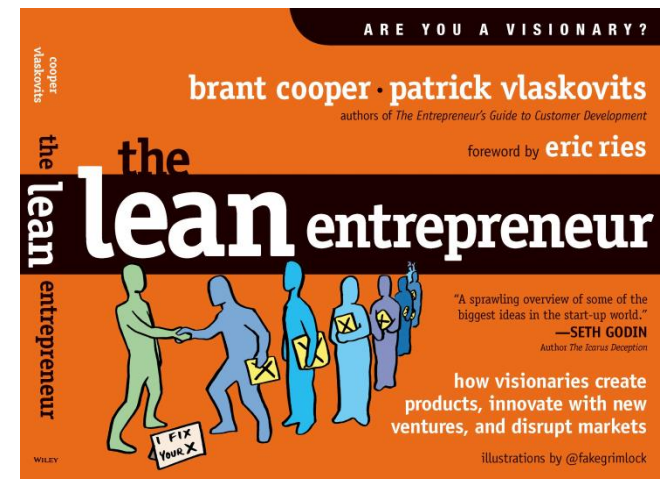# Lean Into Change

The Lean Entrepreneur v.2

Vision

- Mostly Myth: Successful endeavors begin with a big vision, a flash of brilliance, a "Eureka" moment
- More Accurate: A scientist makes an accidently discovery

- The successful product rarely matches the entrepreneur's original vision

Example Visions

Entrepreneur	Original Vision	Successful Business
Mark Zuckerberg	Meet girls	Facebook– social networking
Steve Jobs	Sell a bag o'chips and motherboard	Apple
Henry Ford	Automate farm equipment because he didn't like working on his dad's farm	Ford Motors

Myth of the Visionary

- The cultural myth based largely on a narrative fallacy that suggests some can predict the future and then bring it to fruition. In reality, the visionary is likely someone who is not committed to a specific scenario, but rather seeks change, seizes present opportunities, and relentlessly pursues the change.

The vision of the solution is not as important as the change you hope to make in the world and your drive to achieve it.

Driving Force

- "Follow your passion is easily the worst advice you could ever give or get." --Mark Cuban

- Better advice: *Don't do what you're passionate about; be passionate about what you do.*

- If you truly want to effect big change, you're going to have to do a lot of things you might not want to really do.
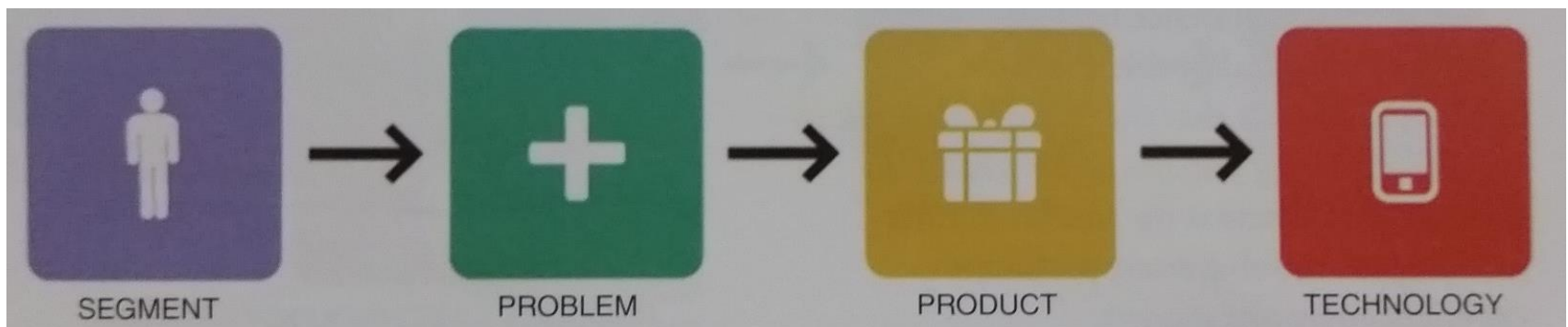 - Big change takes hard work

Motivating Factors

- Market- You want to solve all problems for a specific group of people.
- Problem- You want to solve a particular issue or address a specific passion.
- Product- You have a singular product vision.
- Technology- You have an invention, like a new algorithm or a synthetic polymer, that you wish to turn into a commercial product.
- Channel- You want to pursue a specific approach to the market, such as e-commerce.

Driving Forces

- Your driving force will form the basis of your business model.

Market-Centric

- Startup begins by solving one need and grows larger as it discovers and addresses additional needs
- Step 1: Determine market segment.
- Step 2: Develop your business model from the inside out

- Seek to understand your segment deeply
- Figure out what problems the members face
- Devise solutions that best suit the customer's environment.

SEGMENT → PROBLEM → PRODUCT → TECHNOLOGY

Problem-Centric

- Business model usually comes from entrepreneur's first-hand experience of problems
- Warning:
  - Your problem might not be everyone else's problem
  - Your solution might not be everyone else's solution
- Difference in Market-Centric and Problem-Centric:
  - PC pursues anyone who has the problem.
  - MC seeks to solve many problems experienced by one market.

Problem-Centric

PROBLEM-CENTRIC

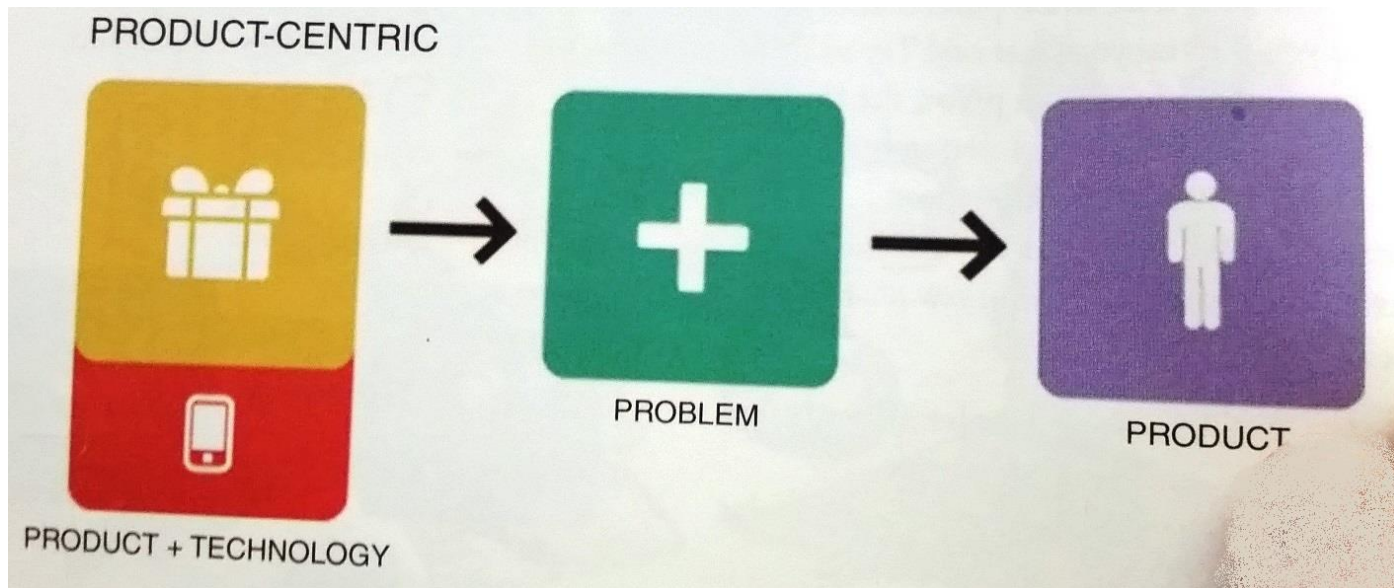| PROBLEM	SEGMENT	PRODUCT	TECHNOLOGY
What is the problem?	Who does the problem impact?	What is the solution?	Implement the solution

Scaling the business comes from expanding the solutions to solve for multiple market segments.
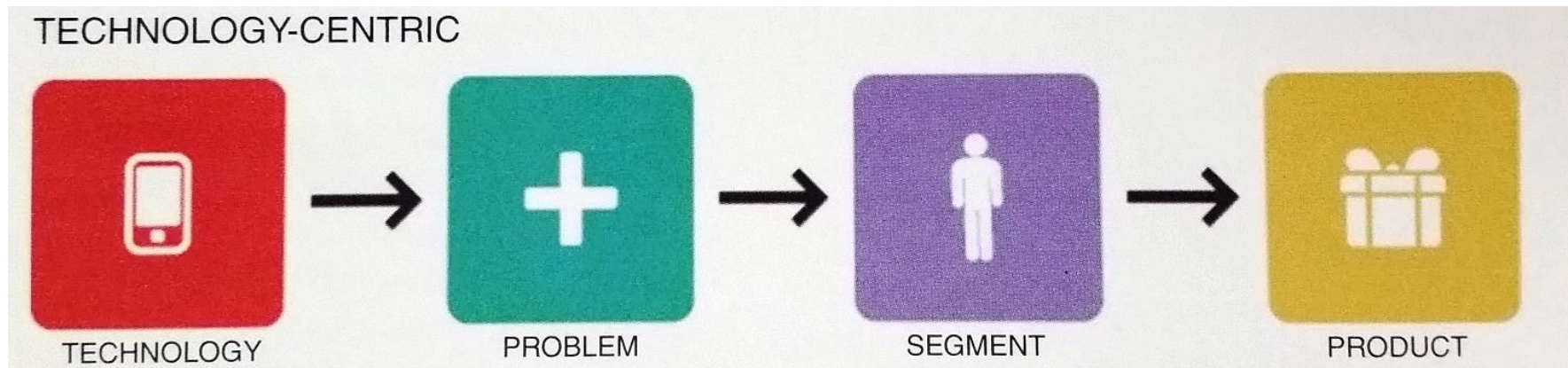
Product-Centric

- Most common driving force
- Most dangerous driving force
  - Product is only as good as the problem it's solving
  - Must be sustainable to the segment designed for

Technology-Centric

- Technology is the platform or an invention that needs a viable app to succeed
  - Facebook is both a platform and application
- Sell products themselves
- License technology
- Sell access to platform

TECHNOLOGY-CENTRIC

TECHNOLOGY → PROBLEM → SEGMENT → PRODUCT

Channel-Centric

- Innovate how products are marketed, sold, or distributed
- Multi-Level Marketing (MLM) was channel innovation
- Amazon disrupted book distribution
- Business model can be product or problem-driven, but driving force is market-disruption

CHANNEL-CENTRIC

CHANNEL → PRODUCT + SEGMENT → PROBLEM → TECHNOLOGY