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## Design and Business Methodologies, to Define the Value Proposition, Promote Innovation and Successful Entrepreneurship

**Consuelo Cano**   
Pontificia Universidad Catolica del Peru, Peru

**Marlene Bustamante**   
Pontificia Universidad Catolica del Peru, Peru

**Luis Miguel Hadzich**   
Pontificia Universidad Catolica del Peru, Peru

**Rafael Quispe**   
Pontificia Universidad Catolica del Peru, Peru

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## Design and Business Methodologies, to Define the Value Proposition, Promote Innovation and Successful Entrepreneurship

Consuelo Cano, Marlene Bustamante, Luis Miguel Hadzich, Rafael Quispe

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### Abstract

In developing countries with a broad entrepreneurial spirit; some ventures are not successful because good business ideas that solve specific needs and in a sustainable manner are not chosen. This situation is because there is a lack of knowledge on how to apply design and business methodologies to define one of the most important aspects of the business: The value proposition. Promoting and developing tools that merge and synthesize existing methodologies with a practical approach to reduce the difficulties that entrepreneurs go through when formulating an innovative idea is fundamental and urgent, especially in emerging countries. Due to the importance of understanding the needs of the user and their context, design methodologies are taken as the basis for development. The result is used by the largest number of entrepreneurs, through a free Nooc, a short online course, which explains how to apply the methodological tools developed, massifying access to knowledge

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### Introduction

Entrepreneurship in emerging markets, particularly in Peru, emerges as a critical area for the analysis of economic and social dynamics in development. This country is positioned fifth worldwide and in Latin America as the third country with the highest number of early-stage ventures, according to a GEM Peru study (Universidad ESAN, 2019), which shows a rate of entrepreneurial activity in Peru that has been increasing in recent years. However, despite this notable ranking, it faces a fundamental challenge: the transition of these ventures from their initial stages to a successful business consolidation has become an arduous task, which highlights the disparity between the promising start and the long-term sustainability of these businesses in the Peruvian context.

The literature on entrepreneurship in developing countries highlights the importance of meeting specific market needs for business success. In Peru, the sustainability of ventures is a notable challenge, with studies indicating that inadequate selection of business ideas contributes significantly to the high failure rate (ASEP, 2019). Vale (2008) complements this analysis by pointing out that the effectiveness of a venture depends on its ability to maintain successful relationships and efficient operations, closely linked to the quality of its value proposition. The need to adopt design and business methodologies, such as Design Thinking, Lean Startup, and Lego Serious Play, is evident as a means to promote innovation and adaptability, although their accessibility remains limited for many entrepreneurs (Paphakom et al., 2017). This review also highlights the relevance of a well-defined value

proposition for the development and competitiveness of ventures (De San et al., 2012), suggesting that it is a key differentiator for success (Parrilli et al., 2016). However, the complexity and diversity of available methodologies can overload entrepreneurs, making it difficult to select and apply them appropriately.

This study identifies a crucial gap in the knowledge and application of design and business methodologies among Peruvian entrepreneurs, who face a high rate of failure in their ventures, due to the selection of business ideas that do not effectively satisfy the needs of the market. The difficulty lies in the lack of adequate guidance on the formulation and validation of innovative value propositions and in the limited access to effective entrepreneurship methodologies such as Design Thinking (Brown, 2008), Lean Startup (Llamas et al., 2018), and Lego Serious Play (2020) among others. This problem is exacerbated by confusion about how to apply these methodologies correctly, which highlights the need to develop a practical and accessible methodological tool that synthesizes them, facilitating their learning and application by Peruvian entrepreneurs to improve their success rates.

Faced with the panorama identified in the Peruvian entrepreneurial ecosystem, this research focuses on the development and promotion of a methodological tool designed specifically for this context. The main purpose is to condense and simplify globally recognized entrepreneurship methodologies, such as Design Thinking and Lean Startup, making them accessible and practical for local entrepreneurs. This initiative aims to provide entrepreneurs in Peru with a resource that makes it easier for them to overcome difficulties in generating viable and sustainable business ideas, thus promoting innovation and increasing the chances of success of their projects. The tool seeks to be inclusive and accessible, allowing entrepreneurs of any level of prior experience to acquire and apply these approaches effectively in the development of their value propositions.

To achieve an effective implementation of the tool, the design and launch of a free Nano Open Online Course (NOOC) is proposed, aimed at offering practical training in the use of this methodological tool, with examples relevant to the Peruvian context. This approach guarantees the relevance and usefulness of the resource for local entrepreneurs. Additionally, the effectiveness of the tool will be validated through user feedback, making adjustments as necessary to ensure it optimally meets the specific needs and challenges of Peruvian entrepreneurs. In parallel, a communication and dissemination strategy will be developed to maximize the reach and impact of the tool and the online course, thus contributing significantly to the strengthening of the entrepreneurial ecosystem in Peru.

The justification for this study lies in addressing a critical need within the Peruvian entrepreneurial ecosystem, which despite its high rate of entrepreneurial activity, faces a high rate of failure in emerging projects. The research points to a fundamental lack in the knowledge and application of design and business methodologies adapted to the local context, which is reflected in the difficulty of entrepreneurs to generate business ideas that are not only innovative but also satisfy needs in a sustainable manner. This scenario highlights the urgency of developing and promoting tools that simplify and make accessible the adoption of effective methodologies, thus facilitating the creation of robust value propositions and increasing the likelihood of business success.

Furthermore, by providing entrepreneurs with democratized access to knowledge through a free NOOC, this study

seeks to massify the understanding and practical application of these methodologies, overcoming the barriers that currently prevent many from accessing incubation and acceleration programs. The linking of this project with the Pontificia Universidad Católica del Perú (2024) takes advantage of the infrastructure and resources already established to promote innovation and entrepreneurship, offering a validation and dissemination framework that enhances its impact at the national level. Consequently, the study not only has the potential to improve the success rates of Peruvian ventures but also to contribute significantly to the economic and social development of the country, addressing one of the most pressing challenges in the field of entrepreneurship in contexts of developing countries complementing the gap in the literature on entrepreneurship, offering a practical solution to the challenges faced by Peruvian entrepreneurs.

It is based on the premise that a methodological tool specifically designed for the Peruvian context can significantly increase the chances of success of ventures by providing a clear and accessible framework for the formulation of innovative value proposals. The underlying premise is that ignorance and inadequate application of these methodologies constitute significant barriers that limit the capacity for innovation and competitiveness of ventures in Peru. Providing entrepreneurs with democratized access to practical and relevant knowledge is expected not only to facilitate the generation of robust value propositions aligned with market demands but also to foster a deeper and more rooted culture of innovation. Ultimately, the research proposes that a well-designed and widely accessible methodological tool will significantly contribute to reducing the high failure rate of ventures in Peru, promoting a more dynamic, innovative, and sustainable entrepreneurial ecosystem. This expected impact is based on the conviction that a clear and adequate methodological framework is essential for entrepreneurial success, especially in an environment as vibrant and challenging as the Peruvian one.

This study uses the Double Diamond methodology (Gustafsson, 2019) to develop a methodological tool that guides Peruvian entrepreneurs in combination with a pedagogical model of Competencies (Beneitone et al., 2007) that promotes learner-centered design and holistic deep learning. It begins with a discovery phase that includes bibliographic research on global entrepreneurship methodologies and analysis of local experiences and challenges, then continues with the definition phase that focuses on identifying the specific requirements through interviews with entrepreneurs, and then in the design and development phase proceed with a prototype that synthesizes methodologies such as Lean Startup and Design Thinking among others adapted to the Peruvian context. Finally, the implementation and validation phase will be carried out through a free NOOC and a dissemination campaign, ensuring that the tool is practical, accessible, and effective in improving the chances of success of ventures in Peru, with an iterative approach that allows continuous adjustments and direct feedback from users.

The introduction sets out the context and objectives of the study, followed by detailed sections on the methodology employed, detailing the research and development processes implemented. Next, the analysis of the results obtained is presented, followed by a discussion in which the theoretical and practical implications of these findings are explored. The article culminates with a conclusion section, where the main learnings from the study are synthesized and recommendations are offered aimed both at future research and at the practical implementation of the methodological tool developed in the field of entrepreneurship.

## **Method**

The methodology of this study is based on the "Double Diamond" approach, a process recognized for its effectiveness in addressing highly complex problems through four distinctive phases: Discover, Define, Develop, and Deliver. This approach is especially pertinent for developing a methodological tool tailored to Peruvian entrepreneurs, promoting the generation of value propositions that are both innovative and sustainable. The "Double Diamond" application ensures an iterative and user-centered development process, integrating theory and practice effectively to meet the specific demands of the entrepreneurial ecosystem in Peru. Furthermore, this methodological framework facilitates the creation, validation, and continuous adjustment of the tool, guaranteeing its applicability and long-term benefit to drive innovation and business success in the national context. This approach not only highlights the importance of a rigorous methodological design but also the need for constant adaptation and evolution to align the tool with the changing needs of the Peruvian entrepreneurial environment.

Likewise, within the process, the pedagogical model of "competencies" was used, as a way to ensure a holistic and learner-centered approach. This model, according to Beneitone et al. (2007) is an integral learning approach that promotes deep learning by focusing on three dimensions, the cognoscitive (knowing), psychomotor (knowing how to do, aptitudes), and affective (knowing how to be, attitudes and values). This model was fueled by the findings in the "delivery" phase and was crucial to consolidate key design principles and learning objectives that responded to the entrepreneurs' learning requirements and habits.

### **Methodology phases**

The initial phase, called "discovery", begins with an exhaustive literature review to understand the most globally effective entrepreneurship methodologies, such as Lean Startup, Design Thinking, and Lego Serious Play, among others, according to Paphakom et al. (2017). In parallel, the particular trends and challenges of entrepreneurship in Peru are examined, identifying the main barriers that entrepreneurs face in the initial stages of their projects. This analysis incorporates both the collection of primary and secondary data, offering a comprehensive perspective of the Peruvian entrepreneurial ecosystem. The subsequent phase, "definition", focuses on the synthesis of the information collected in the discovery stage to establish the specific requirements and characteristics that the methodological tool must meet. To do this, interviews are carried out with Peruvian entrepreneurs, whether or not they have implemented any of the previously mentioned methodologies. The objective is to discern the difficulties and advantages perceived when applying these approaches, thus allowing a precise definition of the critical elements that the tool must consider to ensure its effectiveness and ease of use.

The pedagogical model of competencies was used to categorize the findings from the "discovery" phase, organizing the different learning needs from the cognitive, psychomotor, and affective dimensions. Identifying these learning needs was essential during the "definition" phase, as they were instrumental in shaping the learning objectives for each module. This careful planning ensured that every part of the NOOC addressed the three essential dimensions necessary for facilitating deeper learning.

The third phase, "development", is based on the previously identified needs, giving way to the design of the methodological tool. This process is eminently collaborative, involving specialists in entrepreneurship, design, and education. This collaboration ensures that the tool is not only comprehensive and practical but also deeply relevant to the Peruvian context. A prototype is developed that brings together the essential principles and processes of the analyzed methodologies, specifically adapting them to the realities and challenges faced by Peruvian entrepreneurs. This prototype constitutes the basis for the development of NOOC, conceived as an educational resource that is both interactive and applicable in practice. Finally, the final phase, "delivery", begins with the implementation of the tool and the official launch of the NOOC, marking the closure of this project. A pilot test is carried out to validate the effectiveness of the tool. The comments and suggestions collected during this pilot phase are crucial to make the necessary adjustments and improvements before proceeding to its full-scale launch. The promotion strategy is based on a communication campaign meticulously designed to maximize its visibility among the target audience, relying on a variety of digital platforms and establishing collaborations with educational institutions and entrepreneurship support organizations.

## Results

The key findings derived from the application of design and business methodologies are presented, to define the value proposition, promoting innovation and ensuring entrepreneurial success. The results are articulated in the NOOC entitled "La Ruta Emprendedora" (see Figure 1) which integrates five thematic modules: "My Client", "My Competence", "My Business", "My Context" and "My Value Proposition" (La Ruta Emprendedora, 2023-2024), each addressing fundamental aspects of development and management strategy of emerging and established companies. Through a comprehensive approach, the interaction between deep customer understanding, thorough competitive analysis, effective business management, and understanding of the operational context is examined, highlighting how these elements combine to form a solid foundation for Business success. These modules provide a comprehensive and applied view of how design and business methodologies can define the value proposition, drive innovation, and ensure successful entrepreneurship. Through practical examples and guided exercises, entrepreneurs are offered the tools necessary to navigate the complex business environment, highlighting the importance of informed, customer-focused strategic management for achieving sustainable and profitable business objectives.



Figure 1. NOOC La Ruta Emprendedora

The three dimensions (cognitive, psychomotor, and affective) in the pedagogical model of competencies were key to guaranteeing deeper learning from the entrepreneurs. From a cognitive standpoint, it prioritized clarity of language, use of contextual examples, and multiple audiovisual formats of content delivery to ensure a clear understanding from the audience. From the psychomotor perspective, plenty of practical exercises and challenges were introduced to help entrepreneurs apply the knowledge to their contexts, considering the diversity of industries and business models. Finally, as for the affective dimension, it highlighted and validated the soft skills needed to be an entrepreneur, while also providing strategies to nurture values and attitudes, such as empathy exercises with customers, effective risk management, and creative problem-solving.

### Modules for entrepreneurship

The “My Customer” Module is an essential tool for entrepreneurs and businesses focused on deepening their understanding of who their customers are and how to meet their needs effectively (see Figure 2). The importance of knowing the client from the beginning is highlighted, arguing that it is essential for the development of products or services that respond to specific demands, generating in turn an economic return. This module structures its content around key concepts such as the differentiation between end consumers (B2C) and companies (B2B), highlighting market relevance, segmentation, and specific niche. Likewise, it introduces empathy techniques such as observation and interviews, tools such as empathy maps and surveys, to more accurately capture the client's expectations and needs.

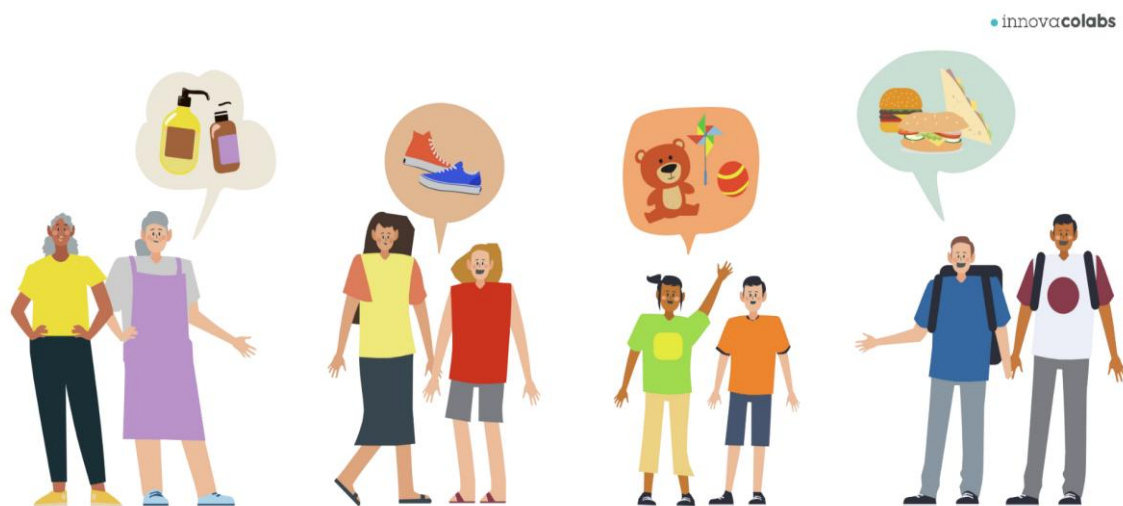


Figure 2. The customer is the reason for your business

Additionally, it guides the creation of detailed customer profiles, incorporating socioeconomic and demographic aspects and their particular needs, thus facilitating greater precision in the business's value proposition. Through concrete examples, such as the cases of Maria Lasana and Alejandro the successful professional, the practical application of these concepts is illustrated, showing how to identify needs, frustrations, and the benefits that clients seek. It ends with a series of practical exercises that allow the entrepreneur to apply what they have learned to optimally define and satisfy their ideal client, highlighting market research and empathy as fundamental pillars for business success.

The “My Competition” Module serves as a comprehensive guide for business owners and entrepreneurs seeking to thoroughly understand their competitors (see Figure 3), adopt best practices through benchmarking, and develop effective differentiation strategies. It begins by defining competition in three categories: direct, indirect, and substitutes, explaining how each influences market dynamics and the importance of differentiating between them for a precise understanding of how to compete. The benchmarking section delves into the process of comparing internal operations with those of industry leaders to identify and adopt best practices, to improve performance and gain competitive advantages. Differentiation is emphasized as a key strategy to stand out, highlighting the importance of offering unique or superior features that are highly valued by consumers, which allows for creating a distinctive perception in their minds, fostering loyalty, and justifying premium prices.

Through the practical case of María Lasana, the document illustrates how to carry out a competitive analysis in a practical way, directly observing and evaluating the purchasing experiences, the variety of products, and the marketing and pricing strategies in the market. This exercise reveals areas of opportunity to differentiate, such as the location of the business, unique promotions, and the offering of exclusive and accessible products. A comparative analysis between different types of competitors makes it possible to identify relevant practices that can be adapted to improve the business, underlining the relevance of understanding the customer profile, the offer of products and services, and strategies to encourage repeat purchases. The module concludes by highlighting the importance of continuous evaluation of competition, benchmarking, and differentiation as pillars for innovation and success in competitive markets, providing entrepreneurs with valuable tools to stand out and prosper.



Figure 3. The competition is the companies in a specific market

The “My Business” module is a comprehensive guide for the entrepreneur that offers a detailed vision of how to conceptualize, develop, and manage a business, addressing crucial aspects ranging from its definition and operation to the profile and essential characteristics of an entrepreneur. successful. It begins by defining a business as an entity that provides products or services to satisfy specific needs in the market (see Figure 4), emphasizing the importance of structuring its operation around three fundamental pillars: operations, marketing, and finances.



These pillars range from planning and production to the management of income, expenses, and investments, highlighting the relevance of assets, both tangible and intangible, as key resources that differentiate a business from its competition. In addition, the profile of the entrepreneur is delved into, highlighting qualities such as vision, the ability to make decisions, manage risks, and creativity, essential for identifying market opportunities and creating businesses around them.



Figure 4. Business is a means to offer products or services

Through an analysis of strengths and weaknesses, the document guides entrepreneurs in the internal evaluation of their businesses to identify areas for improvement and enhance their competitive advantages. This approach is illustrated with the case study of María Lasana, where the above concepts are applied to help identify both the strengths and vulnerabilities of her business, through specific questions that examine competitive advantages, knowledge, skills, and areas susceptible to improvement. The conclusion of this module emphasizes the importance of the guide as a valuable tool for entrepreneurs, intended to facilitate the analysis and strategic development of their businesses, by focusing on conceptualization, the profile of the entrepreneur, and the analysis of strengths and weaknesses. In this way, a solid basis is provided for making strategic decisions, encouraging entrepreneurs to reflect on their current situation and identify opportunities for growth and improvement.

The “My Context” module offers a comprehensive analysis of the external and internal dynamics that influence the operation of a business, dividing them into two main categories: the microenvironment and the macroenvironment (see Figure 5). In the microenvironment, the closest elements that directly impact business operations are analyzed, such as customers, whose demand dictates the ability to adjust prices and improve conditions; competitors and new entrants challenging market dynamics with the need for differentiation to maintain competitive advantages; and suppliers, whose bargaining power can significantly influence the costs and quality of the final product. On the other hand, the macroenvironment encompasses the broader external forces that, although they do not impact directly, exert a considerable influence on the strategy and operation of the business, including political, environmental, social, technological, economic, and legal aspects, which can present both opportunities and threats to the business, from favorable technological trends to adverse regulatory or economic changes.

Through the example of María Lasana, it is illustrated how a detailed analysis of the context in which a business operates can reveal potential routes of action, identifying opportunities such as favorable market trends, government subsidies, or unmet needs in the market that can be capitalized for business growth. Likewise, the importance of recognizing emerging threats is highlighted, whether due to the entry of new competitors, changes

in consumer habits, or adverse external factors, and developing proactive strategies to mitigate their impact. This systematic approach to the contextual analysis not only allows businesses to adapt and respond effectively to changes in their environment but also seize opportunities to promote long-term sustainability and growth.

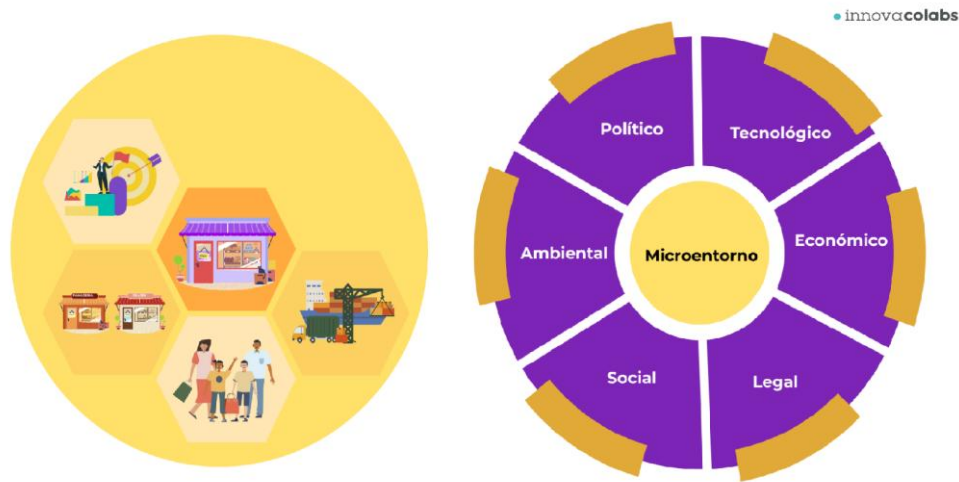


Figure 5. The context is affected by the microenvironment and macroenvironment

The "My Value Proposition" module is presented as an essential guide for entrepreneurs and businesses focused on defining and communicating the unique value they offer to their customers (see Figure 6), a fundamental aspect for success and differentiation in the competitive market. current. Beginning with the conceptualization of what constitutes value for both customers and the business, the guide highlights the importance of the value proposition as a set of promises that highlight how products or services will uniquely meet customer needs in comparison with the competition. This section establishes the basis for understanding why the value proposition not only facilitates customer choice towards your offers, providing a competitive advantage but is also crucial for business development and target market identification.

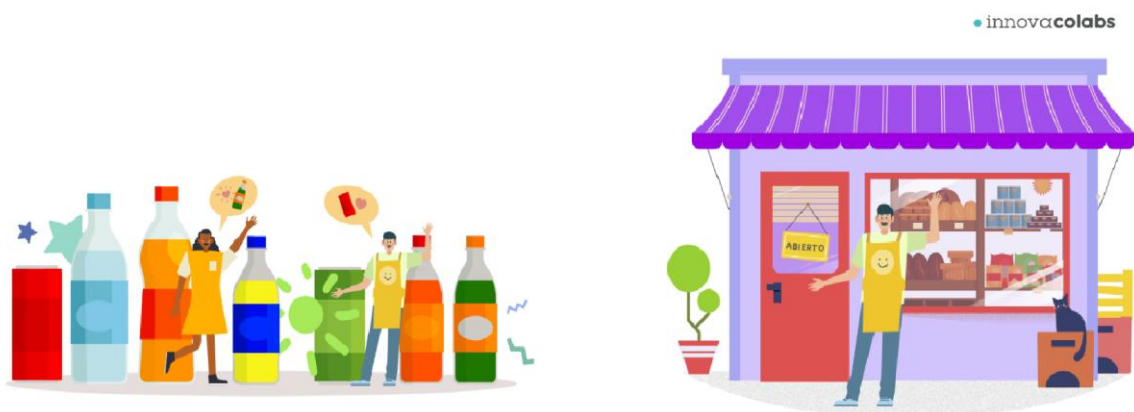


Figure 6. The value proposition for customers and businesses

In a more detailed development, a structured approach is proposed to build an effective value proposition, focusing

on understanding the needs, frustrations, and benefits sought by the client, as well as clearly defining the characteristics of the products or services that solve these problems and differentiate them from the competition. Through the practical case of María Lasana, it is illustrated how customization, specialization, innovation, and added value can be part of a compelling value proposition, highlighting the importance of identifying the functional, emotional, and social desires of customers, as well as Acknowledge your frustrations and specify the desired benefits. This approach not only helps formulate a proposal that deeply resonates with customers but also establishes a clear differentiation that positions the business for success, demonstrating that "My Value Proposition" is an indispensable tool for any entrepreneur or business seeking clarity and distinction in its offer to the market.

## **Discussion**

The integration of design and business methodologies, such as Design Thinking, Lean Startup, and Lego Serious Play among others, emerges as an innovative approach compared to the traditional isolated application of these strategies. This study shows how the fusion of these methodologies enhances the creation of more solid value propositions, marking a different contrast with previous research that evaluates them separately. The proposed integration not only improves the formulation of value propositions but also amplifies its impact on the success of ventures in Peru, aligning with the need for adaptability and resilience in emerging markets. However, the application of these integrated methodologies faces significant challenges, highlighting the cultural, educational, and resource barriers among Peruvian entrepreneurs. These obstacles underscore the importance of developing practical and accessible recommendations, based on study findings, to overcome such limitations. The adoption of an approach that takes into account the cultural and economic diversity of the country is essential to guarantee the effectiveness of these methodological tools in the Peruvian entrepreneurial ecosystem.

The pedagogical model of competencies proved to be of high value to understanding the learning needs of the entrepreneurial world from multiple dimensions, helping the final NOOC to incorporate effective strategies to fulfill our audience's learning needs, contexts, and expectations. The cognitive dimension ensured the quality and quantity of the curated content was always responding to the current learning capabilities of the audience. This often meant simplifying the language, providing visual frameworks, and contextualizing examples to make it easier for learners to understand. The psychomotor dimension was key to expanding the reach of the NOOC beyond the digital world into their contexts. This dimension pushed the inclusion of practical exercises, which proved to be challenging due to the diversity of educational backgrounds and the numerous sectors encompassed by the entrepreneurial landscape. Last, the affective dimension helped this NOOC to differentiate from other learning experiences by empathizing with our audience at a different level. Understanding habits, attitudes, and values that were appreciated by the audience helped to honor their current empirical knowledge, effort, and struggle as entrepreneurs, which allowed the NOOC to present itself as a close comprehensive ally rather than a distant patronizing expert.

The value proposition is crucial to differentiating companies in competitive markets, serving as a key differentiator, especially where competition focuses on price or accessibility. Its importance is amplified by

linking it with business sustainability, highlighting that a focus on shared value can catalyze long-term success and contribute to economic and social development. It is essential to take a holistic approach that begins with understanding the customer through market research to uncover unmet needs and expectations. The application of user-centered methodologies is vital for offerings to be desirable and viable. Effective communication of the value proposition through clear marketing messages and the use of various channels ensures its understanding and appreciation. The creation of shared value, integrating sustainable practices and support for social initiatives, reinforces differentiation and sustainability. Continuous feedback-based validation and adjustment ensure competitiveness. Providing educational resources such as short online courses empowers entrepreneurs in the formulation and communication of their proposals, fostering an innovative entrepreneurial ecosystem. This integrated approach, combining customer understanding, innovation, and continuing education, is key to overcoming differentiation challenges in highly competitive environments.

The democratization of knowledge about entrepreneurship through a free NOOC is key to reducing barriers to entry and promoting the adoption of design and business methodologies globally, emphasizing the importance of adapting these practices to diverse cultural and business contexts. The personalization and adaptability of the content focused on the specific needs and common patterns of entrepreneurs in different emerging markets are essential to make the methodological tools accessible and relevant beyond the borders of Peru. An instructional design that reflects the diversity of entrepreneurial profiles, along with the inclusion of active teaching strategies such as business simulations, real projects, and discussion forums, encourages experimentation and the practical application of knowledge. Establishing alliances with educational institutions and entrepreneurship support organizations in different contexts allows for effective localization of content, ensuring that the NOOC is globally applicable but sensitive to local needs. These collaborations enrich the program with valuable perspectives on the particularities of each market, contributing to an educational strategy that drives innovation and business development in a broad spectrum of environments.

The continuous incorporation of user feedback is crucial to ensure the validity and adaptability of the methodological tools and the NOOC, keeping them relevant to changing market dynamics. Implementing effective feedback channels, such as online surveys, discussion forums, and live feedback sessions, facilitates open communication with the entrepreneurial community, allowing adjustments based on their experiences and suggestions. The integration of analytical tools and satisfaction surveys within the NOOC provides critical data for improvement decisions, ensuring that the course fits the current needs of entrepreneurs. An iterative design process, based on agile methodologies, allows for the efficient implementation of improvements, including updating content and adapting practical exercises to increase the relevance of the course. Encouraging active community participation, establishing collaborations with academic entities, and promoting open innovation through hackathons and competitions are key strategies for the advancement and continuous refinement of entrepreneurship methodologies, ensuring their long-term adaptability and effectiveness in a business environment in constant evolution.

To maximize the impact and scalability of the methodological tool and the NOOC in the Peruvian entrepreneurial ecosystem and its applicability in developing countries, it is crucial to strengthen the synergy between education,

innovation, and entrepreneurship. Collaboration between the public sector, academia, and private industry is essential to ensure relevance, accessibility, and alignment with the needs of the labor market, adapting content to the cultural and economic specificities of each context. Establishing monitoring and evaluation mechanisms will allow measuring the impact in terms of business creation, innovation, and economic development, serving as a basis for public policies and support programs that strengthen the entrepreneurial ecosystem. It is essential to promote policies that encourage investment in entrepreneurial education and innovation, facilitate the creation of networks and access to financing, and increase awareness about the importance of entrepreneurship for economic and social development. Complementary actions that promote a culture of open innovation and highlight success stories are key to an environment conducive to sustainable entrepreneurship. This integrated approach, encompassing both the educational needs of entrepreneurs and the broader support ecosystem, is vital to promoting inclusion and economic and social advancement in Peru and other emerging markets.

## **Conclusion**

A notable lack of knowledge and application of design and business methodologies is detected among Peruvian entrepreneurs, contributing significantly to the high rate of business failures. This situation highlights the urgent need to develop tools and resources that facilitate the adoption of effective strategies for the formulation of innovative value propositions.

A clearly defined and communicated value proposition is essential for business success. The study highlights that differentiation based on a deep understanding of customer and market needs is crucial to stand out in a competitive environment.

The development of a methodological tool and the development of a free NOOC constitute critical steps to eliminate barriers to access and knowledge. Designed to be inclusive, these resources seek to empower entrepreneurs of all levels of experience, fostering innovation and business success in Peru.

The effectiveness of the methodological tool depends on an iterative process of validation and adjustment, guided by user feedback. This approach guarantees the relevance and continued usefulness of the tool in the face of the evolving needs of the entrepreneurial ecosystem.

By improving access to proven design and business methodologies, the study anticipates a significant reduction in the failure rate of Peruvian ventures, contributing to the economic and social development of the country. Fostering a culture of innovation and sustainable entrepreneurship can radically transform the business landscape in Peru.

## **Recommendations**

Intending to strengthen the entrepreneurial ecosystem in Peru and increase the success rate of ventures, it is crucial to implement specialized training and advice programs in design and business methodologies, which are perfectly

adjusted to the local context (Nolasco-Mamani et al., 2023). These programs, accessible to entrepreneurs at all levels, must be complemented with the continuous development of open educational resources, such as NOOC, which democratize access to knowledge about entrepreneurship (Distrito Emprendedor, 2024). Ensuring that these resources are inclusive, culturally relevant, and adjusted to the specific needs of Peruvian entrepreneurs is crucial for their effectiveness and acceptance.

Furthermore, the promotion of open innovation through the creation of platforms that facilitate collaboration between different actors in the ecosystem is essential (Álvarez-Aros et al., 2022). Initiatives such as hackathons, innovation competitions, and scholarship programs can stimulate creativity and the development of innovative solutions (Ramírez-Montoya et al., 2018). In parallel, the integration of continuous feedback mechanisms will allow iterative adjustments to be made to the methodological tools and NOOC, ensuring their adaptability and relevance over time.

Establishing strategic alliances with educational institutions, entrepreneurship support organizations, and the private sector, both nationally and internationally, will significantly expand the scope and impact of these initiatives (Gómez Díaz et al., 2022). These collaborations are essential for the scalability of the tools and resources developed. Likewise, it is vital to develop monitoring and evaluation systems that measure the impact of these tools on the success of entrepreneurship, to inform the formulation of public policies and support programs that foster an environment conducive to entrepreneurship.

Finally, it is necessary to promote an entrepreneurial culture that values innovation and sustainable entrepreneurship as pillars of economic and social development (Campo-Tertera et al., 2018). Awareness campaigns that promote success stories and highlight the importance of entrepreneurship, along with the possibility of access to financing and other critical resources, are essential to empower entrepreneurs, especially those in the early stages. These collective actions will contribute to transforming the business landscape in Peru, promoting a more dynamic, innovative, and sustainable entrepreneurial ecosystem.

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### Author Information

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#### **Consuelo Cano**

 <https://orcid.org/0000-0002-9793-3637>

Pontificia Universidad Catolica del Peru  
Peru


Contact e-mail: [consuelo.cano@pucp.edu.pe](mailto:consuelo.cano@pucp.edu.pe)

#### **Marlene Bustamante**

 <https://orcid.org/0000-0001-9018-7291>

Pontificia Universidad Catolica del Peru  
Peru

#### **Luis Miguel Hadzich**

 <https://orcid.org/0000-0002-7532-841X>

Pontificia Universidad Catolica del Peru  
Peru

#### **Rafael Quispe**

 <https://orcid.org/0009-0004-7695-1432>

Pontificia Universidad Catolica del Peru  
Peru

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