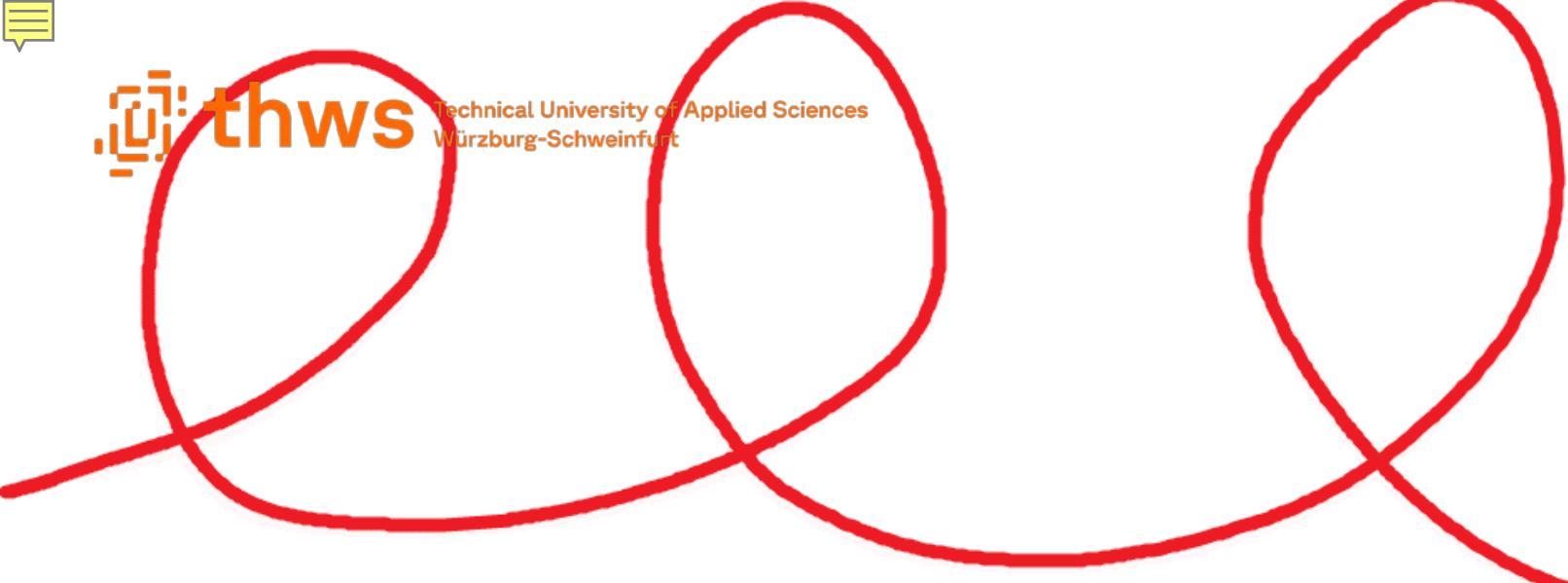




Technical University of Applied Sciences
Würzburg-Schweinfurt

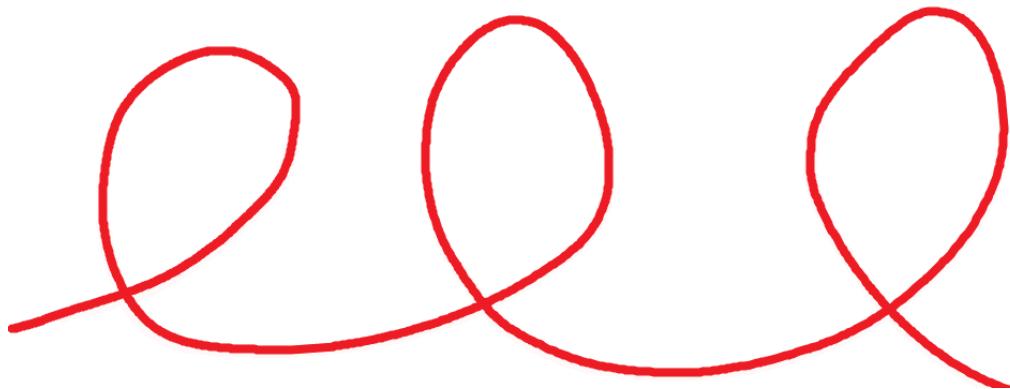


LEAN STARTUP

01

LEAN STARTUP THEORY

Way of thinking/origin and Meaning /loop





WAY OF THINKING

Lean Startup – Summary

Lean startup is an iterative method for building products, solutions and business models quickly and in a resource-saving manner.

MAKE SURE YOU BUILD THIS

CORRECT

BEFORE YOU BUILD

IT RIGHT



ORIGIN AND MEANING

Lean startups

Toyota HP



"Produce only what is needed, only when it is needed and only in the quantity that is needed."



Steve Blank



"There are no facts inside the building"

Entrepreneurial management

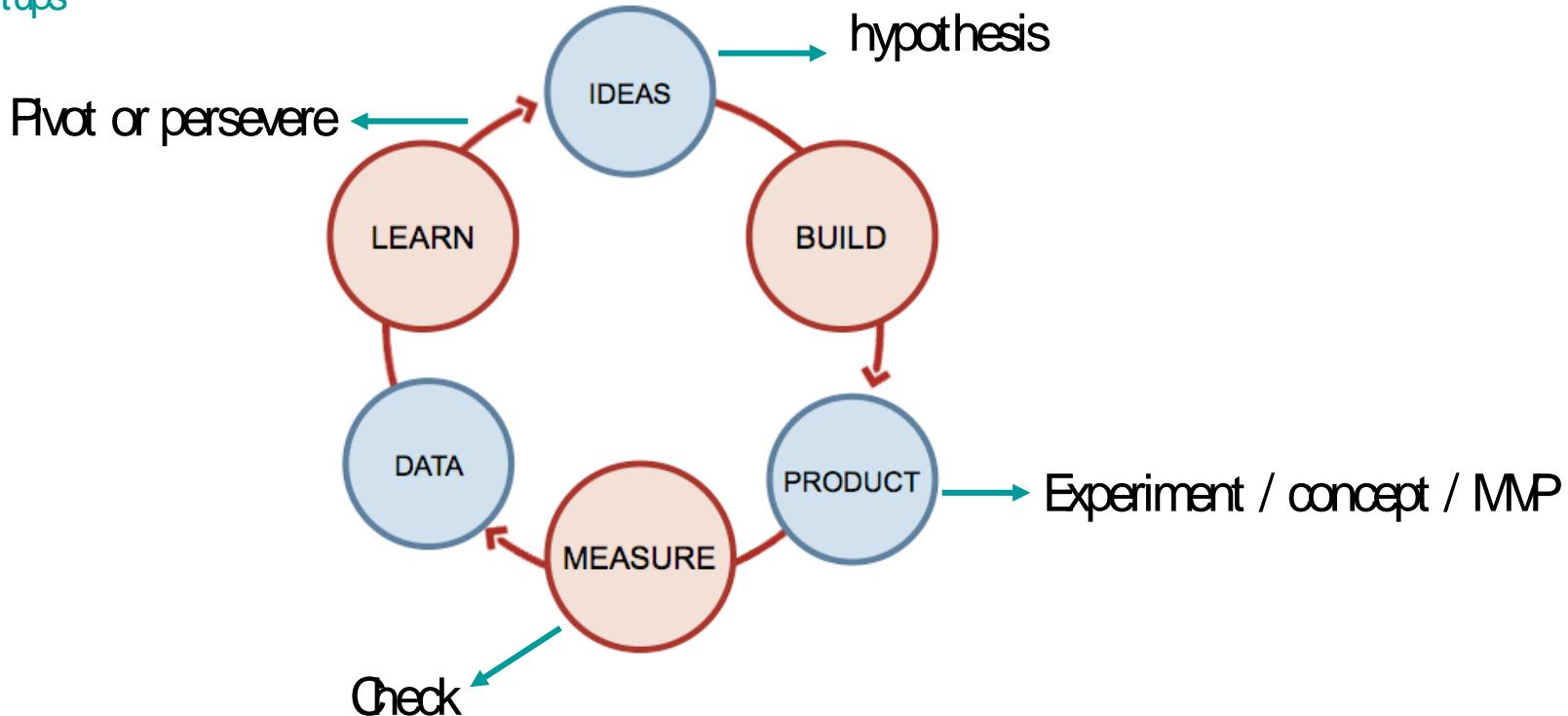
Eric Ries





BUILD-MEASURE-LEARN RIBBON

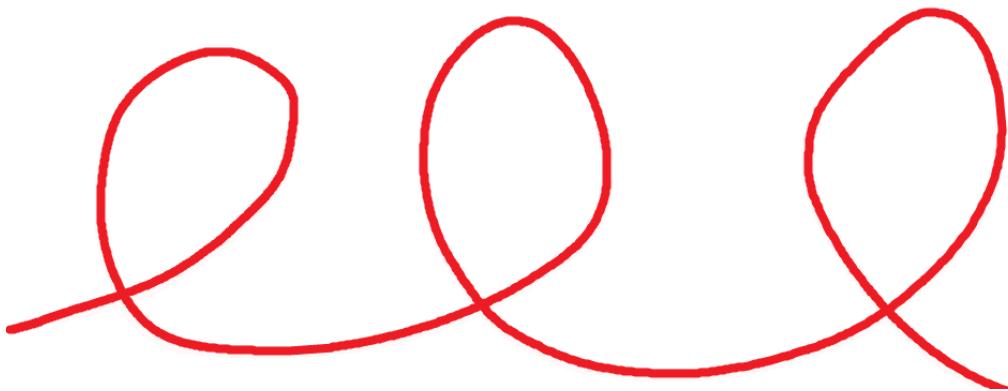
Lean startups



02

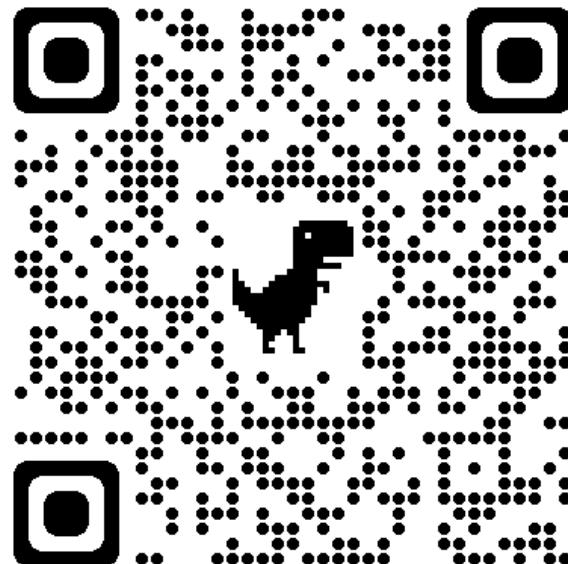
LEAN STARTUP PRACTICE

Methods / customer discovery / hypotheses and tests



<https://platform.strategyzer.com/resources>

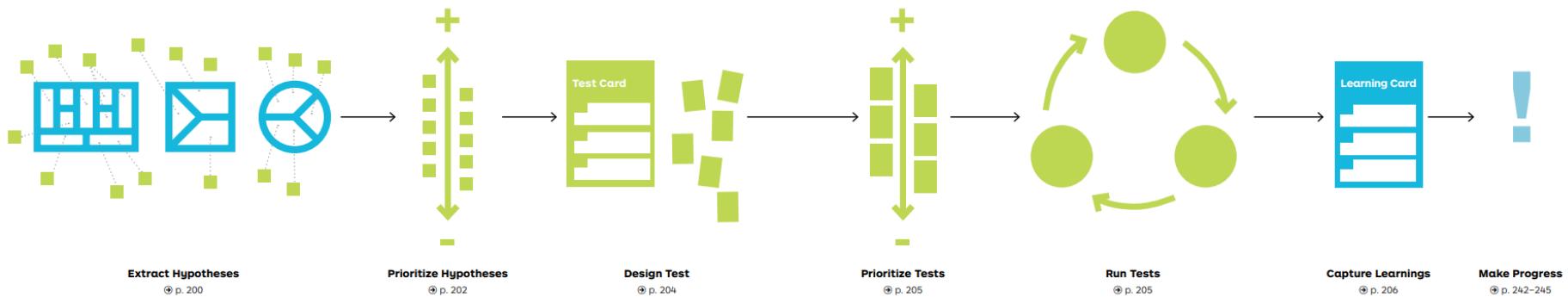
Please apply for free template downloads





METHODS

Lean startups



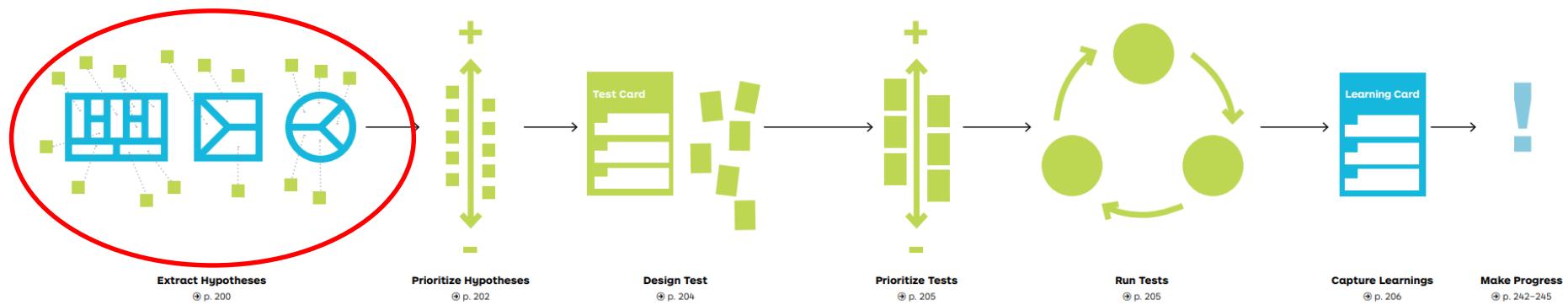
Design Testing

Get "Testing Process Overview" poster



METHODS

Lean startups



- Value Proposition Canvas
- Business model / Lean Canvas

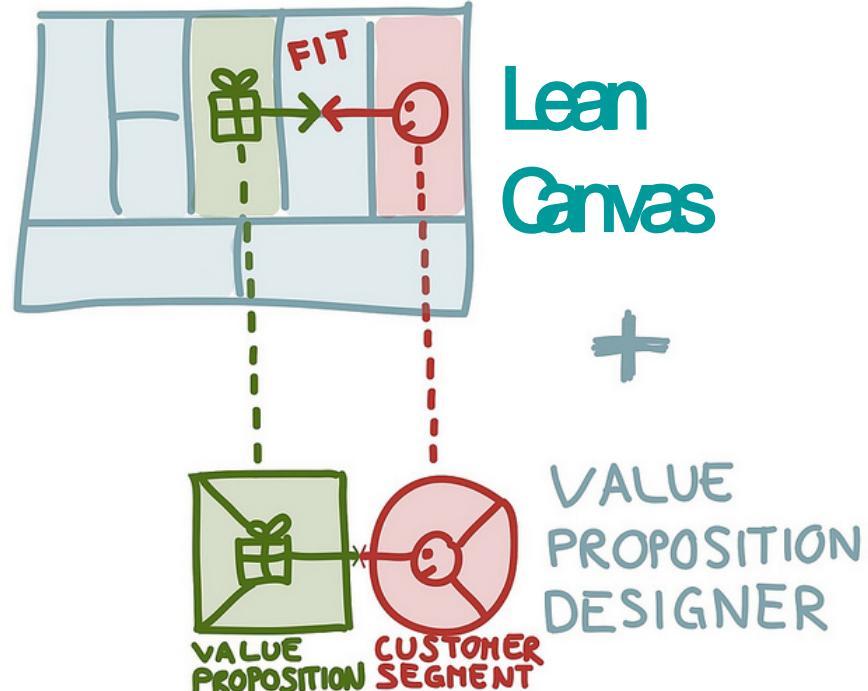
■ Design ■ Testing

 Get "Testing Process Overview" poster



METHODS

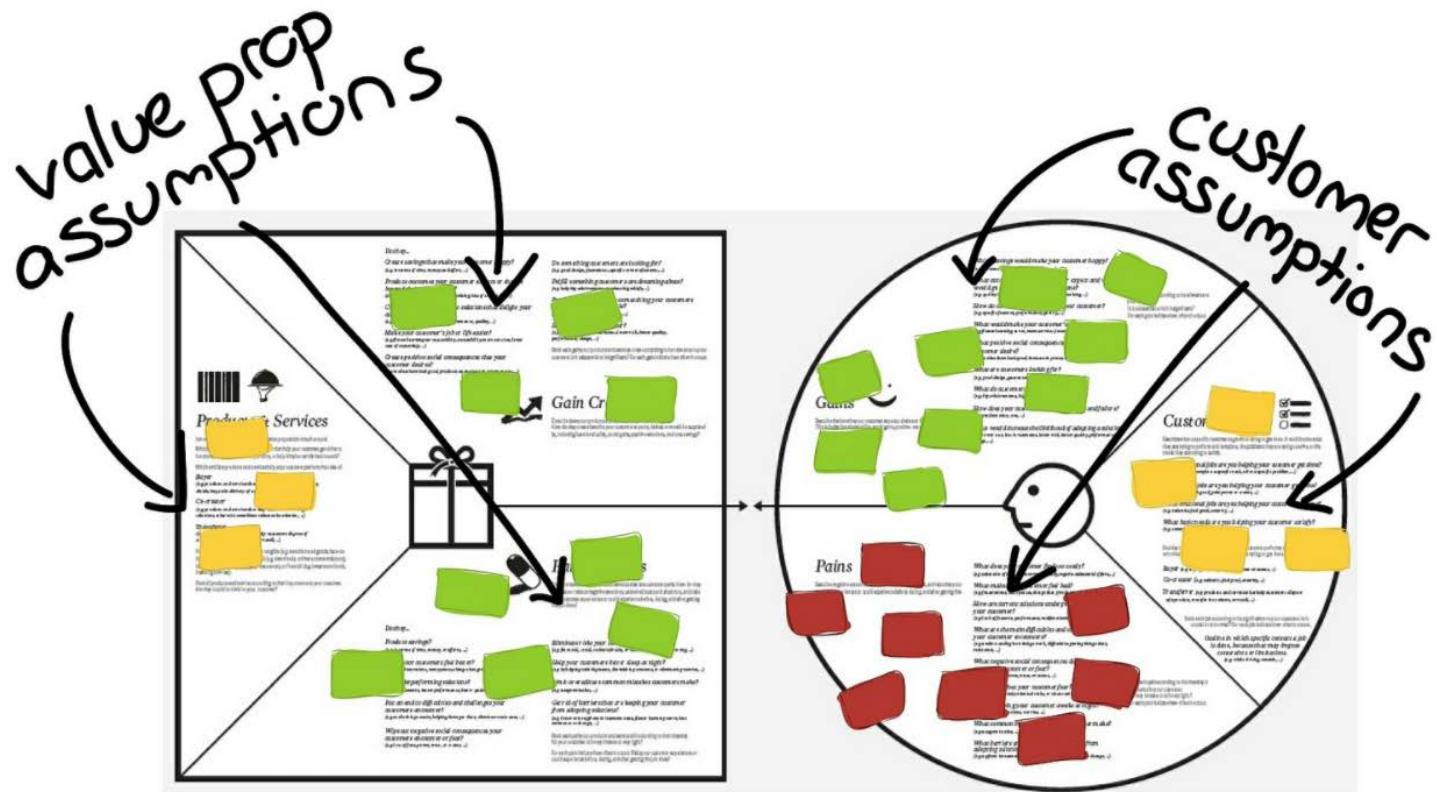
Lean Startup – excerpt hypotheses





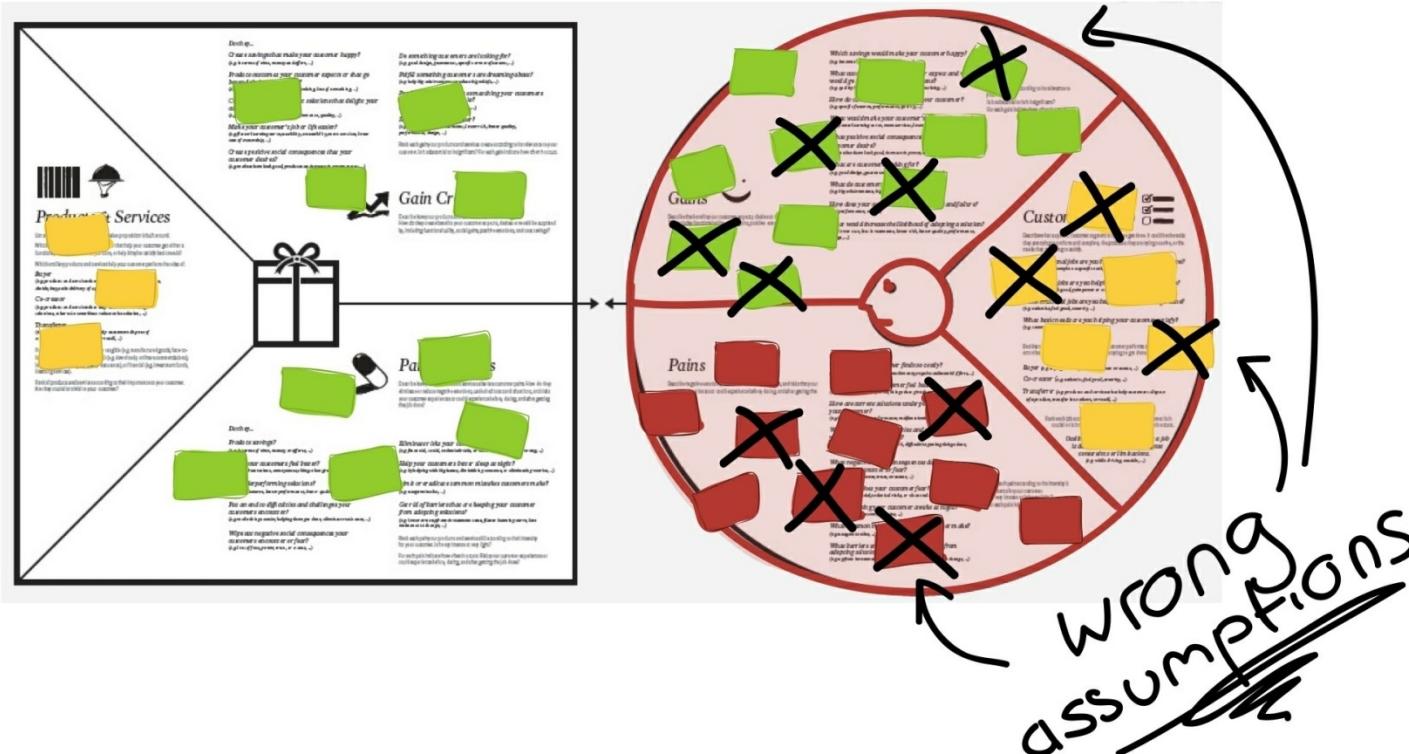
VALUE PROPOSITION CANVAS

Lean Startup – excerpt hypotheses



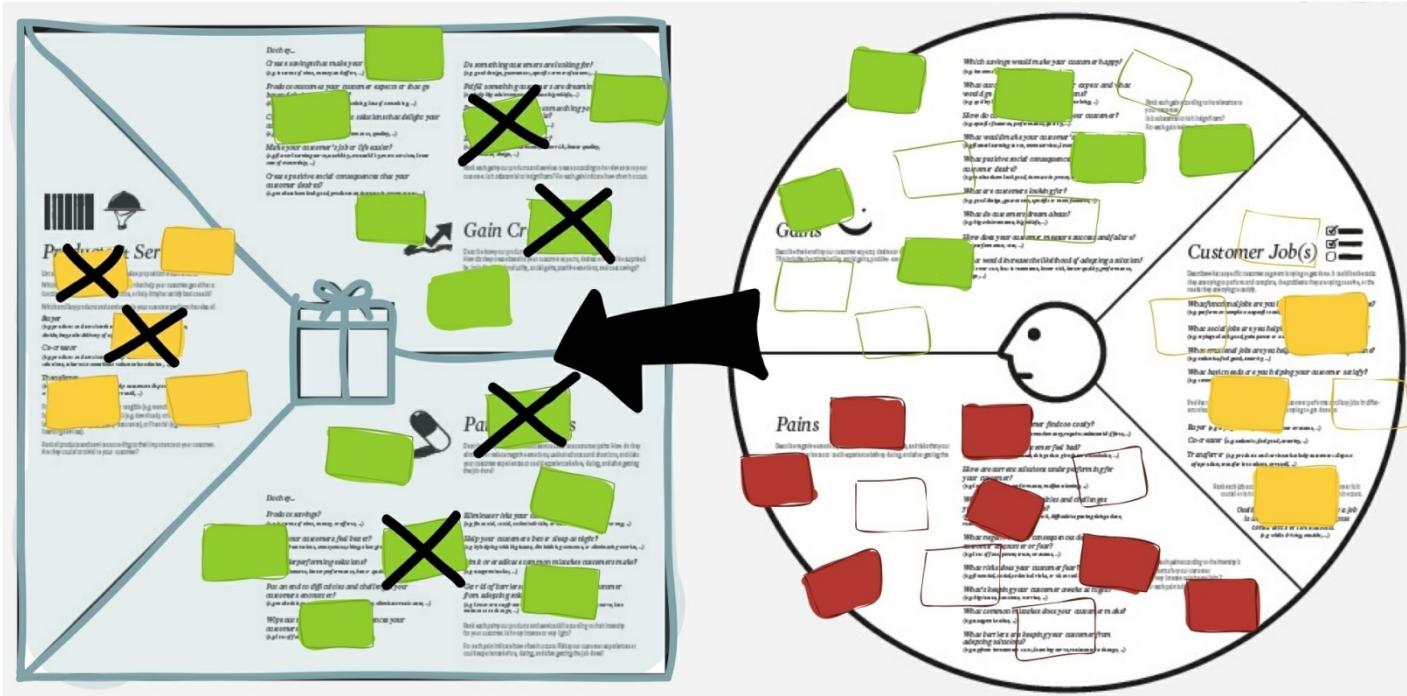
VALUE PROPOSITION CANVAS

Lean Startup – excerpt hypotheses



VALUE PROPOSITION CANVAS

Lean Startup – excerpt hypotheses





CUSTOMER RECOGNITION

Jobs to Be Completed

Goal: Transform existing (life) situation into preferred (life) situation.

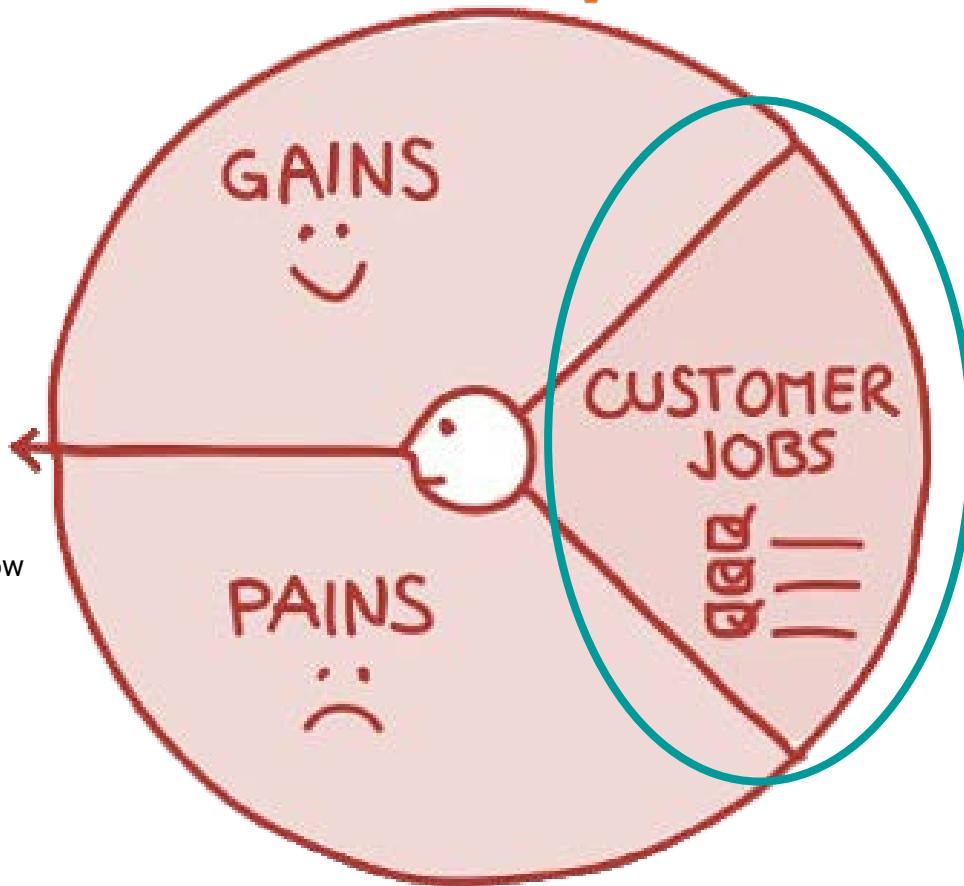
JTBD is a **way of thinking** in customer development.

What tasks do customers need to complete?

Why do they buy a product?

You need to understand your customers' tasks in order to know how to build your product.

Important: Focus on **the job executor/end user**





JOBSTOBE COMPLETED

Example

Why do customers buy milkshakes ?

Observation: Commuters in particular reach for the drink

- Second breakfast
- Full until lunch
- Occupation on a long car journey
- Clean hands and clean car
- Products for on the go

Implications ::

- New insights into relevant markets, competition, customer segmentation, marketing and product innovation
- E.g. narrower straws, thicker milkshake, self-service lane, maximum cup size for car cup holder, etc. .





CUSTOMER RECOGNITION

Interview best practice

1. Ask „why“



2. Never say „usually“



3. Encourage a good story



4. Look for inconsistencies



5. Pay attention to body language and emotions

6. Don't be afraid of silence - don't help by suggesting an answer



7. Limit yourself to 10 words per question - let your user speak



8. Ask questions neutrally



9. Don't ask closed questions



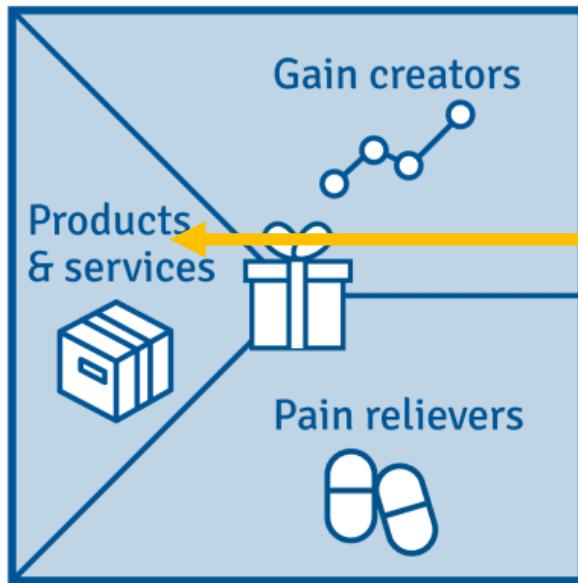
10. 1 question to 1 person at a time



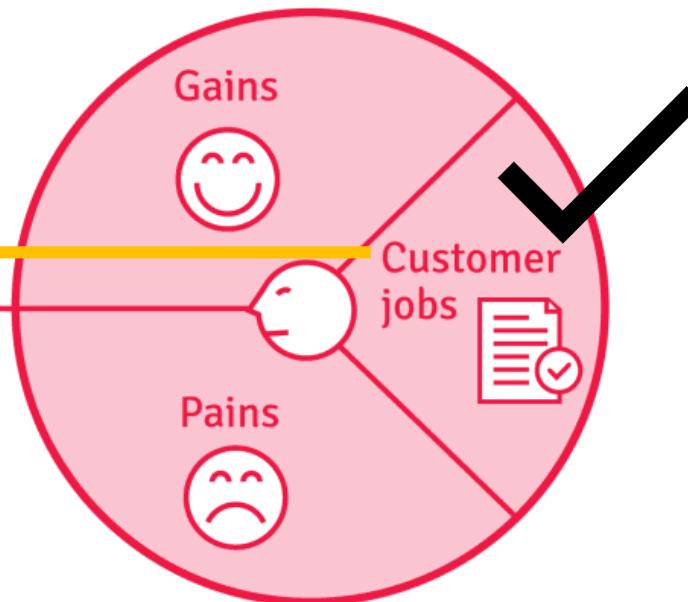


LEAN STARTUP & JOBS TO BE COMPLETED

Value Proposition



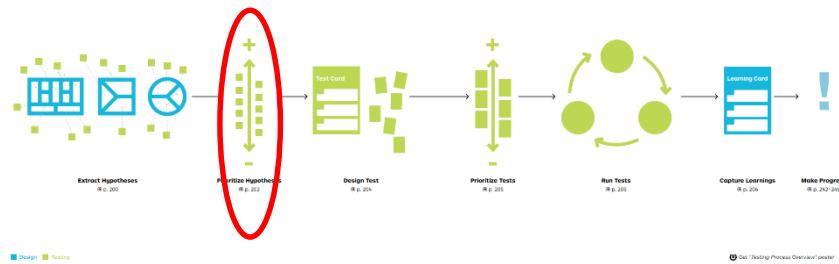
Customer Profile



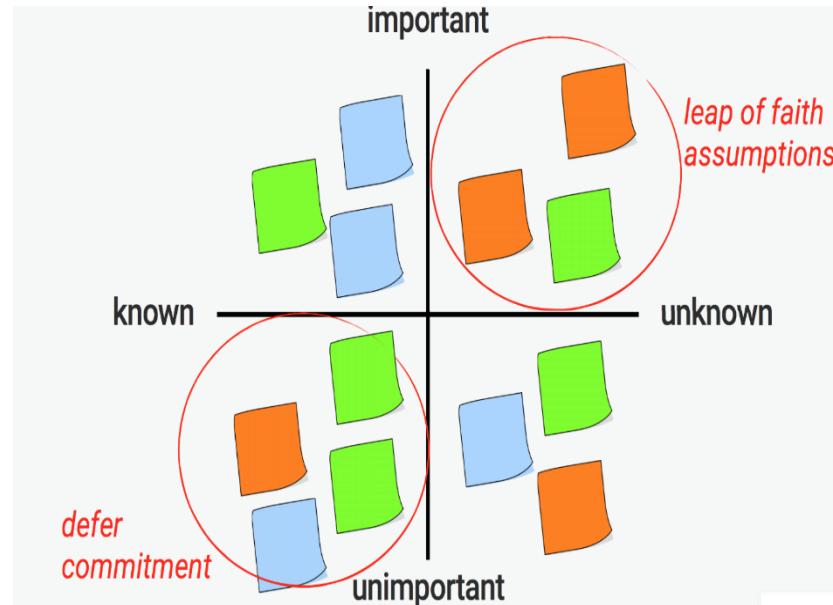


ACCEPTANCE ASSIGNMENT_

Lean Startup – Prioritize hypotheses



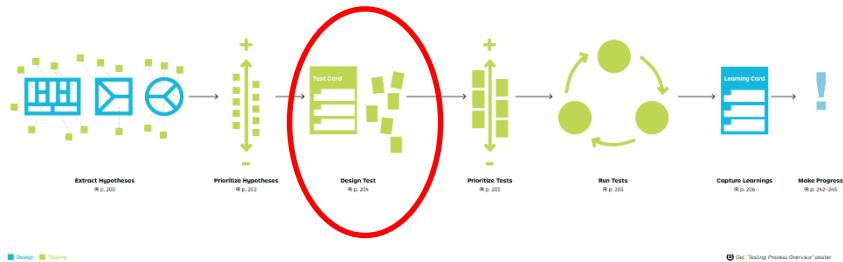
Visualize and evaluate current hypotheses about a product or target group to prioritize them before testing!



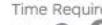


TEST CARDS

Lean Startup – Design Test

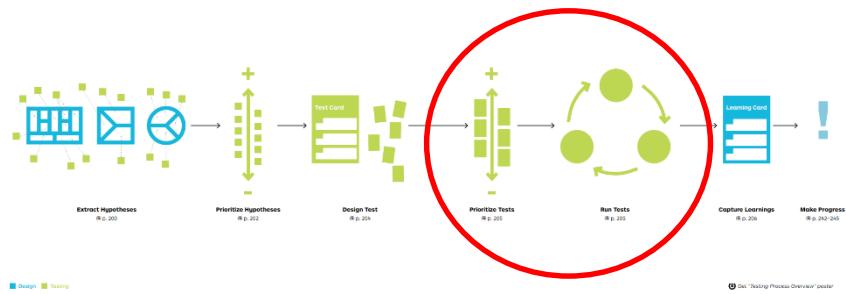


Structured description of the hypothesis , test and/or measurement to validate or falsify assumptions.

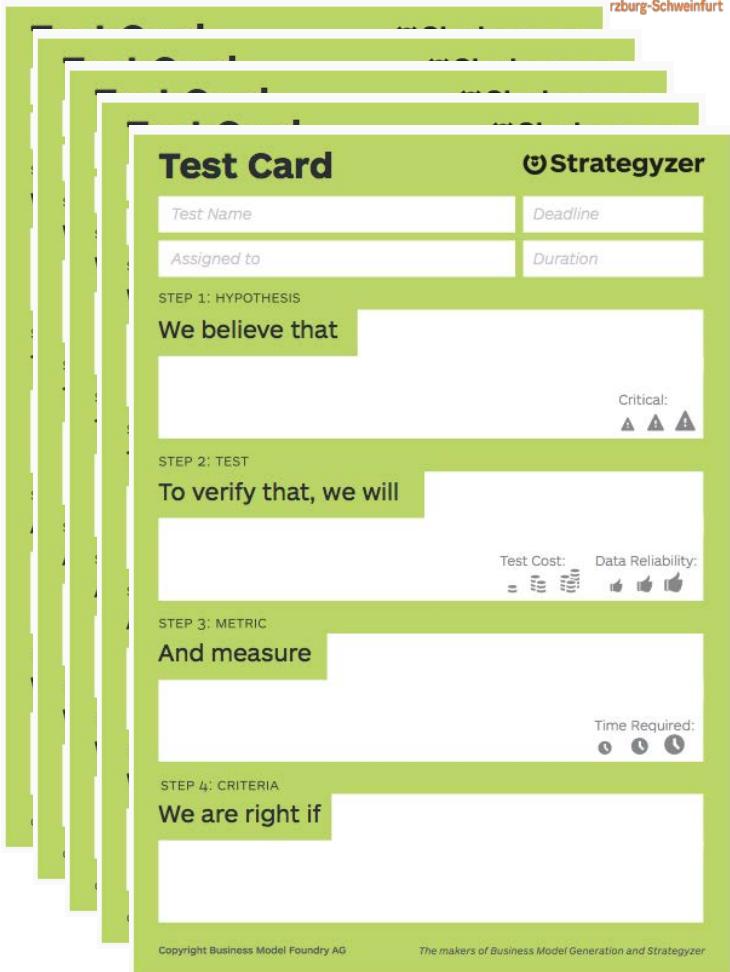
Test Card	 Strategyzer
<i>Test Name</i>	<i>Deadline</i>
<i>Assigned to</i>	<i>Duration</i>
STEP 1: HYPOTHESIS	
We believe that	
	Critical: 
STEP 2: TEST	
To verify that, we will	
	Test Cost: 
	Data Reliability: 
STEP 3: METRIC	
And measure	
	Time Required: 
STEP 4: CRITERIA	
We are right if	

TEST ASSIGNMENT

Lean Startup – Prioritize And run Testing



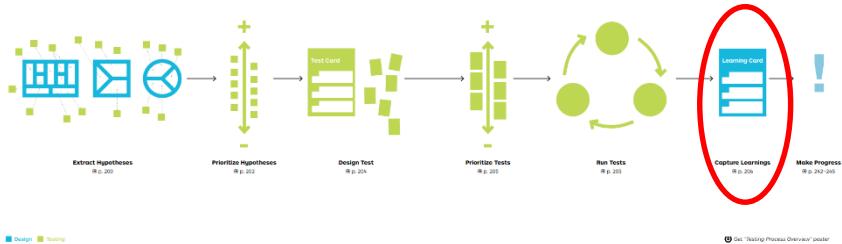
Comparison of possible tests to validate a hypothesis.





FLASHCARDS_

Lean startups



Structured description of the findings before and after an audit in order to derive the next steps.

Learning Card

Strategyzer

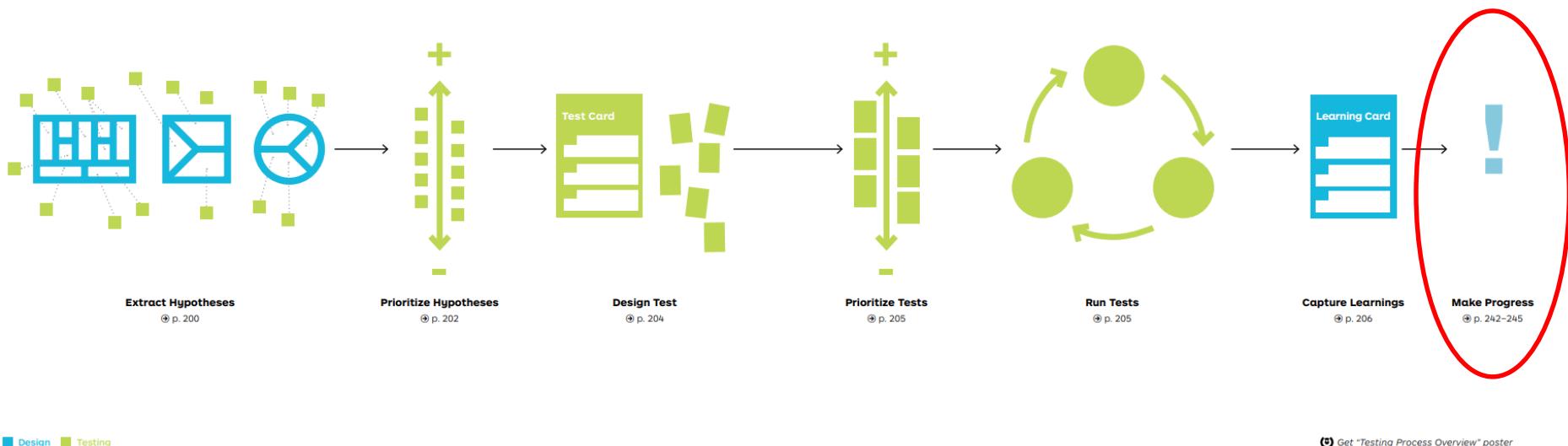
Insight Name	Date of Learning
Person Responsible	
STEP 1: HYPOTHESIS	
We believed that	
STEP 2: OBSERVATION	
We observed	
Data Reliability:	
STEP 3: LEARNINGS AND INSIGHTS	
From that we learned that	
Action Required:	
STEP 4: DECISIONS AND ACTIONS	
Therefore, we will	

Copyright Strategyzer AG
The makers of Business Model Generation and Strategyzer



METHODS

Lean startups





TESTS OF PHASES

Lean startups

Problem – Solution – Fit

- _ Value Proposition Canvas**
- _ Business model canvas**
- _ Lean Canvas**
- _ Problem interview / tasks**
- _ Acceptance assignment _**
- _ Test cards / flash cards**
- _ Lightning talks**
- _ Survey**
- _ Paper prototype**
- _ ...**

Product – market – fit

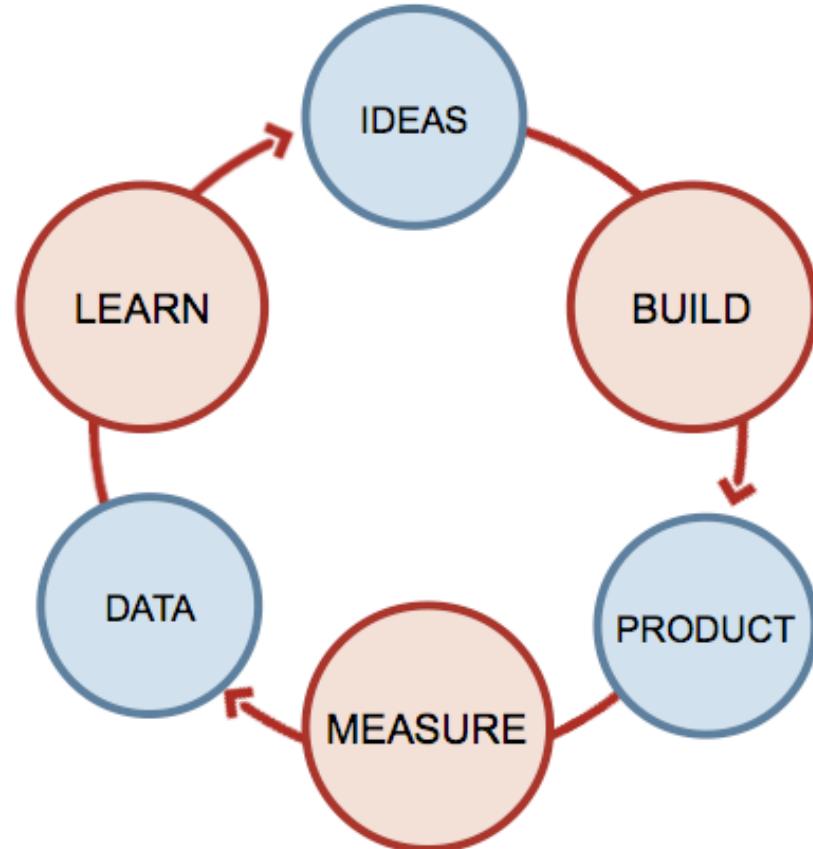
- _ Solution interview / Kano model**
- _ Landing page and call to action**
- _ Online ad testing**
- _ Concierge prototype**
- _ Single Feature MVP**
- _ Click on Prototypes/Wireframes**
- _ A/B testing**
- _ ...**



SUMMARY

Lean startups

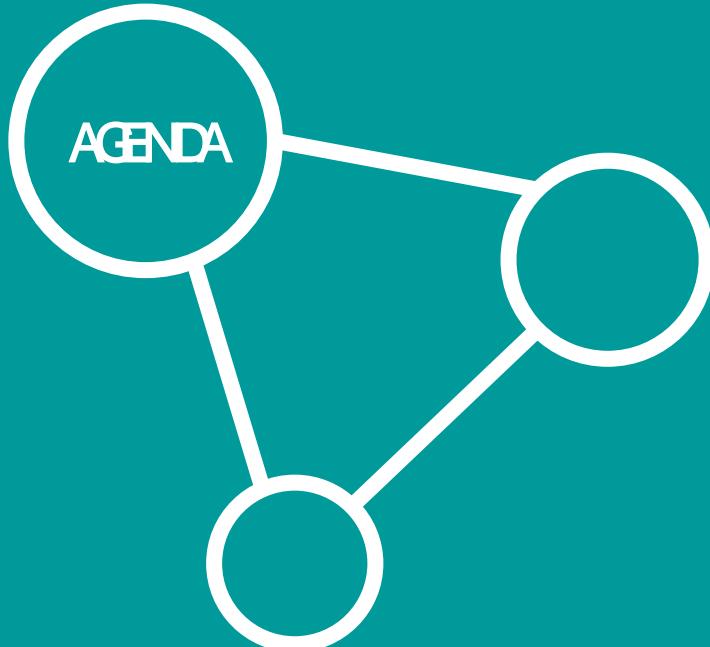
- Lean Startup is an iterative method for building products, solutions and business models quickly and in a resource-saving manner
- Build – Measure – Learn – Loop** is The Base
- "There Are NO Facts Inside The "Building"* – Assumptions must be checked with the help of users
- Use methods and tests for different phases





VALUE PROPOSITION DESIGN

How to create products and services that customers actually want!



_ Technology push and market pull

_ Customer profile

_ Value Proposition Map

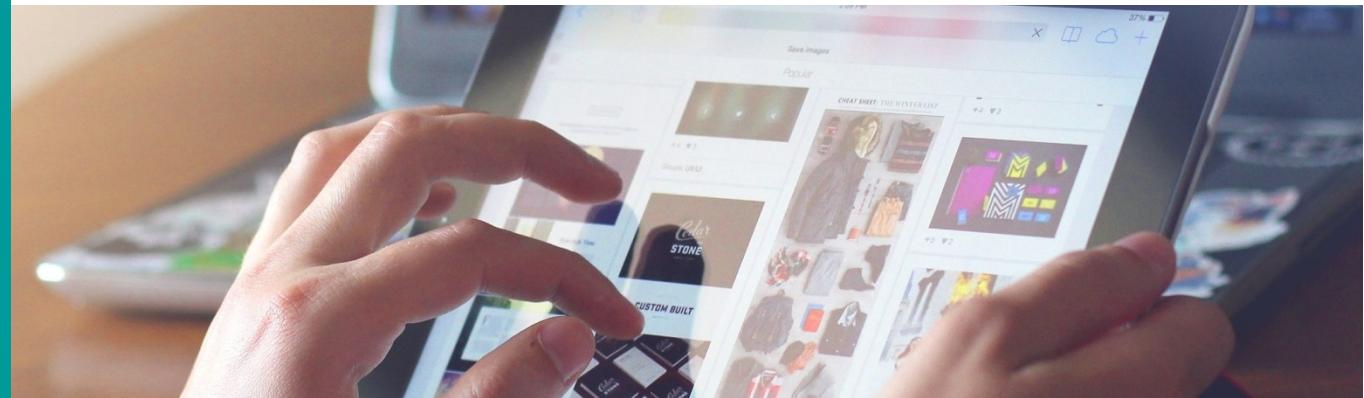
_ Appropriate

_ practice session



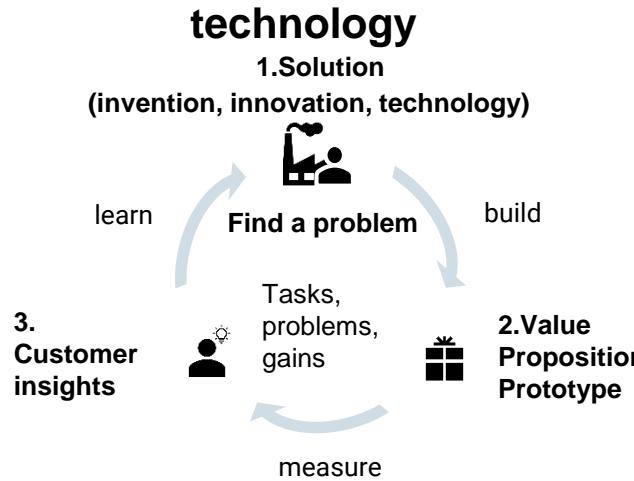
TECHNOLOGY PUSH & MARKET PULL

01



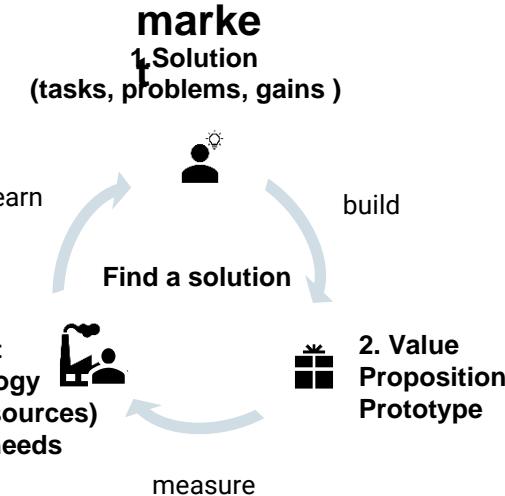


TECHNOLOGY PUSH VS MARKET PULL



Start with an **invention, innovation** or a **technical resource** you already have and develop a value proposition (VP).

PUSH: Technology looks for tasks, applications, problems and gains



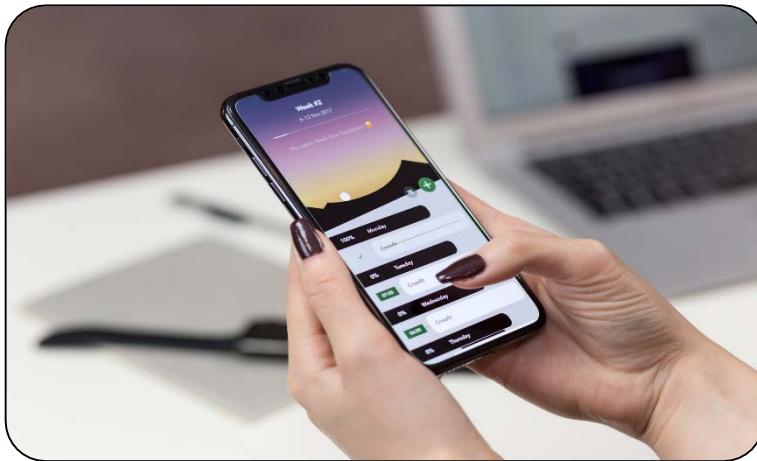
Start with a **problem** and look for an **innovation** or **technical resource** that you can use to solve the problem.

PULL: Customer problems look for technologies and solutions



TECHNOLOGY PUSH AND MARKET PULL

Two different examples



Technology boost

Touchscreen technology in the mobile phone market



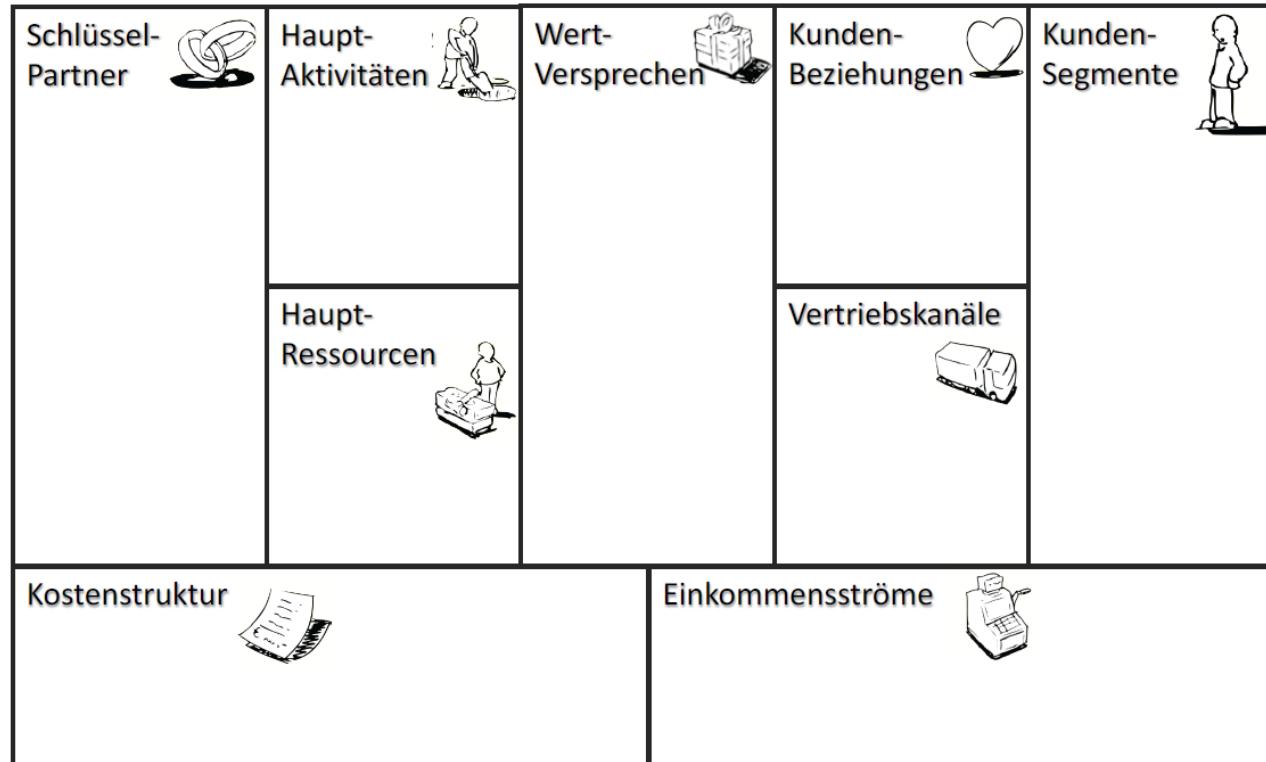
market pull

Minimization & further development of (digital) cameras



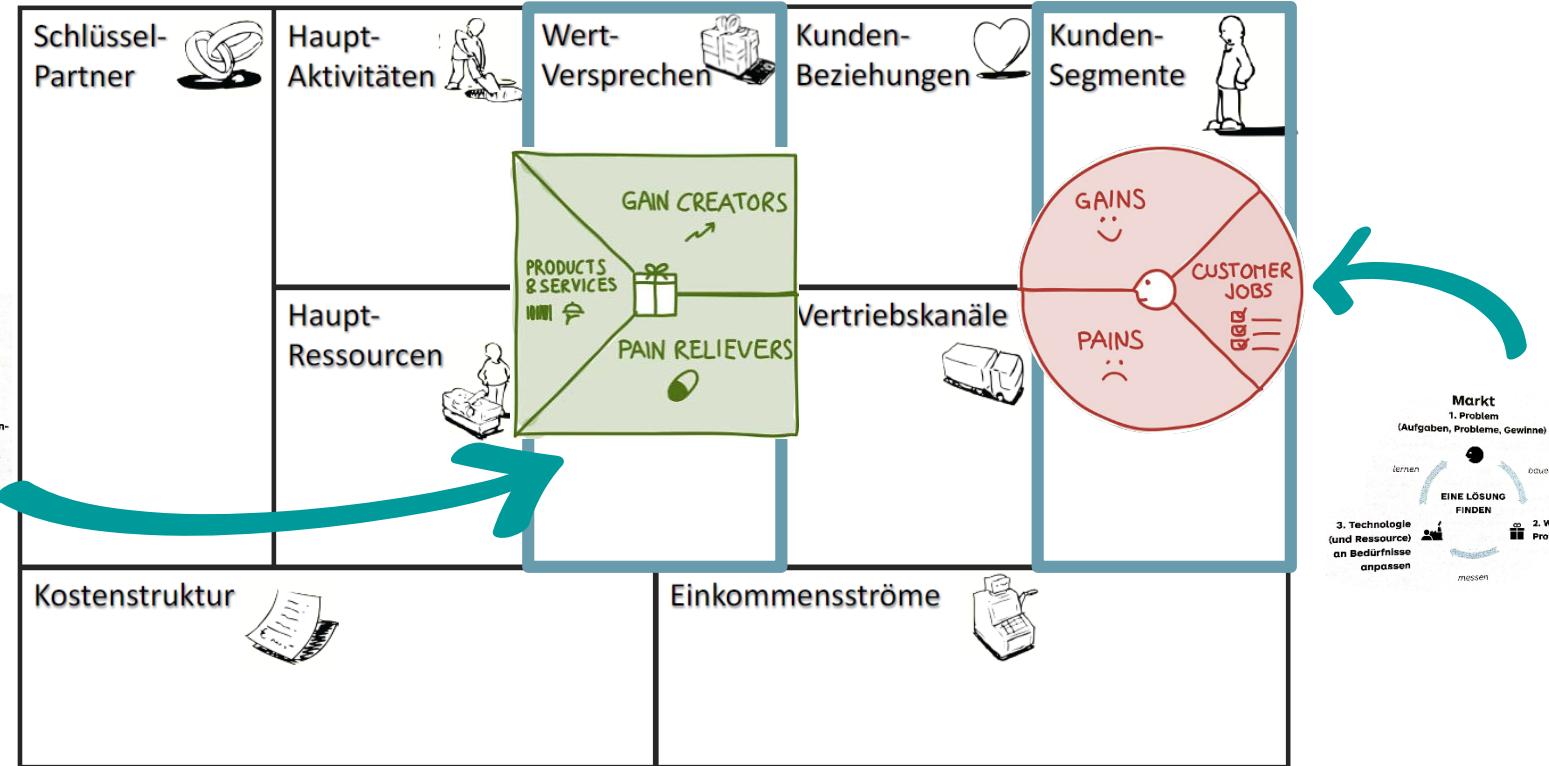
THE BUSINESS MODEL CANVAS

Technology push and market pull



THE BUSINESS MODEL CANVAS

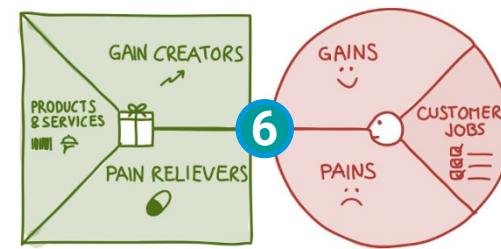
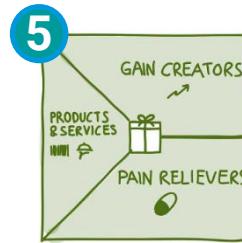
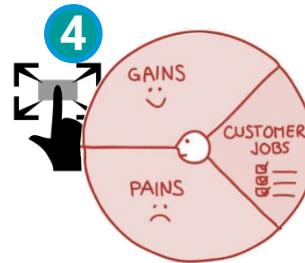
Technology push and market pull





TECHNOLOGY PUSH – THE PROCESS

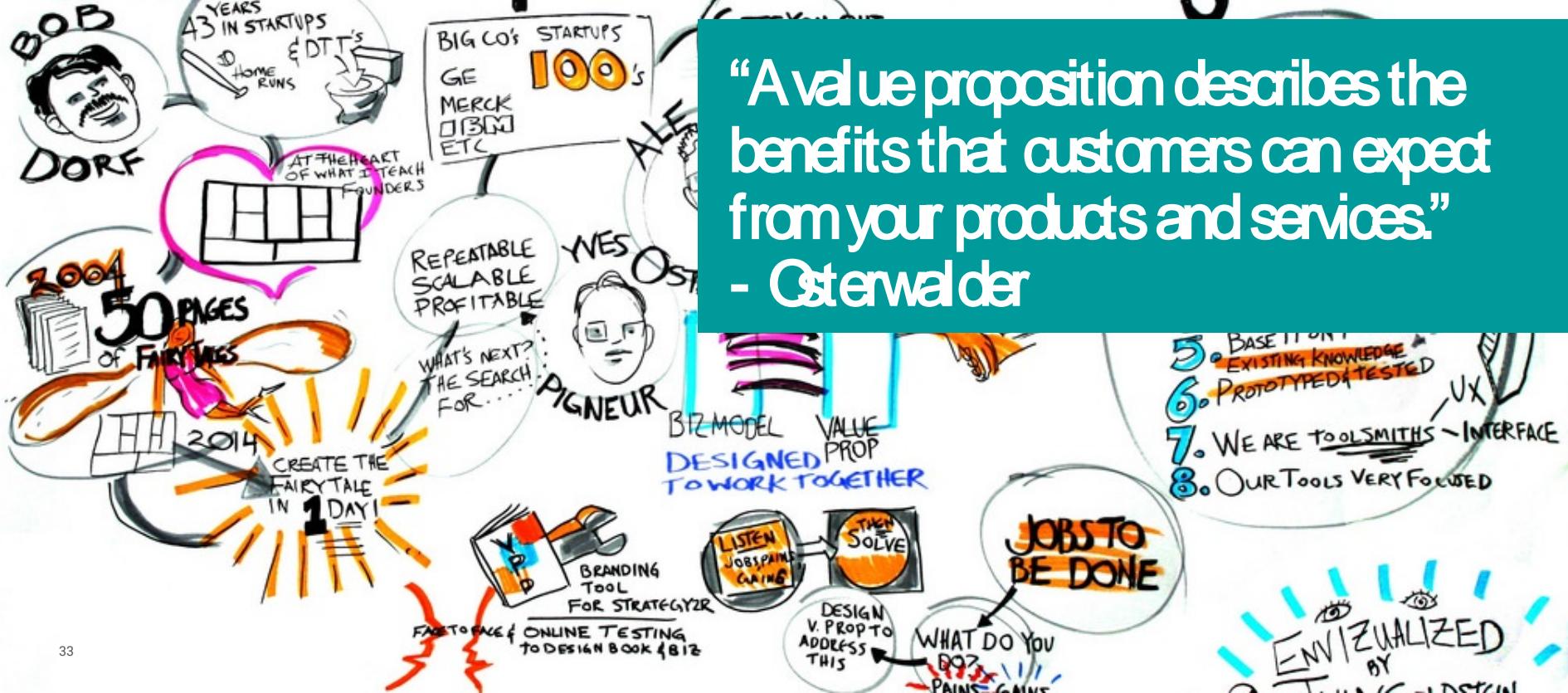
Step from Step ..



- 1) START: Start with a technology
- 2) IDEATES: Develop ideas for a value proposition
- 3) SEGMENT: Select customer segment
- 4) PROFILE: Customer profile of a desired customer
- 5) SKETCH: Explain how to solve problems
- 6) ASSESS: Evaluation between customer profile and value card

Value Proposition Design

“A value proposition describes the benefits that customers can expect from your products and services.”
- Osterwalder



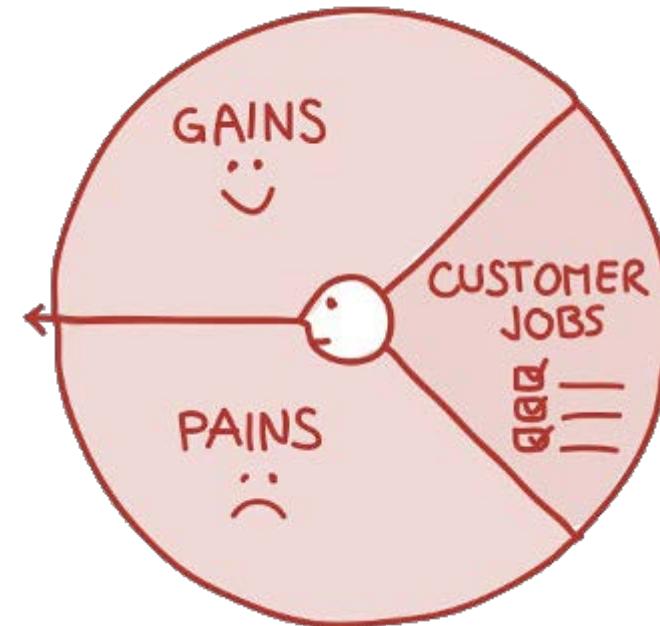


VALUE PROPOSITION CANVAS

A tool that helps you create value for your customers!



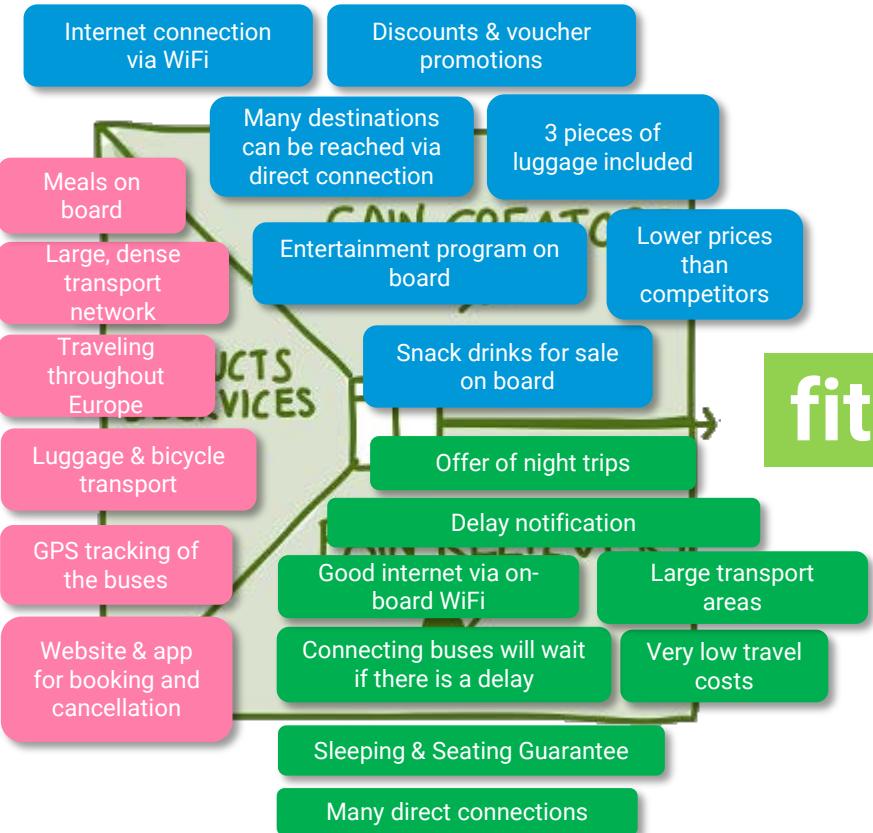
Influence = output



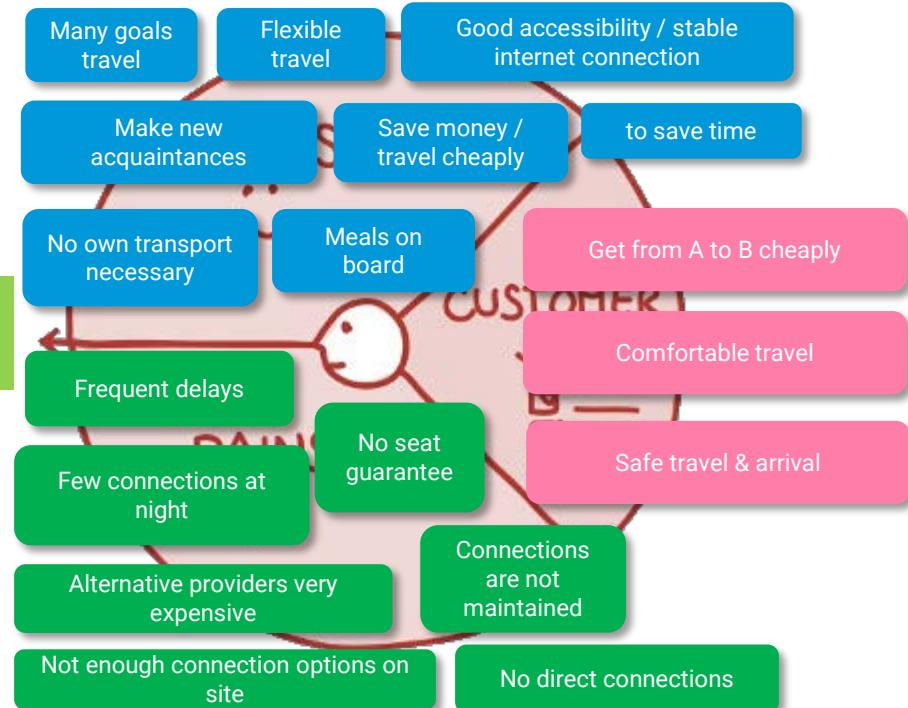
NO Influence = given



VALUE PROPOSITION CANVAS



Flixbus



CUSTOMER PROFILE

Develop yours customer profiles

02



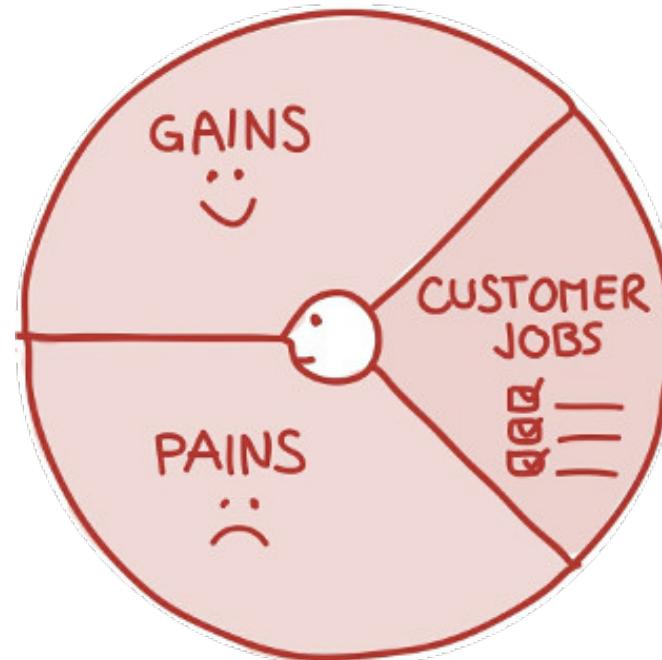


CUSTOMER PROFILE

Focus on the customer Profiles

Profits are
Customer wishes,
advantages and
expectations

Pain describes risks,
problems, and
obstacles
associated with the
client's tasks .



customer Tasks
describe tasks that
customers try to
solve in a specific
situation



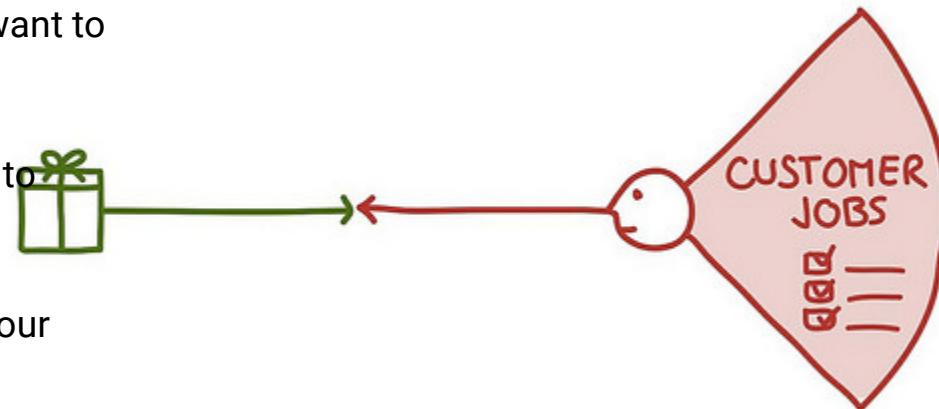
CUSTOMER PROFILE

Customer jobs/ customer tasks

What **functional tasks** do your customers want to fulfill?

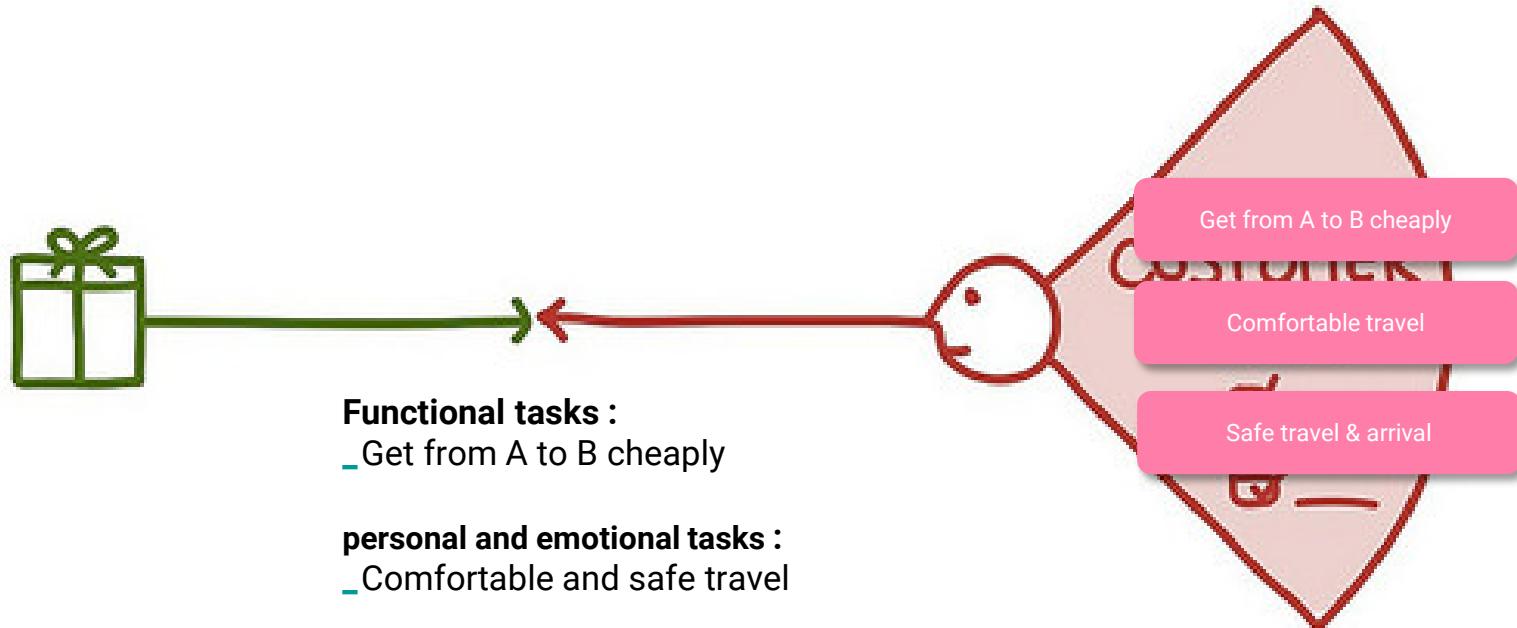
What **social tasks** do your customers want to fulfill?

What **personal and emotional tasks** does your client want to satisfy?



CUSTOMER PROFILE

Example Flixbus on the customer segment Savers who earn less than €30,000 per year

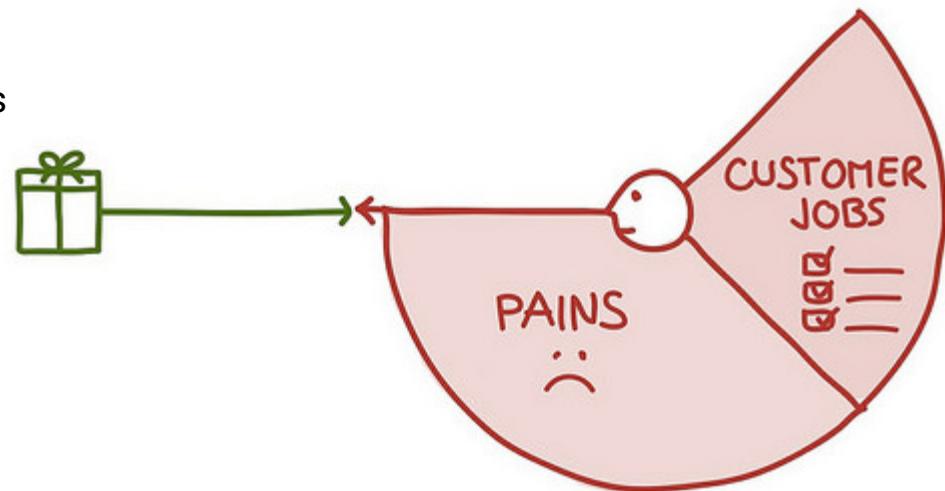




CUSTOMER PROFILE

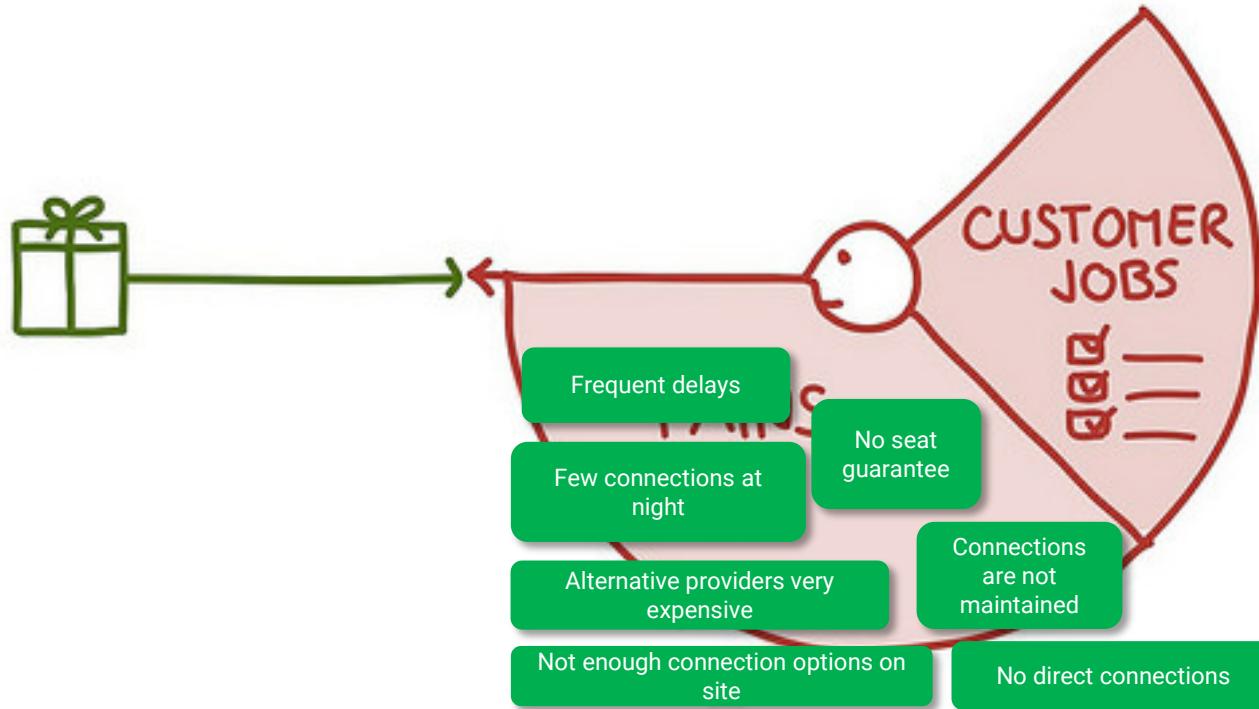
Pain /ache

- _ What does the customer perceive as negative ?
- _ What are the biggest difficulties and challenges your customer faces ?
- _ What risks does the customer fear ?
- _ What makes the customer feel guilty?



CUSTOMER PROFILE

Example of Flixbus in the customer segment Savers who earn less than €30,000 per year

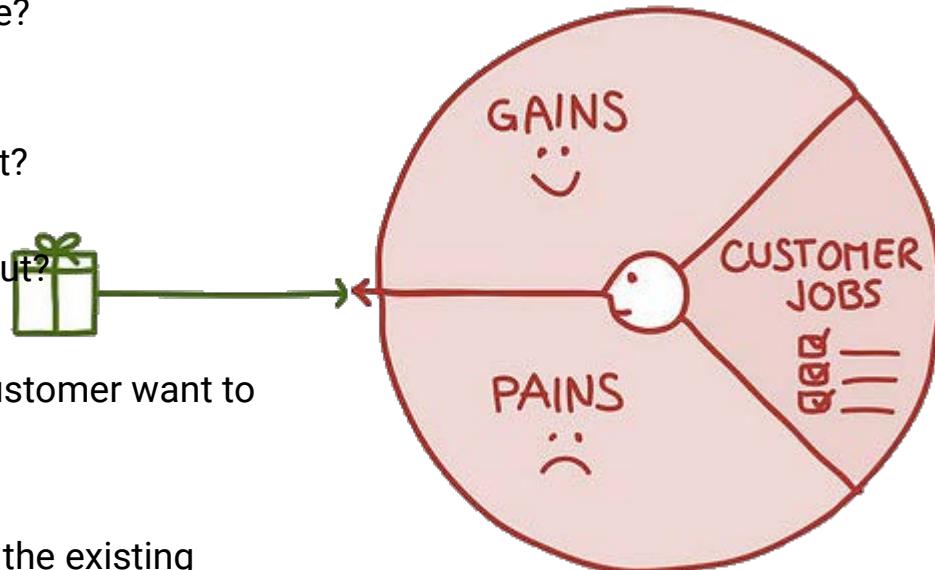




CUSTOMER PROFILE

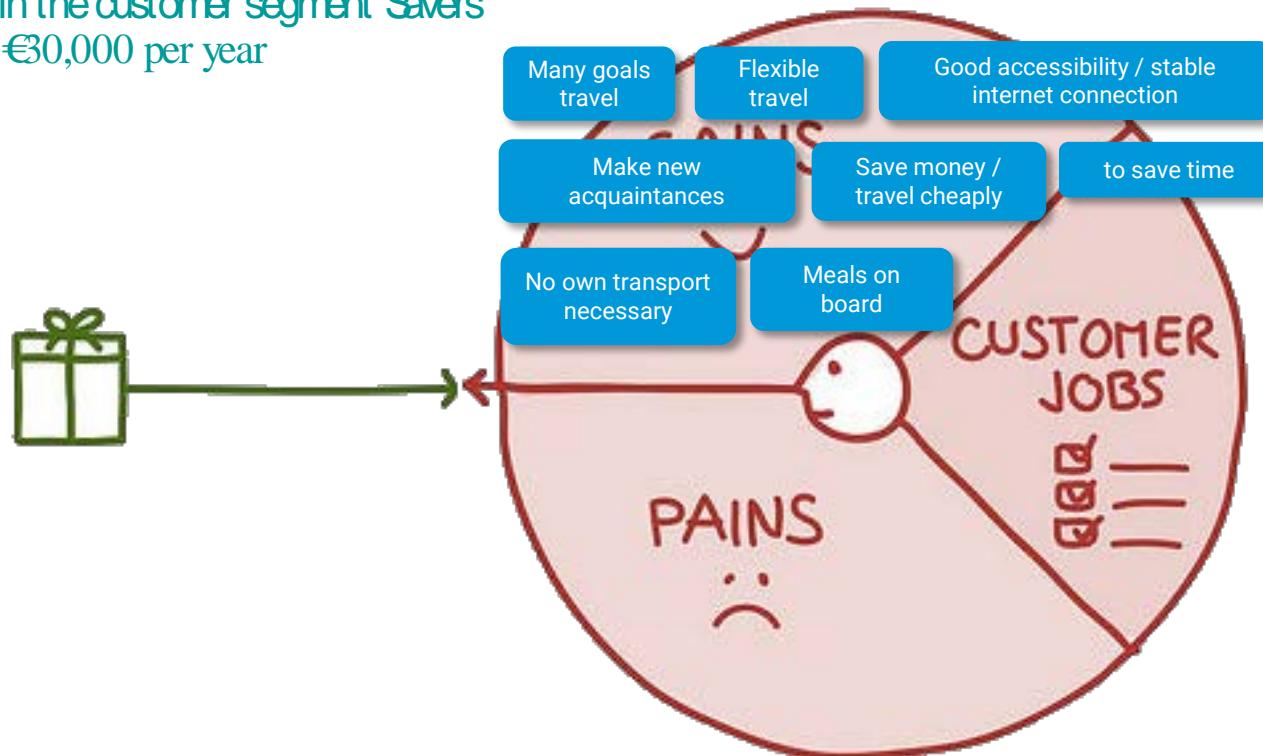
Gains / Benefits / Profits

- What does the customer want to save?
 - ☒ Time, money, effort, work
- What profit does the customer expect?
- What does your customer dream about?
- Which particular problem does the customer want to solve?
- What does your customer love about the existing solutions?



CUSTOMER PROFILE

Example of Flixbus in the customer segment Savers
who earn less than €30,000 per year



VALUE PROPOSITION MAP

Value proposition

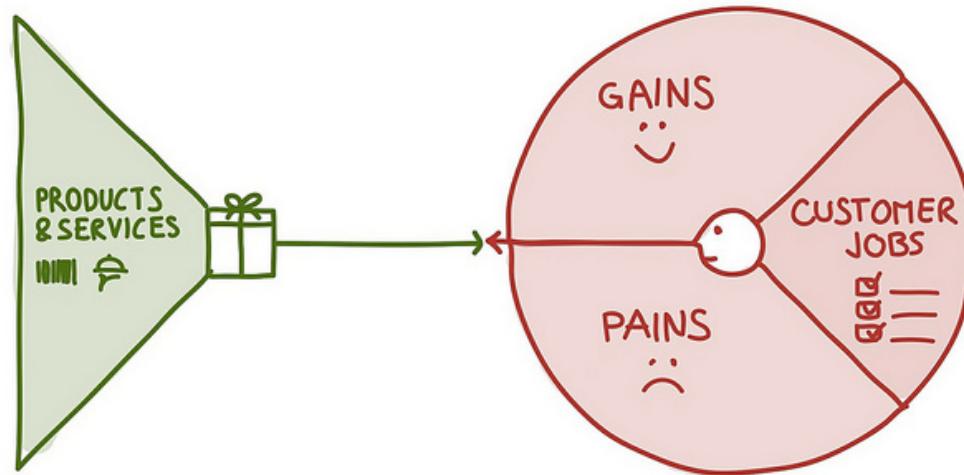
03





VALUE PROPOSITION MAP

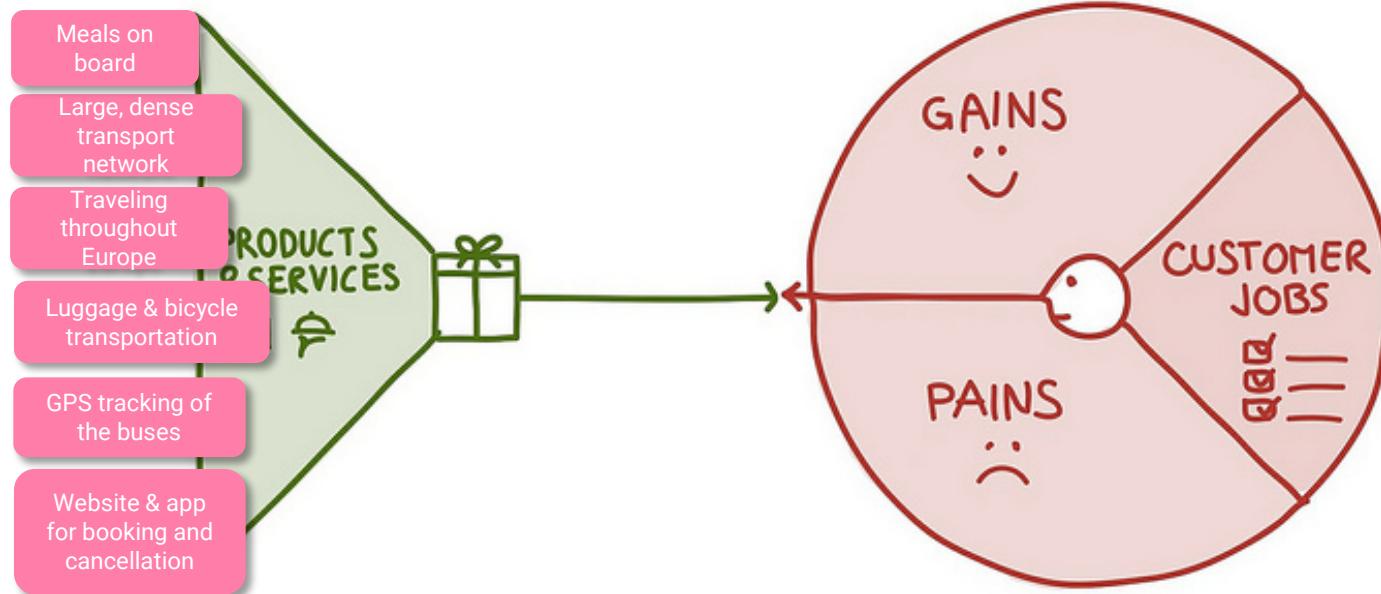
Products & Services / Products & Services



- Which products or services do I offer that help my customer complete tasks & meet their basic needs?
- What products or services will help my customer meet his expectations?

VALUE PROPOSITION MAP

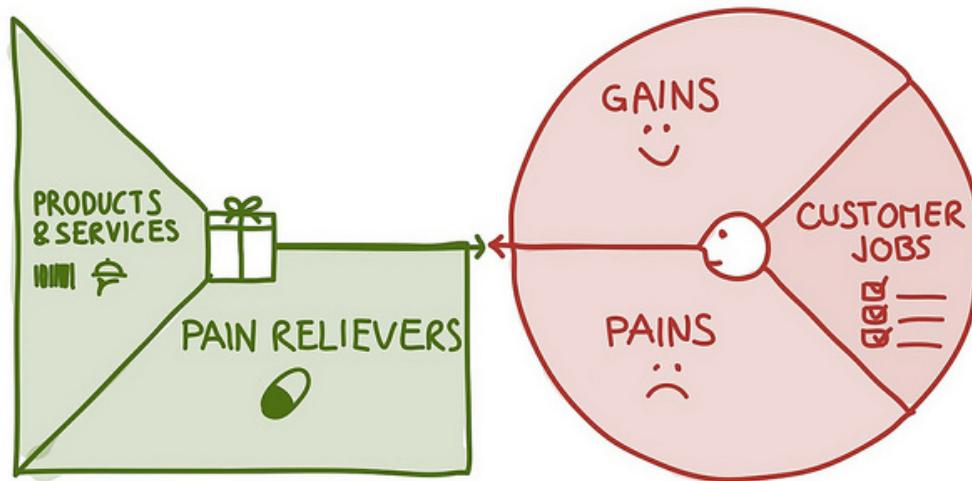
Example of Flixbus in the customer segment Savers who earn less than €30,000 per year





VALUE PROPOSITION MAP

Pain Relievers / Pain Killers

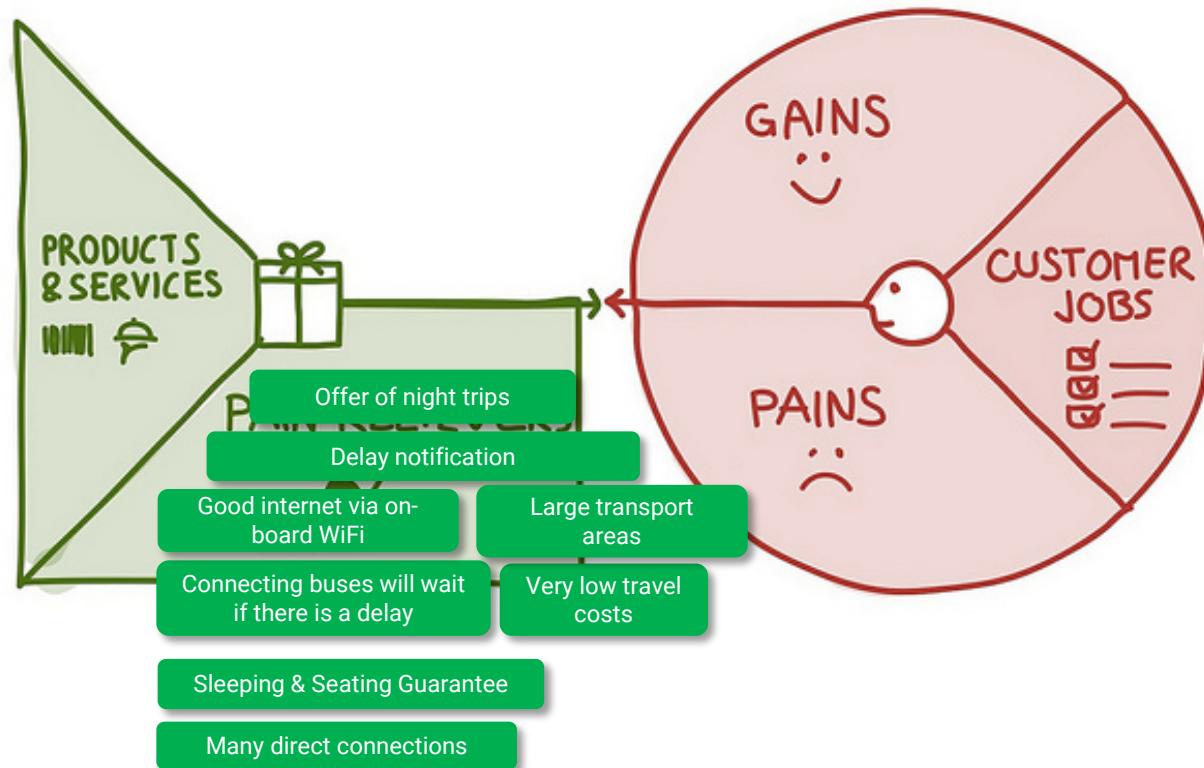


- In which way do my own products and services solve my customers' problems?
- What am I doing better than the established providers?
- How to avoid negative consequences for my customers?
- Describe how your service/product/offer prevents negative situations!



VALUE PROPOSITION MAP

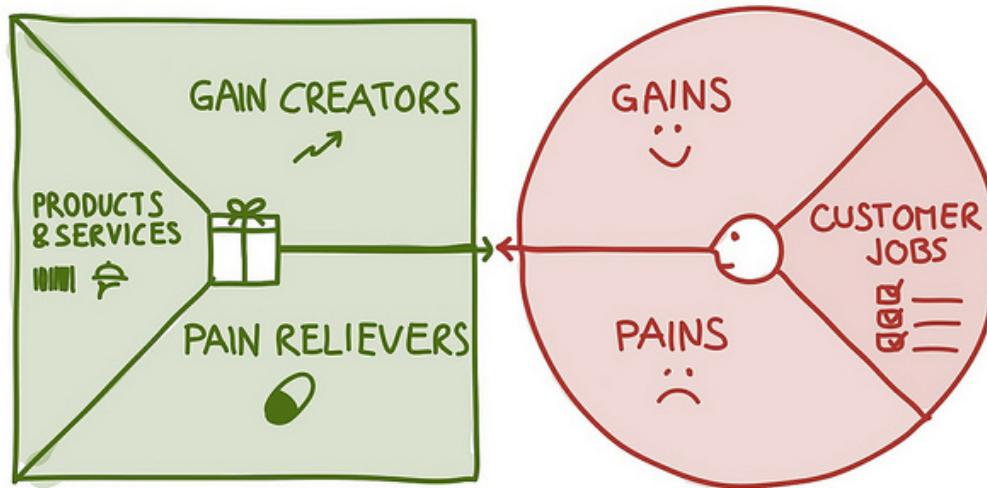
Example of Flixbus in the customer segment Savers who earn less than €30,000 per year





VALUE PROPOSITION MAP

gain Creators / Beneficiaries

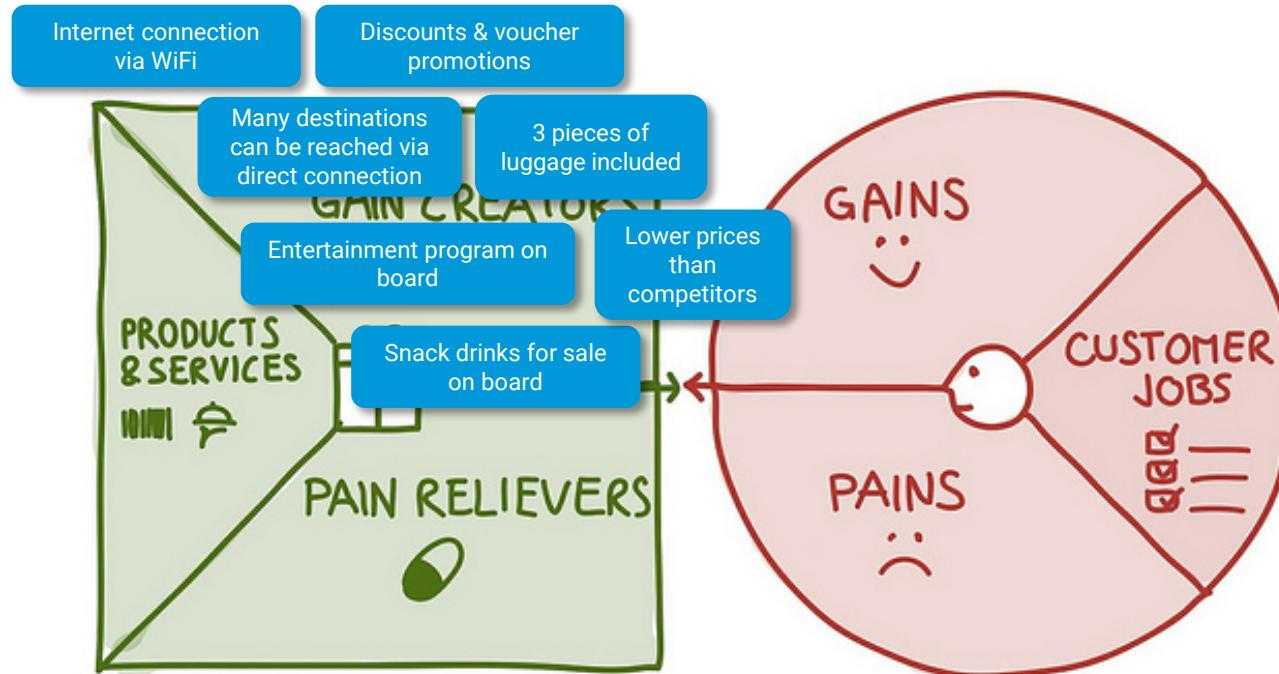


- In which way is my product useful for the customer?
- How do I make my customer's life easier?
- How and with which products do I meet customer needs?
- How can I offer what customers want?



VALUE PROPOSITION MAP

Example of Flixbus in the customer segment Savers who earn less than €30,000 per year





03

APPROPRIATE

Customer profile and value map



The 3 Types of Fit



1. On paper

Problem-Solution Matching
actual correspondence of
the customer's

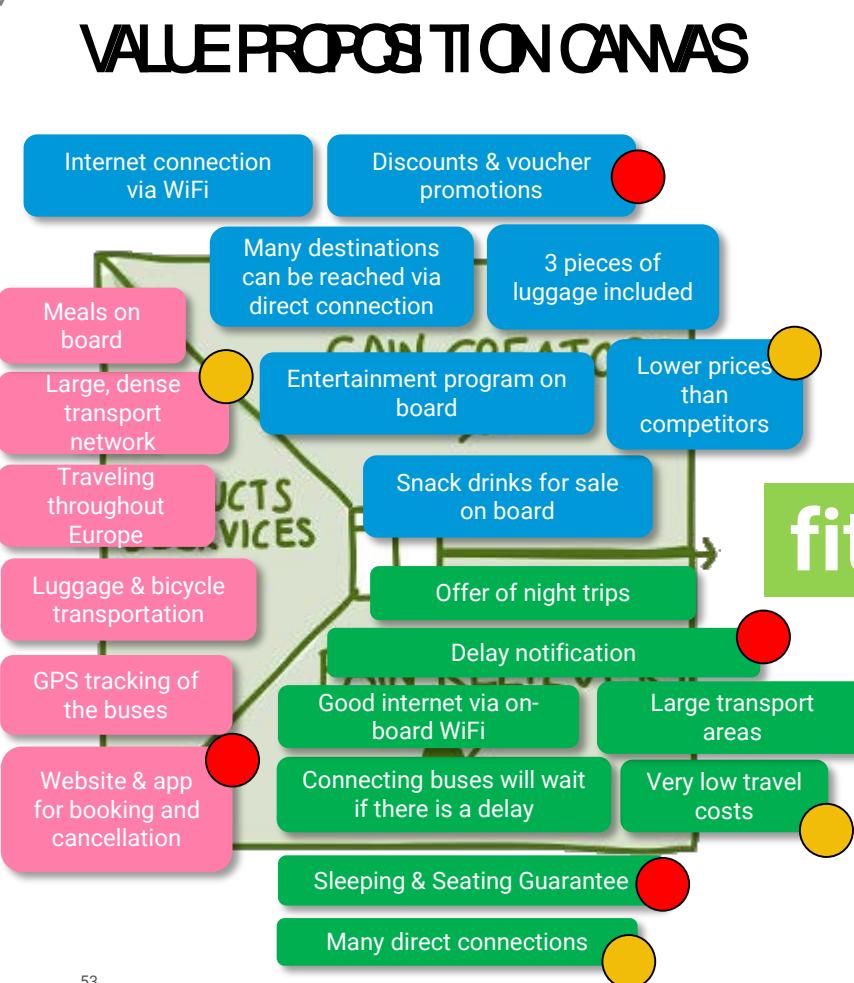
2nd on market

Product-market fit
actually Market consensus –

3. At the Bank

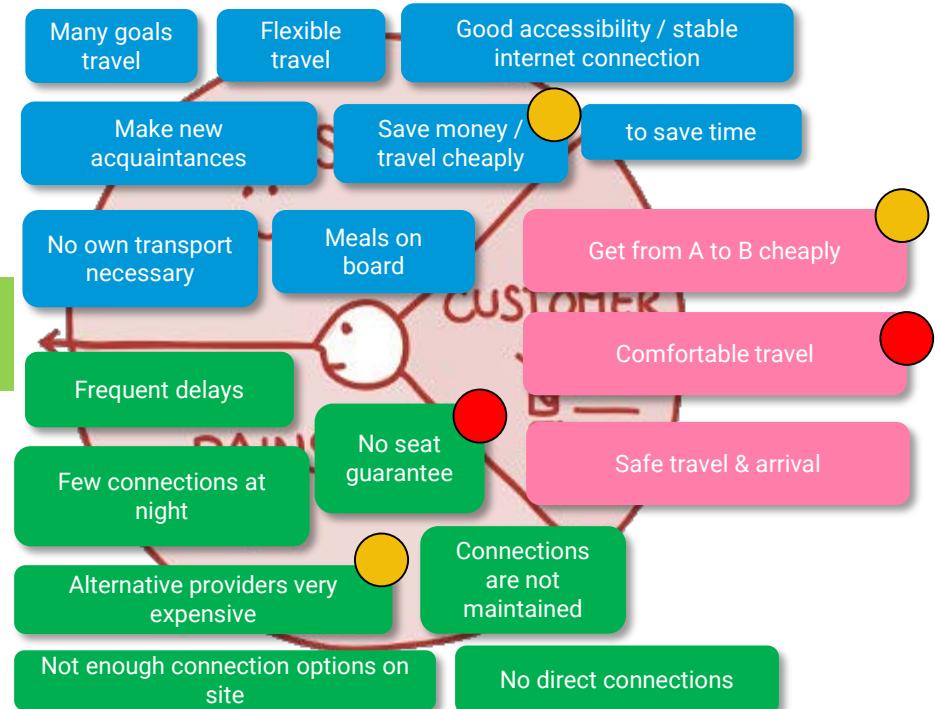
Business model fit
actual payment -> Cash

VALUE PROPOSITION CANVAS



FlixBUS

Savers who earn less than €30,000 per year





Our

 Products and Services

Aid)

 Customer area



tasks that should be reached from The product or service

,

through which

 A customer problem

 Verb (e.g. reduce, avoid)

And

 A customer win

 Verb (e.g. increase, enable)

(in contrast To

 Compete Value Suggestion