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AGILE COACH

Agile coaches help to train teams in the Agile methodology and supervise the development of Agile teams to guarantee effective results. They are responsible for guiding teams during the implementation process. The coach serves as an objective player to help teams navigate common blockages and problematical points in the adoption process.

AGILE DEVELOPMENT

Agile development is the set of methodologies used to develop engineering projects within a conceptual framework called Agile development. An Agile project seeks the capacity to implement a new version of the solution at the end of each iteration, or Sprint, the stage in which the team re-assesses the priorities for the project and plans the next delivery. The fundamental idea behind it is minimizing risk through development.

BEACHHEAD MARKET

In his book *Disciplined Entrepreneurship: 24 Steps to a Successful Startup*, Bill Aulet, Managing Director of the Martin Trust Center for MIT Entrepreneurship, introduces the Beachhead Market concept as key to

any market entry strategy. In military parlance, a beachhead is a position on an enemy shoreline captured by troops in advance of an invading force. For Aulet, the Beachhead Market is the most important place from which to launch an invasion of the market because it is where the paying customers are to be found. It is normally a niche market but offers the possibility of expansion via entry into other adjacent markets.

BLUE OCEAN FRAMEWORK

The concepts of Blue Ocean Framework and Value Curve were first presented in three articles in *Harvard Business Review* by W. Chan Kim and Renee Mauborgne, and expanded in their book *Blue Ocean Strategy* (2005). A Value Curve is a tool that enables executives to visualize how their strategy is working in comparison with close competitors.

BUSINESS MODEL CANVAS (BMC)

The Business Model Canvas was proposed by Alexander Osterwalder, based on his earlier book, *Business Model Ontology*. It consists of nine segments that form the building blocks for the business model in a one-page canvas. A detailed explanation can be found in Osterwalder's *Business Model Generation*.

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CUSTOMER DEVELOPMENT

The Customer Development methodology is a cornerstone of the Lean Startup movement and was a driver of the movement at its inception. US entrepreneur and academic Steve Blank was the main creative force in the development of this methodology.

CUSTOMER SEGMENT

A Customer Segment is a community of customers or companies to which the startup plans to sell products or services. Customer segments are one of the most important building blocks in the Business Model Canvas, and are usually the first block to be identified.

FLIPPED CLASSROOM

The Flipped Classroom is a pedagogical model that reverses the traditional model of classroom-based learning with a teacher and elements to be done for homework. Participants first watch short videos on the class content at home, and then meet in the classroom to do exercises and discuss projects with the instructor.

JOBS-TO-BE-DONE

The theory of Jobs-to-be-Done was developed in part as a complement to the theory of disruptive innovation, proposed by Clayton Christensen in his famous book, *The Innovator's Dilemma*. It is a tool used to evaluate the circumstances that arise during customers' lives and to investigate the problems they want or need to solve.

LEAN LAUNCHPAD

Lean LaunchPad is a methodology created by Steve Blank to test and develop business models based on intensive contact with customers. It is grounded in the scientific method and combines experiential learning with the three building blocks of the Lean Startup movement: Alexander Osterwalder's Business Model Canvas, Steve Blank's Customer Development Model, and Agile Engineering.

MINIMUM VIABLE PRODUCT (MVP)

The MVP is the version of the product that enables a full turn of the Build-Measure-Learn loop with a minimum amount of effort and the least amount of development time.

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OBJECTION MATRIX

The Objection Matrix is a tool that maps all the strong objection points that may arise during a negotiation. Sellers can use it to prepare to surmount the objections mapped when they come up in conversation.

PRODUCT-MARKET FIT

Product-Market Fit simply means having a product that satisfies a real need of the market in which you operate. The term was coined by Marc Andreessen, founder of Netscape, among other companies, and currently working as an investor in Silicon Valley.

PROOF OF CONCEPT (PoC)

PoC refers to a practical model created to prove the theoretical concept established by a research project or technical article. It can also be considered an implementation, typically summarized or incomplete, of a method or idea executed to verify that the concept or theory in question can be profitably and usefully developed.

SALES FUNNEL

A representation of the stages a prospective customer goes through between making first contact with the company and making a first purchase. A sales funnel (or pipeline) is usually divided into three stages: top of funnel, middle of funnel and bottom of funnel.

SPRINT

Scrum is an Agile methodology for managing and planning software projects. In Scrum, projects are divided into typically monthly cycles called Sprints. A Sprint represents a Time Box in which a set of activities is to be completed. Agile methodologies of software development are iterative, meaning the work is divided into iterations, which are called Sprints in the case of Scrum.

SPRINT PLANNING

Sprint Planning is a Scrum meeting at which a Sprint is planned. It is usually divided into two parts: the first is concerned with what is to be developed, and the second with defining how this will be done.

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SPRINT REVIEW

At the end of each Sprint, a Sprint Review Meeting is held for the team to show what they have accomplished during the Sprint. The meeting evaluates the project against the goals set for the Sprint at the Sprint Planning Meeting. Ideally the team will have achieved all the items in the Product Backlog included in the scope of the Sprint, but what really matters is achieving the overall objective of the Sprint.

VALUE PROPOSITION

The Value Proposition is one of the main building blocks in the Business Model Canvas. It describes what the solution offers the market in terms of gains and benefits for customers.

ZERO TO ONE

In *Zero to One: Notes on Startups, or How to Build the Future*, US entrepreneur and investor Peter Thiel recounts the business lessons learned by and from Silicon Valley startups. The hardest step for a startup, according to Thiel, is going from zero customers to customer number one.

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