

# The Lean Startup

---

04.07.2017

Maxime Vidori

# Intro

---

# Intro

---

Why startups fail?

# Intro

---

## Why startups fail?

### Achieving failure

Successfully, faithfully rigorously executing a plan that turned out to have been utterly flawed.

# Intro

---

## Why startups fail?

### Achieving failure

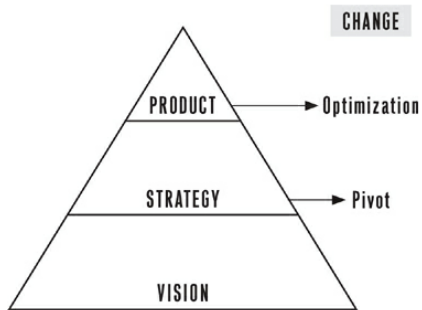
Successfully, faithfully rigorously executing a plan that turned out to have been utterly flawed.

### "Just do it" school of startups

If management is the problem , chaos is the answer!

# Vision Start

- ❑ Cross-functional teams, accountable to what we call *learning milestone*.
- ❑ The goal of a startup is to figure out the right thing to build.



# Vision Define

---

## Entrepreneur

From young visionaries with little backing but great ideas to seasoned visionaries within larger companies.

## Startup

Human institution designed to create a new product or service under conditions of extreme uncertainty.

Is my company is making progress toward creating a successful business?

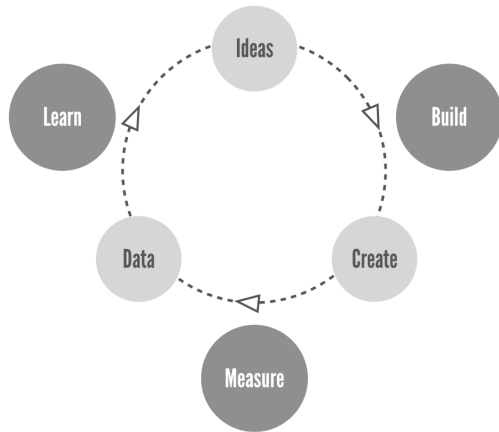


**Is my company is making progress toward creating a successful business?**

- ❑ Measure → Validate learning.
- ❑ Value / Waste.
- ❑ Example IMVU: throw a lot of work away (plugin, pivot).

# Vision Experiment

- ❑ Think big, start small.
- ❑ An experiment is a product.
- ❑ Validate hypothesis.



# Steer Leap

---

- Strategy based on assumptions, two core hypothesis:
  - 1 Value Hypothesis.
  - 2 Growth Hypothesis.
- Beyond "The right place at the right time".
- Value and growth,
- Genchi Gembuchu.
- Analysis paralysis.

# Steer Test

---

- Well known MVP's
  - Groupon
  - Dropbox
- Different types of MVPs
  - Video
  - Concierge
  - Wizard of Oz
- Quality? → **Early adopters!**

# Steer Measure

---

- Three learning milestone:
  - Establish the baseline.
  - Tuning the engine.
  - Pivot or persevere.
- Product progress  $\neq$  Business results.
- Vanity metrics  $\rightarrow$  Cohort analysis.
- Actionable metrics.

# Steer Pivot or Persevere

---

- ☐ Startup runway (number of pivots left).
- ☐ Pivot or persevere meeting.

# Accelerate Batch

---

- ❑ Lean Manufacturing: *"single piece flow"*.
- ❑ Andon cord.
- ❑ Continuous Deployment.
- ❑ Large batch death spiral.

# Accelerate Grow

---

- where does it come from -> three engines of growth



# Accelerate Adapt

---

- 5 Why's → Natural speed regulator.
  - Be tolerant of all mistakes the first time.
  - Never allow the same mistake to be made twice.
- Example: writing documentation.

- Creating an innovation sandbox.

# Epilogue Waste Not

---

- ❑ **DANGER:** Putting the system first.
- ❑ Product Development PseudoScience.
- ❑ Evaluating manager on "*vanity*" metrics.

# That's all folks

---

## Questions?

[github.com/lxDay/talks/the-lean-startup](https://github.com/lxDay/talks/the-lean-startup)