



Web como canal de negócios para tech-startups

Prof. José Reinaldo Silva





Alguns pontos para reflexão sobre
o Workshop que será ministrado pelo
Diogo na semana que vem!



<https://fcjventurebuilder.com/descubra-o-que-e-venture-builder/>

The screenshot shows the top navigation bar of the FCJ Venture Builder website. The logo is on the left, followed by menu items: QUEM SOMOS, FCJ GLOBAL, PORTFÓLIO, FAÇA PARTE, BLOG, and COMUNIDADE. The main content area features the article title 'O que é Venture Builder?' and a list of benefits. On the right, there is a sidebar with 'Diversidade em nível' and a list of recent posts: 'Unic Talks by Leonora Ventures' and 'Newsletter - parte 2 - Bate papo com Justino'. Below the posts is an 'Arquivos' section with a list of months from April to September 2021.

O que é Venture Builder?

Venture Builders são organizações que atuam sistematicamente no desenvolvimento de outras empresas de base inovadora e tecnológica (startups) aportando seus próprios recursos.

Geralmente, esse modelo de desenvolvimento de startups incorpora a cultura de Open Innovation, portanto, em vez de criar suas próprias startups, as organizações de Venture Building buscam soluções no mercado para desenvolvê-las.

Imagine o seguinte cenário: uma dupla de empreendedores projeta uma solução inovadora para o mercado de saúde, mas eles não têm os recursos intelectuais e operacionais necessários para desenvolver e validar tal solução. Com o apoio de uma Venture Builder, eles obterão benefícios como:

- conhecimento técnico da área;
- acesso às melhores práticas do mercado;
- acesso ao ecossistema de startups;
- acesso a redes de mentores;
- modelagem e design de projetos;
- validação de MVP (produtos mínimos viáveis);
- serviços contábeis e jurídicos;
- suporte de marketing e vendas, entre outros.

De modo geral, o objetivo de uma Venture Builder é promover as startups e direcioná-las estrategicamente no mercado. Em contrapartida, as VBs ganham participação acionária na startup, que segue até o exit, momento de “saída da startup” no qual toda a participação é vendida.

Arquivos

- Setembro 2021
- Agosto 2021
- Julho 2021
- Junho 2021
- Maio 2021
- Abril 2021



Fundado em **2011**
Portfolio de **27 startups**
Valuation somado de
+US\$1,5Bi
04 exits



Fundado em **2015**
Portfolio de **19 startups**
Captação somada de
+US\$ 160M
04 exits
Financiados por VCs



Fundado em **2011**
Portfolio de **40 startups**
Captação somada de
+US\$ 800M
Exits somados de **+US\$1,3Bi**
(08 exits)



Incubação desde **2005**
02 cases de IPO: Pure
Storage (**+US\$3Bi**) e
Snowflake (**+US\$70Bi**),
possuindo **20.3%** no
IPO.

“Studios are an **outperforming asset class** because they are able to **buy ownership in a capital efficient way** and are able to **control the growth and scale** through a dedicated bench of talent. Due to their high ownership and founding roles, we also believe that studios are less likely to be pushed down or washed out in the waterfall.”

Sarah Anderson, Cintrifuse

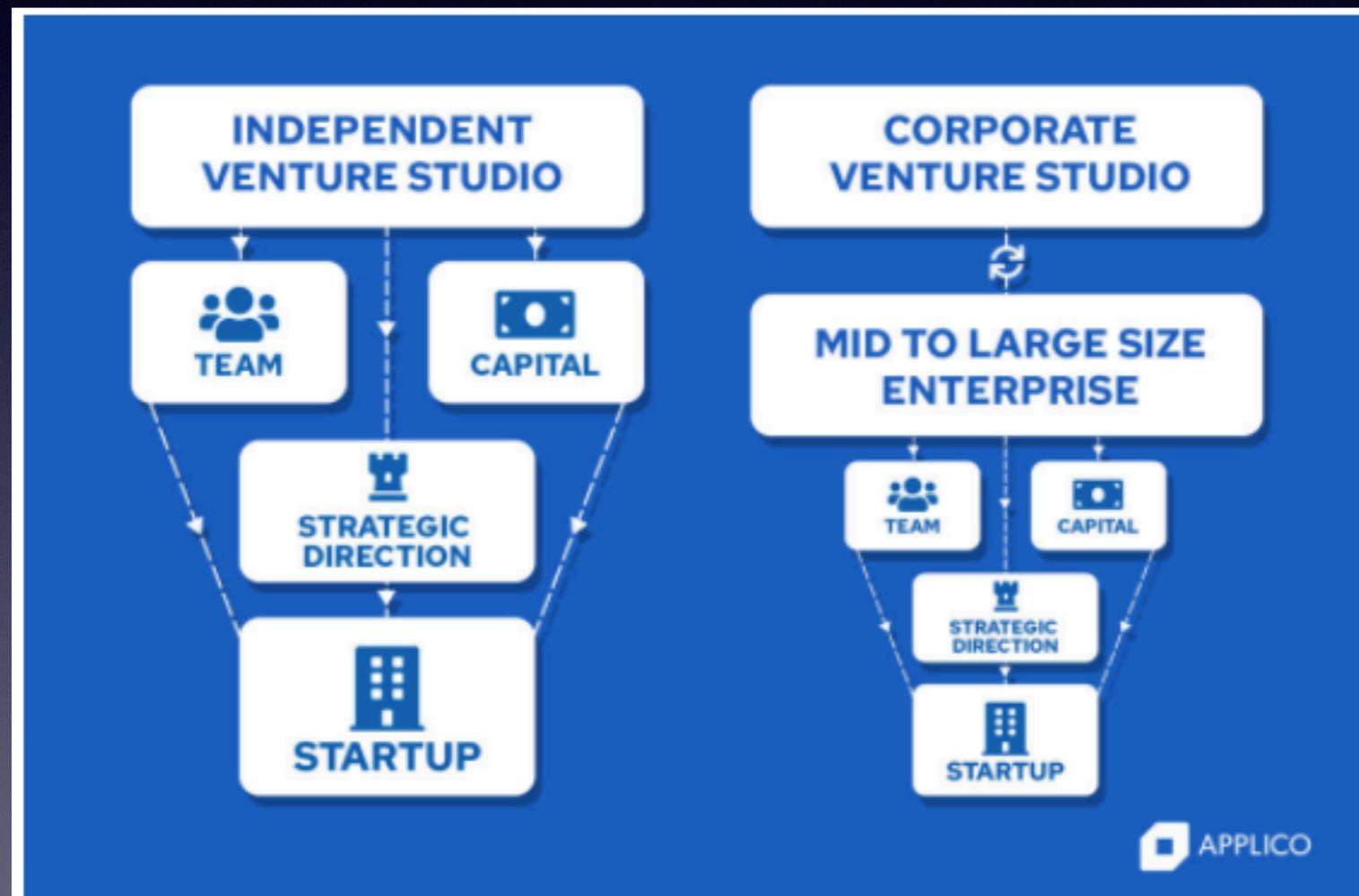




O primeiro tópico a ser destacado é que uma modelagem de negócios para uma tech-startup geralmente demanda mais do que “canvas”, por isso cresce tanto no mercado a participação dos venture builders.



Venture Studio





Tech-startup EXIT





Validar a ideia

Validar a ideia significa buscar mais informação técnica sobre a demanda (e conseqüente o público-alvo), aplicabilidade técnica, originalidade, viabilidade técnica (incluindo a “escolha da equipe certa”).



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A abordagem a ser adotada neste curso é baseada na elaboração de um workflow para o negócio, junto com a “jornada do usuário”, outro workflow.





Forbes

The Startups That Must Be Born Global To Survive



Alison Coleman Senior Contributor 
Entrepreneurs

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 This article is more than 2 years old.

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in



<https://www.forbes.com/sites/alisoncoleman/2019/06/23/the-startups-that-must-be-born-global-to-survive/?sh=2d961c15eda6>



<https://entrepreneurshiptheories.blogspot.com/2019/06/born-global-startups.html>

← Entrepreneurship Theories

80+ Theories about Entrepreneurship Summarized



Born Global Startups



What are born global startups?

Born global startups are ventures that start thinking and acting globally in their early stages of development, which utilize international markets and resources to scale their growth. Attention to born global startups comes from a stream of theory and research that examines how startups rapidly internationalize their new ventures ([Knight and Cavusgil, 2004](#)). Traditionally, entrepreneurs would focus on domestic markets first and then pursue internationalization gradually as they develop the [requisite skills through trial and error](#).

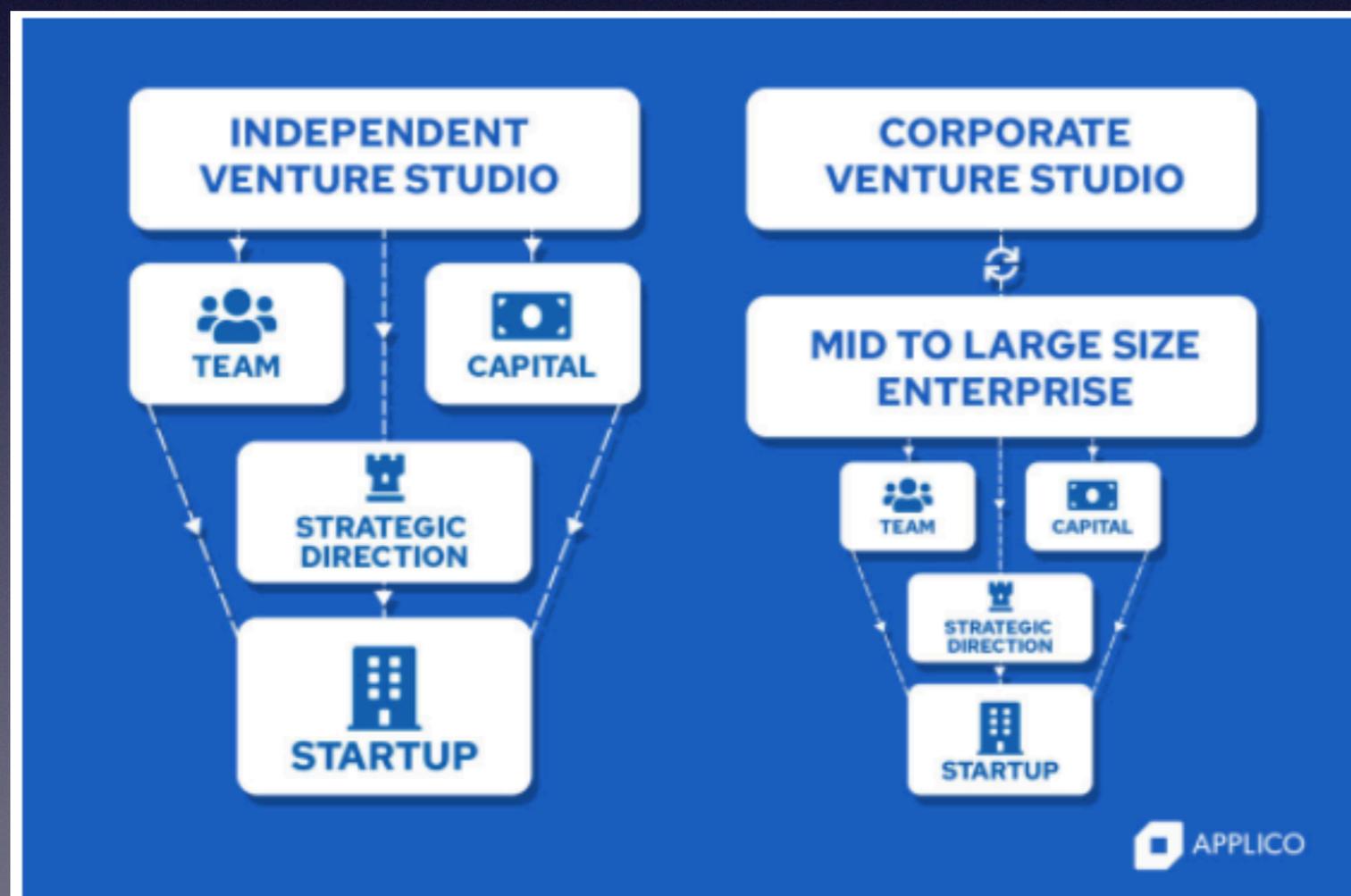
Modern advances in internet technologies, global talent flows, and international supply chains have substantially lowered the cost for entrepreneurs to internationalize ([McCormick & Somaya, 2020](#)). They have also made it possible for startups to address global markets from the very beginning of their existence. Entrepreneurs can now bypass many of their home-country constraints such as government inefficiencies and physical location ([McCormick & Somaya, 2020](#)). For example, a tax software startup might decide to address the Australian market rather than the over-saturated U.S. market, even if it is based in the U.S., or in Europe. Since all of the interactions are mediated by the internet, there is less need for physical proximity of production and sales.

We would expect born global startups to be more prevalent in smaller countries as entrepreneurs look for larger markets or production capabilities. Bilingualism and [biculturalism](#) of the population might also be important, thus, we might expect to see more of this type of entrepreneurship among individuals from diverse backgrounds or with access to diversity through their networks. For instance, 1/3 of people living in Toronto were born outside Canada. International experiences (including travel, education, and living abroad experiences) increase the cognitive complexity required to thrive in international businesses ([Leung & Chiu, 2008](#); [Pidduck, 2019](#)) and provides increased understanding of foreign cultures which can be useful in generating business ideas. In addition, entrepreneurs and teams with prior international experience will have knowledge and established networks that they can leverage in their global ventures.

One of the best examples of born global startups are dropshipping businesses. [Dropshipping](#) is a method of e-commerce retail sales where the store does not hold the products it sells. The business purchases items from a third party supplier and facilitates its shipment directly to the consumer. This model eliminates the need for warehousing, B2B shipping,



“Born global” é o termo usado tanto na academia quanto nos Venture Studios, especialmente quando se trata do modelo corporativo.





Trabalho acadêmico sobre “born-global” tech-startups.

FUNDAÇÃO GETULIO VARGAS
ESCOLA DE ADMINISTRAÇÃO DE EMPRESAS DE SÃO PAULO

OCTHAVIO DE FREITAS MARTINS

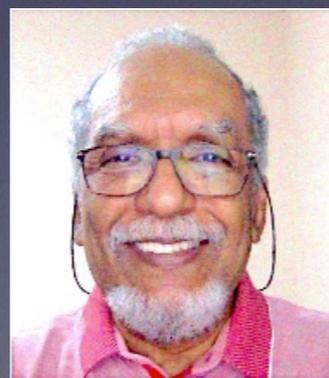
**A QUALITATIVE STUDY OF THE INTERNATIONALIZATION OF BORN-GLOBAL
TECHNOLOGY START-UPS IN BRAZIL**

SÃO PAULO

2015



Make it global!





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Validar o público Alvo

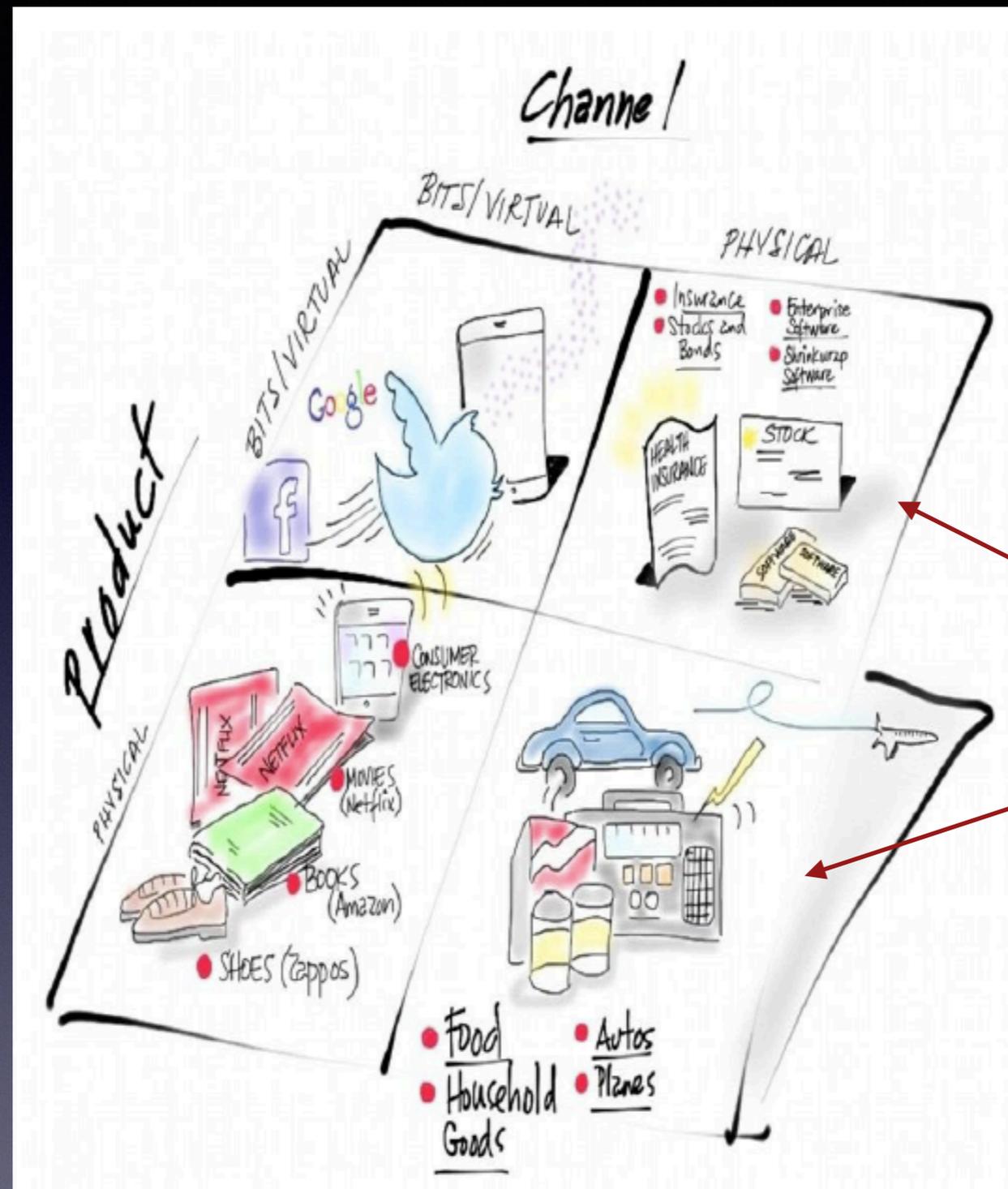
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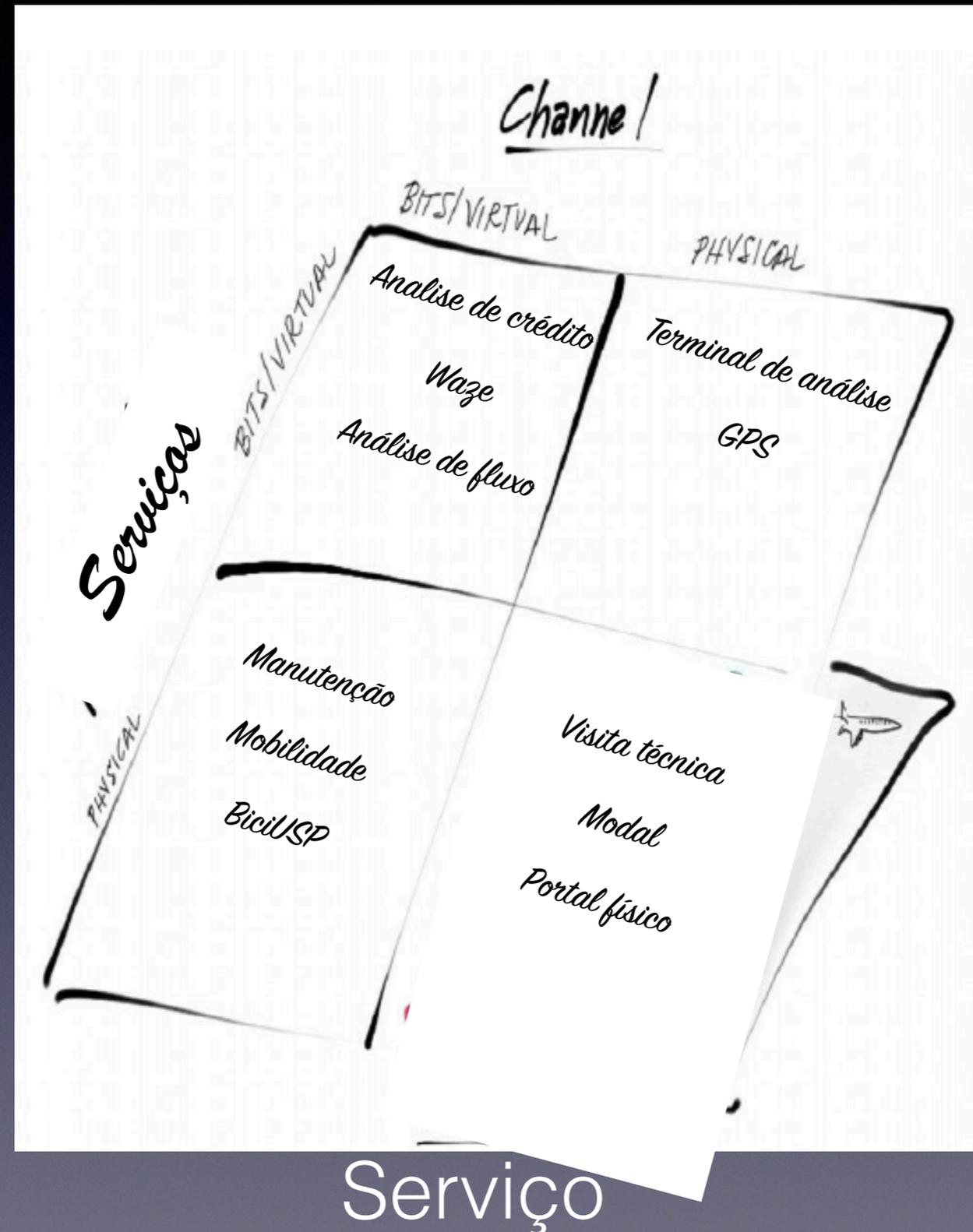
Customer Discovery

Com base no modelo de negócios inicial a equipe deve avaliar (neste curso não vamos a campo) os possíveis "customer segments" (grupos de usuários com características ou demandas específicas) e a relação entre eles e com o produto/serviço. É o momento de modelar a "transação" entre a tech-startup e os segmentos de usuário, canais e recursos.

Aula3



Produto X Serviço





Inception



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Como validar a ideia?



Microsoft for Startups

Support

Blog

Founders Hub sign in

Three effective ways to validate your startup idea before you build

Apr 21, 2021 | Microsoft for Startups



Many startup founders talk openly about the aha moment that led to launching their companies, but it's not often you hear about the immediate next step – idea validation. While it's tempting to jump right into building a product once inspiration strikes, early idea validation can save you time, money, and stress while ultimately leading to smoother product development when you are ready.

We chatted with a handful of experienced founders on the best ways to validate an idea before betting the bank on it. Here are three strategies they all agreed on:

1. Identify a real problem your idea solves

The first critical step in validating your idea is questioning whether or not it solves a real, wide-spread problem.

Nadim Habr, founder of [Designhubz](#), a web-based 3D try-on augmented reality product for e-commerce, knew he'd stumbled upon a viable product idea when he had a tough time collaborating with an architect he was working with to build a new office.

"The 2D images the architect was using were not enough," said Habr. "I knew that a 3D engine that visualized the space and could be used on any browser across any device would lead to better collaboration in real estate."



Como validar a ideia?

1. Identify a real problem your idea solves

The first critical step in validating your idea is questioning whether or not it solves a real, wide-spread problem.

2. Test your idea within your network

The fastest and easiest way to help validate your idea is to tap into your existing network of co-workers, friends, and mentors.

3. Prepare yourself through self-education and learning

While you certainly don't have to be an expert in a particular field to have a great product idea, knowing the core features you need to validate early-on does require an understanding of both the technology and the industry you're targeting. Both of which you can gather through online courses, events, or even a job change.



Inception



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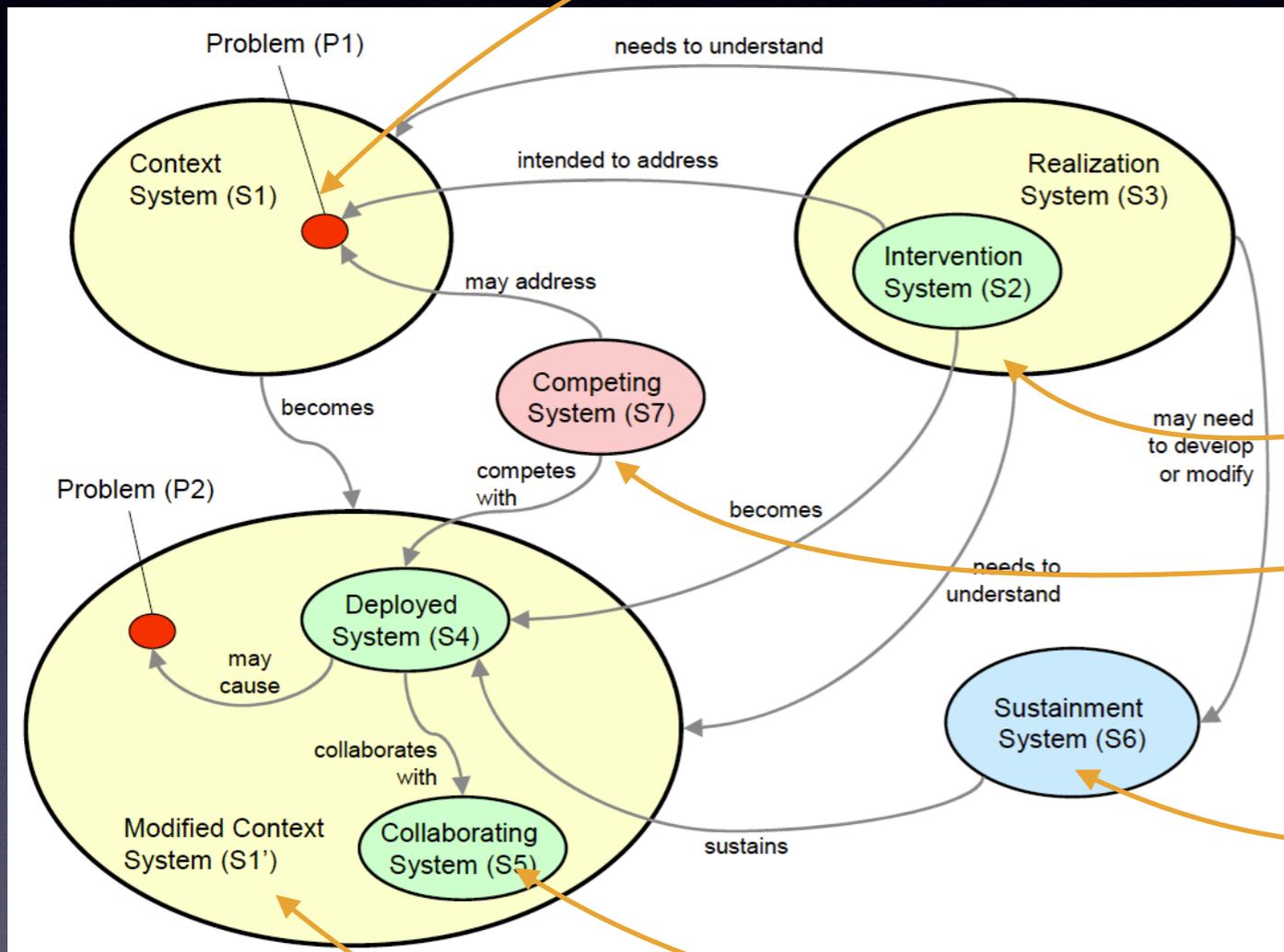


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Validação do domínio



- Identifique o contexto;
- Identifique as tecnologias disponíveis;
- Identifique os competidores;
- Identifique os sistemas de suporte;
- Identifique os colaboradores;

- Identifique como a sua idéia vai mudar o contexto de aplicação.





Inception



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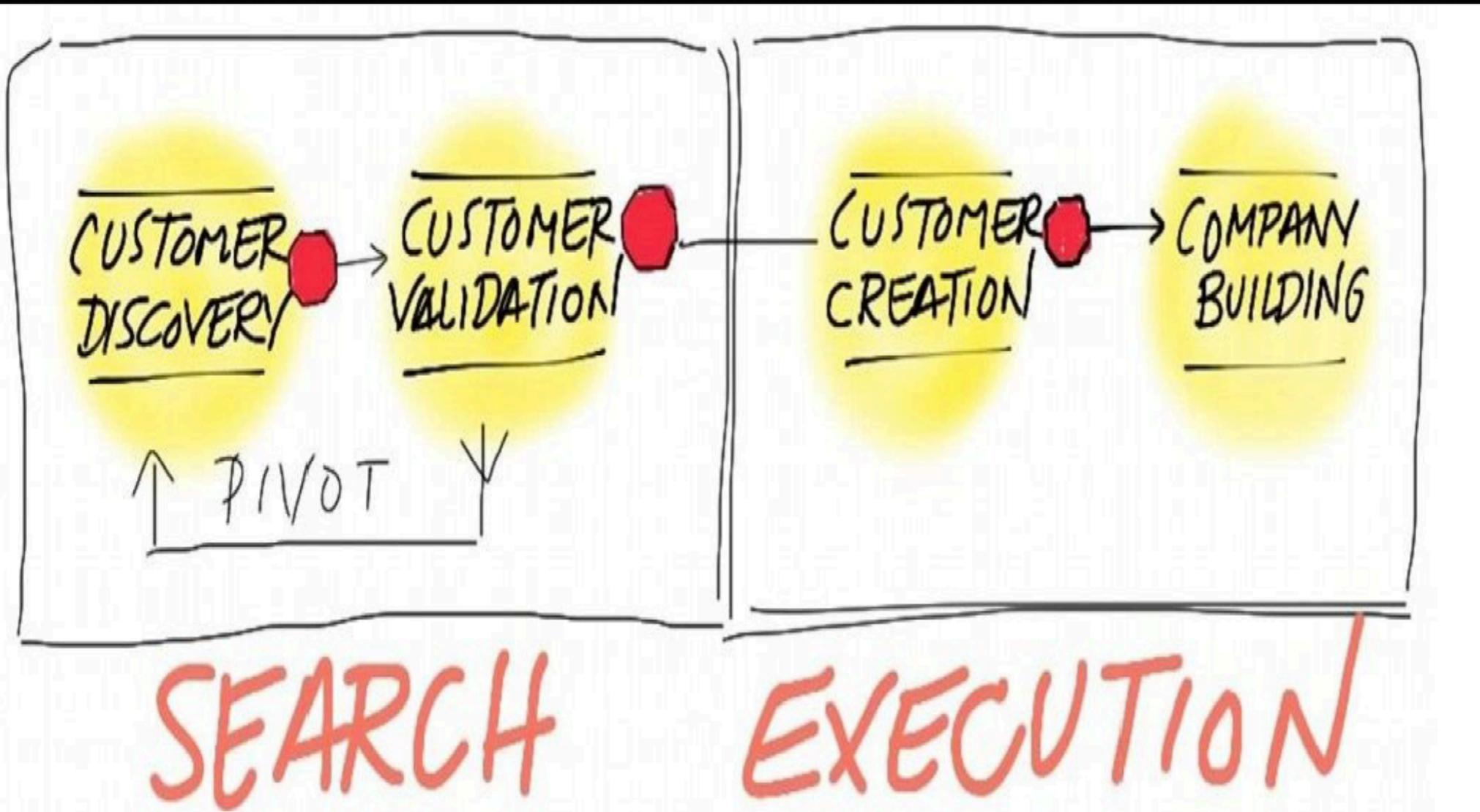
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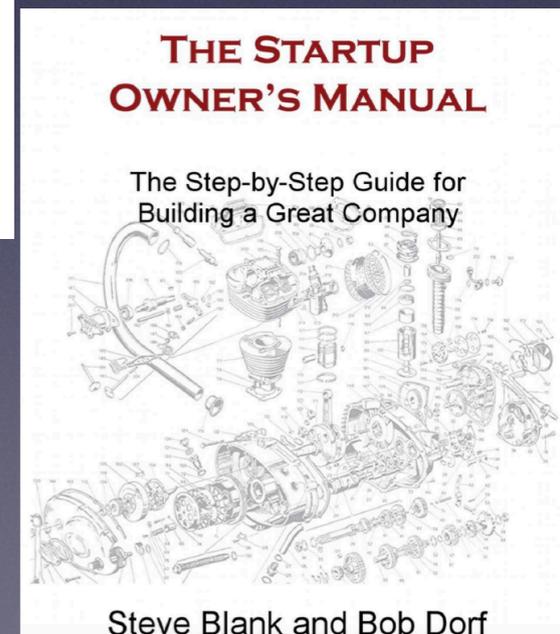


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Customer Development Process (Figure 2.1)





Use customer segmentation to establish priorities for your business



miro

Design sprint kit



Share



139

User Journey Map (Monday)

1

2

3

4

5

6

7

8

Steps in Journey

STEP
sistema esperando

STEP
reconhecimento do item

STEP
acesso ao sistema central

STEP
dá baixa da entrega e imprime comprovante

STEP
identifica funcionario da biblioteca

STEP
abre repositório

STEP
semite comunicado de entrega ao funcionario para o sistema central

STEP
lacre repositório

Estudante Goal

HMW
usuário procura um deposito e deposita item

recebe comprovante

Funcionário Goal

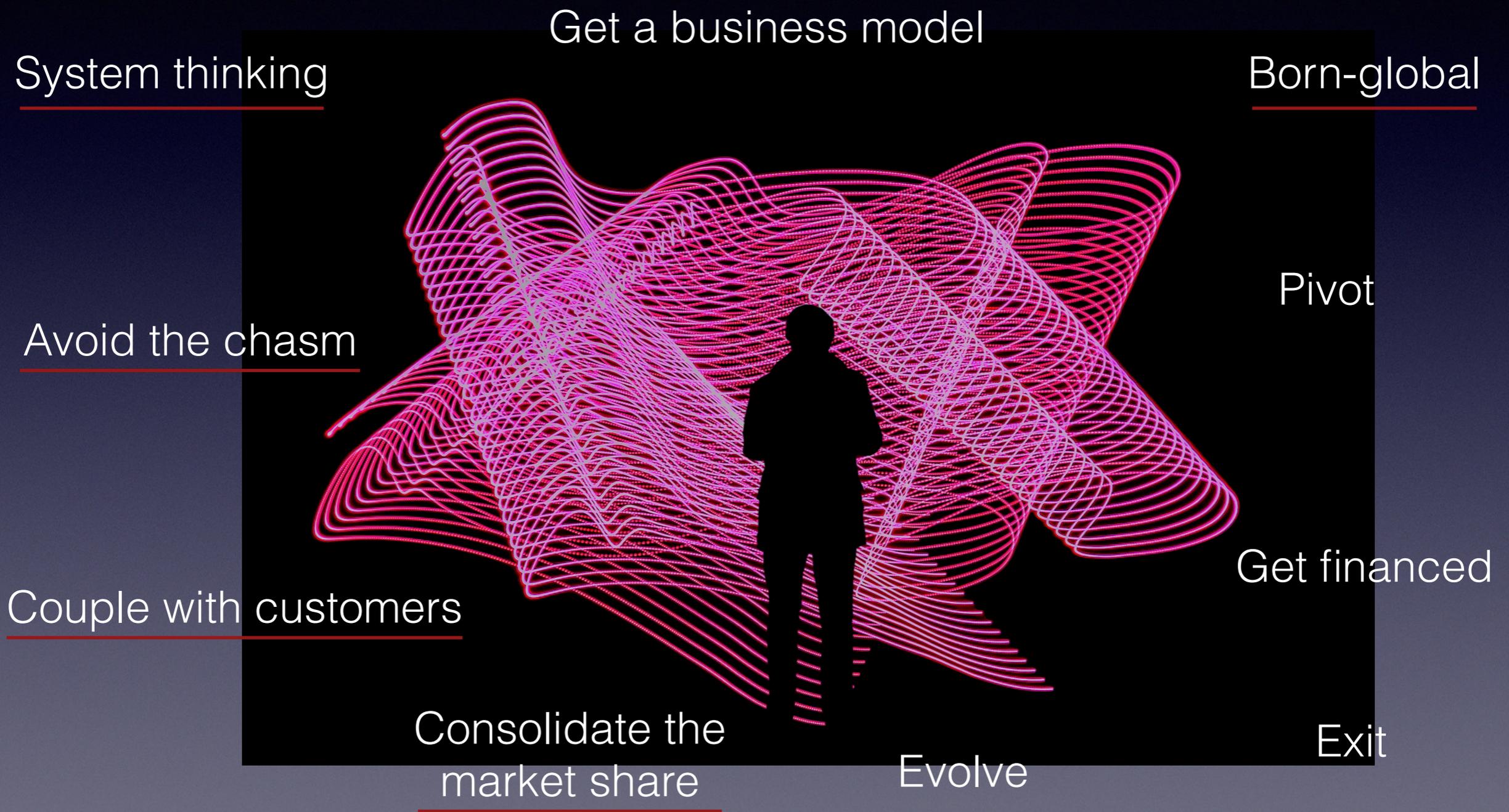
HMW
funcionário acessa o sistema

HMW
funcionário retira livros





Canal	Tipo	Fase 1(venda)	Fase2
Físicos	Lojas	Contato direto	Manut. Pontual
Virtuais	Via Web	Acoplamento virtual	Manut. Intensiva





Market Channels of Technology Startups that Internationalize Rapidly from Inception

Simar Yoos

“Most of the things worth doing in the world have been declared impossible before they were done.”

Louis Dembitz Brandeis (1856–1941)
U.S. Supreme Court Justice

The study of technology startups that internationalize rapidly from inception has increased in recent years. However, little is known about their channels to market. This article addresses a gap in the "born global" literature by examining the channels used by six startups that internationalized rapidly from inception as well as the programs they used to support their channel partners and customers. The six startups examined combined the use of the Internet with: i) a relationship with a multi-national, ii) distributors, iii) resellers, or iv) a direct sales force. They also delivered programs to support partners and customers that focused on communications, alliance and network development, education, marketing and promotion, and financial incentives.

This article informs entrepreneurs who need to design go-to-market channels to exploit



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This article informs entrepreneurs who need to design go-to-market channels to exploit



Key points while modeling the channels:

- Internet scalability;
- Internet reachability;
- Flexibility;
- Alternatives (online, physical or both);
- Integration of different channels.



Objectives and contributions:

- Communication (audience need to know your business as well as the international partners);
- Network (find the evangelists and supporters);
- Training (help the customer and be available; show how it works);
- Marketing (show advantages compared to the concurrency or how your tech is creative);
- Campaign (make special offers, discounts, hackathons, etc.).



Qual a diferença entre modelar canais pensando globalmente ou localmente?



Table 3. Features in the websites of the six technology startups that supported channel partners

Startup	Website Features
Atlassian	<ul style="list-style-type: none">• Product blog mentions• Social media mentions• Email newsletter• Joint webinars• Launch event marketing
Dewak S.A.	<ul style="list-style-type: none">• No partnership programs
Griaule Biometrics	<ul style="list-style-type: none">• R&D investment and technical support• Limited information in public side of the website, sign-up process is required to obtain information
NOJA Power Switchgear	<ul style="list-style-type: none">• No partnership programs
Sproxil	<ul style="list-style-type: none">• No partnership programs
Tufin	<ul style="list-style-type: none">• Lead sharing and pre-sales support• Sales and technical training• Certification program• Audit license• Discounted appliances for product evaluations• Access to resources• Partner locator



About the Author

Simar Yoos has 15 years of experience launching and growing companies as well as helping international companies to solve commercialization-related conflicts. He is currently completing his MASc degree in Technology Innovation Management at Carleton University in Ottawa, Canada. His research examines how technology startups can accelerate their internationalization from inception. Simar also holds a Business Administration degree with specialization in Marketing from Univali (University of Vale do Itajaí) in Brazil, and he has a certification in International Trade and Negotiation Skills from Concordia University in Montreal, Canada.

Citation: Yoos, S. 2012. Market Channels of Technology Startups that Internationalize Rapidly from Inception. *Technology Innovation Management Review*. October 2012: 32-37.





Physical product/service



Physical channel

Virtual channel

Hybrid channel



Market

Virtual product/service



In the inception phase we should focus on:

- Communication (audience need to know your business as well as the international partners);
- Network (find the evangelists and supporters);
- Training (help the customer and be available; show how it works);
- Marketing (show advantages compared to the concurrency or how your tech is creative);
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Get rid of “computer rooms”: use the cloud!





Resumo da aula de hoje:

- Estabelecemos mais claramente o processo de consolidação de uma tech-startup usando Venture Builders ou Venture Studio;
- Reiteramos a necessidade de “born globally”, ponderando riscos e benefícios;
- Demos um passo na modelagem dos canais, enfatizando os canais virtuais (ou híbridos), e sua relação com o born-global.



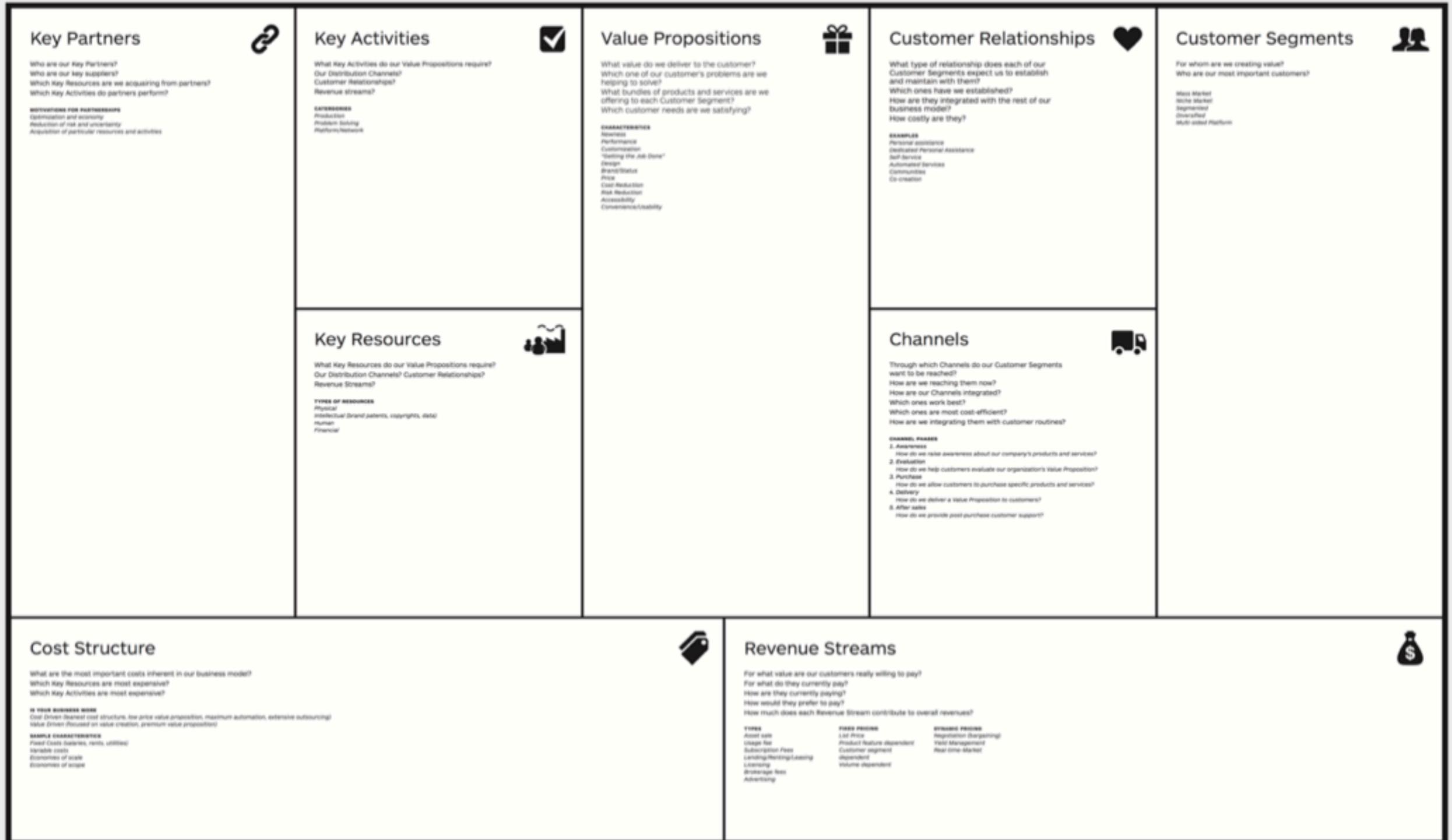
The Business Model Canvas

Designed for:

Designed by:

Date:

Version:





COURSE REFERENCE:	PMR3410	SUBJECT:	Empreendedorismo
COURSE TITLE:	Empreendedorismo de base tecnológica		
COURSE OBJECTIVE:	Introduzir os conceitos de empreendedorismo e startup de base tecnológica		
LEVEL:	graduação	EXAM?	

Lesson Plan Ref:	Lesson Title:	Topic:
Aula 1 (18/08)	Introdução - Startups de base tecnológica	Startups chap. 1
Aula 2 (25/08)	Em busca do produto/serviço	Startups chaps. 2 e 3
Aula 3 (01/09)	Modelagem do processo de produção	Startups chaps 4,5 e 6
Aula 4 (15/09)	Modelagem do processo de negócios	Modelo de negócios
Aula 5 (22/09)	Web como canal e como negócio	Criando startups na web
Aula 6 (29/09)	Workshop 1: Startup Mentoring - Caos Focado	
Aula 7 (06/10)	Requisitos e processo na Web	Criando startups na web
Aula 8 (13/10)	Serviços como negócio e base para startups	
Aula 9 (20/10)	Workshop 2: Innovation Environments - Israel	O setor de serviços
Aula 10 (27/10)	Automação e serviços de base tecnológica	Serviços e base tech
Aula 11 (03/11)	Modelagem de requisitos e concepção	
Aula 12 (10/11)	Workshop 3: Corporations Support - Shell	Projeto prático - concepção
Aula 13 (17/11)	Documentação de requisitos	Canvas e suporte comput.
Aula 14 (24/11)	Apresentação da proposta de startup: pitch	Como fazer um pitch
Aula 15 (01/12)	Workshop 4: Iniciativas locais - AUSPIN	
Aula 16(08/12)	Apresentação e busca de financiamento	Plano de negócios
Aula 17 (15/12)	Apresentação dos trabalhos (pitch) em vídeo	





Sobre o nosso cronograma de workshops

1o. Workshop: Startup Mentoring

Diogo de Souza Dutra - Caos Focado

Aula 6 - 29 de setembro

Anfiteatro da Enga. Mecânica



**CAOS
FOCADO**

2o. Workshop: Iniciativas Internacionais - Israel

Ricardo Lomaski - Technion Israel

Aula 9 - 20 de outubro

Anfiteatro da Enga. Mecânica





Obrigado!