initial hypotheses (guesses) most of which will end up being wrong. Almost Free: Startup Weekend Next Startup Weekend Next is a three-week version of the Lean LaunchPad class with hands-on instructors and mentors - offered in hundreds of cities around the world. Class Syllabi, My Lecture Slides and Student Presentations The Slides/Video tab on the top of this page has all the open source course material for my classes. The last two chapters deal with scale and management of growing startups. Use it to keep your team on track and ensure you have completed each critical task as you search for a scalable business model. The free on-line class, hosted at Udacity is here. I assembled this collection of free and almost free tools, class syllabi, presentations, books, lectures, videos in the hope that it can make your path as an entrepreneur or educator easier. Today, after two years of near-fulltime research and writing, itâ€™s Amazon.comâ€™s #1 Business/Entrepreneurship bestseller, published in 15 languages worldwide. Updates and suggestions for books that I've missed are welcomed on the books comment page. "Companies like Facebook, Google, Groupon, and Zynga grew faster in a decade than most industrial corporation grew in the 20th century." The Four Steps: A New Path "Products developed by founders who get out in front of customers early and often, win. Customer Development fit neatly with Agile Development as iterative and incremental methods based on rapid and continual feedback Other "shout outs" Business Model Design (the business model canvas) The Lean Startup Who Is This Book For? Specific links are: Educators Training Guide is here (part of the Educators Course - described in the Educators section below.) Course for Educators is here Teachable moments videos for the Lean Launchpad class here How do Customer Discovery videos here and here Sample Lean LaunchPad Lecture slides and suggested syllabus here Syllabi for all my classes are here Secret Notes for Instructors here Latest presentations posted click here Stanford presentations, lectures and syllabus here Berkeley presentations, lectures and syllabus here Columbia 5-day presentations, lectures and syllabus here Caltech 5-day presentations, lectures and syllabus here Some general customer development slides click here The Entrepreneurs Checklist The good folks at Udemy have taken a few of my lectures at Stanford and put them together in a series online. Products handed off to sales and marketing organizations that are only tangentially involved in the new-product development process will lose." "There are no facts inside your building, so get the heck outside. Dokkio (from the makers of PBworks) was #2 on Product Hunt! Check out what people are saying by clicking here. Each section offers detailed guidance and how-to's, helping you make your way through the Customer Development process using MVP's and Pivots as you search for a Business Model. Then spend. The free on-line lectures, hosted at Udemy are here. The Four Steps to The Epiphany The Four Steps to the Epiphany has been described as the book that launched the Lean Startup movement. Pair customer development with agile development Failure is an integral part of the search--if you're afraid to fail in a startup, you're destined to do so. Together with Steve Blank, Bob published The Startup Ownerâ€™s Manual: The Step-by-Step Guide for Building a Great Company. "All entrepreneurs" "A startup is a temporary organization in search of a scalable, repeatable, profitable business model." Types of startups Small Business Entrepreneurship 5.9 small businesses 99.7% of US companies 50% of non-government employment Often service-oriented Success = paying the owners well and making a profit Scalable Startups Aspire to \$100 million+ in sales Requires \$10 million+ in VC investment to fuel rapid expansion Tend to cluster in technology centers Only a small % of entrepreneurs, but attract almost all the risk capital (and press) Becomes a company when: Cash-flow breakeven Profitable Rapid scale New senior management 150+ employees "Buyable" Startups Raise small amounts of risk capital (

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