

David
Clough

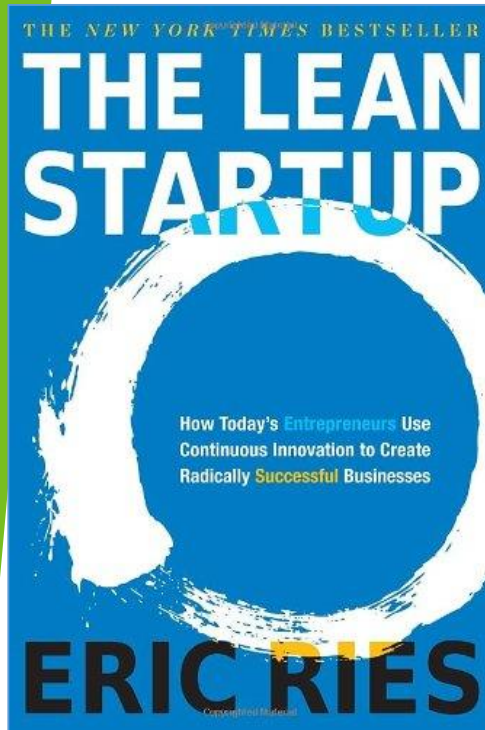
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Lean Startup Overview

#LeanAOM

Lean Startups and Innovation Strategy
Academy of Management 2018

The Lean Startup framework



- Ideas popularized by Eric Ries and Steve Blank
- They put forward a systematic process for finding a new venture business model, for low up front cost
- Some major components of the process
 - ‘Customer Development’
 - ‘Minimum Viable Product’
 - ‘Validated Learning’ & ‘Build-Measure-Learn’
 - ‘Pivot or persevere’ decisions
 - A/B Testing



The method has been broadly adopted amongst practitioners and gets taught in many entrepreneurship programs

The Lean Startup framework

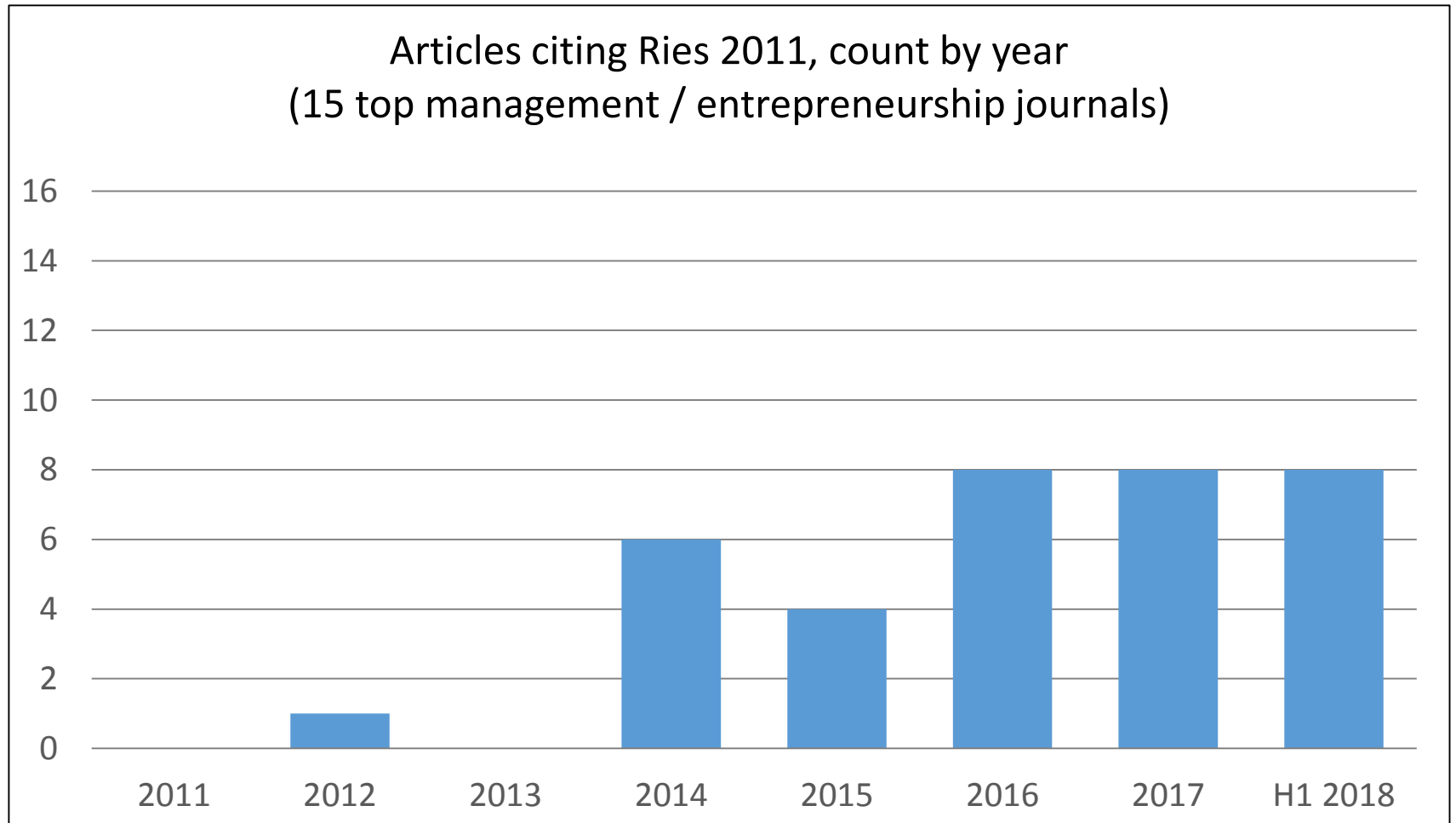
“Too many startups ... spend months, sometimes years, perfecting [their] product **without ever showing the product**, even in a very rudimentary form, to the prospective customer...

When customers ultimately communicate, through their indifference, that they don't care about the idea,
the startup fails.”

Eric Ries, *theleanstartup.com*

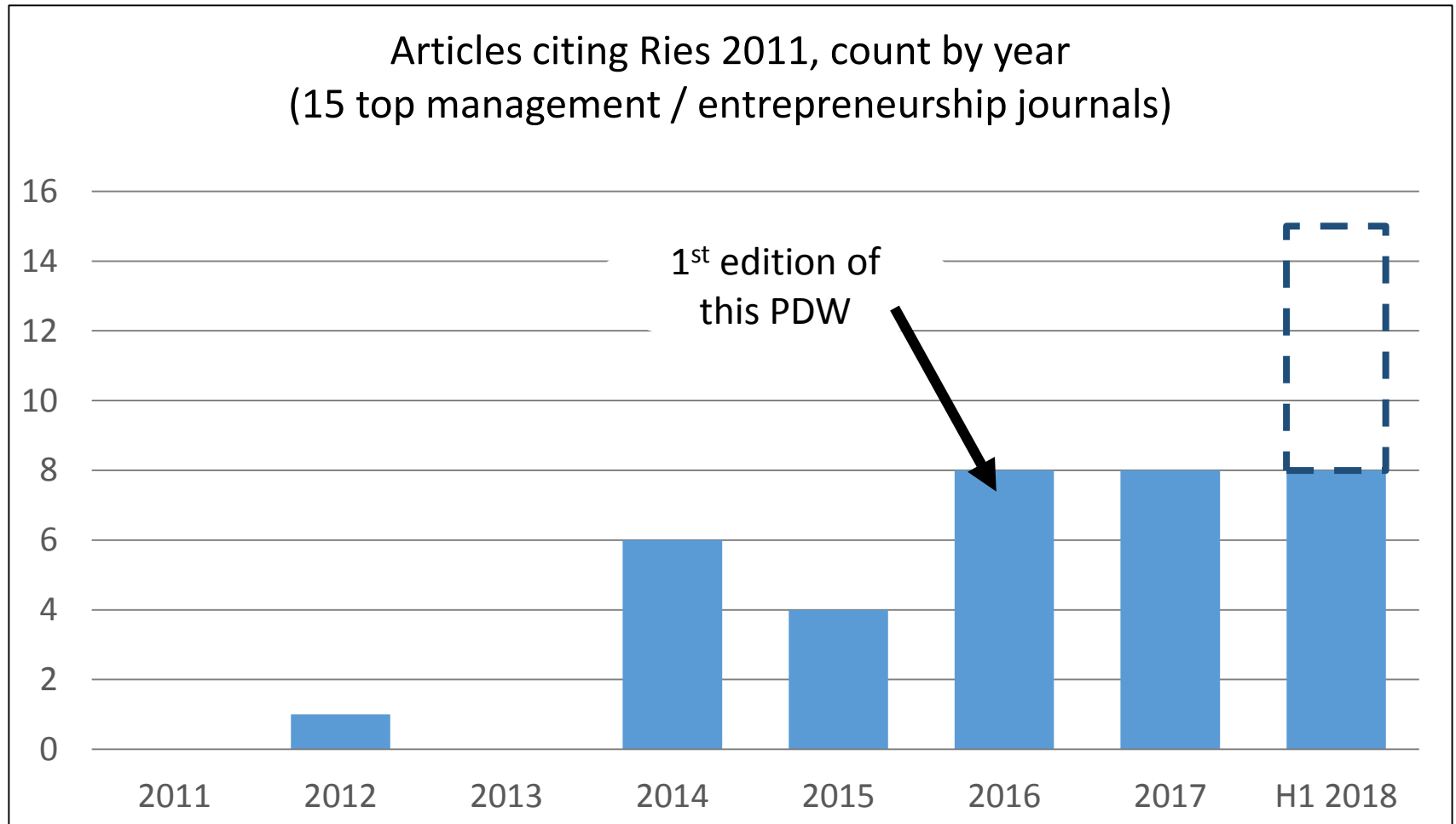
Is 'The Lean Startup' being cited in academic research?

- As of 10th August 2018, Eric Ries' book has 3,022 Google Scholar Citations
- 35 articles in the top management & entrepreneurship journals cite Ries



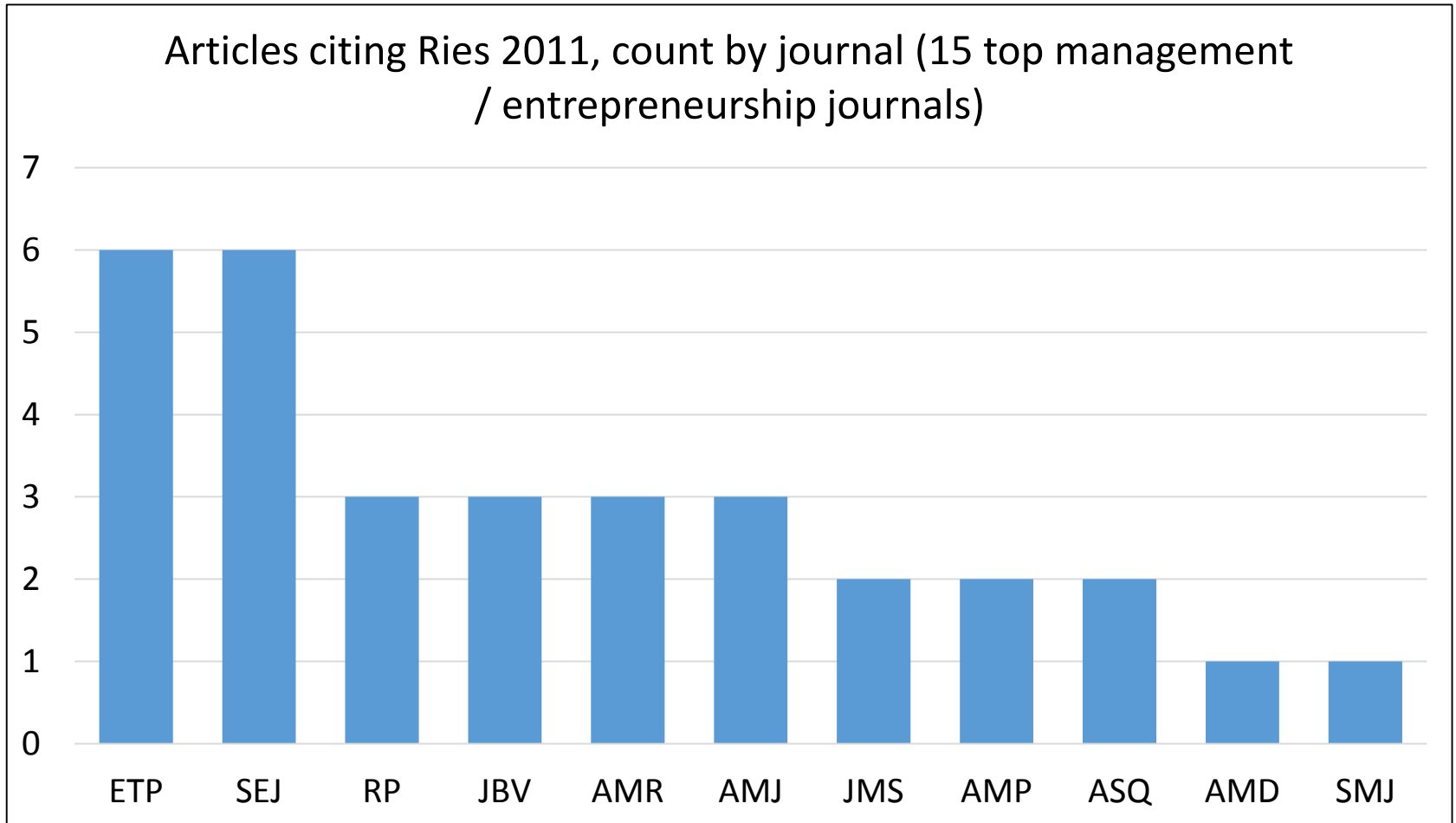
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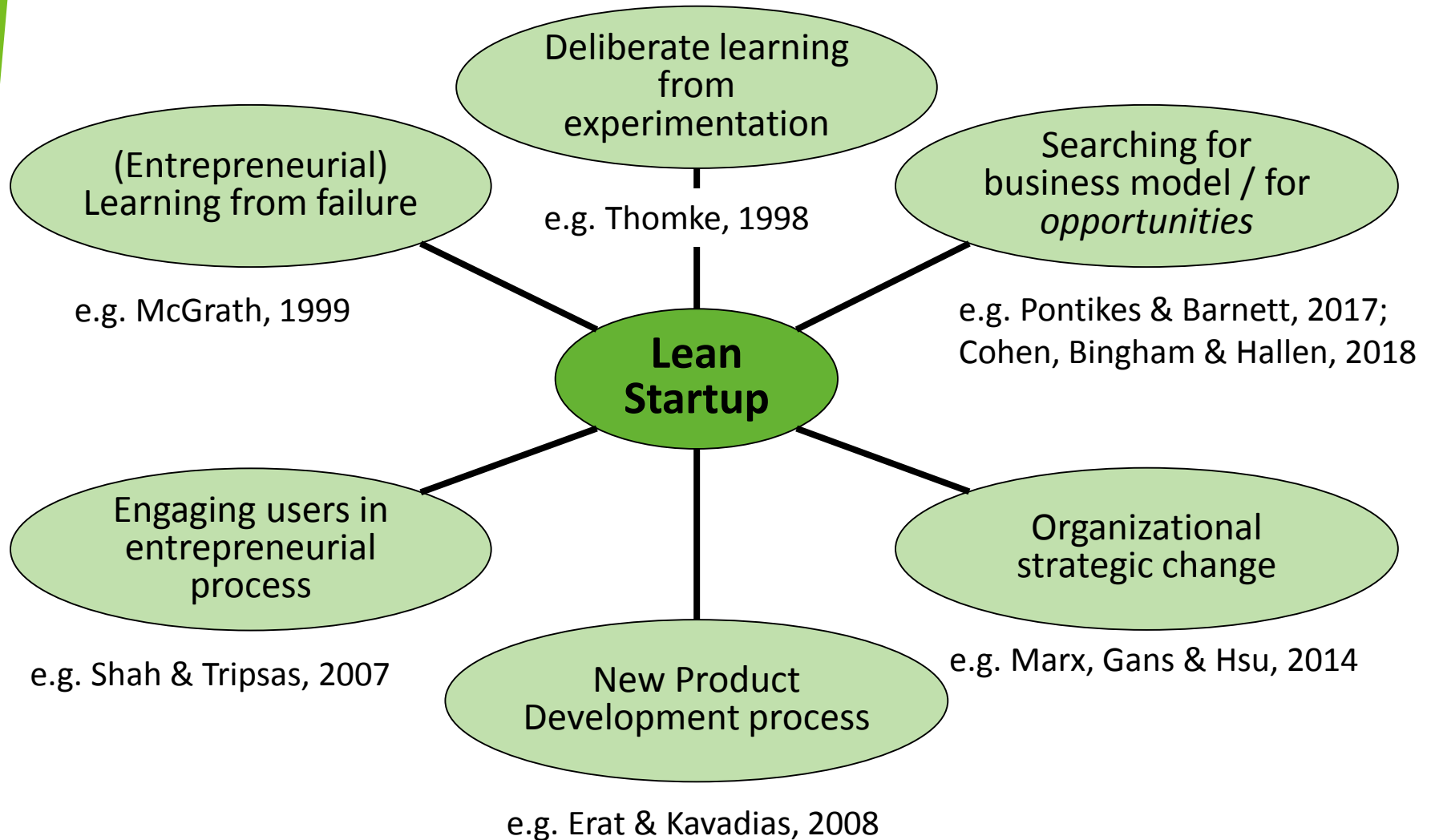


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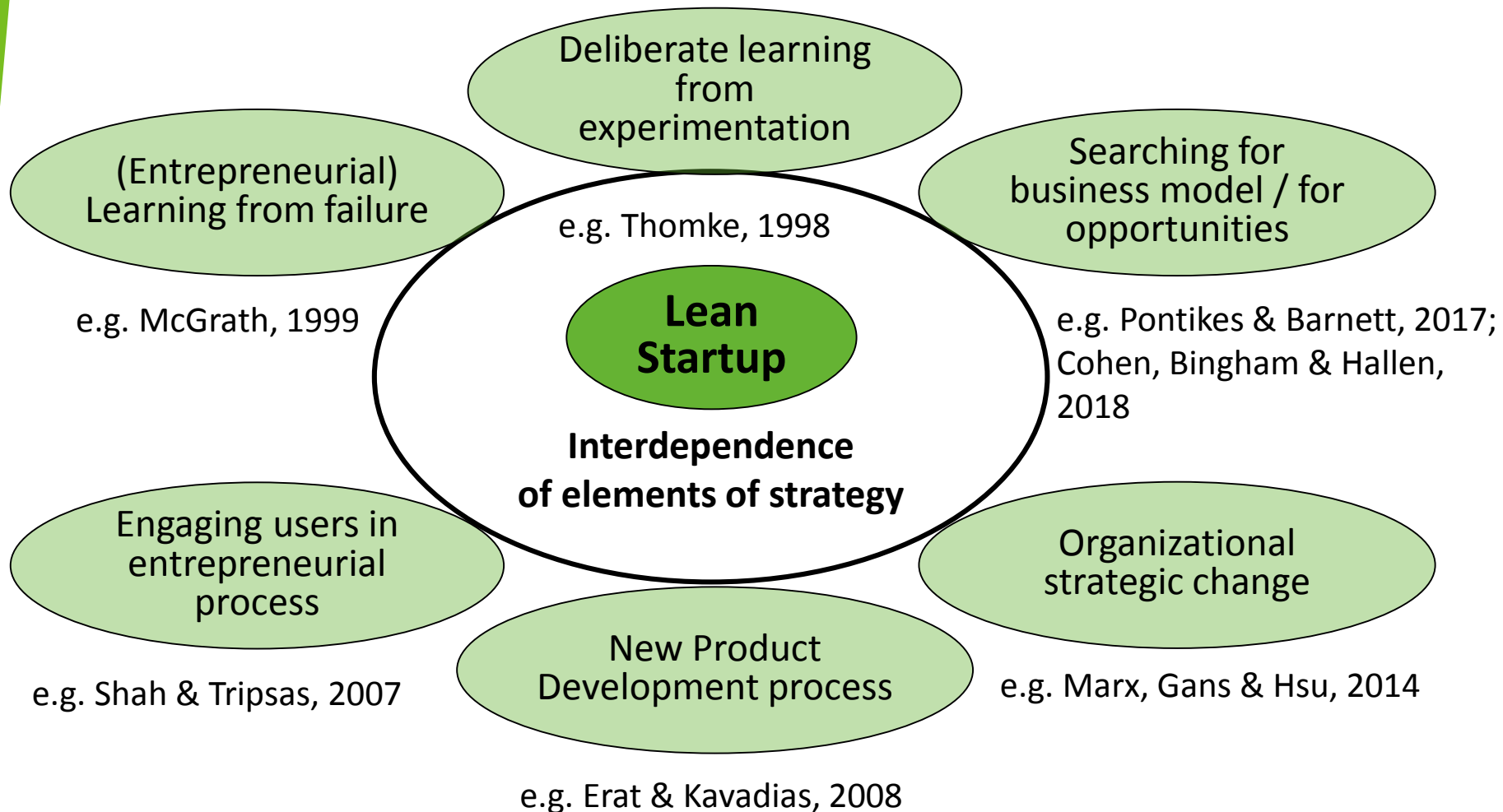
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Where does Lean Startup methodology intersect with academic research?



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Some speculative research questions to ‘prime the pump’

- **RQ1:** Does adopting Lean Startup methodology raise venture performance?
 - *What research designs and settings could test this?*
- **RQ2:** Can we theorize about the Lean Startup methodology?
 - *What existing theoretical frameworks map onto Lean Startup—or conflict with it?*
- **RQ3:** What are the boundary conditions or moderators of a Lean Startup innovation strategy?
 - *For what environments or problems is it more / less effective?*
 - *For what types of organizations is it more / less effective?*
- **RQ4:** Are the constituent elements of the Lean Startup methodology intrinsically complementary?
 - *Which elements work best together, and why?*
 - *How might we model this, e.g. formally or with simulation?*