

**O AMANHÃ TE ASSUSTA?**

**COMO INIOVAR SAINDO DA  
INTENÇÃO AOS RESULTADOS**

# Junior Borneli

CEO e Fundador da StartSe

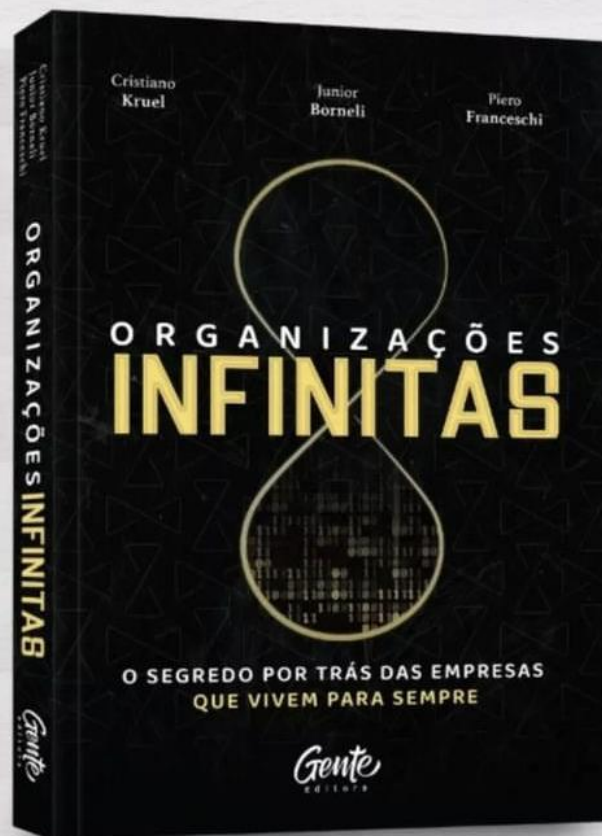


/juniorborneli

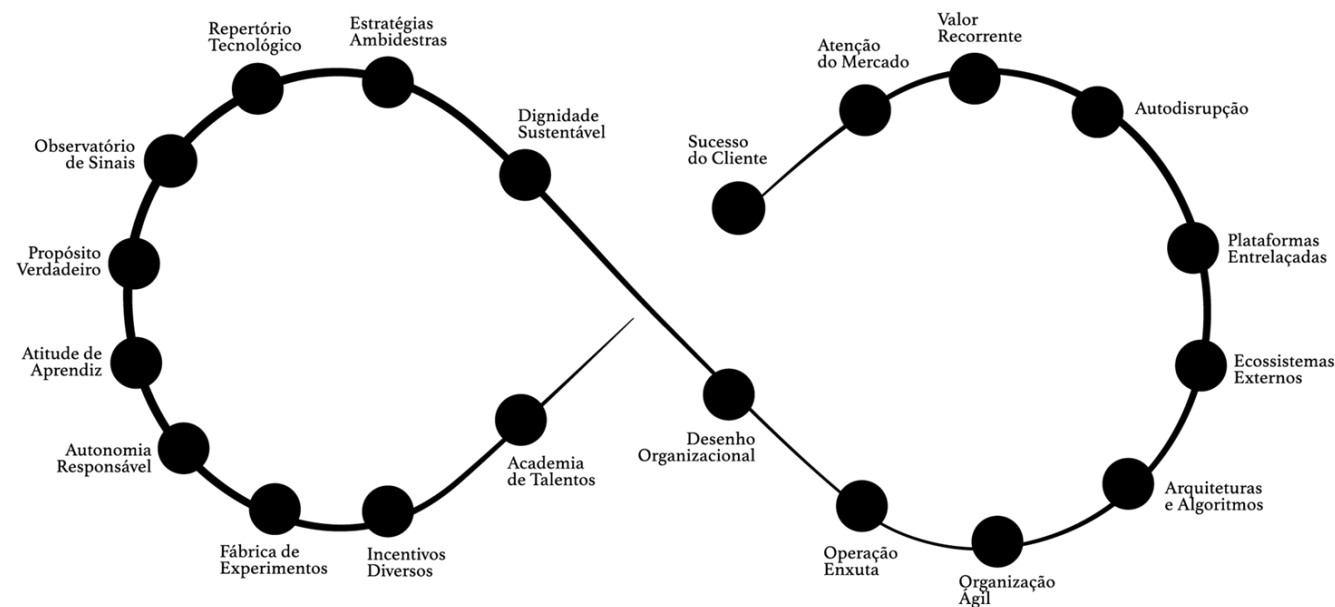


.StartSe 

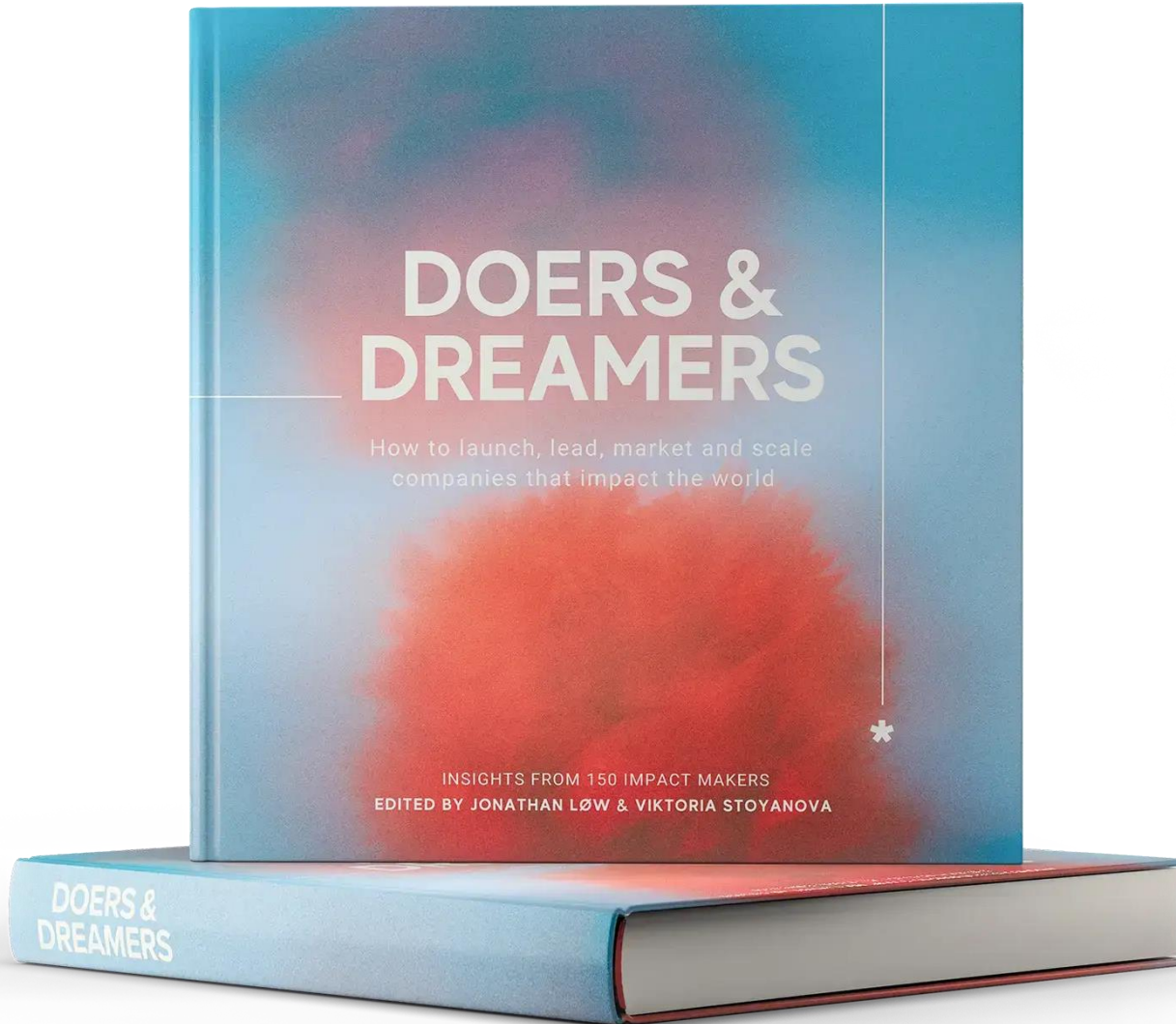




# OS 20 CÓDIGOS DAS ORGANIZAÇÕES INFINITAS







<https://doers23.com/>

## Only the market gives you the true answers

Author ANDREAS ENN

ANDREAS was Spotify's first employee and chief technology officer (CTO), where he brought together the world-class tech team that designed and built the platform and product for the music service. Before that he worked for the Swedish online-gaming company Stardoll. Later he co-founded Wrapp, a mobile marketing startup, where he also served as CTO. Since 2015, he is an angel investor, advisor and board member based in Singapore.



In 2008 the world got a new music streaming service named Spotify. It was developed in Stockholm, Sweden, and provided digital rights management-protected content from record labels and media companies. It may have started out as a local thing, but the free music service quickly expanded. Today Spotify has more than 140 million monthly active users and over 50 million paying subscribers.

I (Jonathan) had the pleasure of meeting up with Andreas Enn, who was Spotify's first employee and CTO. Andreas was responsible for the product and platform architecture as well as hiring a world-class engineering team, of which many have gone on to become successful entrepreneurs on their own.

After Spotify Andreas founded Wrapp – a mobile on-line to offline customer acquisition service for bricks-and-mortar retailers that raised money from prominent

investors including Atomio and Greylock (with Niklas Zennaro and Reid Hoffman joining the board).

1. Many people talk about disruption and how to disrupt markets. Did Napster disrupt the music industry, or did Spotify?

Neither I believe. Technology disrupted the industry. The massive scale blocking of Napster completely changed the dynamics in the business and completely revolutionized music online. Ultimately it forced the labels to consider new business models, and this enabled the rise of streaming – which led by Spotify.

2. In the beginning with Napster, you could access music very conveniently, but no one was really paying for it. Then iTunes launched, but as I understand, you guys didn't really look at them for inspiration?



## A wealth of new opportunities

Author PASCAL FINETTE

PASCAL is the Co-Founder of be radical, EV's wavespace Advisory Board Chair, and a member of Pearson's Digital Advisory Board. Previously he held leadership positions at Google.org, Mozilla, and eBay, built technology startups, and launched a Venture Capital firm. He is the posse leader at TheInevic.org, and is a general upstart when it comes to creating meaningful change.

### PART 1

"May you live in interesting times." – Chinese Proverb

This (somewhat liberally translated) Chinese proverb is something you hear often in Silicon Valley these days. Some say it is a curse. Regardless, nobody denies its truth when it comes to the change technology brings to our world.

Driven by the exponentially accelerating rate of technological progress we now have (literally) supercomputers in our pockets, access to the world's information at our fingertips, can sequence genes in our kitchen labs and 3D-print prototypes on our desktops. Gordon Moore's fifty-year-old prediction that "the number of transistors in a dense integrated circuit doubles approximately every two years" (known commonly as Moore's law) holds up to this day and has long spilled over into other technologies and industries.

tries: Your iPhone 5s has 1,000 the computational power of a Cray 1 supercomputer from the mid-70s at about 1/50,000th of the cost – a staggering fifty million times price/performance improvement. Sequencing the human genome took us a decade and \$2.7 billion at the beginning of the 21st century.

Today it takes us now mere hours and costs less than \$1,000. And solar energy reached parity in its price/performance ratio to conventional sources of energy like coal – turning a scarce natural resource into something which will be abundantly available at little to no cost in the near-term future.

Experts will gladly tell you that computational power is already abundant, as is storage of all that data our connected systems produce. Sequencing our genome will be close to free within the next ten years or so. And you will soon pay

## Culture is forever

Author BRIAN CHESKY

BRIAN CHESKY is an American entrepreneur who started Airbnb along with his partners. He also serves as the CEO of Airbnb, and was listed in Time magazine's "100 Most Influential People of 2015". There are many reasons for his success with Airbnb and one of the most important reasons is the fact that he gave more importance to his customers and the services they needed rather than the ideas of the developers.



Hey team, Our next team meeting is dedicated to Core Values, which are essential to building our culture. It occurred to me that before this meeting, I should write you a short letter on why culture is so important to Joe, Nate, and me.

After we closed our Series C with Peter Thiel in 2012, we invited him to our office. This was late last year, and we were in the Berlin room showing him various metrics. Midway through the conversation, I asked him what was the single most important piece of advice he had for us.

He replied, "Don't fuck up the culture."

This wasn't what we were expecting from someone who just gave us \$150M. I asked him to elaborate on this. He said one of the reasons he invested in us was our culture. But he had a somewhat cynical view that it was practically

inevitable once a company gets to a certain size to "fuck it up." Hm... How depressing I thought.

Were we destined to eventually "fuck up our culture?" We talked about it a bit more, and it became clear that it was possible to defend, and actually build the culture. But it had to be one of the things we were most focused on. I thought to myself, how many company CEOs are focused on culture above all else? Is it the metric they measure closest? Is it what they spend most of their hours on each week?

Culture is simply a shared way of doing something with passion.

Our culture is the foundation for our company. We may not be remembered for much after we are gone, and if Airbnb is around 100 years from now, surely we won't be a booking website for homes. We will be far past this in

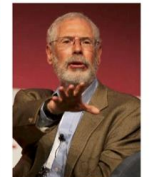
494

Culture is forever - BRIAN CHESKY

## Your company survival depends on a simple formula

Author STEVE BLANK

STEVE BLANK is an Adjunct Professor at Stanford and co-founder of the Stanford Knight Center for National Security Innovation. He has been described as the Father of Modern Entrepreneurship. Credited with launching the Lean Startup movement and the curriculum for the National Science Foundation Innovation Corps and Hacking for Defense and Diplomacy, he's changed how startups are built, how entrepreneurship is taught, how science is commercialized, and how companies and the government innovate.



Every year I teach classrooms full of students who have class understanding the basics of how to search for product/market fit—and thinking their next goal is to "get funded."

That's a mistake.

There are two reasons to raise money:

1. You have a killer idea that is only partially validated, that you think can get to \$50M+ of revenue in 5 years with 80%+ gross margin and you need money to get to product-market fit, or;
2. You (think) you have product-market fit with real customers and real revenue and need money to grow and expand.

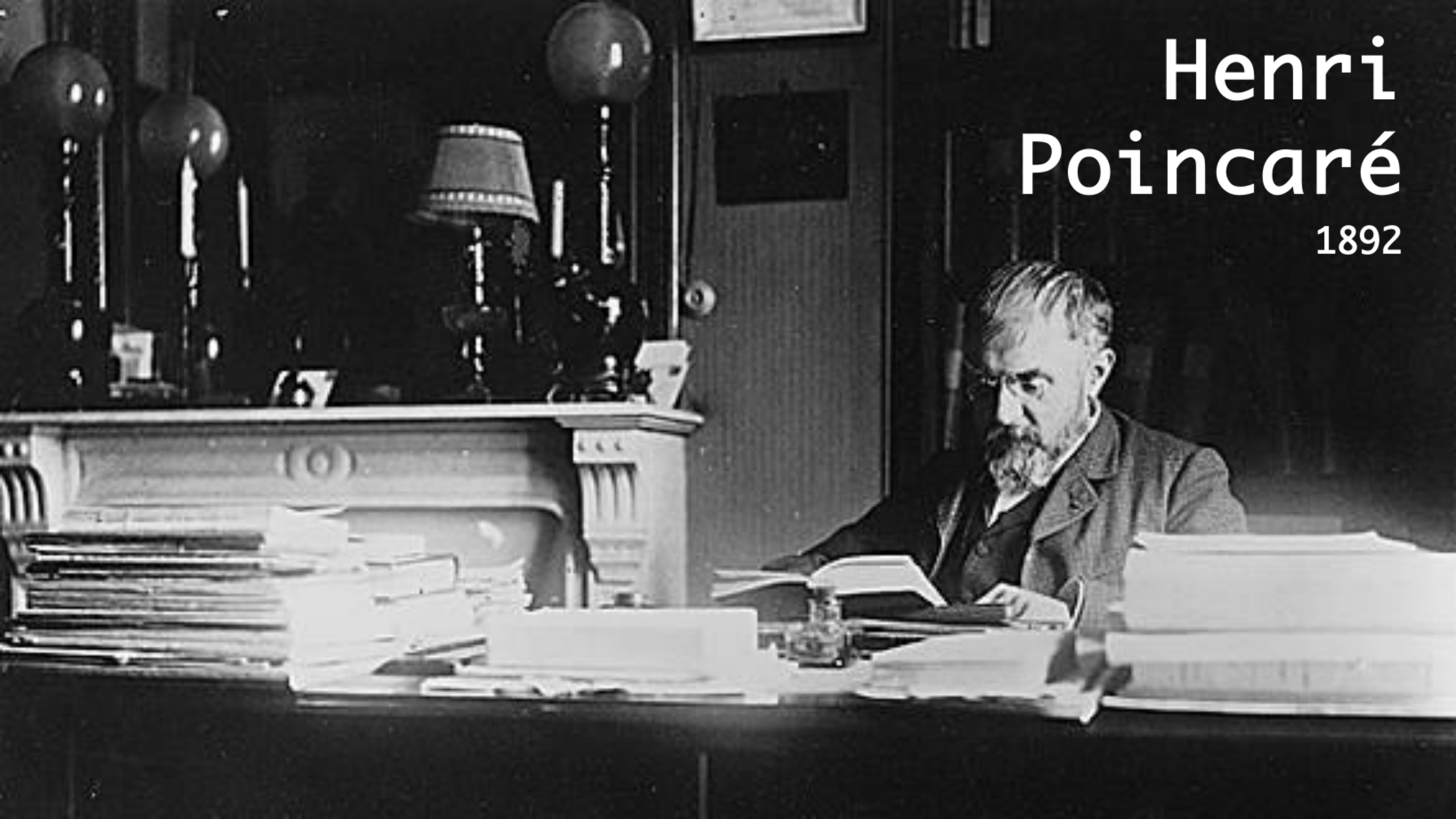
Not all startups need outside investment to grow. What most founders don't realize is:

- Every stage of a startup requires a different set of metrics and milestones and founder skills. Knowing these will help a founder position her pitch to get investors' attention;
- Founders need to keep their eye on the prize — not just the next funding round.

Luckily, I teach with two great VCs, Marc Letichevsky of First Ventures and Jeff Epstein of Bessemer Venture Part. who both put together presentations unraveling the mysteries of how and why startups raise money. Jeff's presentation is from the point of a view of "What Investors Want" (see resources here) while Marc's takes it from a

# Henri Poincaré

1892





















Início / Forbes Agro / Nestlé vai produzir alimentos e suplementos friendly  
aos usuários de Ozempic

## Nestlé vai produzir alimentos e suplementos friendly aos usuários de **Ozempic**

Multinacional está desenvolvendo produtos para acompanhar medicamentos destinados à perda de peso – medo de que eles possam prejudicar as vendas entra nessa equação











“ Só se **perpetuam** no tempo  
empresas que morrem e se  
**reinventam** o tempo todo ”

Livro “Organizações Infinitas”

“Lembre-se de cavar o poço  
**bem antes** de sentir sede”

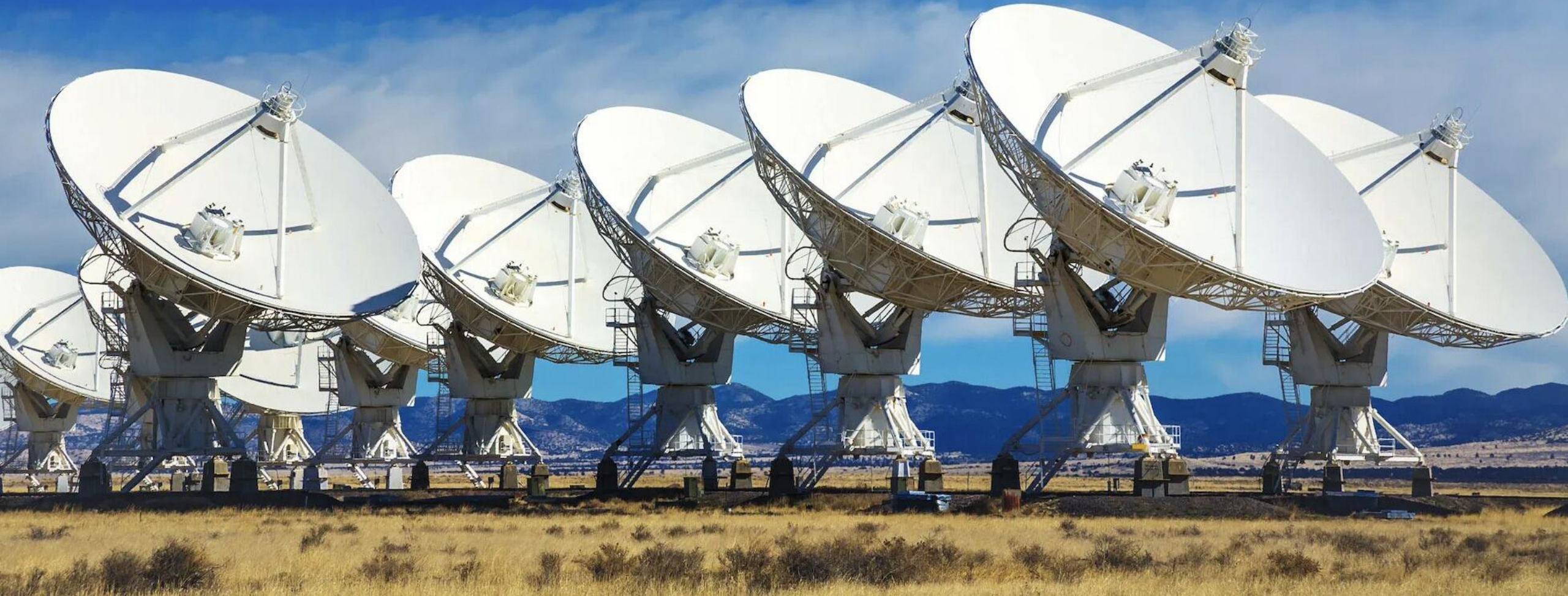






# SLH

## METODOLOGIA DA STARTSE





# SINAL

## INTELIGÊNCIA ARTIFICIAL

Apple 34

Google 22

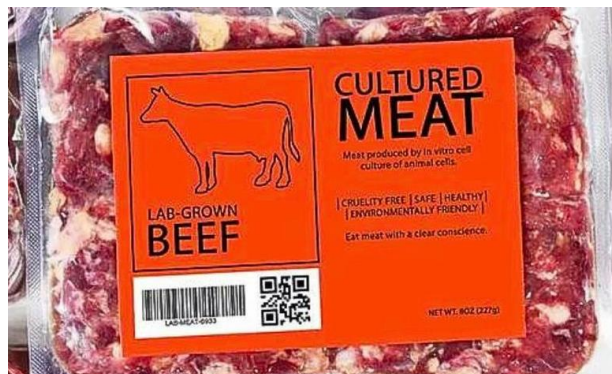
Microsoft 18

Facebook 17 → OpenAI

Amazon 11

# SINAL

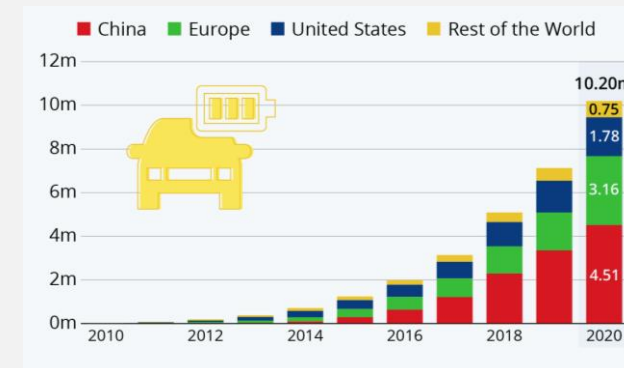
## CARNE DE LABORATÓRIO



→ (JBS)

# SINAL

## CARROS ELÉTRICOS







LICENÇA PARA  
OPERAR

## **A FUNDAÇÃO**

Garantem o funcionamento do negócio

LICENÇA PARA  
**COMPETIR**

**ELEMENTOS COMPETITIVOS CHAVE**

Colocam a empresa em igualdade com principais competidores

LICENÇA PARA  
**OPERAR**

**A FUNDAÇÃO**

Garantem o funcionamento do negócio



LICENÇA PARA  
VENCER

## **O DIFERENCIAL**

Fator exclusivo que garante espaço para vitória

LICENÇA PARA  
COMPETIR

## **ELEMENTOS COMPETITIVOS CHAVE**

Colocam a empresa em igualdade com principais competidores

LICENÇA PARA  
OPERAR

## **A FUNDAÇÃO**

Garantem o funcionamento do negócio

LICENÇA PARA  
VENCER

LICENÇA PARA  
COMPETIR

LICENÇA PARA  
OPERAR

## O DIFERENCIAL

Fator exclusivo que garante espaço para vitória

## ELEMENTOS COMPETITIVOS CHAVE

Colocam a empresa em igualdade com principais competidores

## A FUNDAÇÃO

Garantem o funcionamento do negócio

DISRUPÇÃO







# facebook

10 YEAR ROADMAP

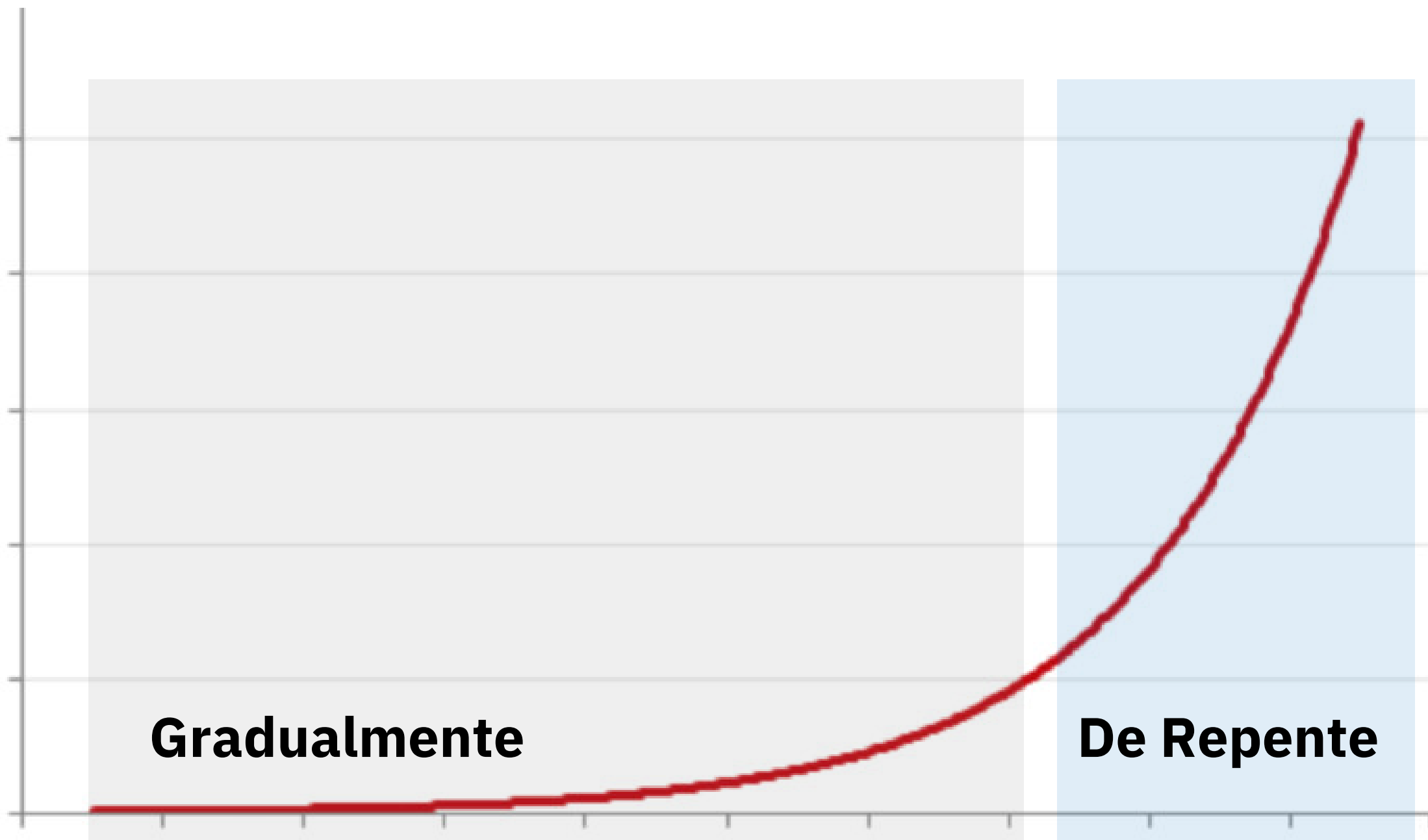






**Gradualmente  
& De Repente**





**Ambidestria**



“Quem **paga a conta**  
da construção do  
**futuro** é o **presente**”

Junior Borneli  
Fundador da StartSe

# **Transversal**





Uber



airbnb

*ifood*



nu

waze



**I.A.**

“Se você acha que  
implantar **IA** é caro,  
espere até ver o preço  
da irrelevância”

Junior Borneli  
fundador da StartSe







# Muito obrigado!

Junior Borneli, CEO e fundador da StartSe



/juniorborneli

