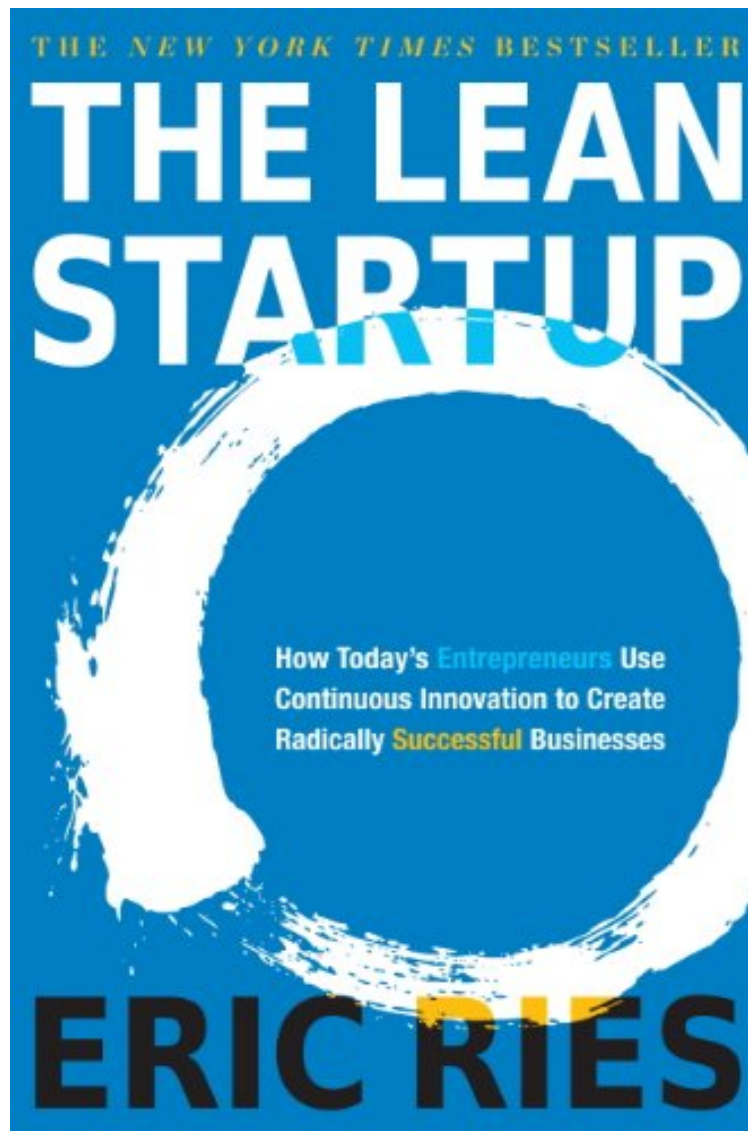


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## The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses

*Eric Ries*

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**Eric Ries : The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses:

203 of 214 people found the following review helpful. Word processor diarrhea leads to WASTE in The Lean Start-Up By D.Damato I had two primary issues with the book. First, the book is written by a software guy for software

guys and start-ups. I can only recall one reference in all the pages to a hardware product. So this book is not for anyone that is looking to create physical and tangible products. In fact, hardware is hard and my research hasn't found anything remotely useful in applying lean start-up principles to hardware. Second, the focus of the book is on "what" a lean start-up is and doesn't provide actionable information. Diarrhea of the word processor resulted in a 365 page definition of a lean start-up, where it could have been boiled down to less than 100 pages (minus 1-star for waste...Distill it down to an A3 using Lean Thinking). So let me save you some time.

1. An entrepreneur is a person who creates a business around a product or service under conditions of "extreme uncertainty", and should ascend the vision-strategy-product pyramid. (Google: Start with Why TEDx - Ries redefines that concept)
2. A start-up is a phase of the entrepreneur's organization, tasked with the goal of reducing the condition of "extreme uncertainty", and finding a sustainable business model (Google: Lean Business Model Canvas).
3. Use customer discovery (class) and validated learning (method) to find a sustainable business model around your product or service idea. The validated learning method of Build-Measure-Learn is synonymous with Plan-Do (Build), Check (Measure), and Act (Learn) cycle, which as most people know is derived from the scientific method.
  - a. Build a Minimum Viable Product (MVP)
  - b. Measure using Actionable Metrics instead of Vanity Metrics.
  - c. Learn from your MVP and Actionable metrics and Pivot to improve problem/solution and product/market fit or Persevere.
4. Finally, use lean principles (i.e. small batch sizes, 5 whys root cause analysis, chief engineer, blah, blah, blah) to stream-line your operation once you've found a viable business model and are ready to leave the start-up phase and enter the growth phase. (Minus 1-star: As a hardware guy and having extensive experience in lean it's blatantly obvious Ries is just starting his lean journey and his last section (Accelerate) is superficial, survey, regurgitation of some of the lean tools and ideas).

Reference More Actionable Books: Running Lean - Ash Maurya Art of the Start (Ch.1) - Guy Kawasaki Reference Free Material: Steve Blank's Website Blog Simon Sinek - Start with Why

0 of 0 people found the following review helpful. A reason-based approach to new business development. By Mironov This book introduces a new and more effective approach to developing a startup business. It includes examples showing how the theoretical principles can (and should) be applied to real-life situations and what are the consequences of not applying them. The theory contained in the book provides the means of steering a small company towards success by properly acquiring and utilizing relevant knowledge. I personally would prefer a more concise version, with less repetition of the concepts, but I am sure many will find the multiple examples and reiterations helpful for better understanding of the concepts presented.

0 of 0 people found the following review helpful. A Must Read For Software Entrepreneurs By Marc Schneiderman As the Founder and CEO of nTeligence, an early stage venture focused on building an Artificial Intelligence Operating System (AIOS), I found the discussion of Aardvark's "personal virtual assistant" extremely valuable. As we ourselves are creating a platform that can be used to develop industry specific virtual assistants and robo advisors. The sections on creating a Minimum Viable Product (MVP) and providing "concierge" level service to early adopters helped us to adjust and pivot in the right direction. Most importantly though, are the key ideas behind the Build-Measure-Learn cycle, especially the importance of reducing the time taken through different iterations of this core loop. In summary, if you are a software engineer, and would like to found your own startup, I would highly recommend that you read this book first. It will help you to apply scientific methods for running your startup that markedly increase your chances for success.

Most startups fail. But many of those failures are preventable. The Lean Startup is a new approach being adopted across the globe, changing the way companies are built and new products are launched. Eric Ries defines a startup as an organization dedicated to creating something new under conditions of extreme uncertainty. This is just as true for one person in a garage or a group of seasoned professionals in a Fortune 500 boardroom. What they have in common is a mission to penetrate that fog of uncertainty to discover a successful path to a sustainable business. The Lean Startup approach fosters companies that are both more capital efficient and that leverage human creativity more effectively. Inspired by lessons from lean manufacturing, it relies on "validated learning," rapid scientific experimentation, as well as a number of counter-intuitive practices that shorten product development cycles, measure actual progress without resorting to vanity metrics, and learn what customers really want. It enables a company to shift directions with agility, altering plans inch by inch, minute by minute. Rather than wasting time creating elaborate business plans, The Lean Startup offers entrepreneurs - in companies of all sizes - a way to test their vision continuously, to adapt and adjust before it's too late. Ries provides a scientific approach to creating and managing successful startups in an age when companies need to innovate more than ever.

"The Lean Startup has a kind of inexorable logic, and Ries's recommendations come as a bracing slap in the face to would-be tech moguls: Test your ideas before you bet the bank on them. Don't listen to what focus groups say; watch what your customers do. Start with a modest offering and build on the aspects of it that prove valuable. Expect to get it wrong, and stay flexible (and solvent) enough to try again and again until you get it right. It's a message that rings true to grizzled startup vets who got burned in the Great Bubble and to young filmgoers who left The Social Network with visions of young Zuckerberg dancing in their heads. It resonates with Web entrepreneurs blessed with worldwide reach and open source code. It's the perfect philosophy for an era of limited resources, when the noun

optimism is necessarily preceded by the adjective cautious." —Wired; "I make all our managers read The Lean Startup." —Jeffery Immelt, CEO, General Electric "Eric has created a science where previously there was only art. A must read for every serious entrepreneur and every manager interested in innovation." —Marc Andreessen, co-founder of Andreessen Horowitz, Opsware Inc. and Netscape; "This book should be mandatory reading for entrepreneurs, and the same goes for managers who want better entrepreneurial instincts. Ries's book is loaded with fascinating stories, not to mention countless practical principles you'll dearly wish you'd known five years ago." —Dan Heath, co-author of Switch and Made to Stick; "Ries shows us how to cut through the fog of uncertainty that surrounds startups. His approach is rigorous; his prescriptions are practical and proven in the field. The Lean Startup will change the way we think about entrepreneurship. As startup success rates improve, it could do more to boost global economic growth than any management book written in years." —Tom Eisenmann, Professor of Entrepreneurship, Harvard Business School; "The Lean Startup is the book whose lessons I want every entrepreneur to absorb and apply. I know of no better guide to improve the odds of a startup's success." —Mitchell Kapor, Founder, Lotus Development Corp.; "At Asana, we've been lucky to benefit from Eric's advice firsthand; this book will enable him to help many more entrepreneurs answer the tough questions about their business." —Dustin Moskovitz, co-founder of Facebook and Asana; "Ries' splendid book is the essential template to understand the crucial leadership challenge of our time: initiating and managing growth!" —Warren Bennis, Distinguished Professor of Business, University of Southern California and author of the recently published, Still Surprised: A Memoir of a Life in Leadership; "The Lean Startup isn't just about how to create a more successful entrepreneurial business, it's about what we can learn from those businesses to improve virtually everything we do. I imagine Lean Startup principles applied to government programs, to healthcare, and to solving the world's great problems. It's ultimately an answer to the question 'How can we learn more quickly what works, and discard what doesn't?'" —Tim O'Reilly, CEO O'Reilly Media; "Eric Ries unravels the mysteries of entrepreneurship and reveals that magic and genius are not the necessary ingredients for success but instead proposes a scientific process that can be learnt and replicated. Whether you are a startup entrepreneur or corporate entrepreneur there are important lessons here for you on your quest toward the new and unknown." —Tim Brown, CEO of IDEO; "The roadmap for innovation for the 21st century. The ideas in The Lean Startup will help create the next industrial revolution." —Steve Blank, lecturer, Stanford University, U.C. Berkeley Haas Business School; "The key lesson of this book is that start-ups happen in the present—that messy place between the past and the future where nothing happens according to PowerPoint. Ries's approach to this sport, his relentless focus on validated learning, the never-ending anxiety of hovering between perseverance and pivot, all bear witness to his appreciation for the dynamics of entrepreneurship." —Geoffrey Moore, Author, Crossing the Chasm; "If you are an entrepreneur, read this book. If you are thinking about becoming an entrepreneur, read this book. If you are just curious about entrepreneurship, read this book. Starting Lean is today's best practice for innovators. Do yourself a favor and read this book." —Randy Komisar, founding director of TiVo and author of the bestselling The Monk and the Riddle; "How do you apply the 50 year old ideas of Lean to the fast-paced, high uncertainty world of Startups? This book provides a brilliant, well-documented, and practical answer. It is sure to become a management classic." —Don Reinertsen, author of The Principles of Product Development Flow; "The Lean Startup is a foundational must-read for founders, enabling them to reduce product failures by bringing structure and science to what is usually informal and an art. It provides actionable ways to avoid product-learning mistakes, rigorously evaluate early signals from the market through validated learning, and decide whether to persevere or to pivot, all challenges that heighten the chance of entrepreneurial failure." —Professor Noam Wasserman, Harvard Business School; "One of the best and most insightful new books on entrepreneurship and management I've ever read. Should be required reading not only for the entrepreneurs that I work with, but for my friends and colleagues in various industries who have inevitably grappled with many of the challenges that The Lean Startup addresses." —Eugene J. Huang, Partner, True North Venture Partners; "What would happen if businesses were built from the ground up to learn what their customers really wanted? The Lean Startup is the foundation for reimagining almost everything about how work works. Don't let the word startup in the title confuse you. This is a cookbook for entrepreneurs in organizations of all sizes." —Roy Bahat, President, IGN Entertainment; "Every founding team should stop for 48 hours and read Lean Startup. Seriously stop and read this book now." —Scott Case, CEO Startup America Partnership; "In business, a lean enterprise is sustainable efficiency in action. Eric Ries' revolutionary Lean Startup method will help bring your new business idea to an end result that is successful and sustainable. You'll find innovative steps and strategies for creating and managing your own startup while learning from the real-life successes and collapses of others. This book is a must read for entrepreneurs who are truly ready to start something great!" —Ken Blanchard, coauthor of The One Minute Manager; and The One Minute Entrepreneur; "Every entrepreneur responsible for innovation within their organization should read this book. It entertainingly and meticulously develops

a rigorous science for the innovation process through the methodology of "lean thinking". This methodology provides novel and powerful tools for companies to improve the speed and efficiency of their innovation processes through minimum viable products, validated learning, innovation accounting, and actionable metrics. These tools will help organizations large and small to sustain innovation by effectively leveraging the time, passion, and skill of their talent pools.

—Andrea Goldsmith, professor of Electrical Engineering at Stanford University, and cofounder of several startups "Business is too important to be left to luck. Eric reveals the rigorous process that trumps luck in the invention of new products and new businesses. We've made this a centerpiece of how teams work in my company . . . it works! This book is the guided tour of the key innovative practices used inside Google, Toyota, and Facebook, that work in any business."

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