Lean
Digital
Business
Design

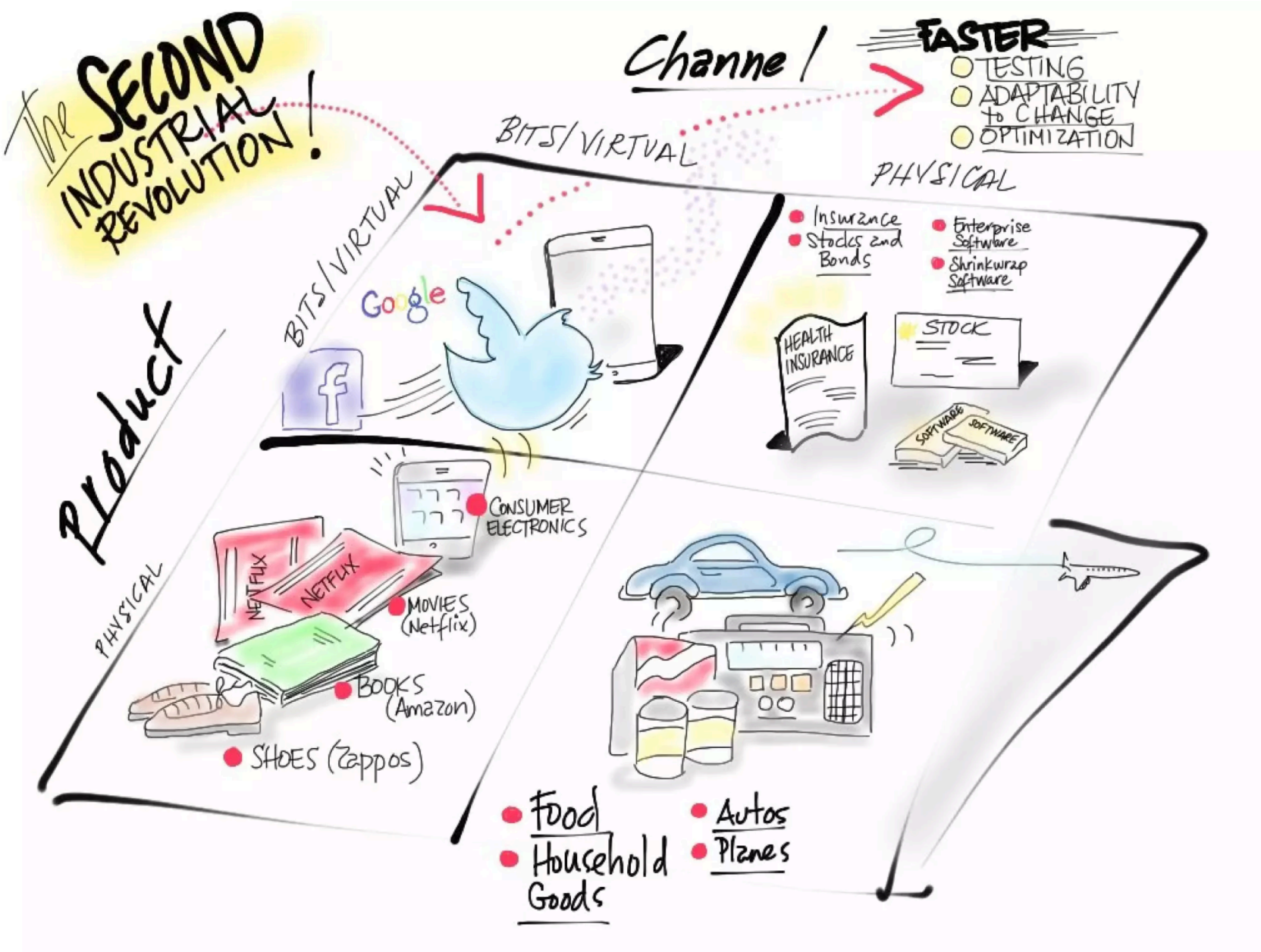
LEAN

Build, Measure, Learn

Shifting mindset from “value is building stuff” to “value is learning about customers, business and product”

- Eric Ries

DIGITAL - accessbility, scalability



Start up owners manual, Steve Blanck

BUSINESS (MODEL)

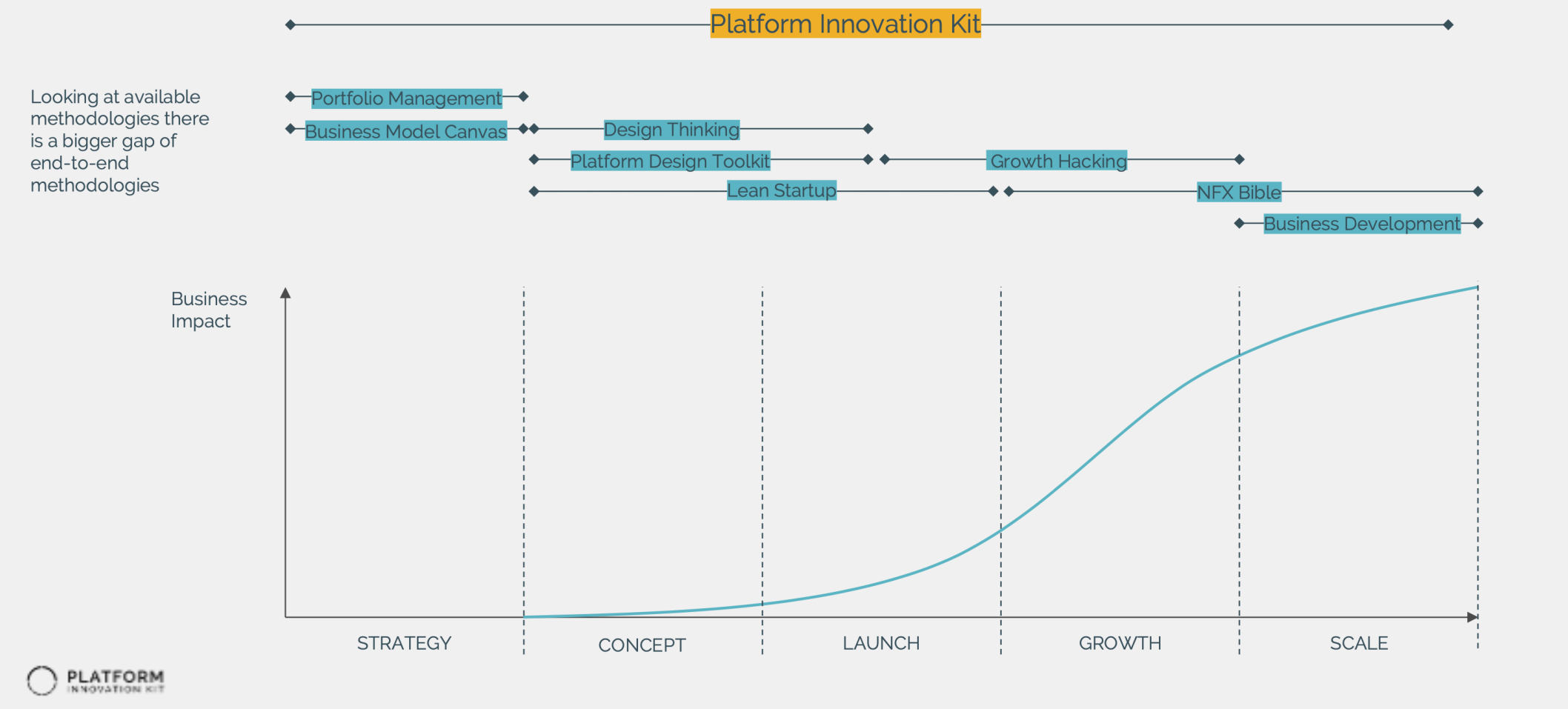
Like other models it is a simplified description and representation of a complex real world object - it describes what are the core components of the business, how they work together and interact with external actors.

Value proposition	Value creation & delivery	Value capture
1. Product/ service, 2. Customer segments and relationships, 3. Value for customer, society, and environment *What value is provided and to whom?*	4. Activities, 5. Resources, 6. Distribution channels, 7. Partners and suppliers, 8. Technology and product features *How is value provided?*	9. Cost structure & revenue streams, 10. Value capture for key actors incl. environment & society 11. Growth strategy/ ethos *How does the company make money and capture other forms of value?*

N.M.P. Bocken, P. Rana & S.W. Short (2015) Value mapping for sustainable business thinking, Journal of Industrial and Production Engineering, 32:1, 67-81

DESIGN

The business model is actively designed (like any other construct). Being a very complex endeavour this must be done through a trial and learning approach (=lean).



Lean Digital Business Design

In its core, this is an innovation course

Staff & Moodle & Language

- Antero Järvi, Kaapo Seppälä and Farhan Ahmad (TSE)

- There is a Moodle page for the course
  - Communication, organising and materials via Moodle.

- Course language is English, free to use any other language mastered by everybody present

Main ingredients

- Startup/new business creation as a **learning context**, not as a goal as such.

- Lean Startup method (Eric Ries)
- Customer Development (Steve Blank)
- Business Modelling and Design (Alex Osterwalder and others)
- Innovation tools and methods
- Scalable/accessible/disruptive technologies
- Sustainability theme

What do we learn?

Creativity & Innovation

Opportunity Recognition

Product Development

Software engineering stuff

Prototyping

Stakeholder communication

Lean Startup process

Leadership

Presenting and pitching

Teamwork

Career & Life Balance

Design Thinking

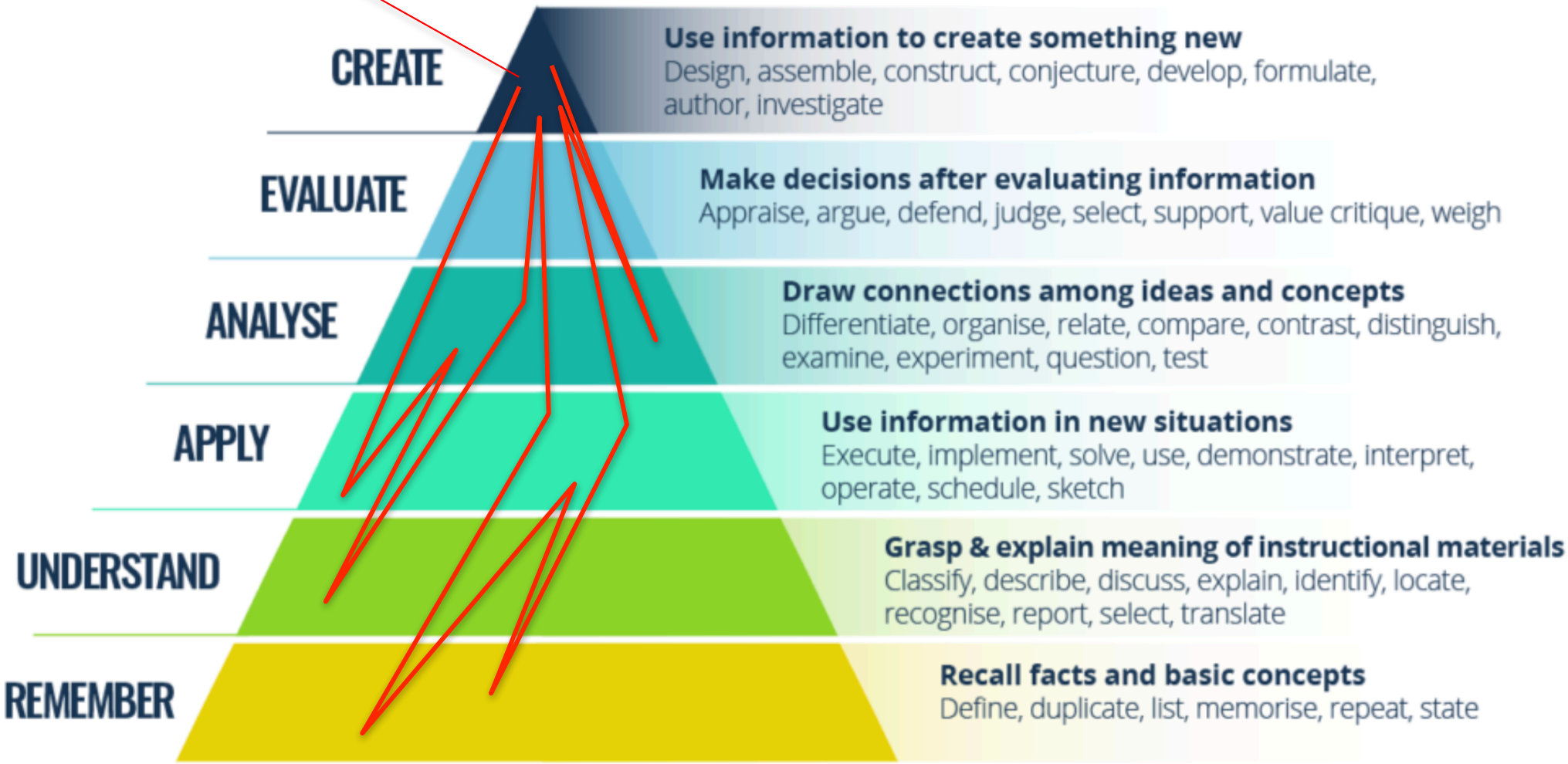
Attitude

Business model design

Experiential learning

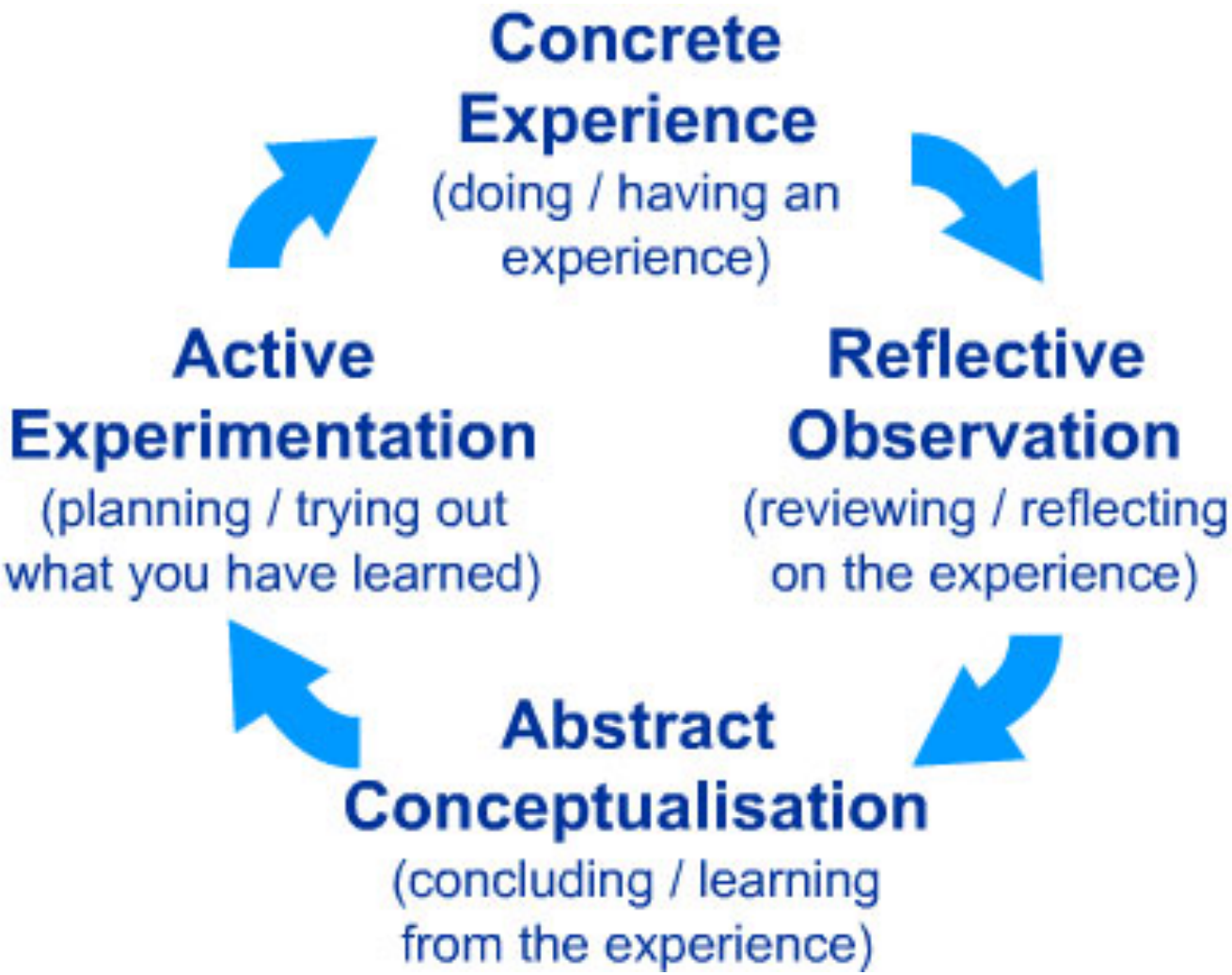
For the things that we have to learn
before we can do them,
we learn by doing them.
- Aristoteles

Learners journey...



Blooms taxonomy.

The learning model (Kolb 1984)



Learning by doing and experimenting !

- Lots of self steering, self-learning, peer-learning (in a team, between teams!)
- Freedom to operate
  - What are you working on, how will you organise, what technologies, tools and environments you use
  - When creating something that did not exist before, fixing practices in advance would be just adding constrains!
- Role of course instructors: facilitator and mentor
  - We will help you to solve problems and take steps forward (or backwards) the best we can
  - Give constant feedback
  - Inject theory when needed
  - We have done this before…

Theory vs. Practice

- You will face many things that you do not know beforehand, and just do it.
- Some introductory lectures about the topics you face in the beginning and along the course as needed.
- Helpful material via moodle, also a few scientific papers.
- During the course, theory “injected” when needed *in a team*.

Teams

- Multi-skilled teams
- (3)4-5 members
- Learn from each other, work together
- 5 teams?

- Teams have leads, but the lead is NOT a "managerial position", more like a liason officer.
- Self-organizing, responsibility/competence based leadership

Passing the course - <u>team level</u>

- Good teamwork
- Lean startupish process in use, several iterations successfully completed, *learning based on feedback guides the development*
- Idea evolution (aka learning) is documented in “team journey log”
  - Guidance for this later (in the first team mentoring meeting)
- Presentations in the Gates 1-3

- Team will be graded as a whole (scale: fail,1-5)

- NOTE: Team can be graded well even if the actual idea and product prototype does not gain good traction during the course.
  - <u>Team succeeds when you experience the evolution of your business idea and its implementation through learning iterations.</u>

- Team deliverables
  - Team journey log.
  - Presentations at the Gates.

Passing the course - individual level

- Active teamwork - doing your part responsibly
- Attitude of learning by doing
- Active participation in mentoring sessions and Gates

- Deliverables
  - Daily work diary (personal) - used for tracking the workload
    - Everything you do in this course produces a one line entry
    - **[date, what, with whom, how many hours]**
    - START NOW: **[9.1., starting lecture, everybody, 1.5h]**
  - Weekly personal learning log
    - Guidance for this on Friday lecture

- The grade will be team grade ±1 (normally).

- NOTE: different teams and different team members end up learning different things, and this is normal.

Business/project plans ?

In preparing for battle I have always found that plans are useless, but planning is indispensable.

- Dwight D. Eisenhower
  34th president of US 1953-1961

So you will *not be required* a business plan, nor a project plan, which does not mean that you would not be doing any planning.

This course requires commitment, attitude, a time budget of ~10h/week and flexibility in the schedule to allow fast progress of the whole team.

If you can not commit to above, please drop this course 12.1. latest.