_Prototyping

Abrão Kulaif | Week 12
Principles of Management | 2025

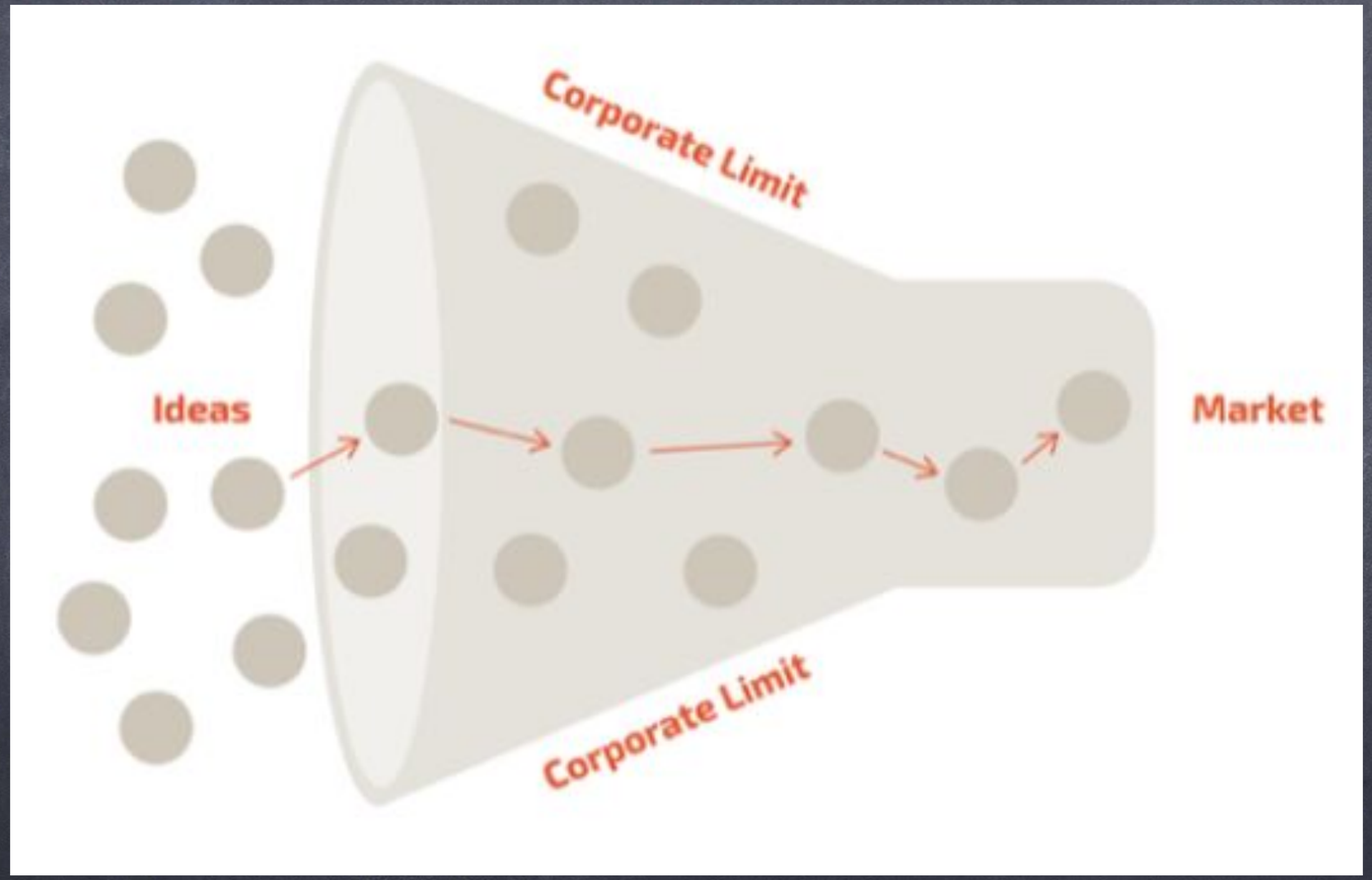
NOVA SCHOOL OF
BUSINESS & ECONOMICS

To recap: innovation

Innovation is a multifaceted and dynamic concept that encompasses the **creation**, **development**, and **implementation** of **novel ideas**, processes, products, or services to bring about positive change and value. It involves transforming inventive ideas into practical and valuable solutions that address specific needs, challenges, or opportunities.

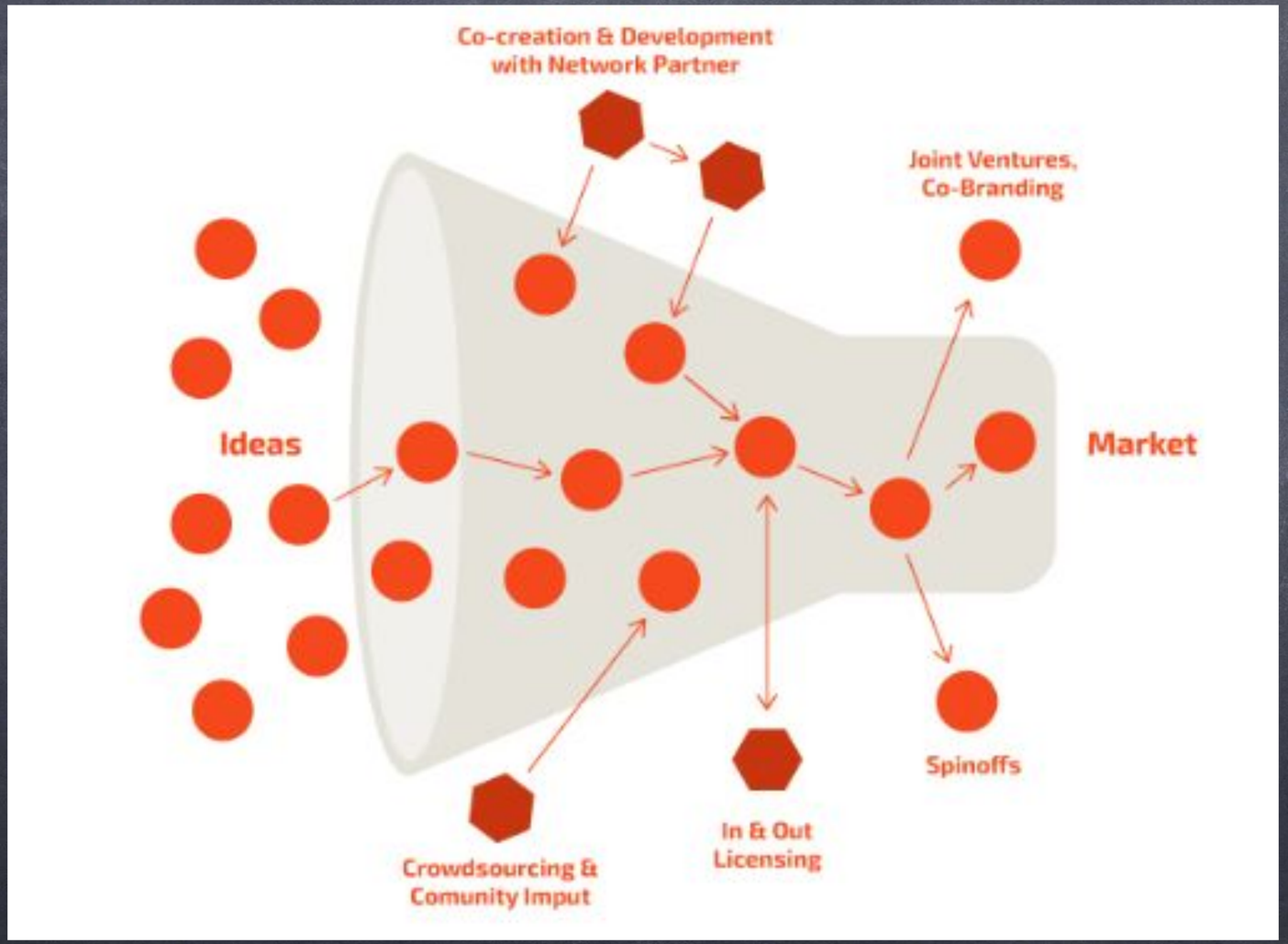
To recap: closed innovation

Vertical integration in which innovations are developed exclusively internally.

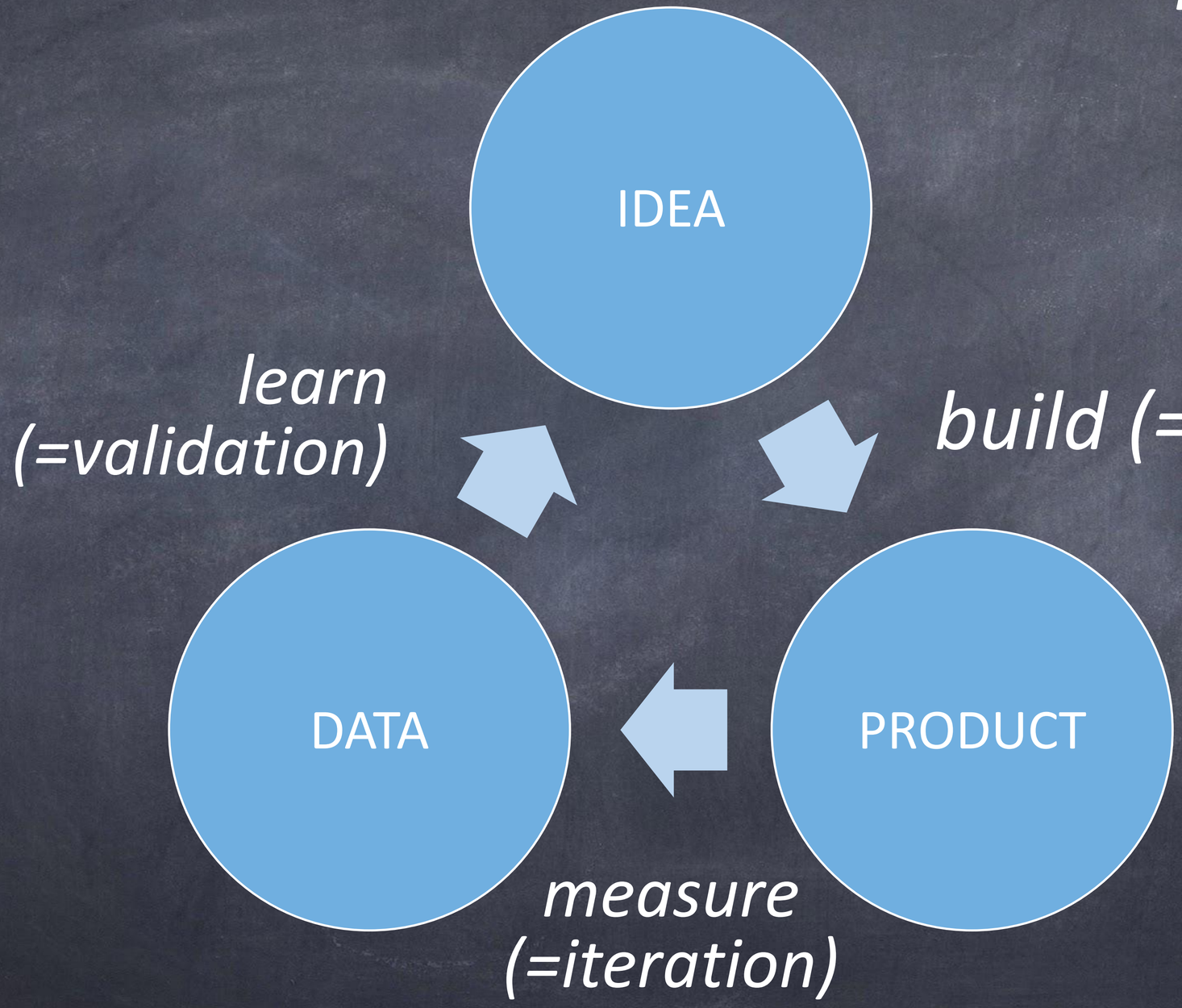


To recap: open innovation

No matter how effectively a company operates internally, the external knowledge networks and knowledge communities are relevant to the development of innovations.



To recap: lean startup



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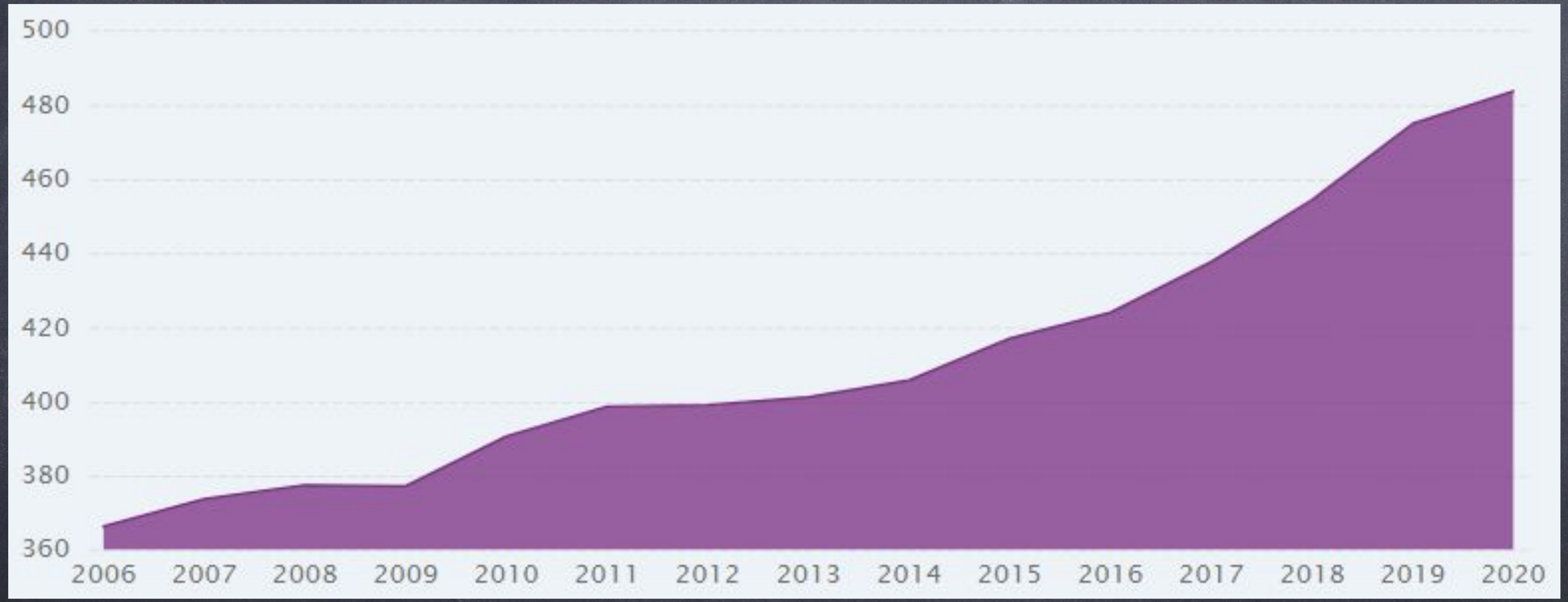
Number of registered companies in Portugal

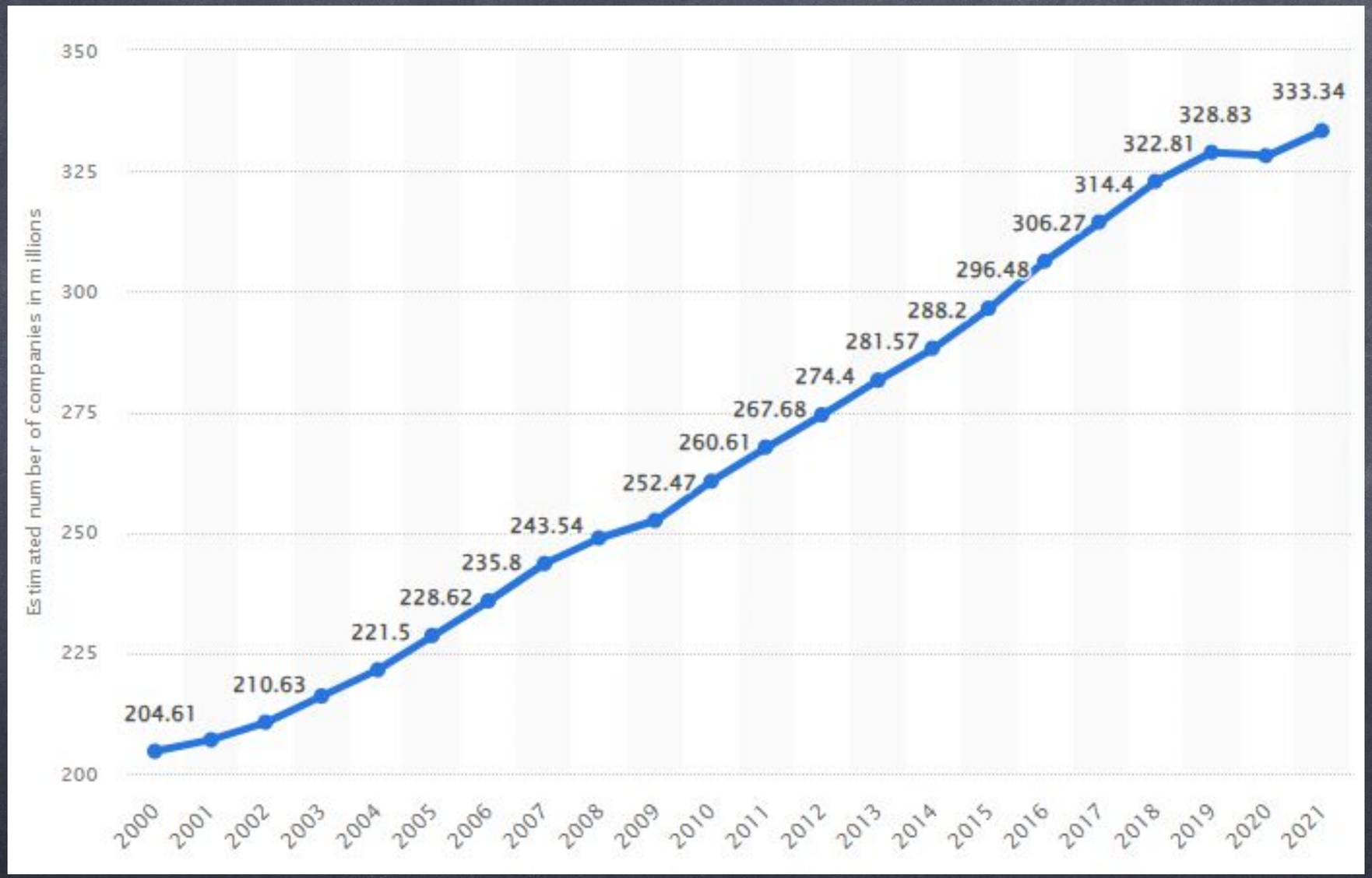
In thousands. Last # 493,068



Source: Banco de Portugal

Number of registered companies worldwide

In millions.



Source: Statista

And still…

…90% of startups fail within 3 years (!!!)

First of, why prototyping?

Key concepts

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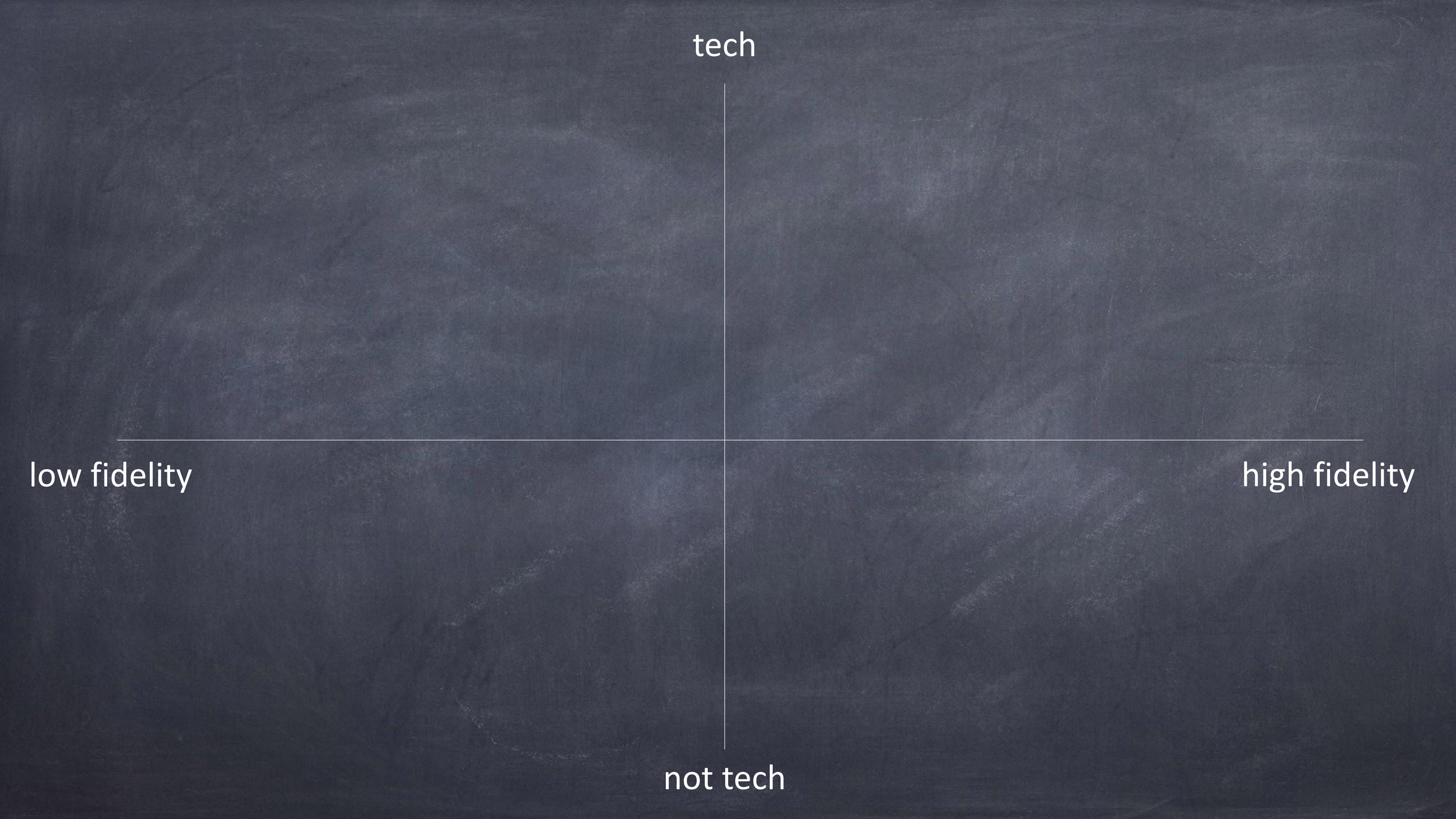
- ✔ Scalability: when prototyping, it’s important to consider how the product will scale

Key concepts

All about learning
https://youtu.be/QRZ_l7cVzzU?t=636

How to do it / Examples
https://youtu.be/QRZ_l7cVzzU?t=852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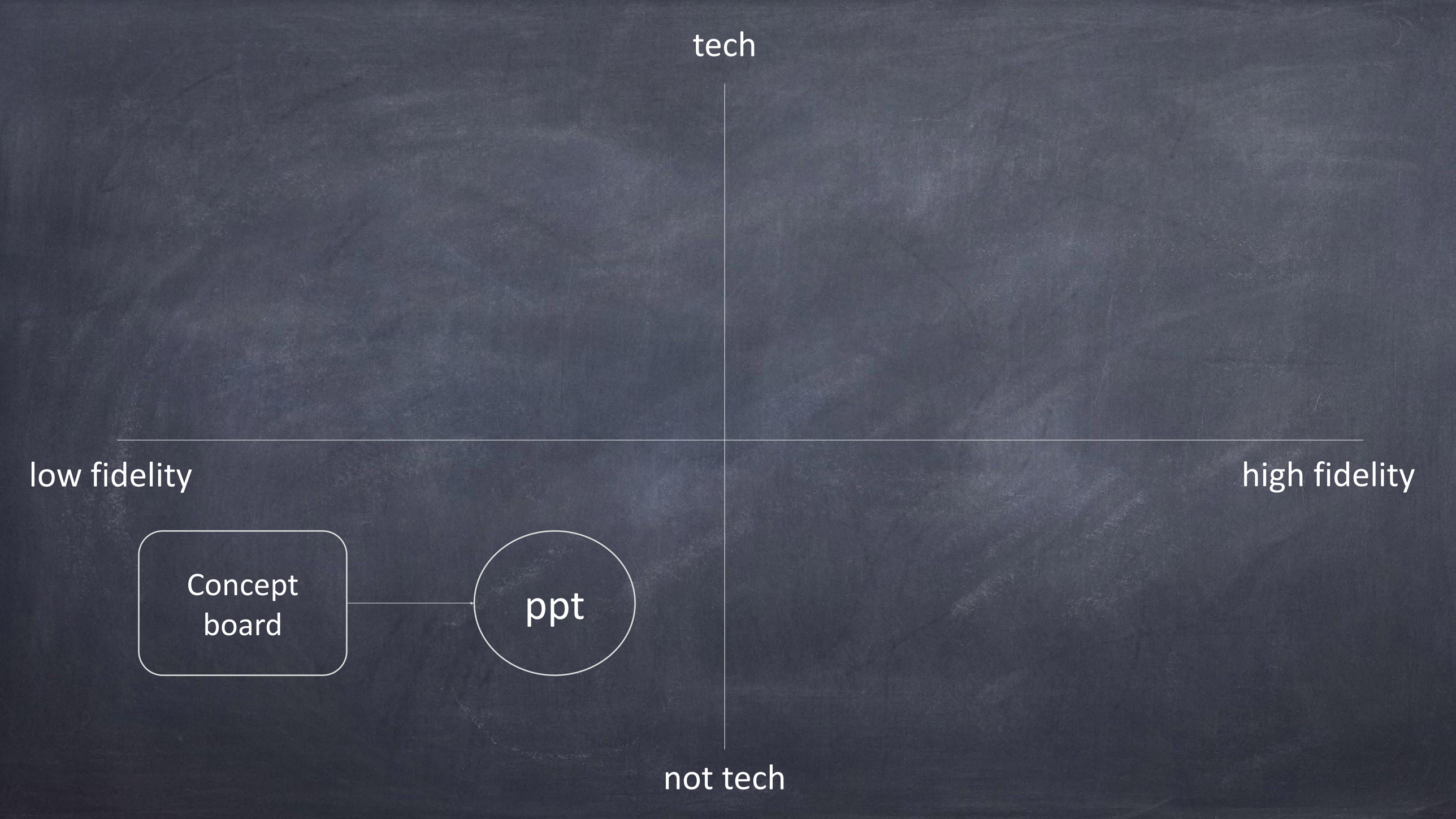
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Concept board
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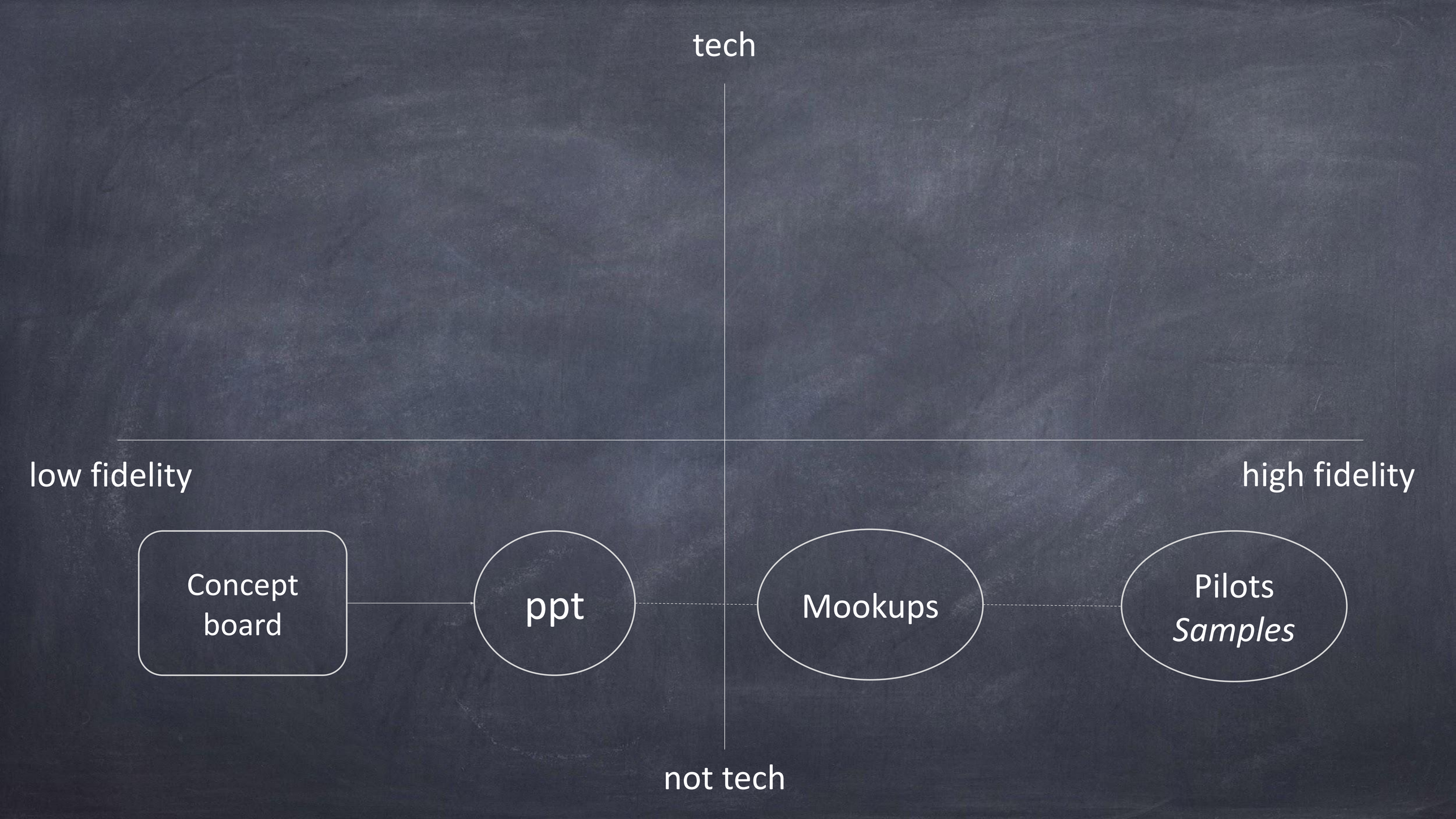
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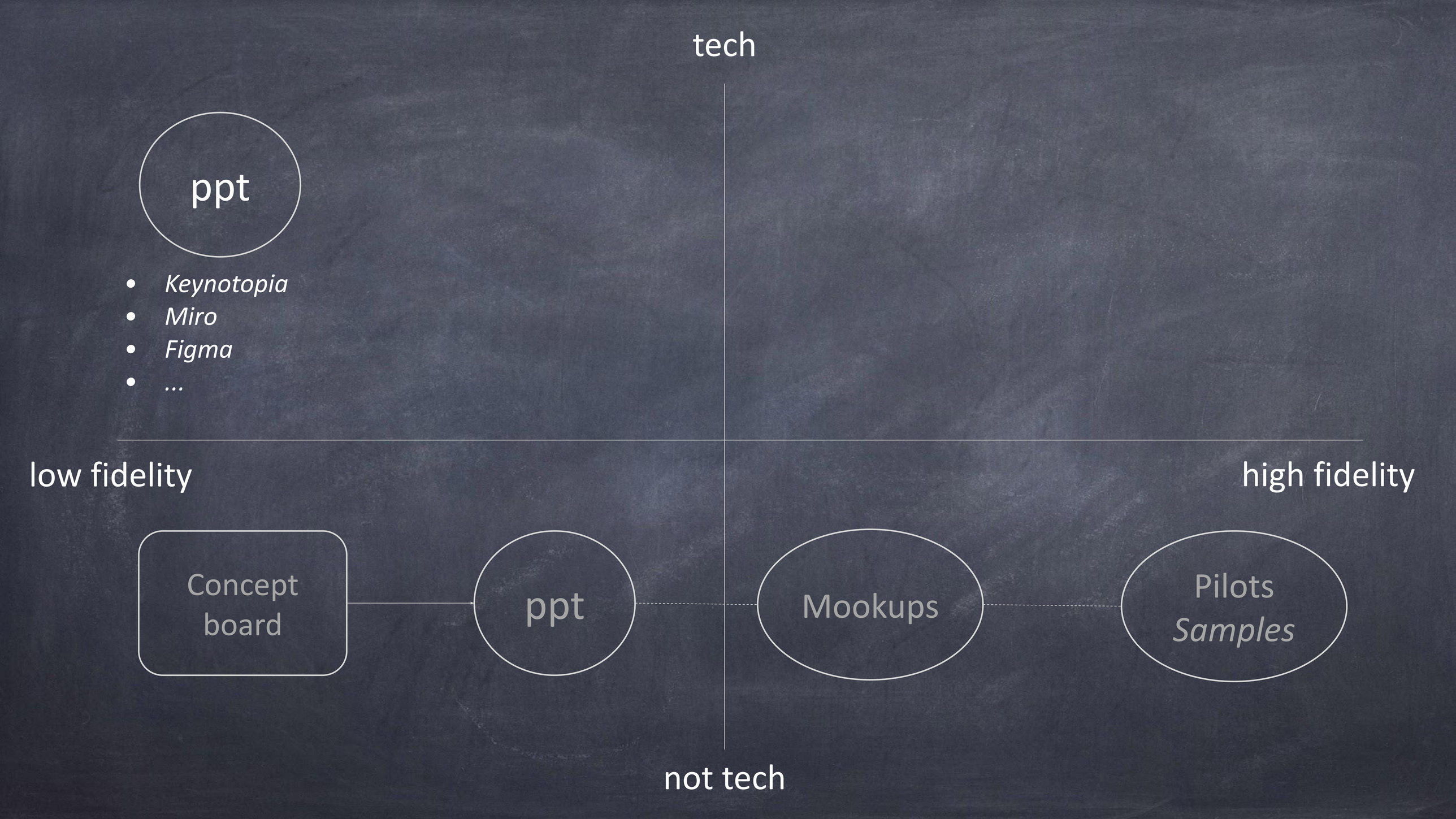
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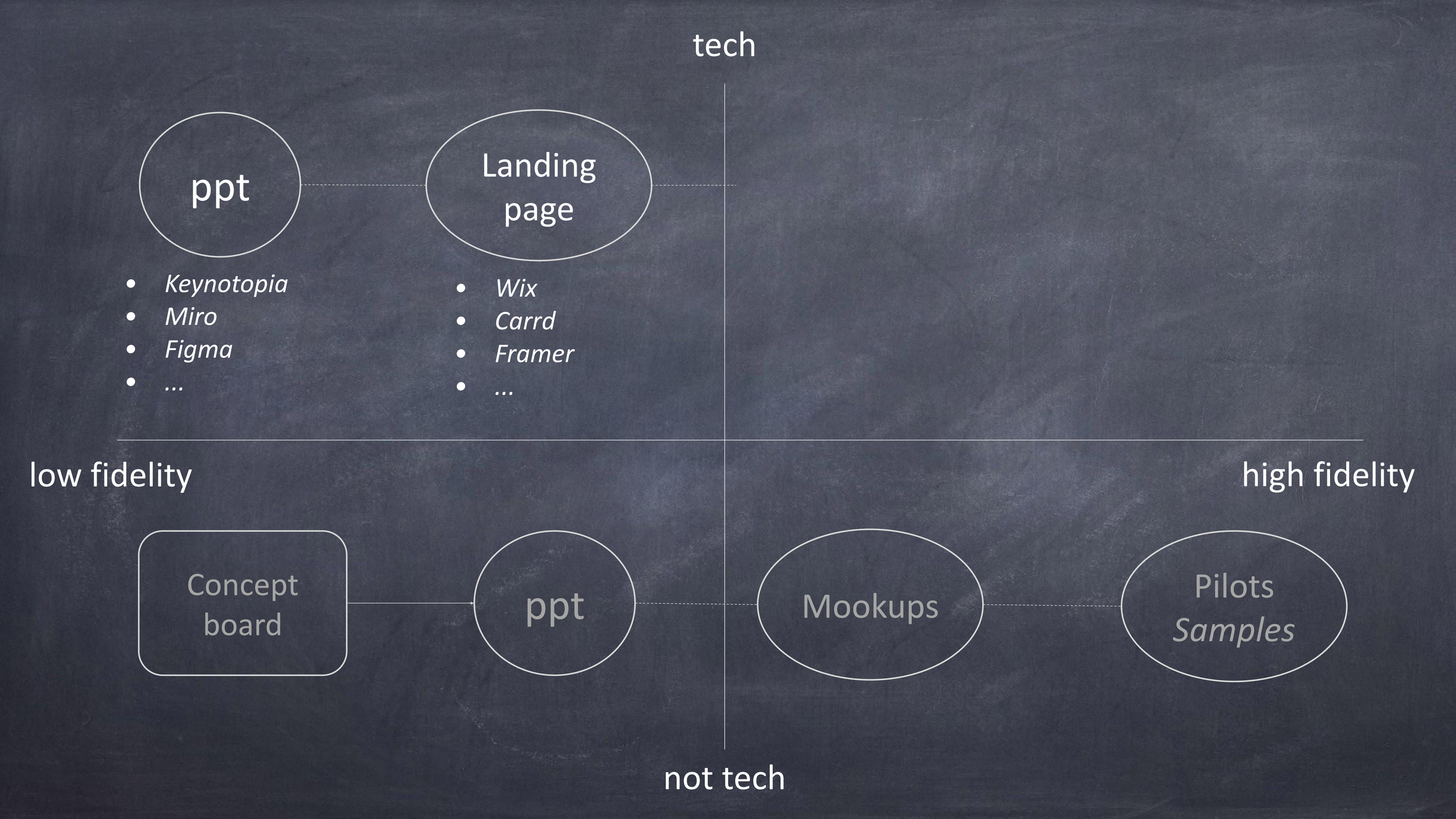
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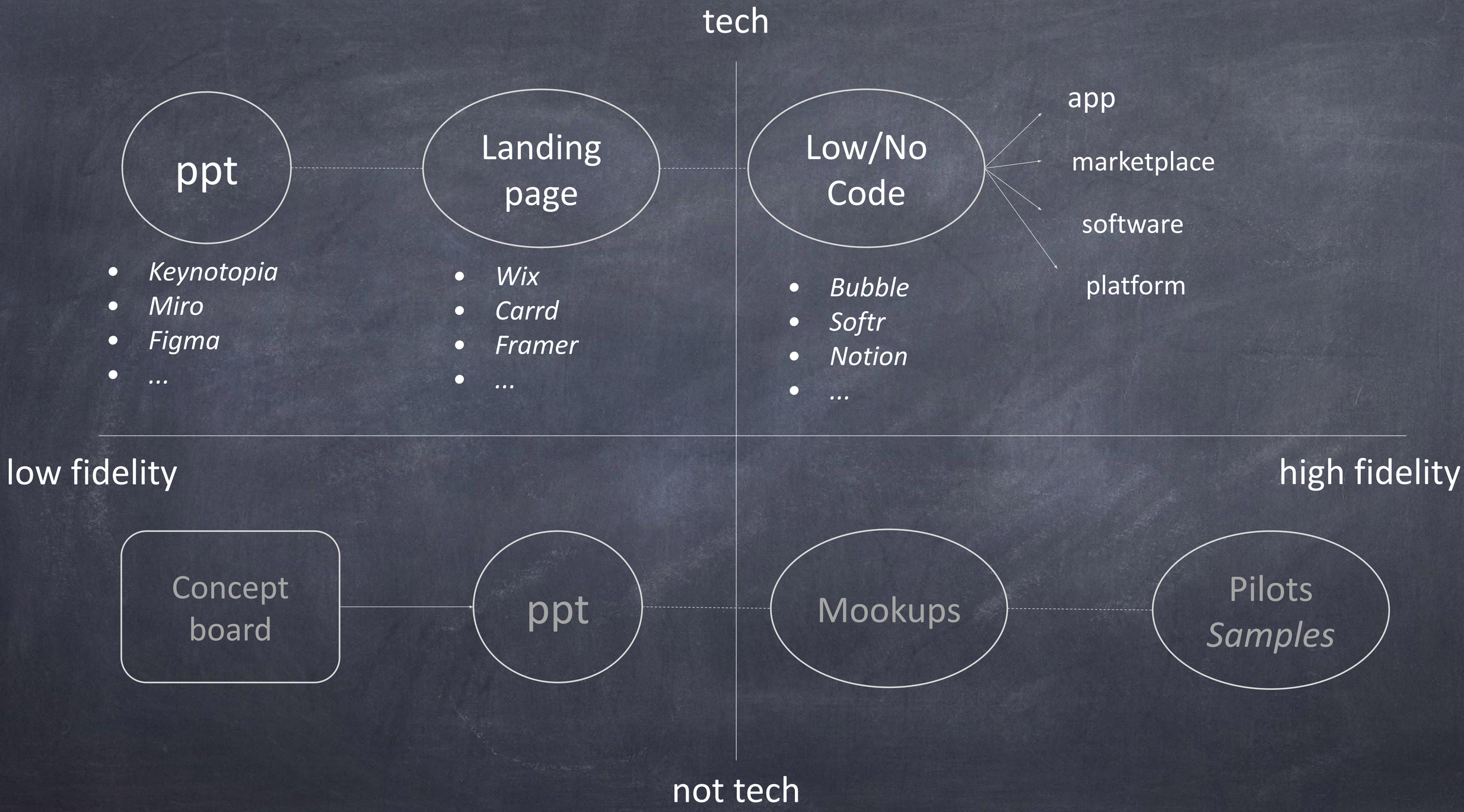
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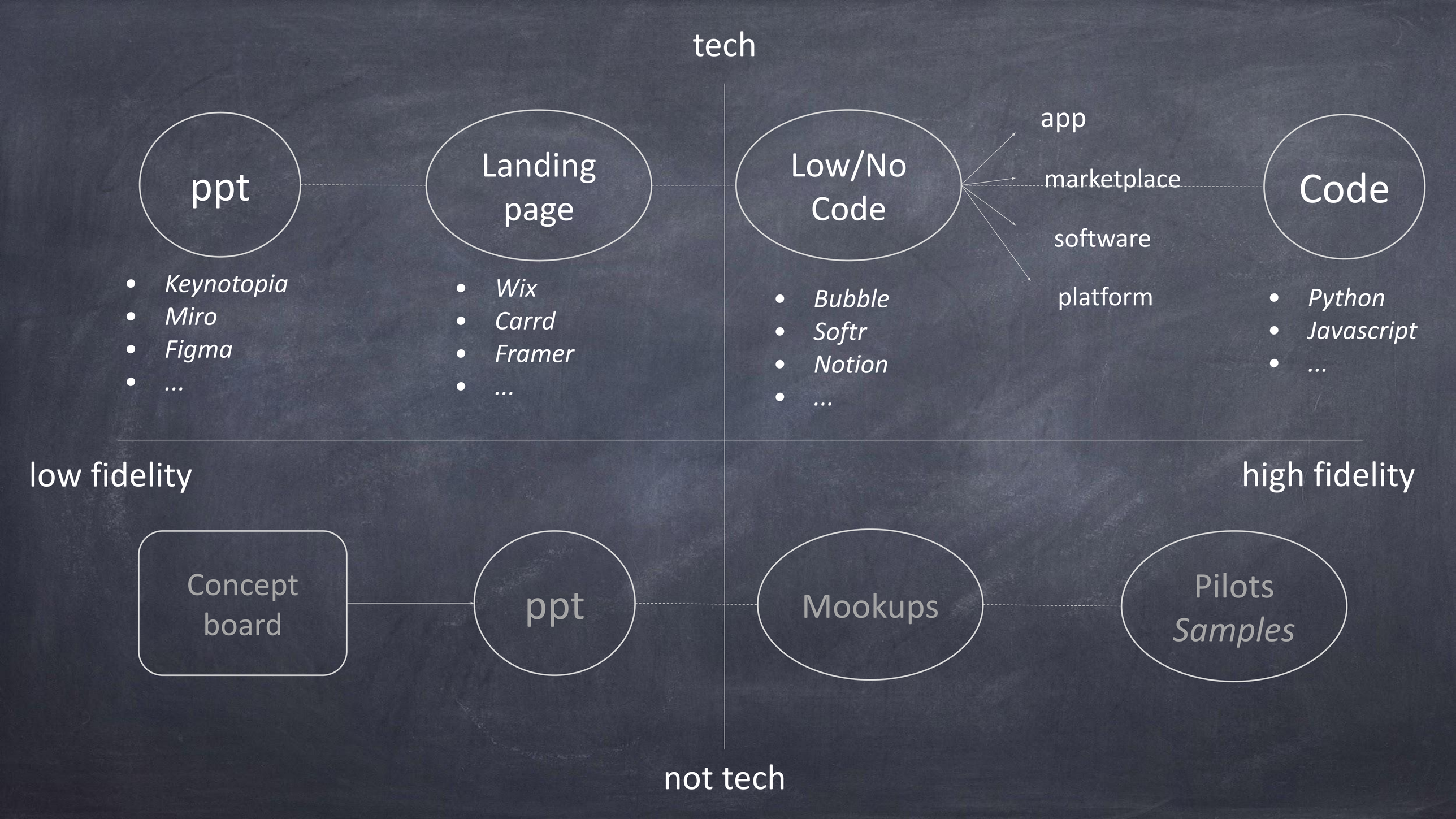
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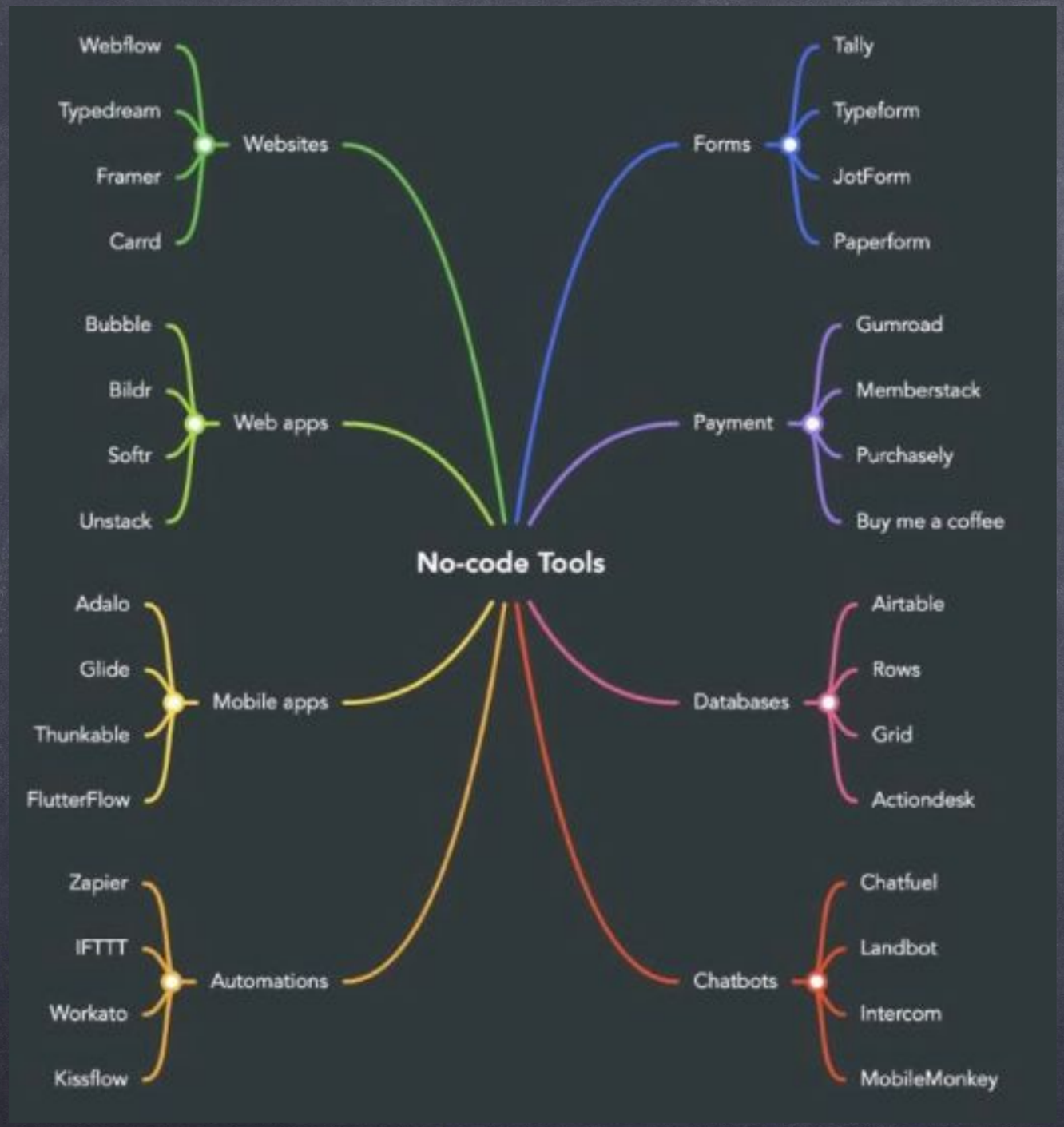
No-code tools



Food for thought

Greg Isenberg • Seguindo

CEO of Late Checkout, a portfolio of internet companies

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The future of building startups:

- $1M+ revenue per employee
- MVP speed (1x per month)
- AI-accelerated
- Superniche is the new niche
- Community 1st, software 2nd
- No-code 1st, some code 2nd
- 10x more automated
- Global teams, localized products
- Pop-up digital experiences (apps that only work on certain times)
- Needs the marketing holy-trinity to hit escape velocity: 1. product/market fit, 2. content/market fit and 3. community/market fit
- Team is half robots, half humans
- Accelerated by "boring marketing"
- Multiple revenue streams
- Design matters. The bar is high
- Partnered w/ creators (creators are the distribution)
- Feels like a game (levels, status, badges, in-app currency, challenges, collectibles/items)
- Purpose-driven moonshots: societal impact matters
- Product studios become the norm
- 99% of MVPs won't need VC

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Let’s connect. Cheers!

Abrão Kulaif, MSc, MBA

Co-founder & CEO at Shooju BR | CDaaS | Professor of Entrepreneurship and Mana...