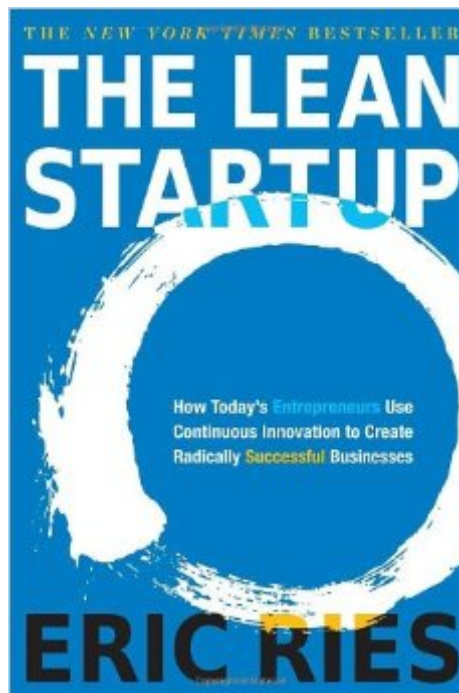


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# The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation To Create Radically Successful Businesses



## Synopsis

Most startups fail. But many of those failures are preventable.Â 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 asÂ 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.Â Inspired by lessons from lean manufacturing, it relies on â œvalidated learning,â • 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 itâ™s too late. Ries provides a scientific approach to creating and managing successful startups in a age when companies need to innovate more than ever.

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## Customer Reviews

In the tech boom of the '90s, so-called "startups" would burn through millions of dollars of investor

cash before seeing any revenue. They'd hire PR firms and launch national ad campaigns; they'd bring on big-name C-level executives; and they'd train an army of support staff--all before they had any customers. Webvan, Pets.com, eToys, and countless others whose names are now forgotten went down this path, only to find that the massive demand they'd anticipated for their services never materialized. Investors have wised up since. Validation is the name of the game: Your concept may look good on paper, your demo may look great, but you're never going to raise more than six figures without traction--enthusiastic beta testers, active users, or best of all, revenue. Today, the word "startup" suggests a handful of people working on a small product, collecting feedback, and iterating on that feedback. Rather than launching when everything is perfect, they launch when they have a "minimal viable product" (MVP). It's an approach that's been advocated for years by startup accelerator programs like Y Combinator and TechStars. And now Eric Ries has a name for it: "The Lean Startup." He's built a whole brand around the name--including a video series, a conference, and now this book--and attracted press coverage that's described it as a "radical new theory" (Wired). So is it new? That depends on who you are. If you're already in the startup world, most of this book will sound familiar. That's not to say that Ries' writings are useless--the book contains some solid anecdotes (though not as many as I would've liked), and many entrepreneurs are aware that they're not iterating on feedback as quickly as they could be--but it does make the repetition of the theme tedious.

As of the writing of this review (August 2011), the US economy is still in pretty bad shape, banks aren't lending and companies are sitting on piles of cash. It's a perfect time to launch a startup, but capital is scarce. Fortunately, there are options for aspiring entrepreneurs. The Lean Startup by Eric Ries (co-founder of internet company IMVU) is a great place to begin. When I first received the book I was a little concerned that it would be more focused on brick and mortar businesses to the exclusion of internet and content type startups. However, Ries focuses on a variety of entrepreneurial situations from traditional, physical businesses to those only existent on the web. If you are operating a business or thinking about starting one, chances are Ries has addressed your situation in some capacity within the book's 290+ pages. The Lean Startup is filled with technical information, but also interesting stories that back up the author's assertions. I like this model because it allowed me to see what he was talking about in a real world setting. I also appreciate his inclusive vision of entrepreneurship. For example, he thinks entrepreneur should be a job category in larger companies and goes on to address the needs of people who are in charge of starting new projects within big corporations. In short, the lean startup model focuses on getting a minimum viable

product to the market, then receiving customer feedback along the way to improve the product and pivot (take a new approach) if necessary. This, of course, is in contrast to the old way of doing business where a product is launched fully functional backed by extensive market research.

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