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# INDUSTRY GUIDE LEAN STARTUP

# Lean Start-up Industry Guide

Lean Start-up helps entrepreneurs reduce the cost of developing new products and services by ensuring that they do not waste time and money designing features that customers do not want.

It emphasises the importance of getting customer feedback from the earliest stage of the development process. Many believe that application of Lean Start-up principles gives entrepreneurs a better chance of success without needing large amounts of outside funding and the need to develop elaborate business plans. These are some key terms used in Lean Start-up:

- **Value Proposition:** A statement that summarises why a customer should buy your product/service. It should focus on how this product/service will solve a problem experienced by the customer or provide an enhancement to a specific aspect of their lives.
- **Business Model Canvas:** A visual chart which describes all the key elements which make up an existing or proposed business model. These include their value proposition, target customer groups and how they will be reached, and the various aspects of the business infrastructure which will enable them to deliver the value proposition to the customers.
- **Value Proposition Canvas:** This is a visual chart which can be used in conjunction with the Business Model Canvas and enables you to explore in detail the customer segments you will be serving and how you will use your value proposition to meet their needs. The process of using the canvas is called 'Value Proposition Design'.
- **Lean Canvas:** An adaptation of the Business Model Canvas which adds new segments such as 'Problem', 'Solution', 'Key Metrics' and 'unfair advantage'.
- **Customer Development:** An approach to business development which advocates businesses seeking customer feedback before investing large amounts of time and money in developing a product/service as this feedback will substantially increase the likelihood of ultimately delivering something for which that customers will pay.
- **Minimum Viable Product:** An experiment that enables a business to test how customers will respond to a new product/service without investing large sums in developing the full product/service.
- **Pivot:** This describes making a substantial change to a product/service direction in response to customer feedback or the results of a minimum viable product experiment.

## About the Business & IP Centre (BIPC)

The Business & IP Centre is here to help you start and grow your business. We offer one-to-ones, specialist workshops, inspiring events and access to premium market data and intelligence - all for free. We are home to the UK's largest collection of business and intellectual property (IP) information, as well as a thriving community of entrepreneurs. Based in the British Library and over 70 libraries across the UK.

## About this guide

In this guide we have highlighted some of the key resources about Lean Start-up that you can find at the Business & IP Centre and online.

## Here to help

If you have any questions, our information specialists at the Business & IP Centre will be happy to help. You can pop into the BIPC reading room on the first floor in the British Library, or email one of the team at [bipc@bl.uk](mailto:bipc@bl.uk)

Updated January 2024  
Seema Rampersad

[bl.uk/bipc](https://bl.uk/bipc)

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 [Instagram](#)

# Business News and Journals

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In order to find the latest news on your topic it is always worth searching Factiva, Business Source Complete and EMIS.

You will find articles from specialist business and academic journals, as well as newspapers and magazines. You may also find market research reports and case studies. As well as profiles of leading industry figures.

You will also find articles covering recent developments and predicting future trends in your industry.

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# Small Business Help Books

This is a collection of books with practical information aimed at those starting and running a business. Located by the entrance to the Centre.



## **The Lean Start-up: how today's entrepreneurs use continuous innovation to create radically successful businesses by Eric Ries**

(Crown Business, 2011)

(Small Business Help Section, Business & IP Centre)  
[SBH ODHR.68]

The definitive introduction to the theory and practice of Lean Startup, written by the founder of the Lean Startup movement.



## **Summary and analysis of The lean startup: how today's entrepreneurs use continuous innovation to create radically successful businesses based on the book by Eric Ries**

(Worth Books, 2017).

SB (Small Business Help Section, Business & IP Centre)  
[SBH.ODHR.56]



## **Business model generation: a handbook for visionaries, game changers, and challengers by Alexander Osterwalder and Yves Pigneur**

(John Wiley & Sons, 2010)

(Small Business Help Section, Business & IP Centre)  
[SBH MNG.115]

Developing and testing a successful business model lies at the heart of the Lean Startup philosophy. This book identifies the key 'building blocks' of a successful business model and introduces the 'Business Model Canvas' which is a key tool for identifying, illustrating and validating these.



**Value proposition design by Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith; designed by Trish Papadakos**

(John Wiley & Sons 2014).

Small Business Help Section, Business & IP Centre)  
[SBH PDIP.75]

This book looks at how to apply tools like the 'Value Proposition Canvas' to design and test ideas for products and services that customers actually want.



**Lean analytics: use data to build a better startup faster by Alistair Croll, Benjamin Yoskovitz**

(O'Reilly, 2013)

(Small Business Help Section, Business & IP Centre)  
[SBH 658] [ODHR.44 2013]

Identifies tools and methods for measuring the progress of the development of a business idea.



**Running lean: iterate from plan A to a plan that works by Ash Maurya**

(O'Reilly Media; 2 edition, 2012)

(Small Business Help Section, Business & IP Centre)  
[ODHR.52]

Running Lean introduces an ideal tool for business managers, CEOs, small business owners, developers and programmers, and anyone who's interested in starting a business project.



**Lean customer development: building products your customers will buy by Cindy Alvarez**

(O'Reilly, June 2014)

(Small Business Help Section, Business & IP Centre)

[(B) SBH 658.575]

Shows you how to validate product ideas through customer development research rather than wasting time and money on a product or service that no one needs or wants.



**The Lean Product Playbook; how to innovate with minimum viable products and rapid customer feedback by Dan Olsen**

(Wiley 2015)

(Business & IP Centre) [SBH ODHR.67]

A practical guide to building products that customers love.

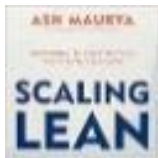


**Lean startups for social change: the revolutionary path to big impact by Michel Gelobter**

(EDS Publications 2015)

(Small Business Help Section, Business & IP Centre)

[SBH ODHR.48]



**Scaling lean: Mastering the key metrics for startup growth by Ash Maurya.**

(Portfolio Penguin 2016)

(Small Business Help Section, Business & IP Centre)

[SBH. ODHR.54]

Identifies the key metrics for assessing the success of a business model.



**UX for lean startups: faster, smarter user experience research and design by Laura Klein.**

(O'Reilly, 2018).

(Small Business Help Section, Business & IP Centre)

[SBH. ODHR.115]

Focus on how to develop products which deliver a great user experience.

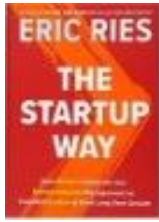


**The lean entrepreneur: how visionaries create products, innovate with new ventures, and disrupt markets by Brant Cooper.**

(Wiley 2016).

(Small Business Help Section, Business & IP Centre)

[SBH ODHR.66]



**The startup way: how entrepreneurial management transforms culture and drives growth by Eric Ries**

(Portfolio Penguin, 2017)

(Business & IP Centre) [SBH. STAR.125]

# **A sample of articles available via online resources in the Business & IP Centre**

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## **Available via ABI Inform**

### **The Minimum Viable Product Infection**

Kaminska Izabella.

**FT.com; London (Mar 14, 2016).**

### **How do entrepreneurs think they create value?**

#### **A scientific reflection of Eric Ries' Lean Startup approach**

Frederiksen, Dennis Lyth; Brem, Alexander.

International Entrepreneurship and Management Journal; New York Vol. 13,  
Iss. 1 (Mar 2017)

### **Minimum Viable Products for Internet of Things Applications: Common Pitfalls and Practices**

Nguyen-Duc, Anh; Khan, Khalid; Sohaib Shahid Bajwa; Lønnestad, Tor.  
Future Internet; Basel Vol. 11, Iss. 2, (Feb 2019). DOI:10.3390/fi11020050

### **Why Large Companies Struggle With Lean**

Klotz, Frieda

MIT Sloan Management Review; Cambridge Vol. 61, Iss. 2, (Winter 2020):

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## **Available via Business Source Complete**

**Using Lean Startup to Power Organizational Transformation: Creating an internal division that implemented concepts from Lean Startup helped a consumer electronics firm foster an entrepreneurial mindset among employees**

Hwang, Seonho; Shin, Juneseuk. *Research Technology Management*. Sep/Oct2019, Vol. 62 Issue 5, p40 – 49.

**What the Lean Startup Method Gets Right and Wrong**

Mollick, Ethan. *Harvard Business Review Digital Articles*. 10/21/2019, p2 – 4.

**Reflection of Literature on using Lean Innovation Models for Start-Up Ventures**

GALLI, Galli, Brian J *Journal of Modern Project Management*. Sep – Dec 2019, Vol. 7 Issue 2, p6 – 18.

**Teaching GE to Think Like a Startup**

Ries, Eric. *Fortune* (10/17/2017), p224 – 224

**The Limits of the Lean Startup Method**

Ladd, Ted. *Harvard Business Review Digital Articles* (3/7/2016), p2 – 3

**Lean Startups: Using the Business Model Canvas**

Onken, Marina; Campeau, Danielle. *Journal of Case Studies* (May 2016), Vol. 34 Issue 1, p95 – 101

**Minimum viable (localized) product**

Beatty, Jeff. *MultiLingual* (Dec 2017), Vol. 28 Issue 9, p52 – 55. 4p

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# Internet Sources

Freely available websites

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## Websites

### **The Lean Start-Up**

A web resource and community based around Eric Ries and The Lean Startup book.

**[theleanstartup.com](http://theleanstartup.com)**

### **The Lean Startup Co**

Shares educational ideas, stories, and lessons year-round with individuals and companies of all sizes and sectors.

**[leanstartup.co](http://leanstartup.co)**

### **Steve Blank**

Website of the creator of the concept of customer development.

**[steveblank.com](http://steveblank.com)**

### **Business Model Generation**

Resource centre for the Business Model Canvas, including apps, toolkits and other downloads.

**[strategyzer.com/](http://strategyzer.com/)**

### **Social Business Model Canvas**

An adaptation of the Business Model Canvas for social enterprises

**[socialbusinessmodelcanvas.com](http://socialbusinessmodelcanvas.com)**

### **Where to Play: The Market Opportunity Navigator**

A 3-stage process to assist entrepreneurs to identify and prioritise new market opportunities

**[wheretoplay.co](http://wheretoplay.co)**

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## Videos - Lean Startup Overviews

Lean Startup in 5 minutes (or less): [youtube.com/watch?v=X2YoHFuWkqs](https://youtube.com/watch?v=X2YoHFuWkqs)

The Startup Way. Eric Ries: [youtube.com/watch?v=7Jlobihdqfl](https://youtube.com/watch?v=7Jlobihdqfl)

Storyboard of the Lean Startup Introduction. Storyboardltsbetter  
[youtube.com/watch?v=jBlrLqsjIDw](https://youtube.com/watch?v=jBlrLqsjIDw)

Embracing Hypothesis-Driven Design. Cindy Alvarez. 2015  
[youtube.com/watch?v=bg546KUFmWI](https://youtube.com/watch?v=bg546KUFmWI)

How to Reinvent Your Organization – Aaron Dignan. Lean Startup Conference 2018  
[youtube.com/watch?v=xJkEkjhnoEg](https://youtube.com/watch?v=xJkEkjhnoEg)

Lean Impact: Revolutionizing Social Good with the Lean Startup  
Ann Mei Chang and Eric Ries. Lean Startup Conference 2018  
[youtube.com/watch?v=Mux0BWwoPM](https://youtube.com/watch?v=Mux0BWwoPM)

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## Videos - Customer Development

The Entrepreneurs Library: A Look Inside ‘Lean Customer Development’  
by Cindy Alvarez:  
[youtube.com/watch?v=SdVp140EEen4](https://youtube.com/watch?v=SdVp140EEen4)

Rob Fitzpatrick, How to Learn from Customers when Everyone is Lying to You  
[youtube.com/watch?v=0LwbFZkyRkK](https://youtube.com/watch?v=0LwbFZkyRkK)

### Customer Discover Hacks: CustomerDevLabs

Who do you interview? [youtube.com/watch?v=m0kiZocBbO8](https://youtube.com/watch?v=m0kiZocBbO8)

How to find your customers: [youtube.com/watch?v=wWpEiSKeDDo](https://youtube.com/watch?v=wWpEiSKeDDo)

What do you ask? [youtube.com/watch?v=OTkP2JDeGWM](https://youtube.com/watch?v=OTkP2JDeGWM)

Analysing your customer interview results? [youtube.com/watch?v=sz3OA4B6hp8](https://youtube.com/watch?v=sz3OA4B6hp8)

LiffInc: How to Approach Strangers for Customer Interviews  
[youtube.com/watch?v=A4BXtJQ19bU](https://youtube.com/watch?v=A4BXtJQ19bU)

LiffInc, Good and Bad Examples of Customer Interview Questions  
[youtube.com/watch?v=CI9vMBFHlf0](https://youtube.com/watch?v=CI9vMBFHlf0)

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## Videos - Business Model Canvas

Business Model Canvas Explained. Strategyzer  
[youtube.com/watch?v=QoAOzMTLP5s](https://youtube.com/watch?v=QoAOzMTLP5s)

The Value Proposition Canvas. Strategyzer  
[youtube.com/watch?v=aN36EcTE54Q](https://youtube.com/watch?v=aN36EcTE54Q)

Ways to present The Business Model Canvas. Strategyzer  
[youtube.com/watch?v=SlIMK6Z2jIA](https://youtube.com/watch?v=SlIMK6Z2jIA)

The Business Model Canvas - 9 Steps to Creating a Successful Business Model - Startup Tips: [youtube.com/watch?v=IP0cUBWTgpY](https://youtube.com/watch?v=IP0cUBWTgpY)  
Videos - Lean Canvas

Capture your Business Model in 20 Minutes: Lean Canvas. Ash Maurya:  
[youtube.com/watch?v=7o8uYdUaFR4](https://youtube.com/watch?v=7o8uYdUaFR4)

How to Create Your Lean Canvas. Alanis Business Academy:  
[youtube.com/watch?v=FjB\\_e7UO1hc](https://youtube.com/watch?v=FjB_e7UO1hc)

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## Videos - Minimum Viable Product

8 methods to test your minimal viable product. The Lean Playbook:  
[youtube.com/watch?v=cEyjOkRCpV8](https://youtube.com/watch?v=cEyjOkRCpV8)

Minimum Viable Product, Eric Ries  
[youtube.com/watch?v=E4ex0fejo8w](https://youtube.com/watch?v=E4ex0fejo8w)

What does Minimum Viable Product (MVP) mean? Customer Development Labs:  
[youtube.com/watch?v=67zEC2sxCyl](https://youtube.com/watch?v=67zEC2sxCyl)

Making sense of MVP: The CRM Team  
[youtube.com/watch?v=0P7nCmln7PM](https://youtube.com/watch?v=0P7nCmln7PM)

What is a Minimum Viable Product: Only PM Courses  
<https://youtube.com/watch?v=OUStxocWTso>

Creating Your Minimum Viable Product with Abbie Fichtner. Harvard i-lab:  
[youtube.com/watch?v=cjCCS3DxZRo](https://youtube.com/watch?v=cjCCS3DxZRo)

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## Blogs and Podcasts

Startup Lessons Learned: [startuplessonslearned.com/](http://startuplessonslearned.com/)

Lean Startup Blog by Eric Ries the founder of the Lean Startup movement

Lean Startup Podcast: <https://leanstartup.co/podcasts/>

Lean Startup Co Blog: <https://leanstartup.co/blog/>

Steve Blank Podcast: <https://player.fm/series/steve-blank-podcast>

Lean the Fxxk Out: <https://player.fm/series/lean-the-fck-out-fempreneurs-women-entrepreneurs-female-business-owners>

Some explicit language

The Minimum Viable Show: <https://stitcher.com/podcast/minimum-viable-show>

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## Disclaimer

Please note that every effort has been taken to ensure the accuracy of the information contained in this document, however some recently acquired items may since have been added to the collection. Please ask for help at the enquiry desk or check the online catalogue “Explore the British Library” [explore.bl.uk](http://explore.bl.uk) for more details.

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