



# 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 with links: QUEM SOMOS, FCJ GLOBAL, PORTFÓLIO, FAÇA PARTE, BLOG, and COMUNIDADE. The article title is "O que é Venture Builder?". The text explains that Venture Builders are organizations that systematically develop other innovative and technological startups (startups) using their own resources. It mentions that this model often incorporates Open Innovation. A list of benefits provided by a Venture Builder includes: technical knowledge, access to market best practices, startup ecosystem, mentor networks, project modeling and design, MVP validation, accounting and legal services, and marketing and sales support. The article also states that the goal of a Venture Builder is to promote startups and strategically direct them in the market, while the VBs receive equity participation in the startup until the exit.

Diversidade em nível

Unic Talks by Leonora Ventures

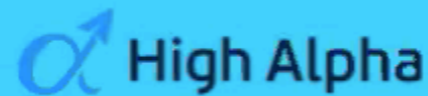
Newsletter – parte 2 – Bate papo com Justino

**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



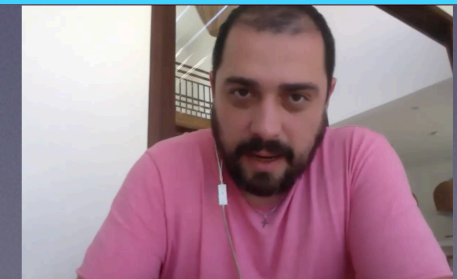
Fundado em **2011**  
Portfolio de **40 startups**  
Captação somada de  
**+US\$ 800M**  
Exits somados de **+US\$1,3Bi**  
**(08 exits)**



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*

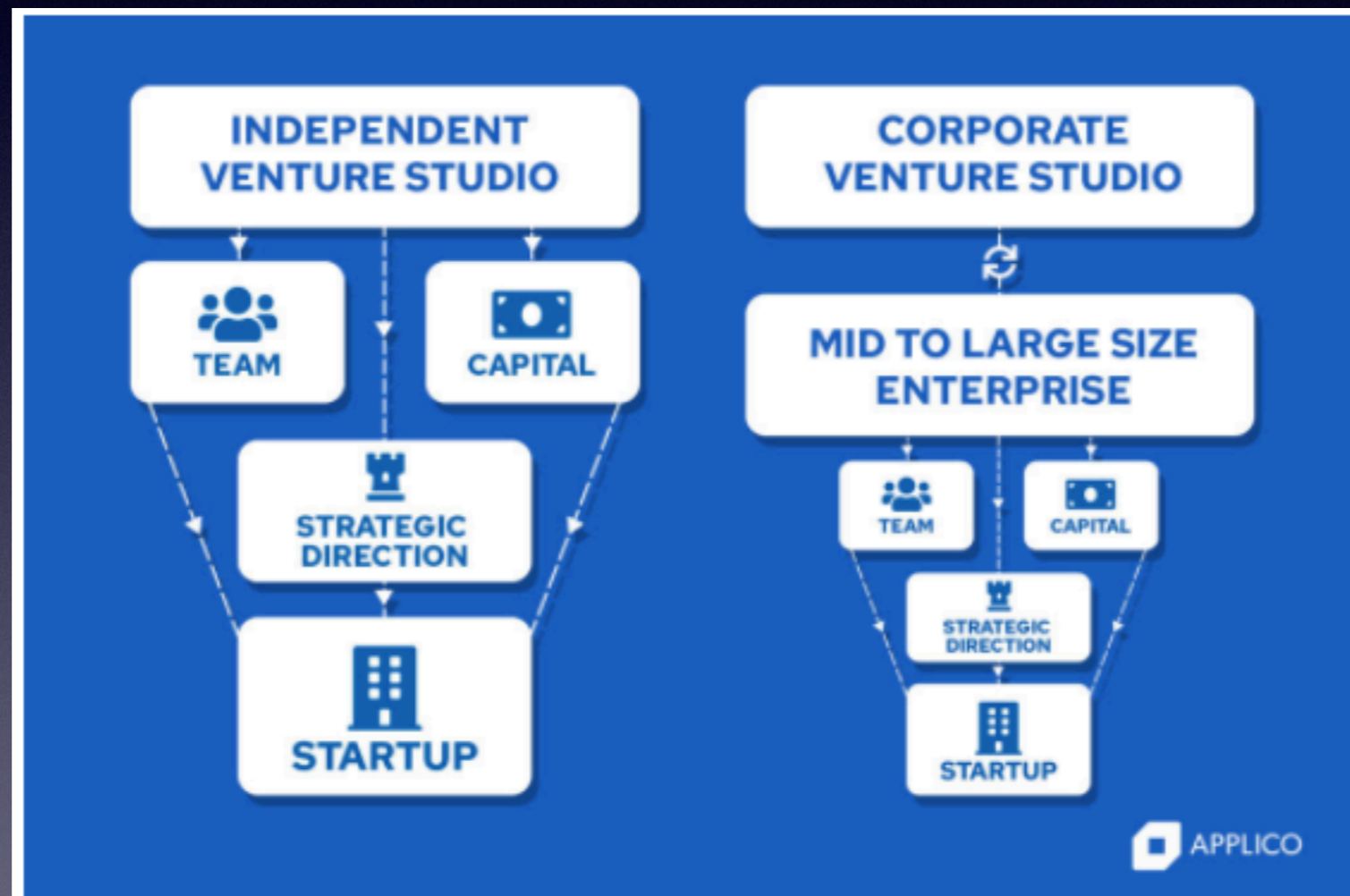




O primeiro tópico a ser destacado é que uma modelagem de negócios para uma tech-startup geralmente demanda mais do que “canvas”, por isso cresce tanto no mercado a participação dos venture builders.



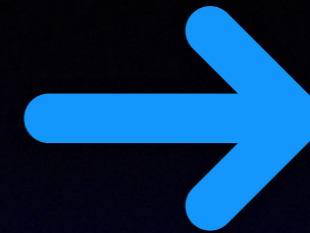
# Venture Studio





## 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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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](#).

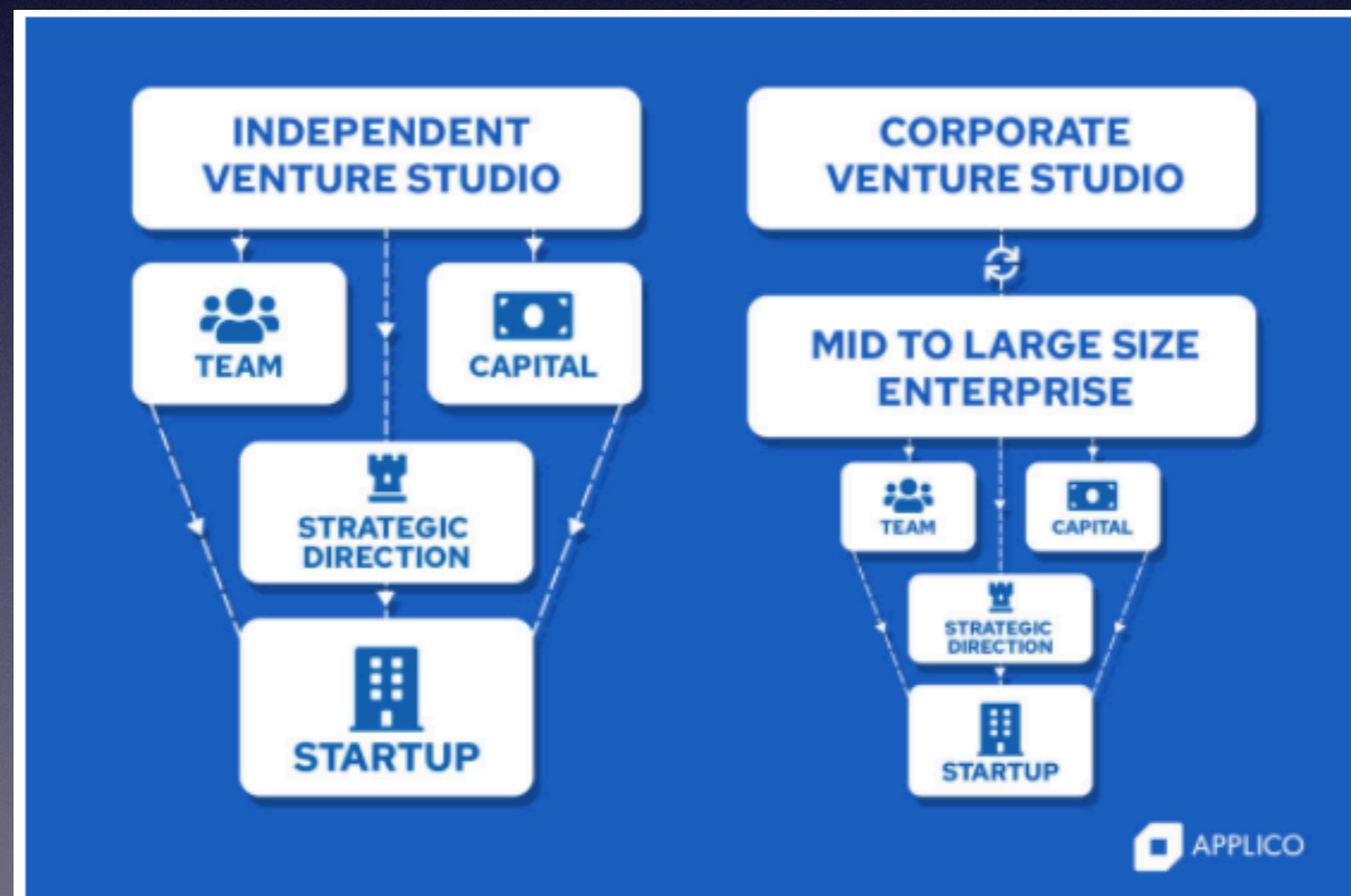
Modern advances in internet technologies, global talent flows, and international supply chains have substantially lowered the cost for entrepreneurs to internationalize ([McCormick & Somaya, 2020](#)). They have also made it possible for startups to address global markets from the very beginning of their 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**

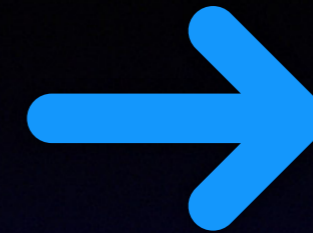
SÃO PAULO

2015



# Make it global!





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## Validar o público Alvo

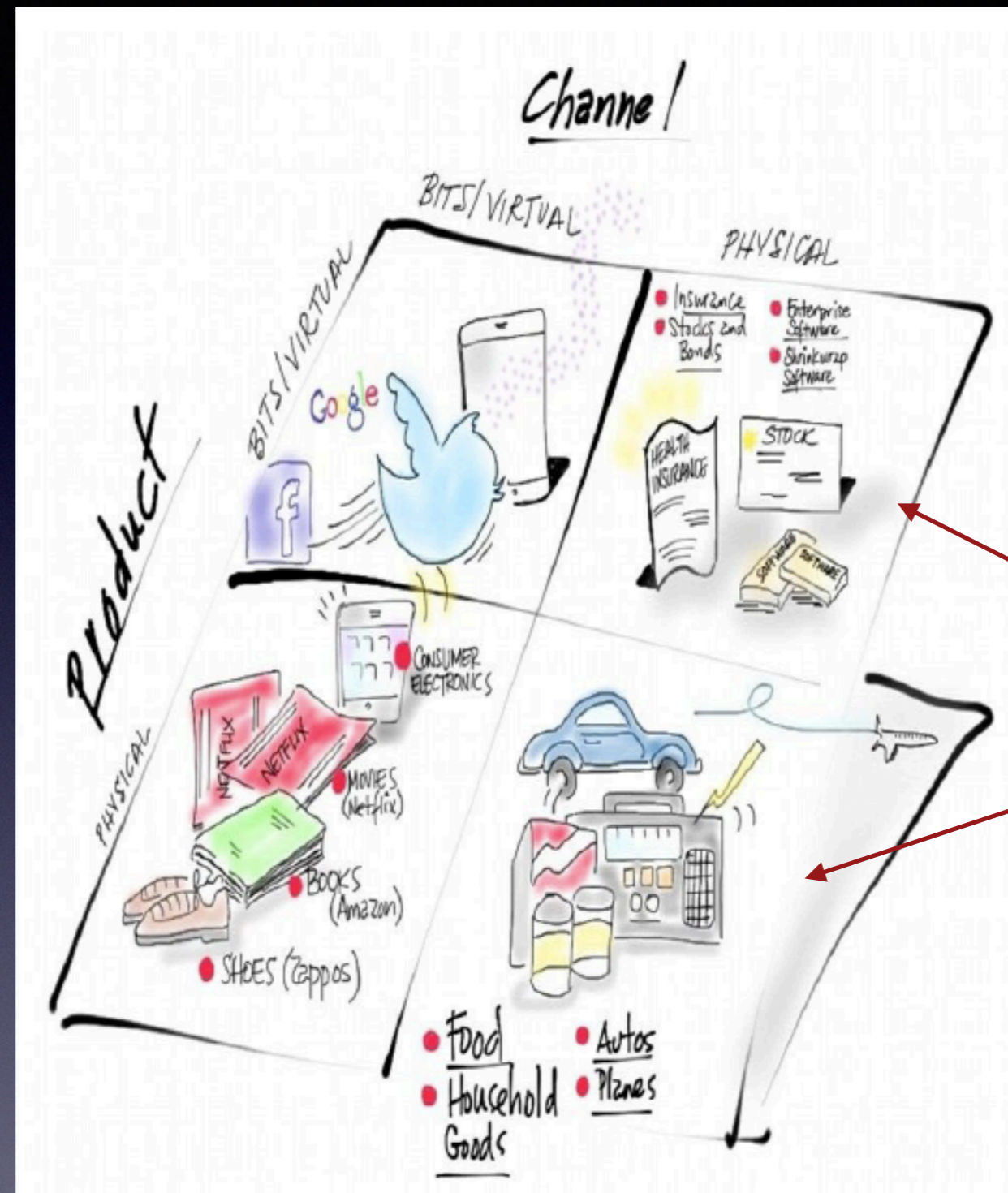
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## Customer Discovery

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.

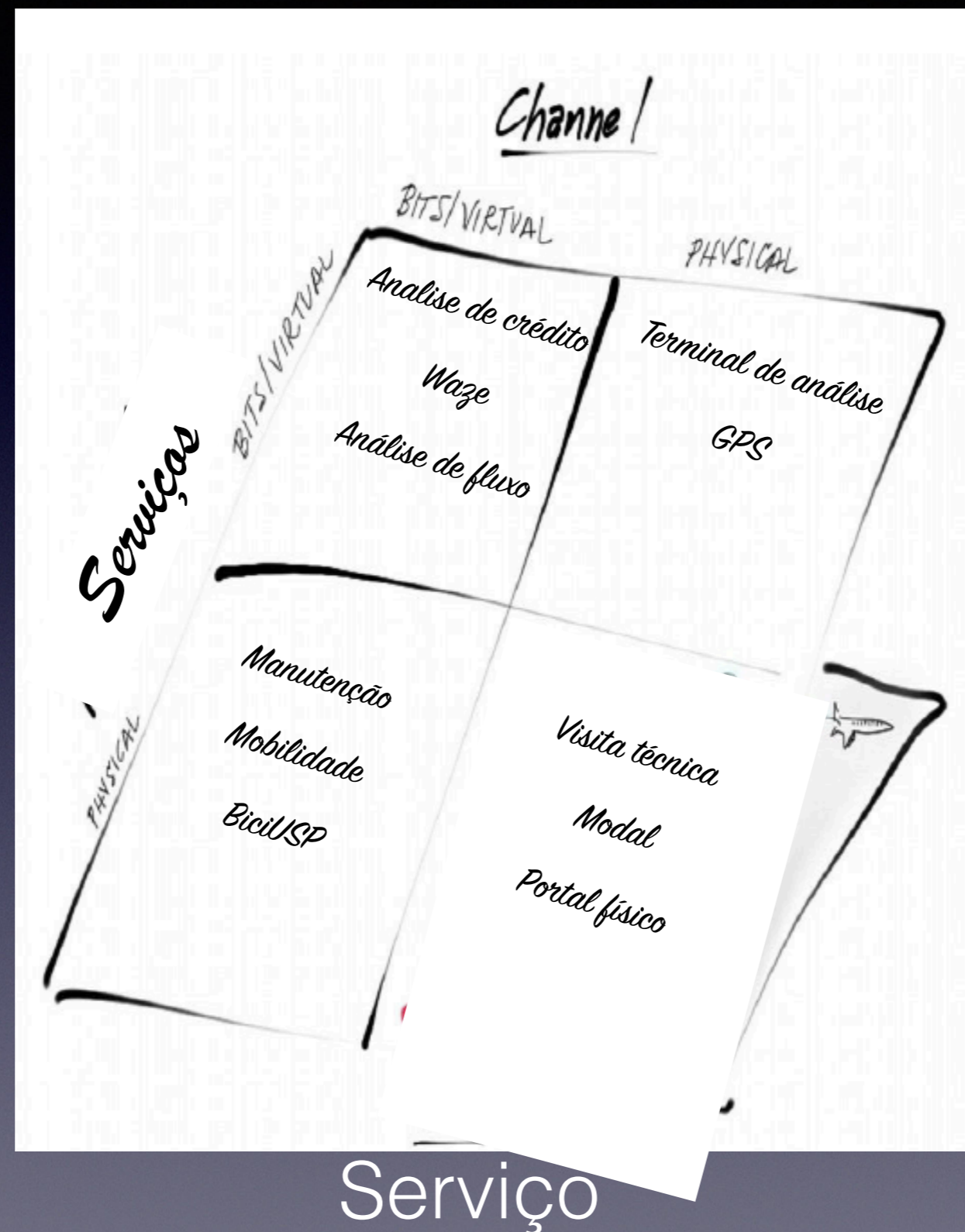
### Aula3



Serviço

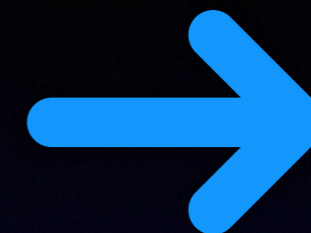
Produto X Serviço








# Inception



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Validar o público Alvo

A abordagem a ser adotada neste curso (e a pandemia) é a de elaborar um modelo e a “jornada do usuário”, e aposta em indícios de que este seguiria este processo



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

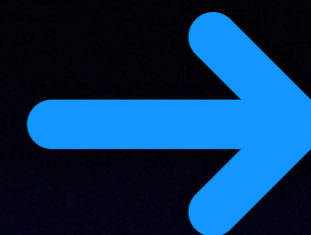
The fastest and easiest way to help validate your idea is to tap into your existing network of co-workers, friends, and mentors.


### 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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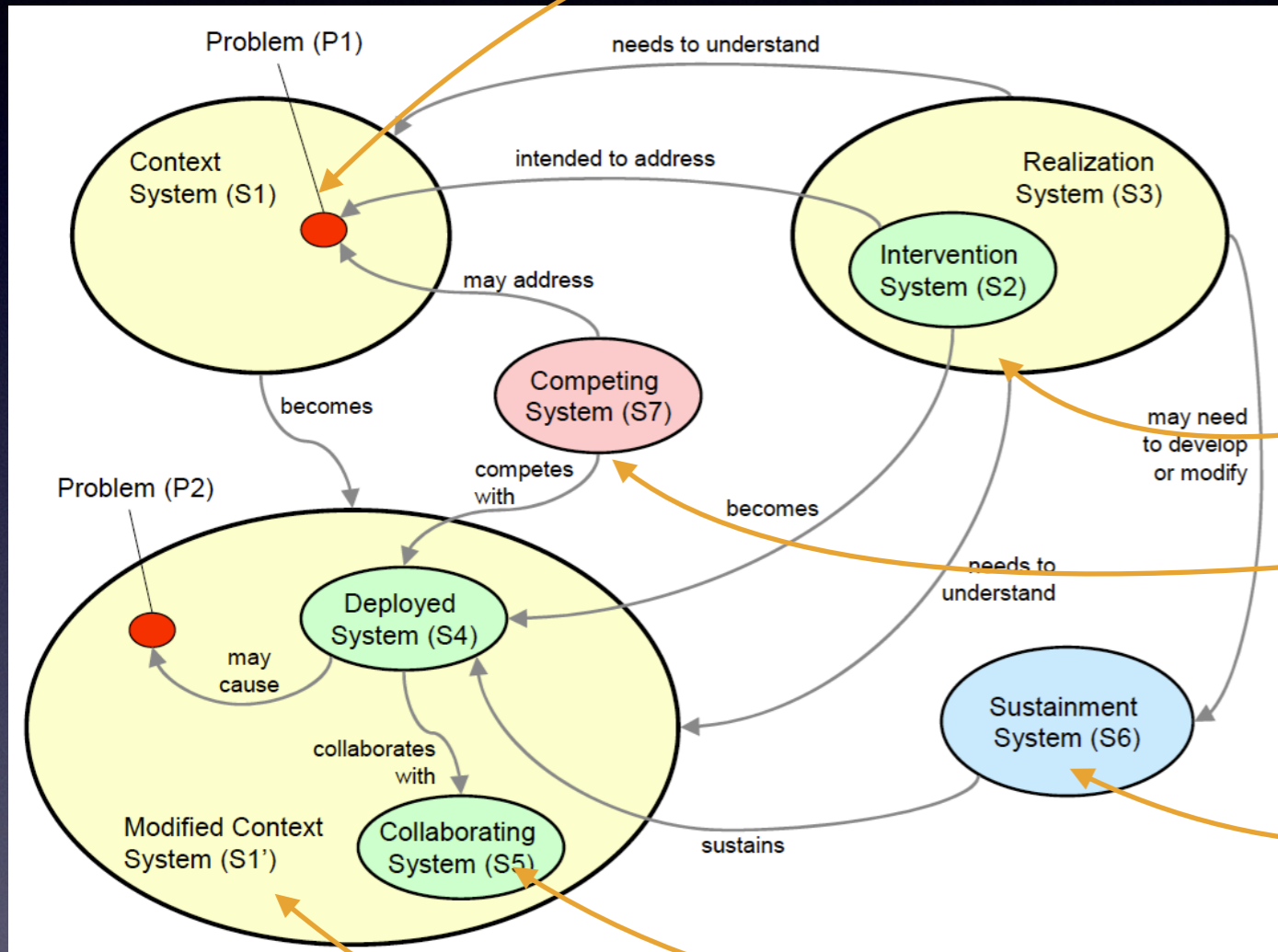


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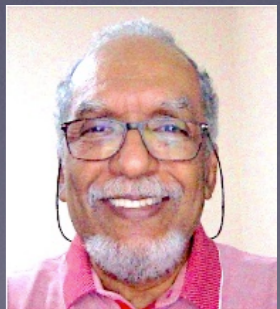


## Validação do domínio



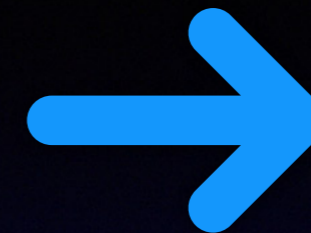
- Identifique o contexto;
- Identifique as tecnologias disponíveis;
- Identifique os competidores;
- Identifique os sistemas de suporte;
- Identifique os colaboradores;


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





# Inception



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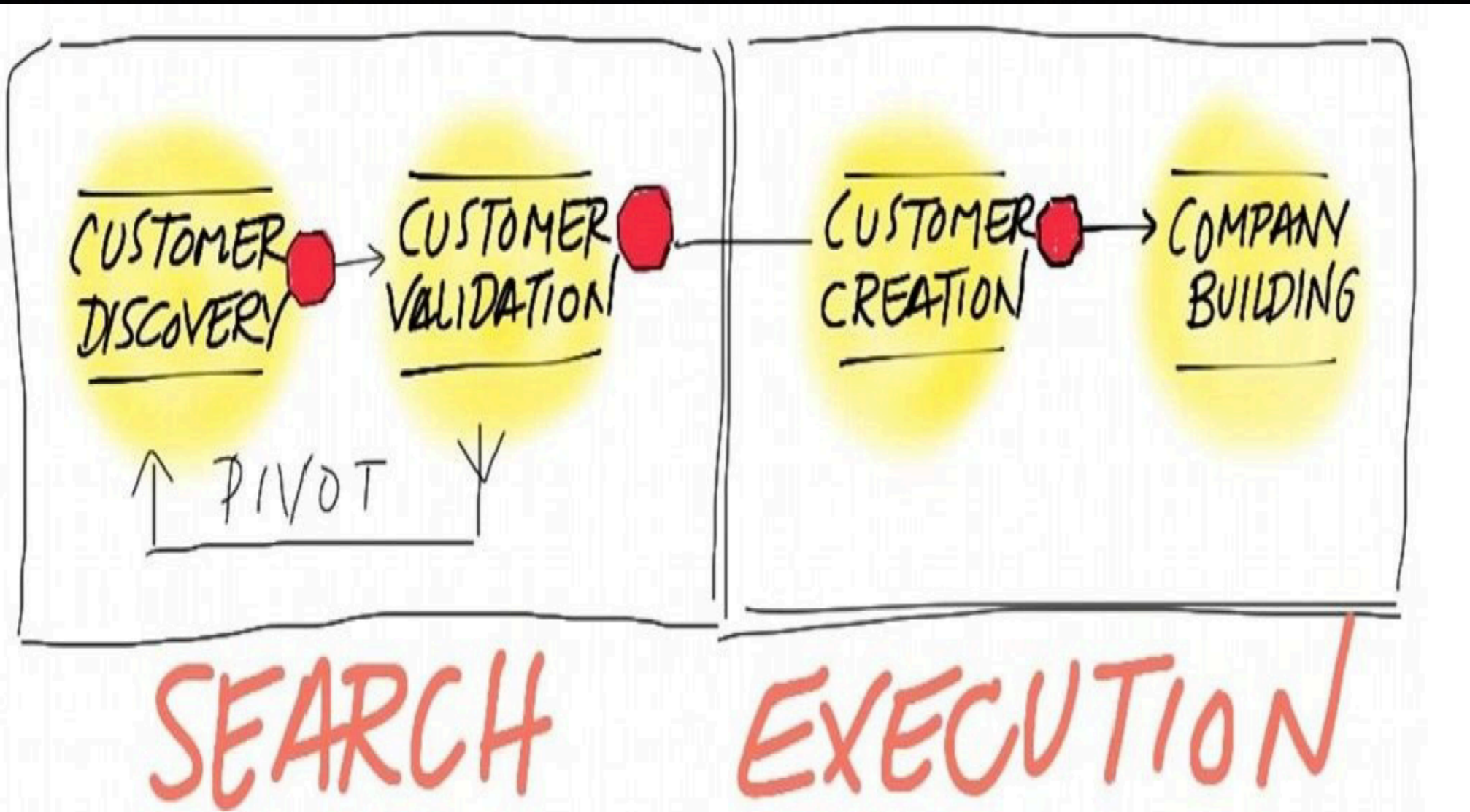
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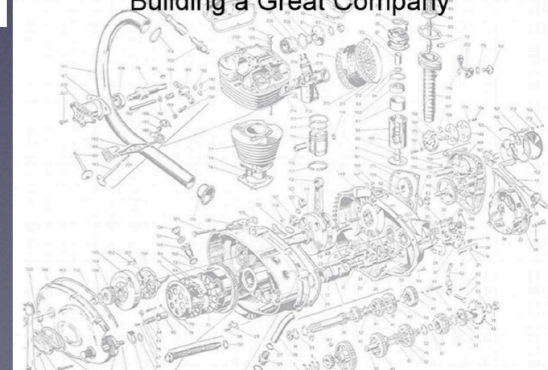
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Customer Development Process (Figure 2.1)

**THE STARTUP  
OWNER'S MANUAL**

The Step-by-Step Guide for  
Building a Great Company



Steve Blank and Bob Dorf

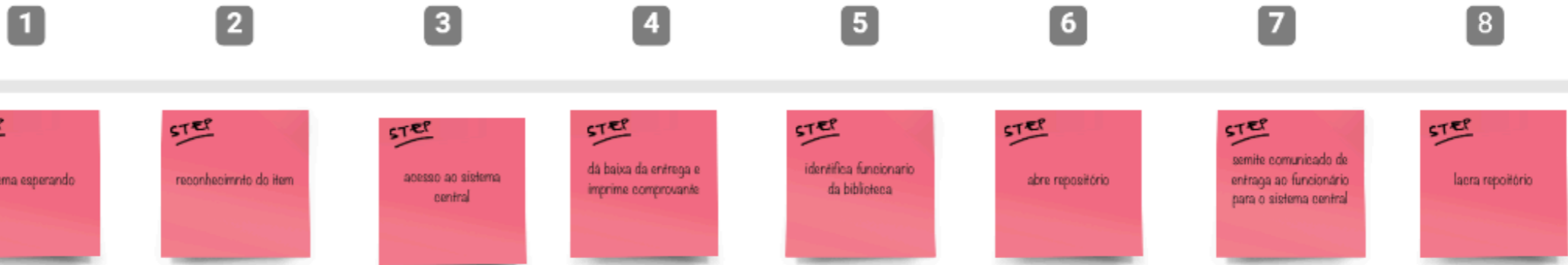




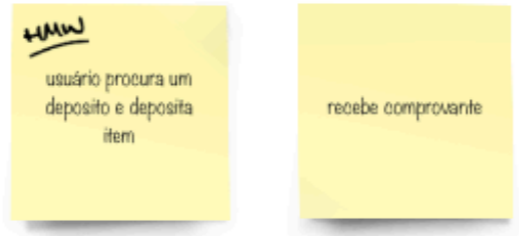
Use customer segmentation to establish priorities for your business



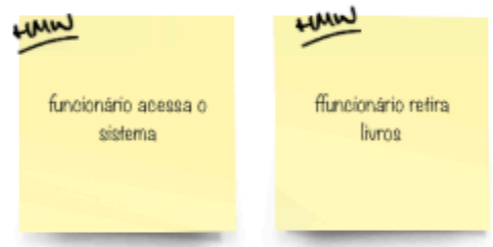
### User Journey Map (Monday)



Estudante Goal

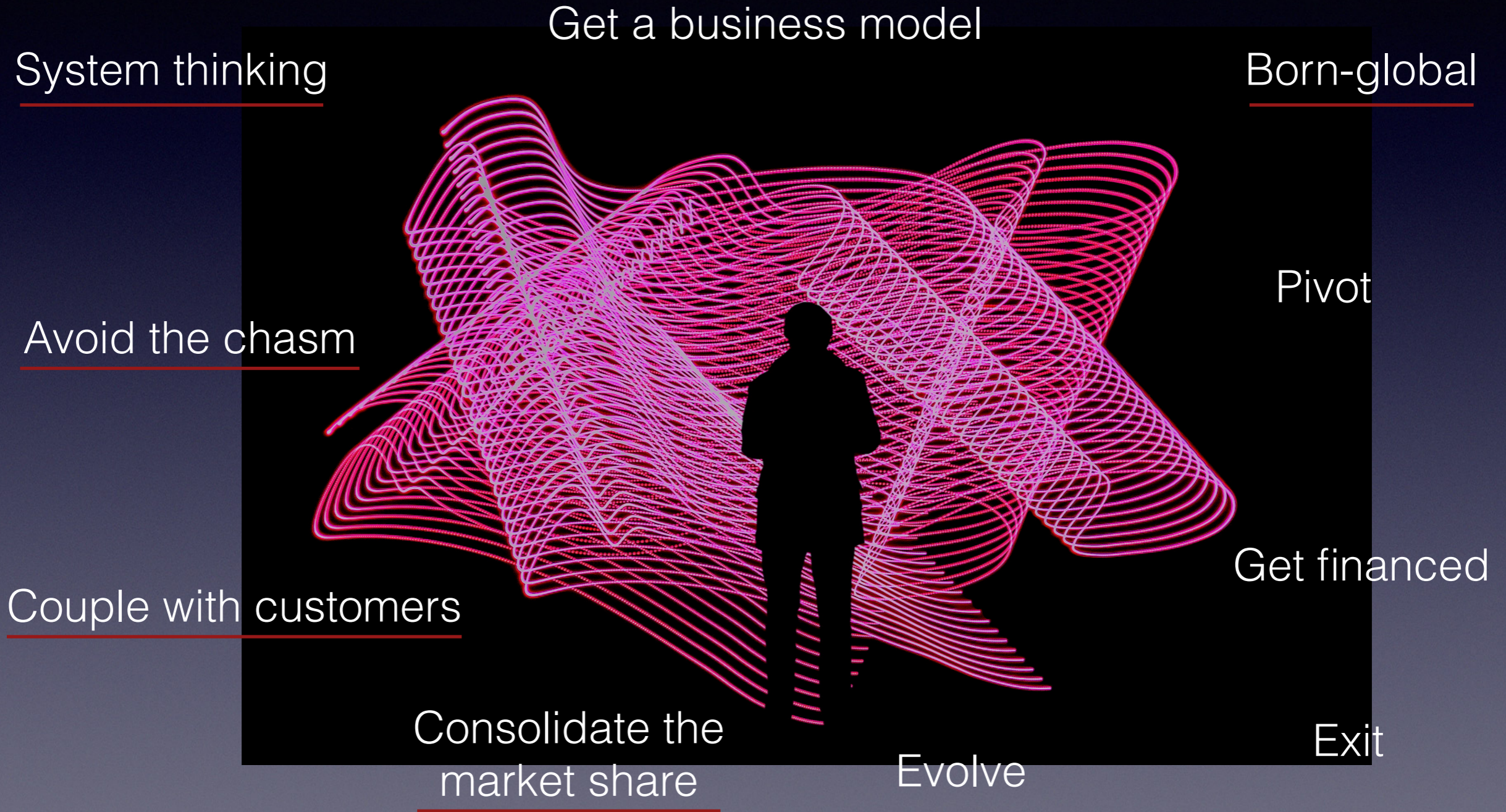


Funcionário Goal





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



### 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.

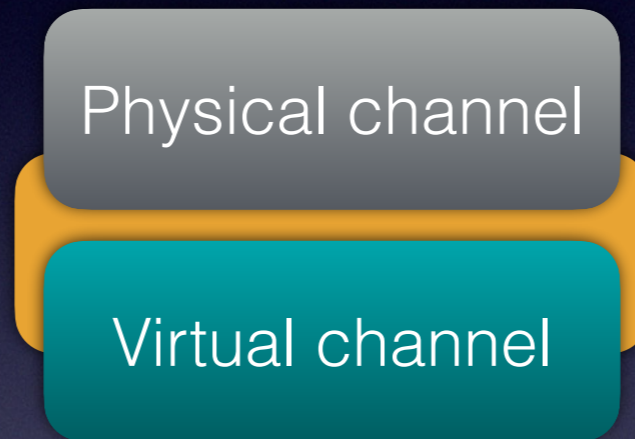




Physical product/service



Virtual product/service



Hybrid channel

Market



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);
- Campaign (make special offers, discounts, hackathons, etc.).



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:

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p><b>IMPORTANT FOR ENTREPRENEURS</b> Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>EXAMPLES</b> Production Problem Solving Perform/Network</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p><b>CHARACTERISTICS</b> Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our Business Model? How costly are they?</p> <p><b>EXAMPLES</b> Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p><b>EXAMPLES</b> Mass Market  niche Market Segmented Diversified Multi-sided Platform</p>						
	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p><b>TYPES OF RESOURCES</b> Physical Intellectual (Brand, patents, copyrights, data) Human Financial</p>		<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p><b>CHANNEL PHASES</b> 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>							
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p><b>BY YOUR BUSINESS MODEL</b> Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p><b>SAMPLE CHARACTERISTICS</b> Fixed Costs (renters, rents, salaries) Variable costs Economies of scale Economies of scope</p>		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="0"> <tr> <td><b>TYPES</b></td> <td><b>FIXED PRICES</b></td> <td><b>STANDARD PRICES</b></td> </tr> <tr> <td>Asset sale Usage fee Subscription Fee Lending/Renting/Leasing Licensing Brokerage Fee Advertising</td> <td>List Price Product feature dependent Customer segment dependent Volume dependent</td> <td>Negotiation (Bargaining) Yield Management Real-time Market</td> </tr> </table>			<b>TYPES</b>	<b>FIXED PRICES</b>	<b>STANDARD PRICES</b>	Asset sale Usage fee Subscription Fee Lending/Renting/Leasing Licensing Brokerage Fee Advertising	List Price Product feature dependent Customer segment dependent Volume dependent	Negotiation (Bargaining) Yield Management Real-time Market
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Asset sale Usage fee Subscription Fee Lending/Renting/Leasing Licensing Brokerage Fee Advertising	List Price Product feature dependent Customer segment dependent Volume dependent	Negotiation (Bargaining) Yield Management Real-time Market								





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

<b>Lesson Plan Ref:</b>	<b>Lesson Title:</b>	<b>Topic:</b>
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!