

# **System Development International Project**

**Day 3**

2019/2/27

**Xavier Défago**

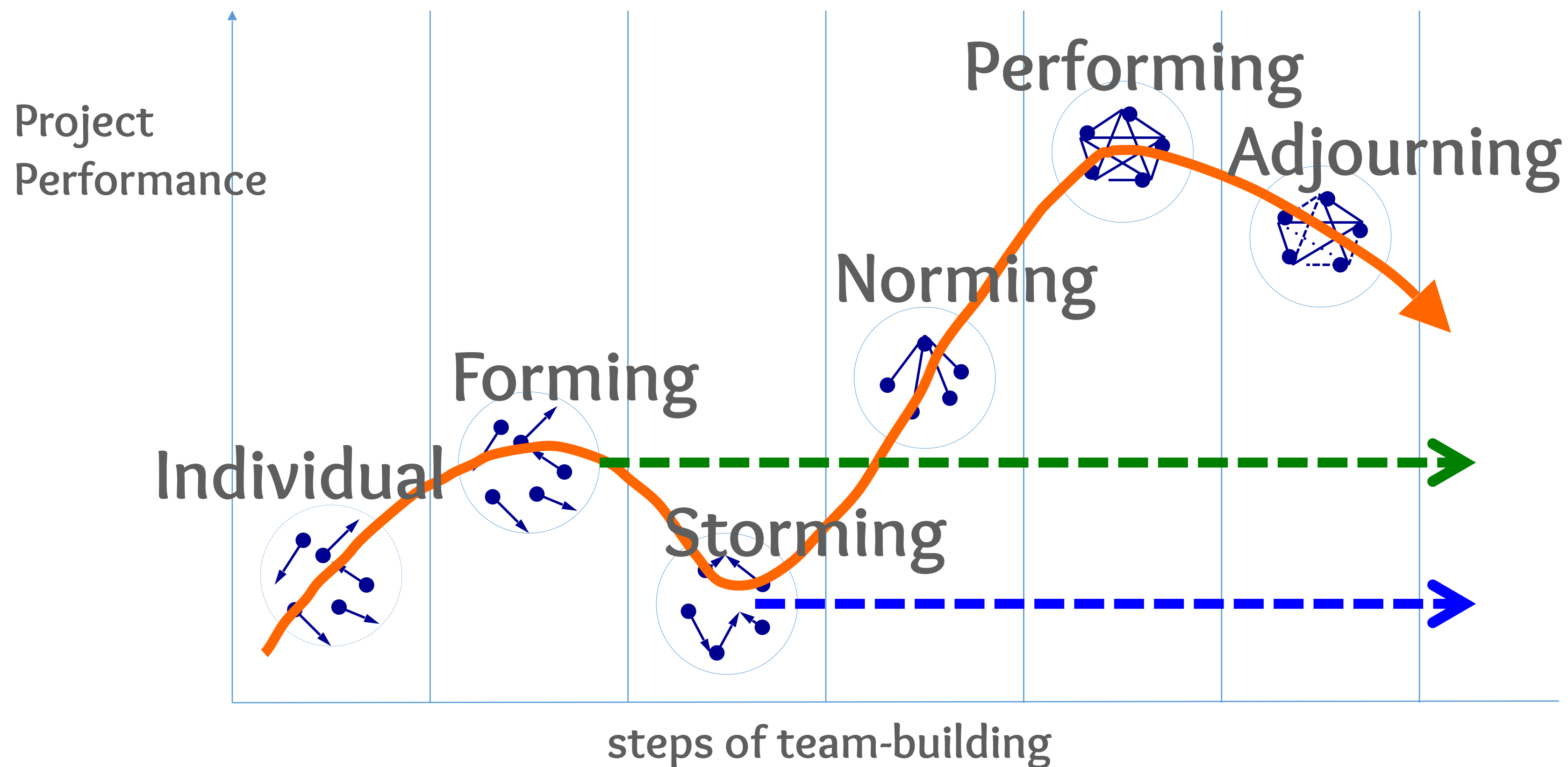
(Chikako Morimoto)

# **Exercise of Project Management**

# Team building

- **How to build a trust relationship?**

- Team doesn't occur by itself, so we need to make team.
- Tuckman's team-building model



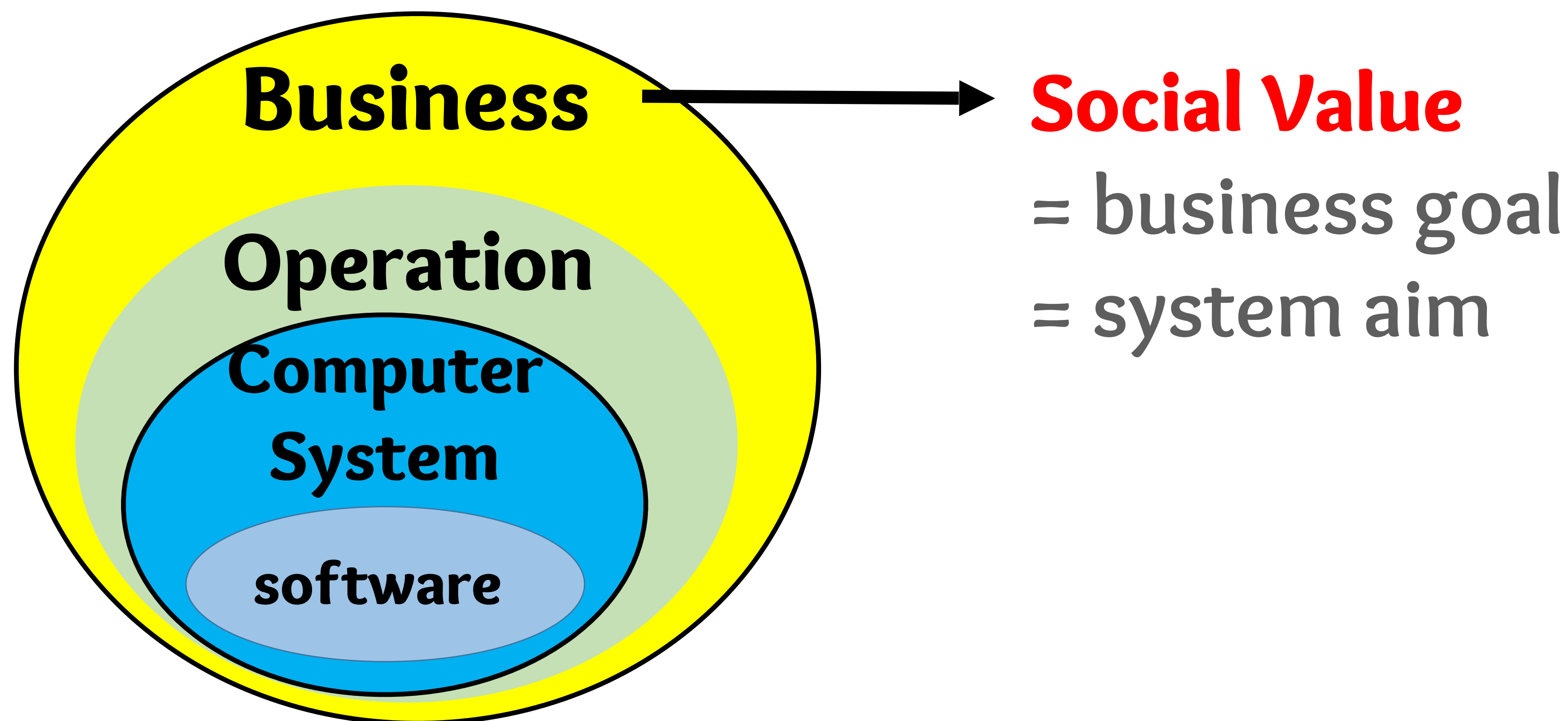
## Team building

- **How are you today?**
- **What did you learn from these 2.5days?**
- **Please choose 1 block.**  
**It indicates your new growth.**
- **Add on the team symbol.**  
**What is its meaning w.r.t. the symbol?**

**mini-PBL**

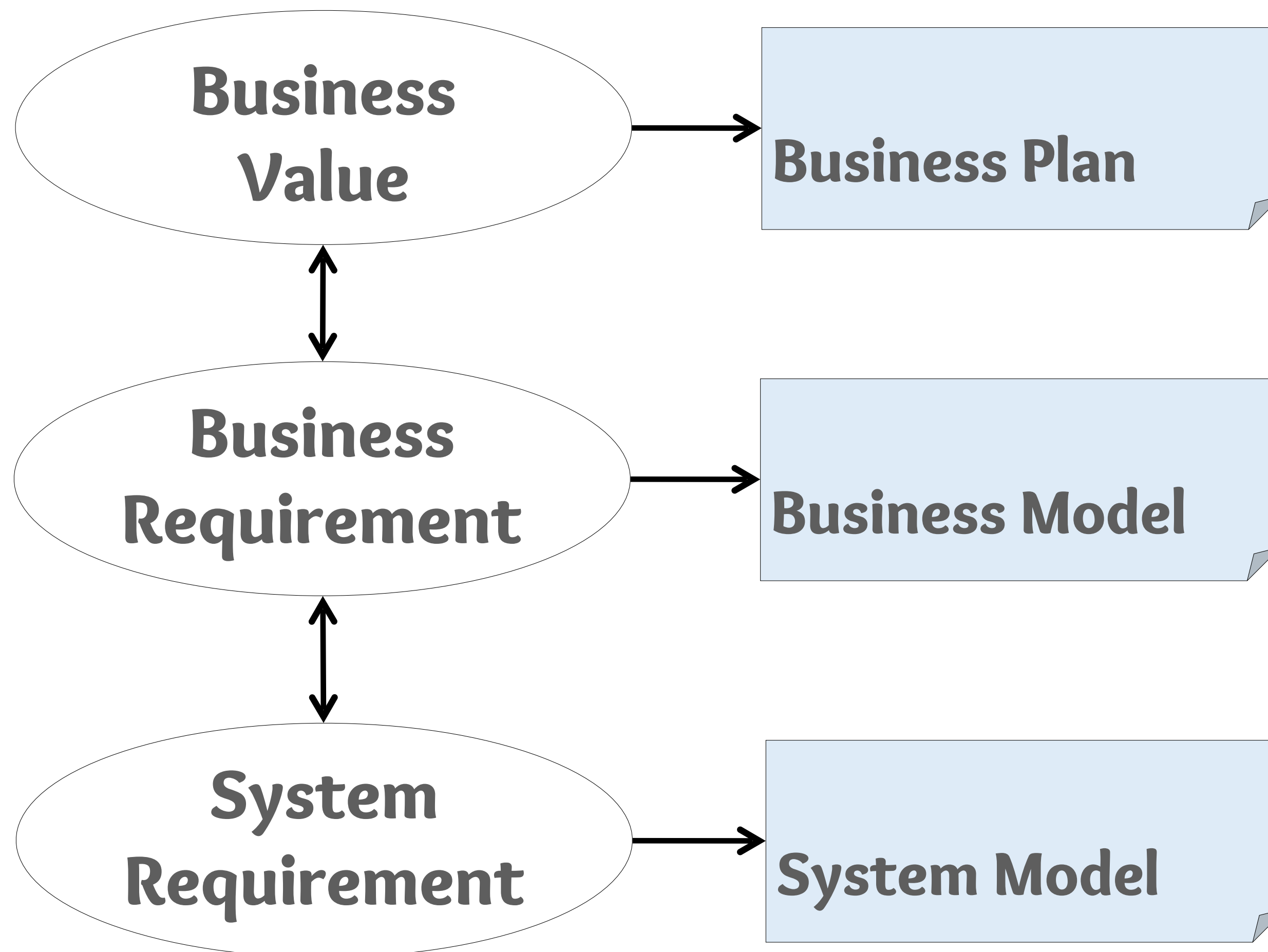
# Software Development Layer

- What is a “System”?



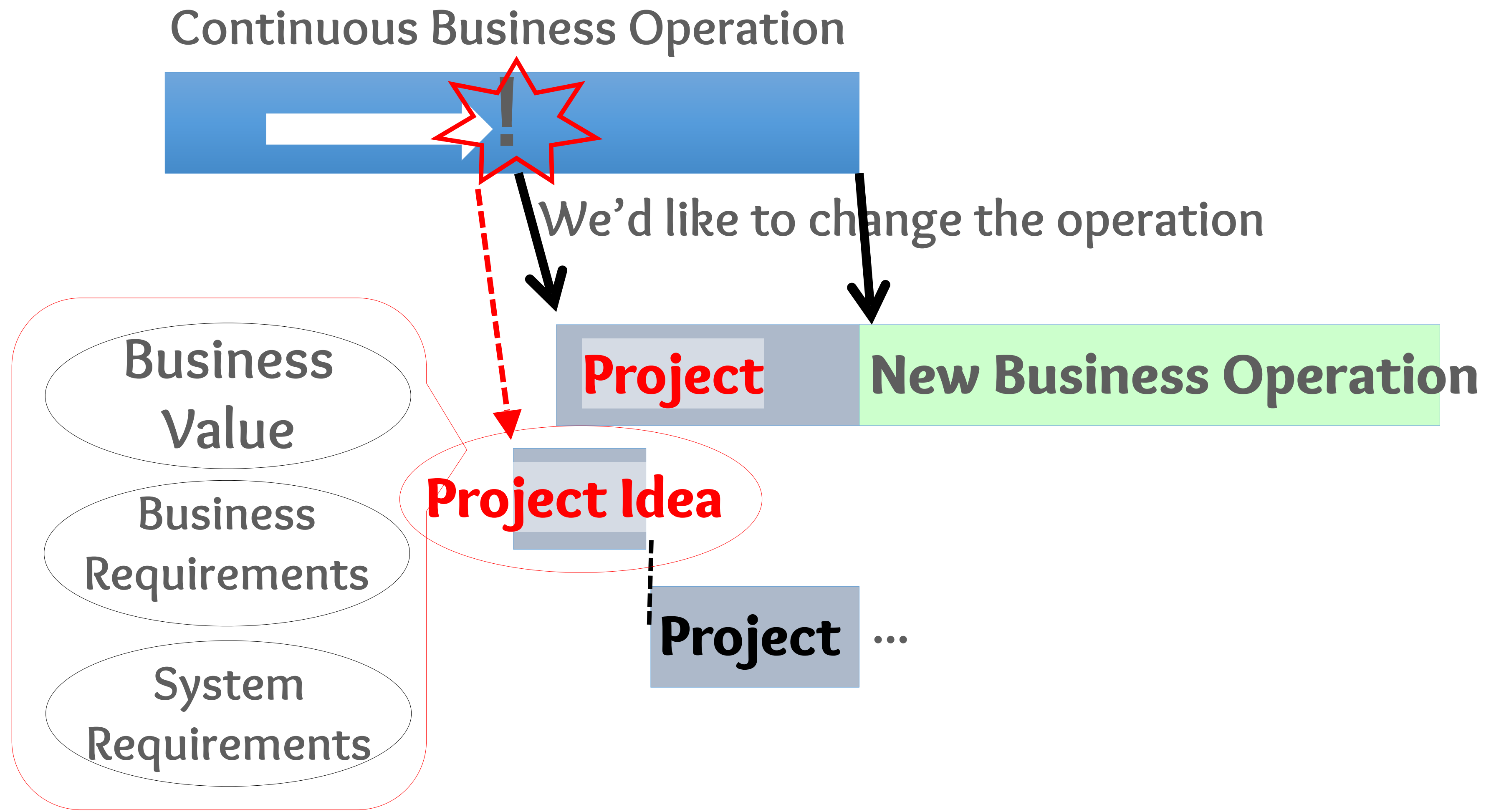
# Software Development Layer

- Requirement development



# What is project?

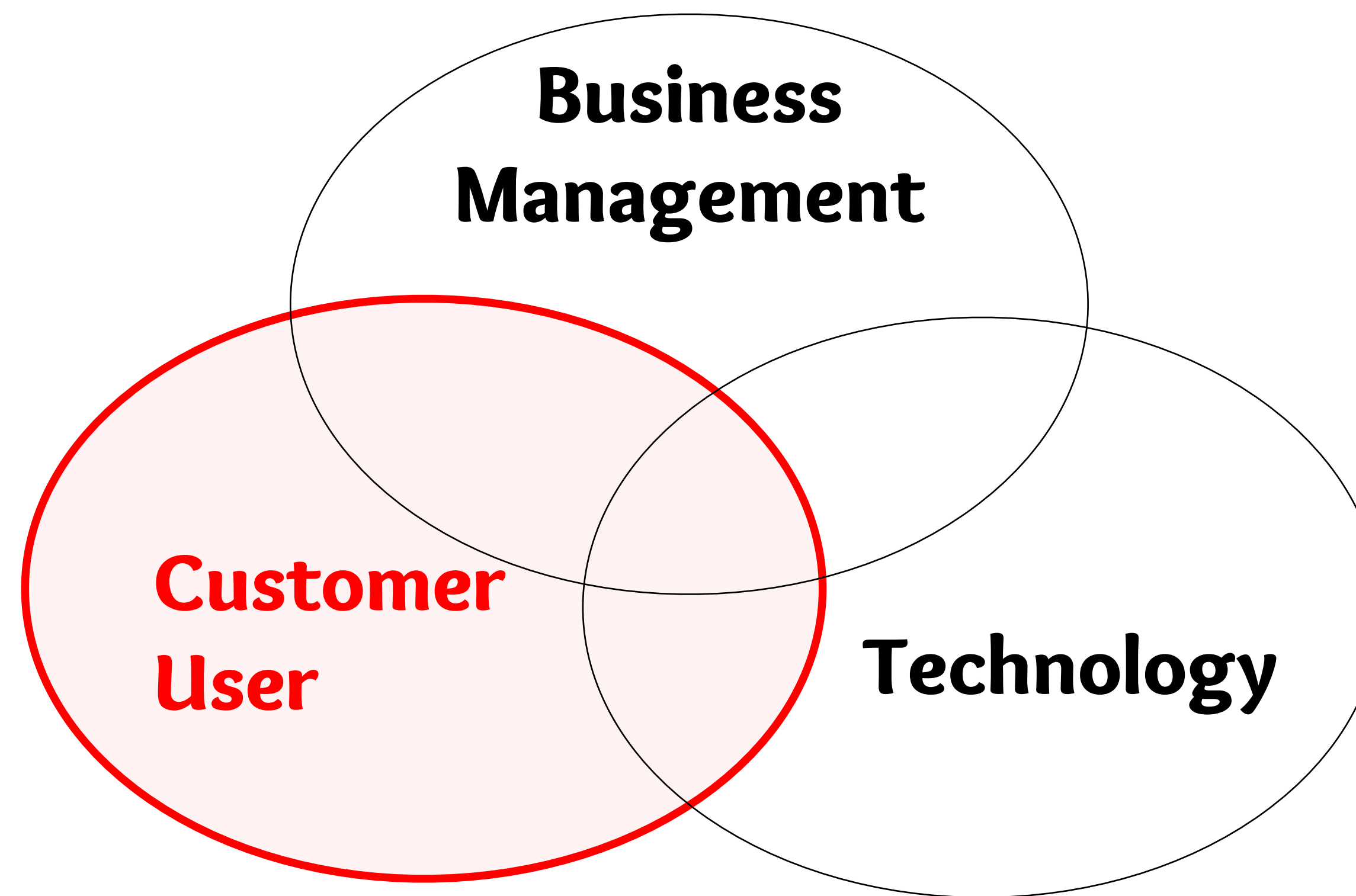
- **View from the company...**





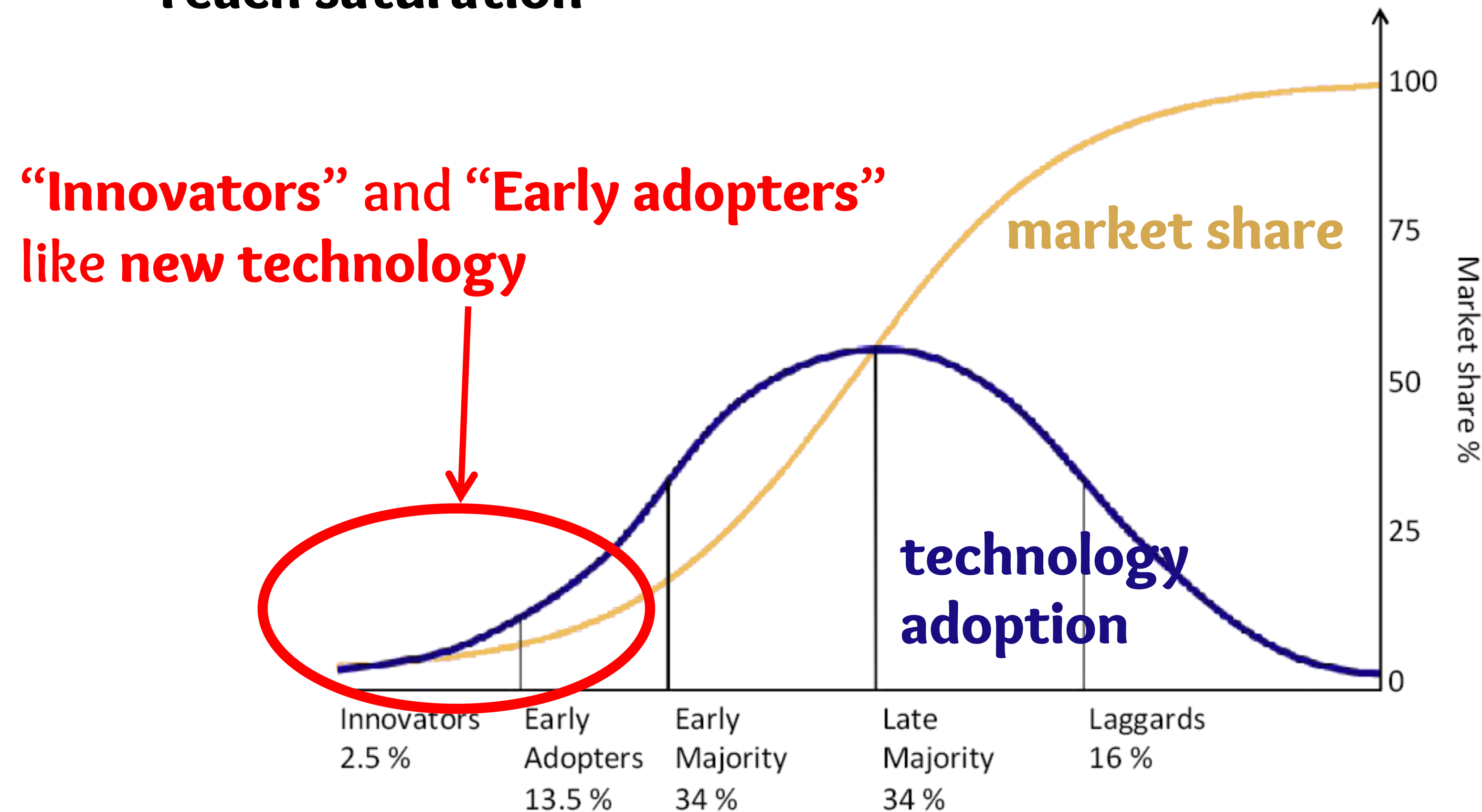
# “Right Thing” ?

- Do you know “Customer” and “User” ?



# Customer Segment

- With successive groups of consumers adopting the technology (**blue**), its market share (**yellow**) will eventually reach saturation



Rogers, E. (1962) Diffusion of innovations.

# Customer Segment

- **Innovators**

- Innovators are willing to **take risks**, have the highest social status. Their risk tolerance allows them to adopt technologies that may ultimately fail.

- **Early Adopters**

- These individuals have the highest degree of **opinion leadership** among the adopter categories. Early adopters have a higher social status. They use judicious choice of adoption to help them maintain a central communication position.

- **Early Majority**

- They adopt an innovation after a varying degree of time that is significantly longer than the innovators and early adopters. After they accept innovations, it already isn't innovation.

- **Late Majority**

- They adopt technology after the average person. Late Majority are typically **skeptical about innovation**, have below average social status.

- **Laggards**

- They are last to adopt technology. Unlike some of the previous categories, individuals in this category show little to no opinion leadership. Laggards typically tend to be focused on "traditions".

Target is **early adopters** to **prove the value** of your service

# User Definition and Elicitation

## • Let's discuss customer requirements

### 1. Customer Segments

2. Unique Value Proposition
3. Channels
4. Unfair Advantage
5. Revenue Streams
6. Key Metrics
7. Solution
8. Problem
9. Cost Structure

<p><b>Problem</b></p> <p>Business Models need to be more portable</p> <p>Measuring Progress is hard work.</p> <p>Communicating learning is critical.</p> <p>Existing Alternatives: Intuition, business plans, spreadsheets, business model canvas.</p> <p>8</p>	<p><b>Solution</b></p> <p>1-page Lean Canvas</p> <p>Progress Dashboard</p> <p>Sharing Features</p> <p>7</p>	<p><b>Unique Value Proposition</b></p> <p>Helps startups raise their odds of success.</p> <p>High-level concept: Startup Report Card.</p> <p>2</p>	<p><b>Unfair Advantage</b></p> <p>"Expert" Endorsements</p> <p>Personal Authority</p> <p>4</p>	<p><b>Customer Segments</b></p> <p>Startup Founders (Creators)</p> <p>Advisors/Investors (Collaborators)</p> <p>Early Adopter: Book reader or workshop participant.</p> <p>1</p>
	<p><b>Key Metrics</b></p> <p>Create Lean Canvas</p> <p>Invite Collaborator</p> <p>Track Experiments</p> <p>6</p>		<p><b>Channels</b></p> <p>1. Blog, Book, Workshops</p> <p>2. Startup Accelerators, Investors</p> <p>3</p>	
<p><b>Cost Structure</b></p> <p>Hosting Costs: heroku (currently \$0)</p> <p>People Costs: \$5K/mo</p> <p>9</p>			<p><b>Revenue Streams</b></p> <p>Bundled with book and workshops</p> <p>30-day free trial @ \$14/mo</p> <p>5</p>	

# Theme of mini-PBL

- **Practice of finding new services**

1. Analyze the product
2. User definition and problem elicitation
- 3. Redefine user and problem**
4. Business model



# Validation

- **What are user requirements?**
  - You can find the requirements from users' problems
- **How is the value of the product?**



# Redefinition of User and Problem

## • Let's discuss customer requirements

If you start new business, who are the users?

What is the most important problem for your users?

### 1. Customer Segments

2. Unique Value Proposition

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### 8. Problem

9. Cost Structure

<div><div>Problem</div><div>Business Models need to be more portable</div><div>Measuring Progress is hard work.</div><div>Communicating learning is critical.</div><div>Existing Alternatives: Intuition, business plans, spreadsheets, business model canvas.</div><div>8</div></div>	<div><div>Solution</div><div>1-page Lean Canvas</div><div>Progress Dashboard</div><div>Sharing Features</div><div>7</div></div> <div><div>Key Metrics</div><div>Create Lean Canvas</div><div>Invite Collaborator</div><div>Track Experiments</div><div>6</div></div>	<div><div>Unique Value Proposition</div><div>Helps startups raise their odds of success.</div><div>High-level concept: Startup Report Card.</div><div>2</div></div>	<div><div>Unfair Advantage</div><div>"Expert" Endorsements</div><div>Personal Authority</div><div>4</div></div> <div><div>Channels</div><div>1. Blog, Book, Workshops</div><div>2. Startup Accelerators, Investors</div><div>3</div></div>	<div><div>Customer Segments</div><div>Startup Founders (Creators)</div><div>Advisors/Investors (Collaborators)</div><div>Early Adopter: Book reader or workshop participant.</div><div>1</div></div>
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# Validation

- **Validation and verification**
  - Validation : Checking Requirements
  - Verification : Correctness of function  
(= inspection)
- **What are the user requirements?**
- **How is the value of the product?**

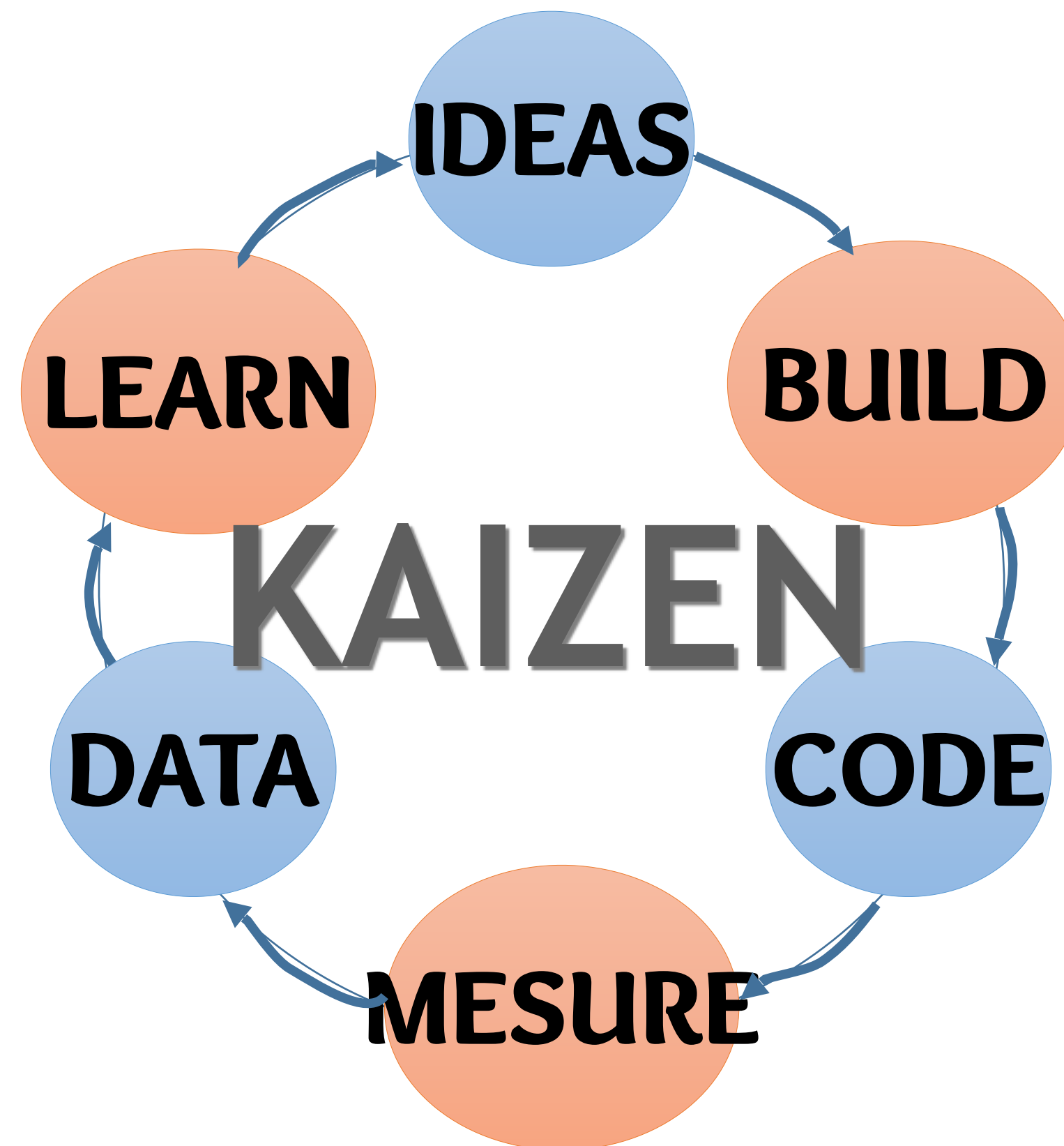
**Correct requirements?**



# Validation Cycle

- **Correct requirements?**

- Let's get feedback.
- MVP (Minimum Viable Product)



## Customer Disregard

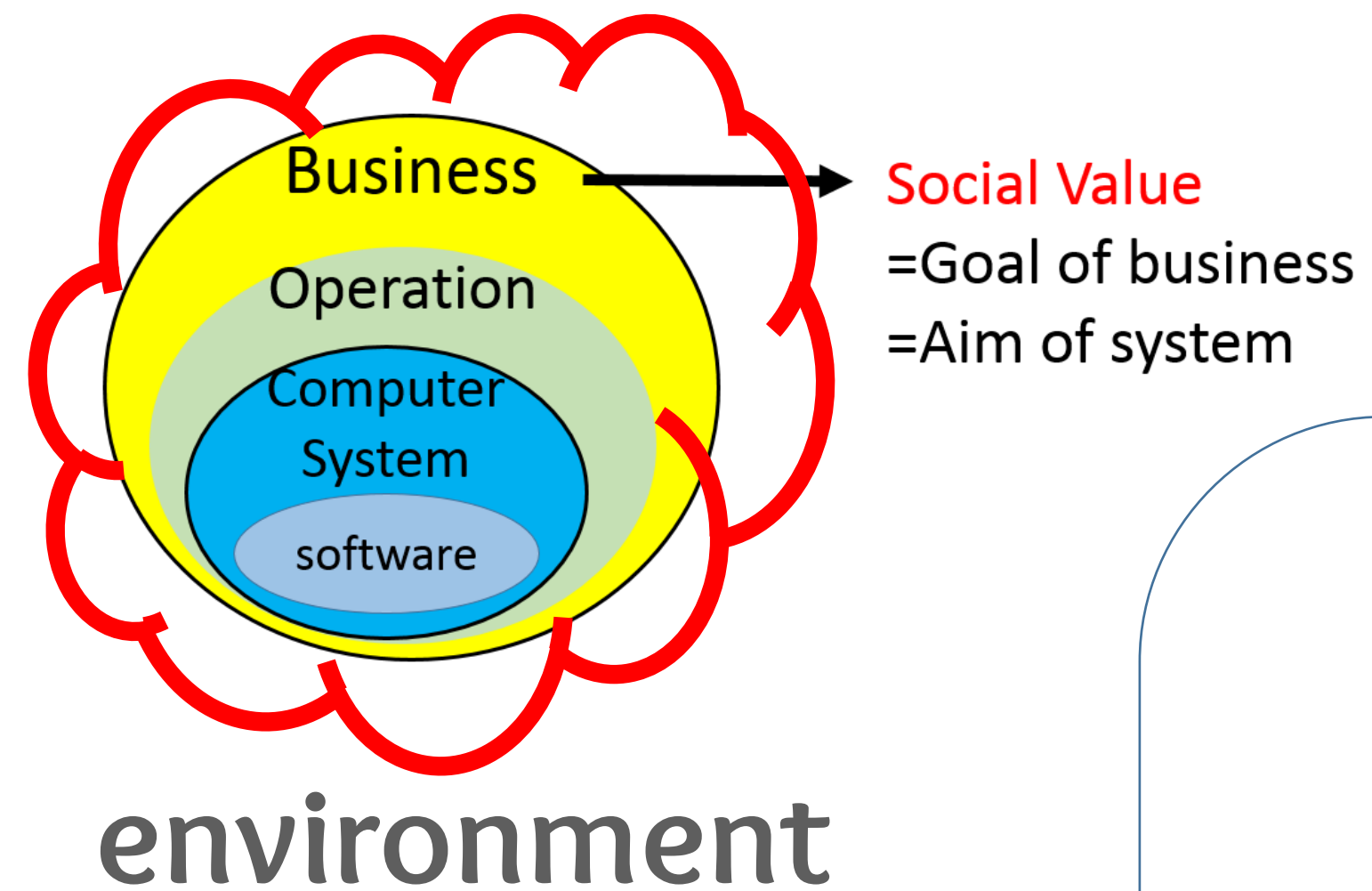
If there is a common root of failed innovations, it is ignoring customer feedback during the innovation process. Disregarding this key stakeholder feedback has led to poor adoption or weak sales time and again. Maybe the product isn't intuitive to use. Or it's overpriced or unrealistically bold. Many projects and programs fall victim to these pitfalls because organizations overlook customer feedback early in the product-development process. These stakeholders can be the best source of insight and ideas, and their feedback on the innovation journey is a crucial forecast of the long-term viability of the product.

## Perfection Seeking

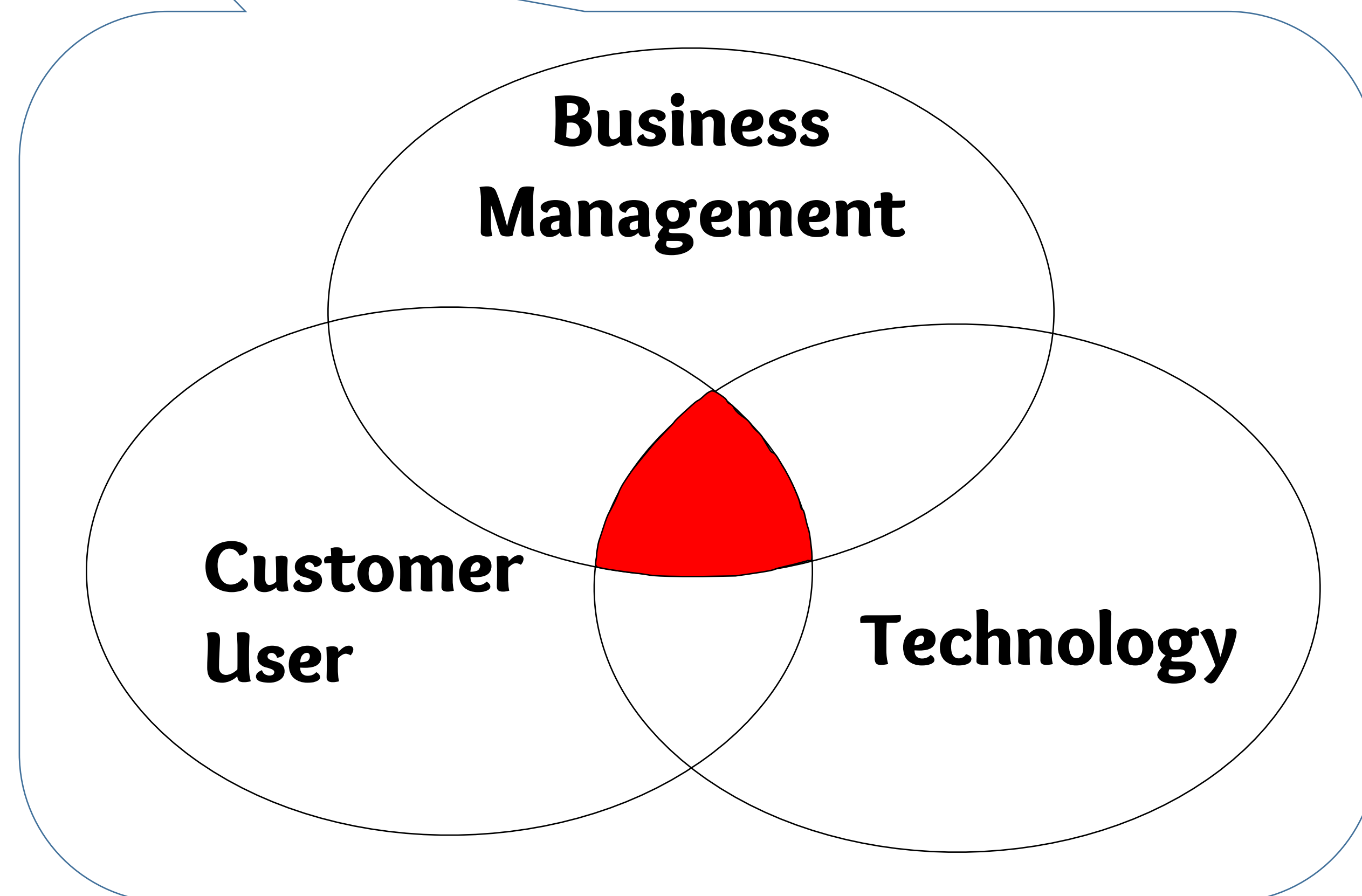
An innovative product with a decent number of features that's ready to be launched today is definitely more advantageous than one that will be ready in a year's time with more bells and whistles. Trying to gold-plate the product may wind up paralyzing the project, as scope creeps ever outward. Seeking perfection can also inflate project costs, lengthen time to market and make you lose customers who are ready to buy your product now. The first-generation iPhone operating system, for example, lacked copy-and-paste functionality, but Apple made the bold decision not to include it in the first version. **PM**

# Make a Value

- **Focus on social value**



In doubt about task priorities,  
get back to social value



# Product Analysis

- Evaluate **critically**, but not **negatively**

1. Customer Segments

**2. Unique Value Proposition**

3. Channels

**4. Unfair Advantage**

5. Revenue Streams

6. Key Metrics

**7. Solution**

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<b>Problem</b> Business Models need to be more portable Measuring Progress is hard work. Communicating learning is critical. Existing Alternatives: Intuition, business plans, spreadsheets, business model canvas. <b>8</b>	<b>Solution</b> 1-page Lean Canvas Progress Dashboard Sharing features <b>7</b>	<b>Unique Value Proposition</b> Helps startups raise their odds of success. High-level concept: Startup Report Card. <b>2</b>	<b>Unfair Advantage</b> "Expert" Endorsements Personal Authority <b>4</b>	<b>Customer Segments</b> Startup Founders (Creators) Advisors/Investors (Collaborators) Early Adopter: Book reader or workshop participant. <b>1</b>
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# Consider from user's viewpoint

- Evaluate **critically**, but not **negatively**

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2. Unique Value Proposition
- 3. Channels**
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Business Model

<p><b>Problem</b></p> <p>Business Models need to be more portable</p> <p>Measuring Progress is hard work.</p> <p>Communicating learning is critical.</p> <p>Existing Alternatives: Intuition, business plans, spreadsheets, business model canvas.</p> <p>8</p>	<p><b>Solution</b></p> <p>1-page Lean Canvas</p> <p>Progress Dashboard</p> <p>Sharing features</p> <p>7</p>	<p><b>Unique Value Proposition</b></p> <p>Helps startups raise their odds of success.</p> <p>High-level concept: Startup Report Card.</p> <p>2</p>	<p><b>Unfair Advantage</b></p> <p>"Expert" Endorsements</p> <p>Personal Authority</p> <p>4</p>	<p><b>Customer Segments</b></p> <p>Startup Founders (Creators)</p> <p>Advisors/Investors (Collaborators)</p> <p>Early Adopter: Book reader or workshop participant.</p> <p>1</p>
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- **Practice of finding new services**

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3. Redefine user and problem

## 4. Business model



# Business Model

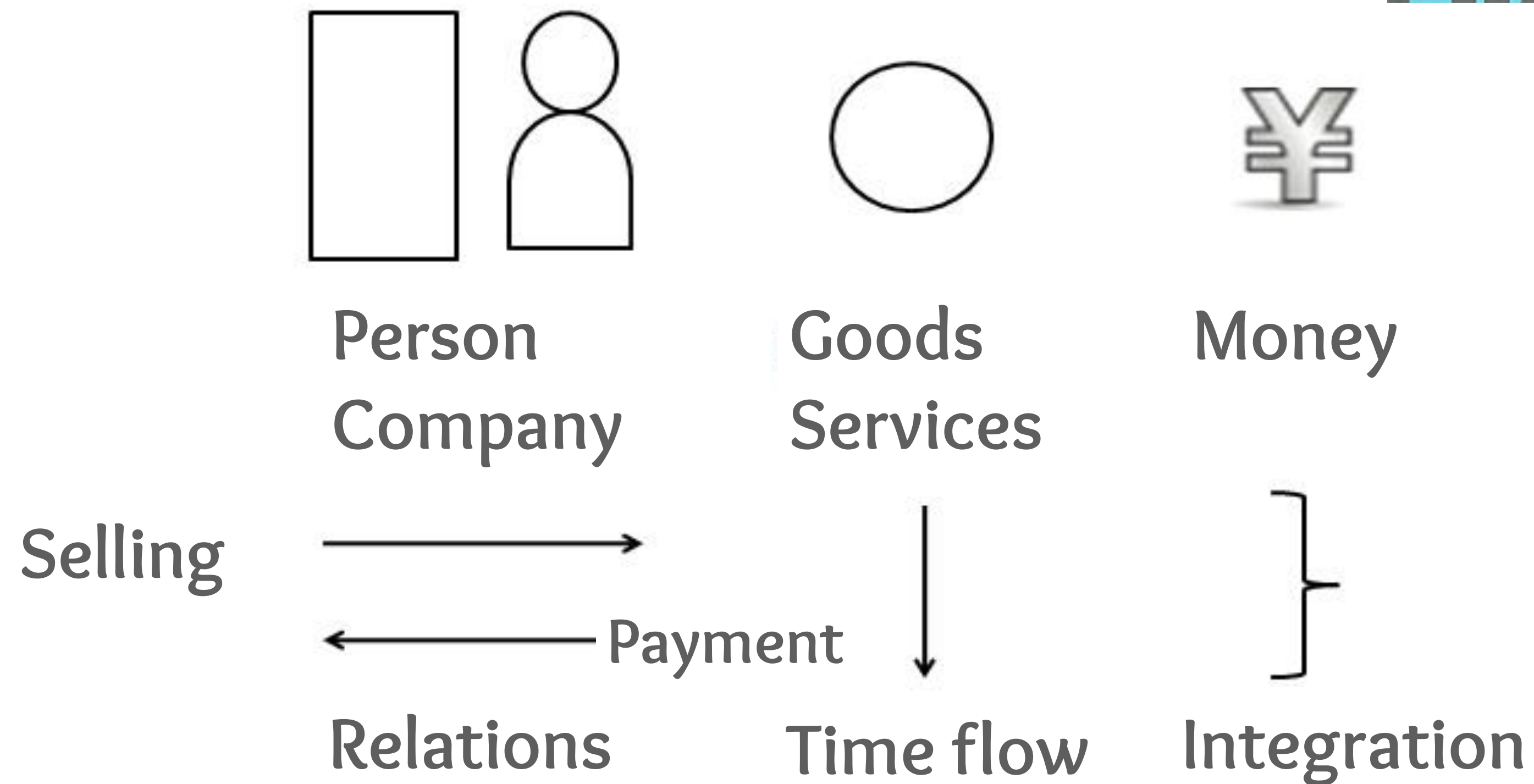
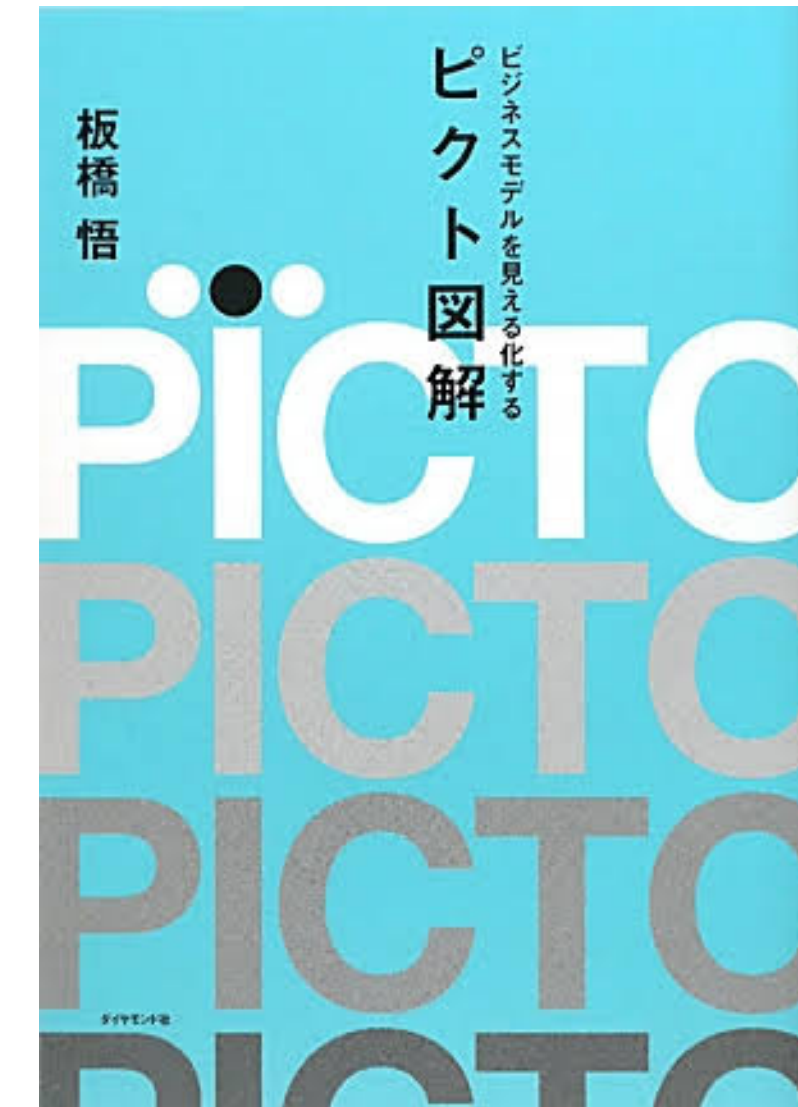
- Pictogram



# Business Model

## • Pictogram (pict-figure)

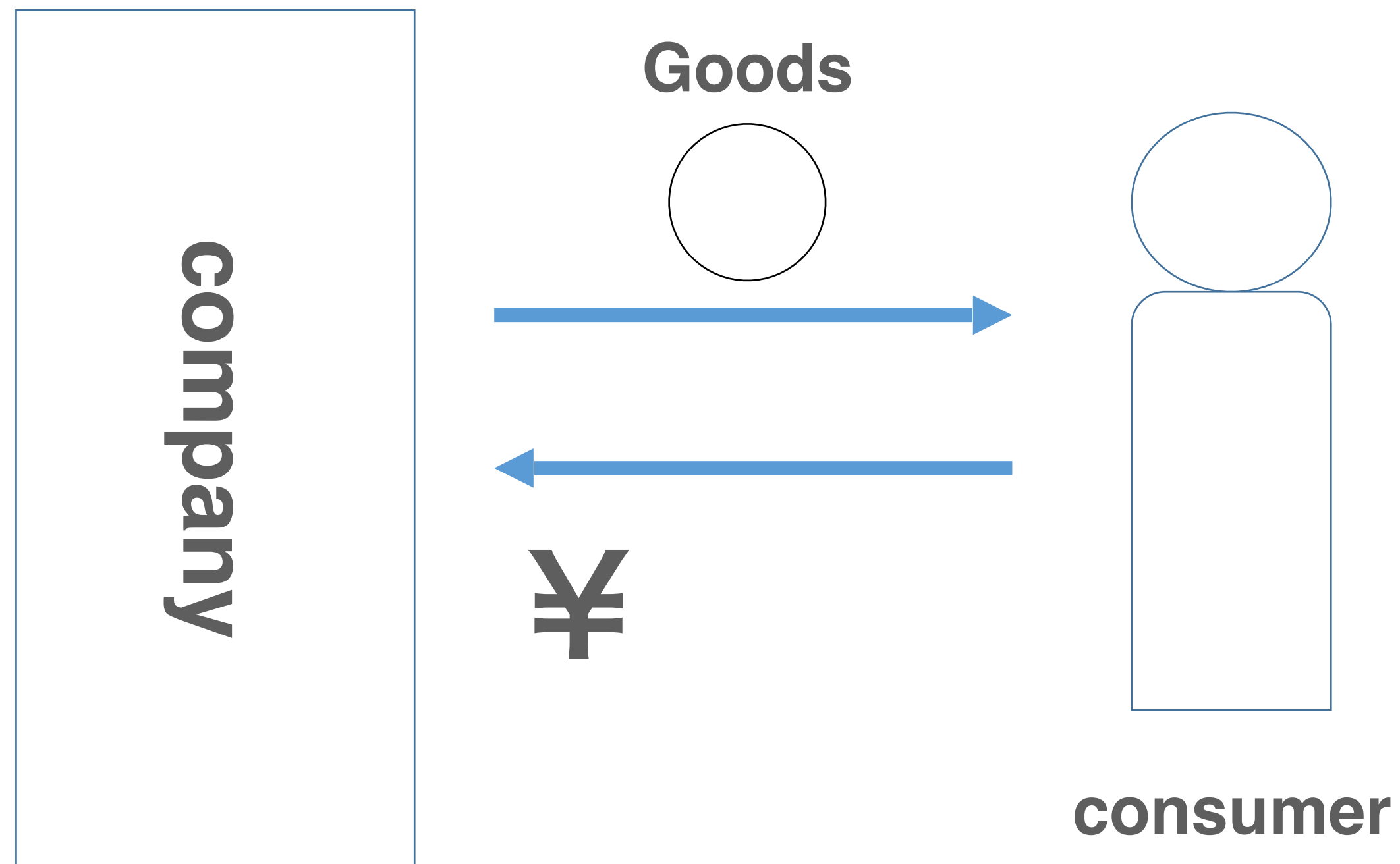
- Satoru Itabashi, 2010  
[ビジネスモデルを見える化するピクト図解]



# Business Model

- **3W1H of business**

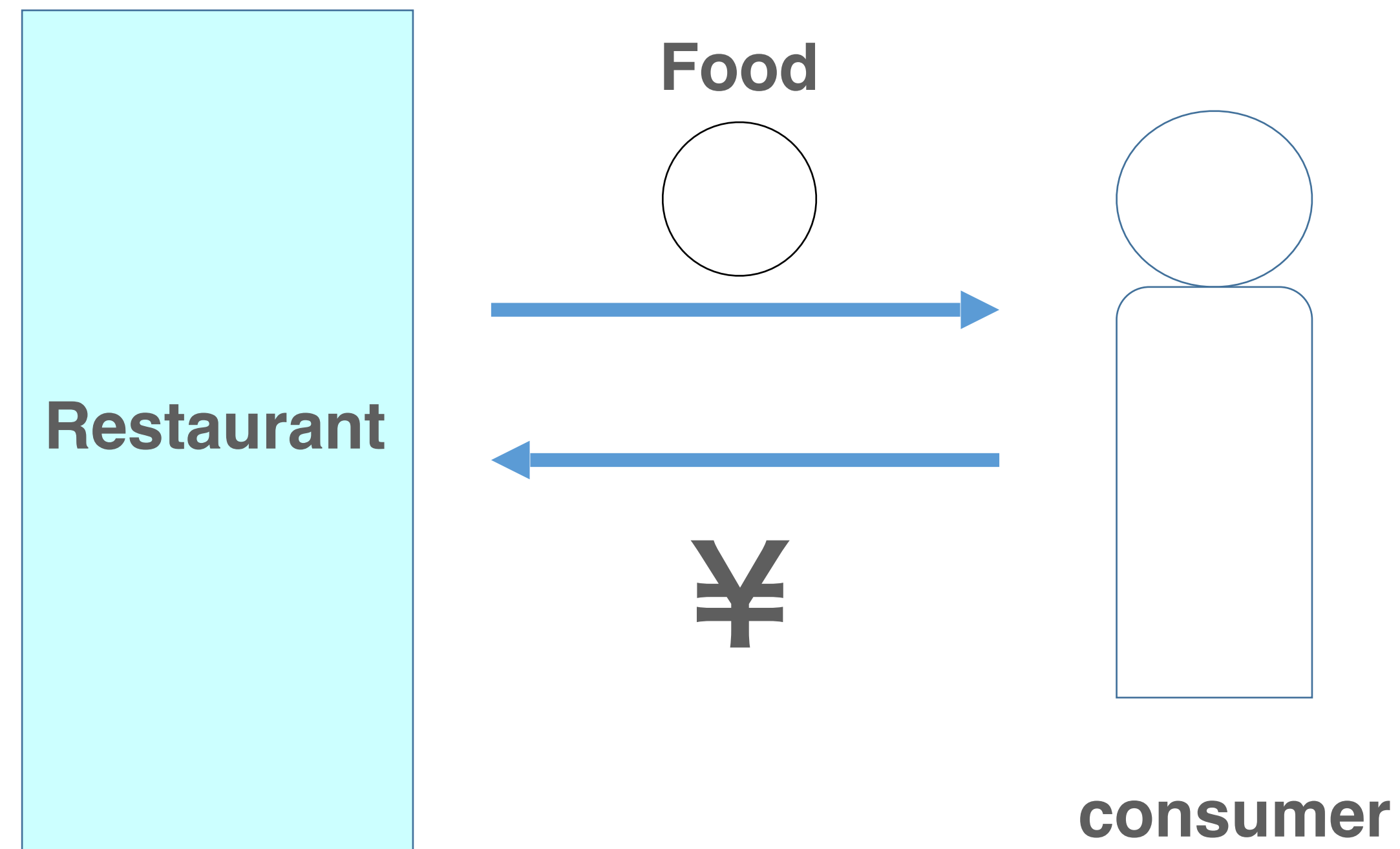
- **W**ho
- **W**hom
- **W**hat
- **H**ow much





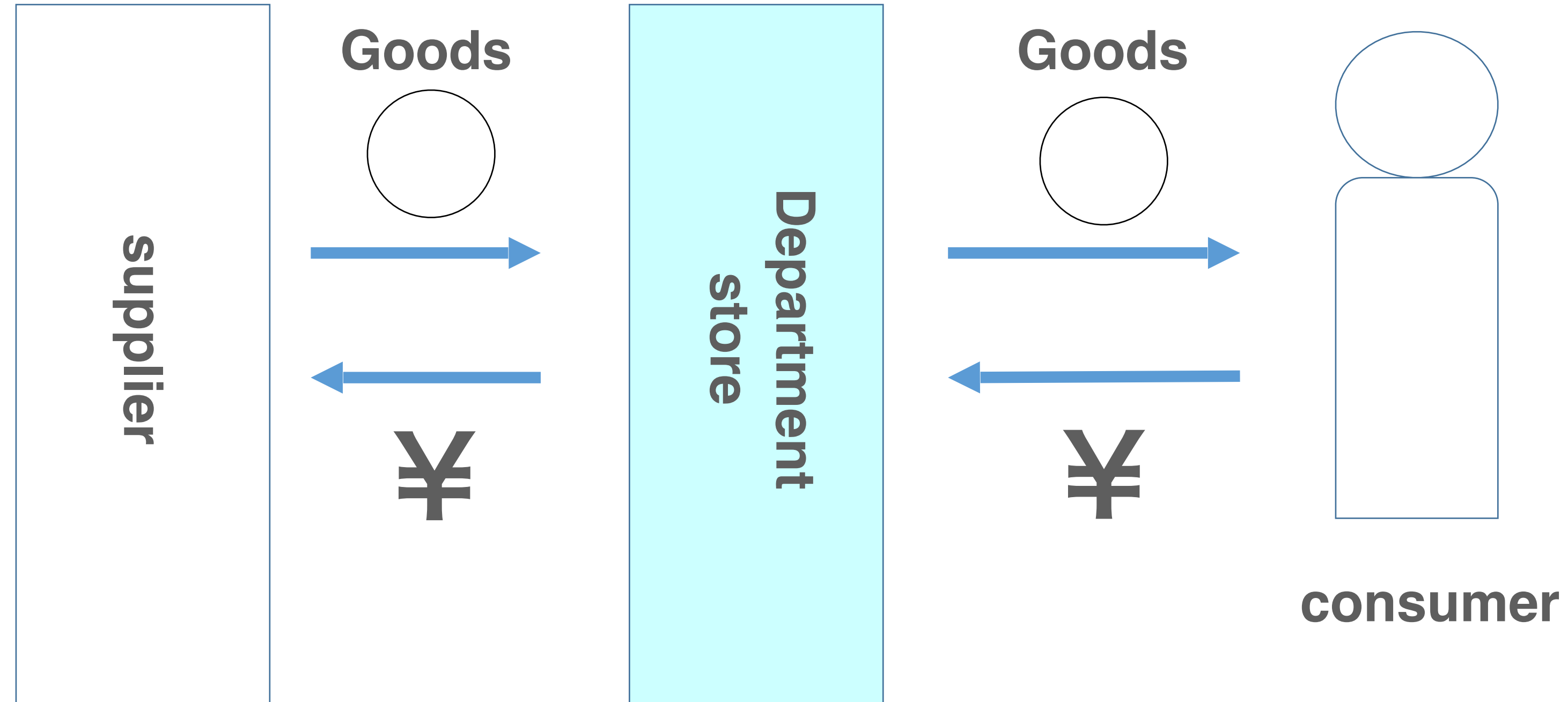
# Business Model (1)

- **Simple Retail business model**



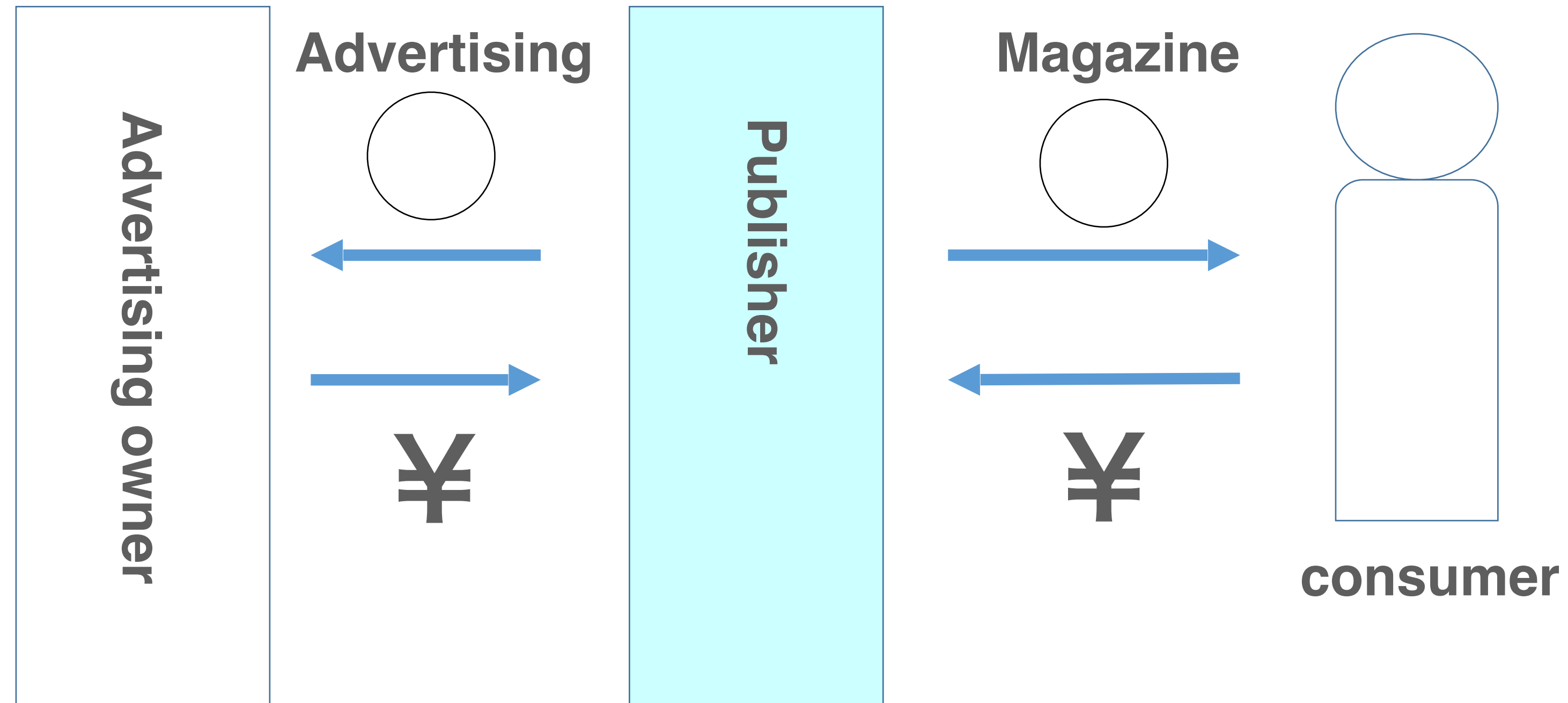
## Business Model (2)

- **Standard Retail business model**



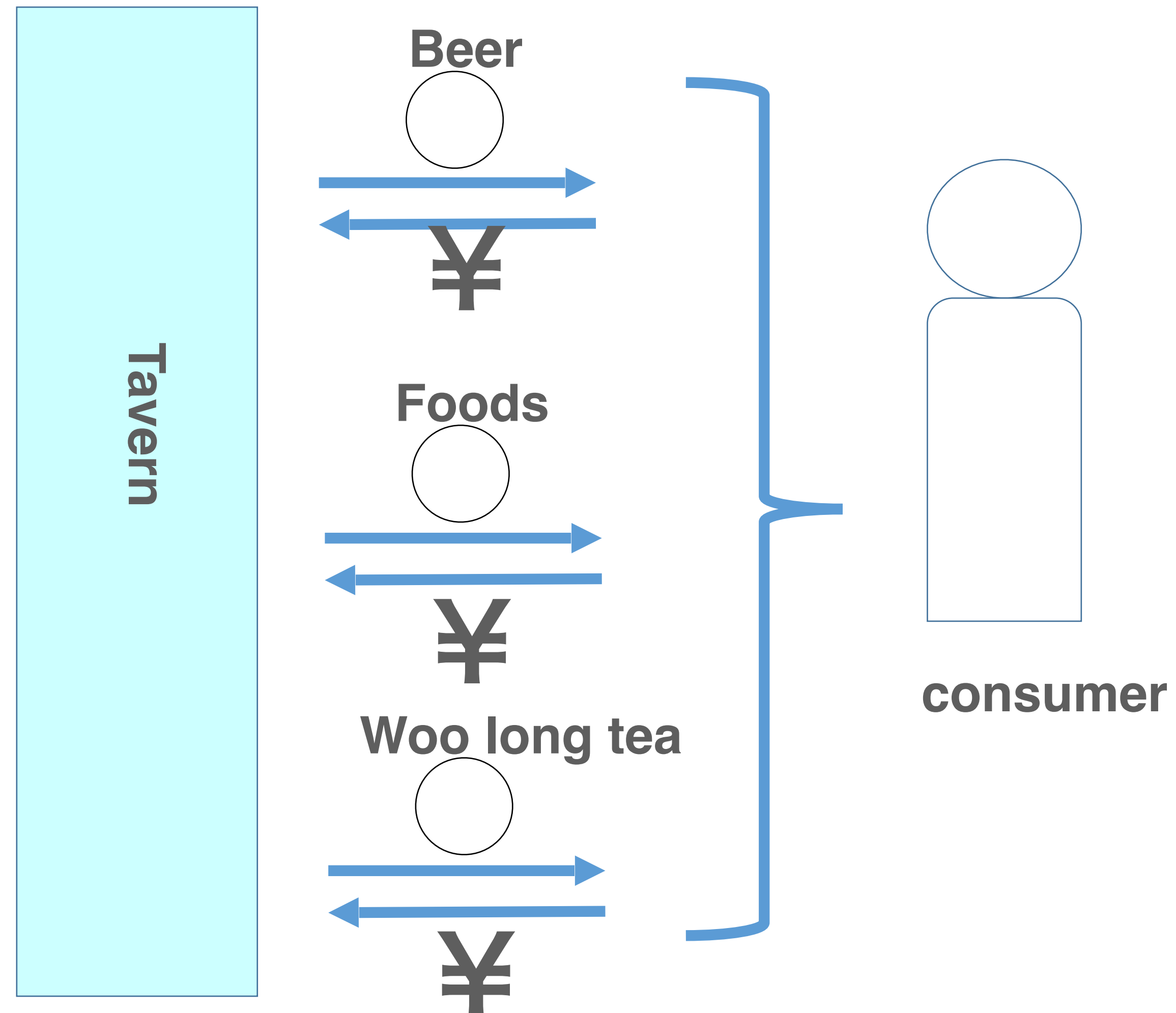
## Business Model (3)

- Advertising model



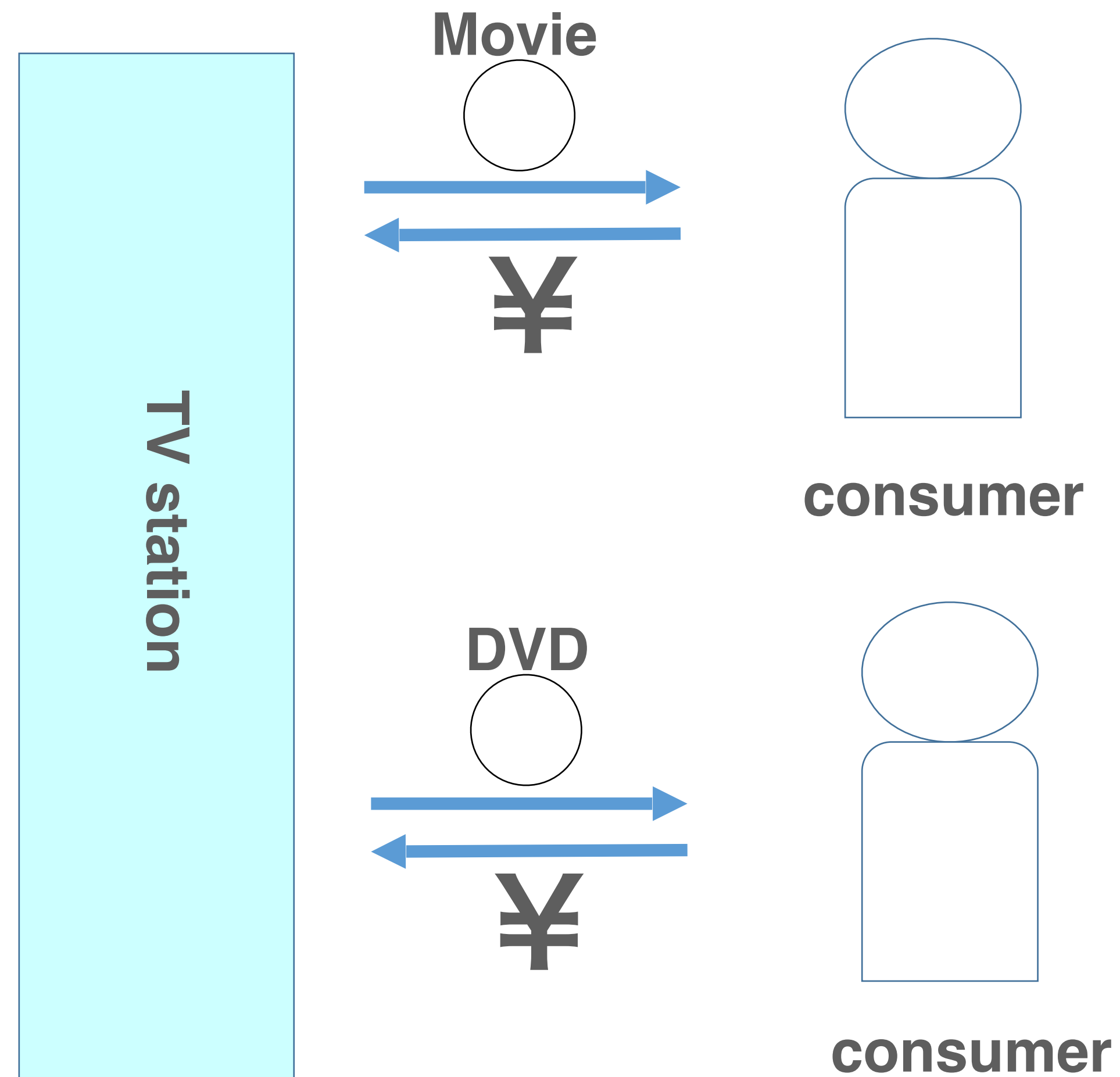
## Business Model (4)

- **Total amount model**



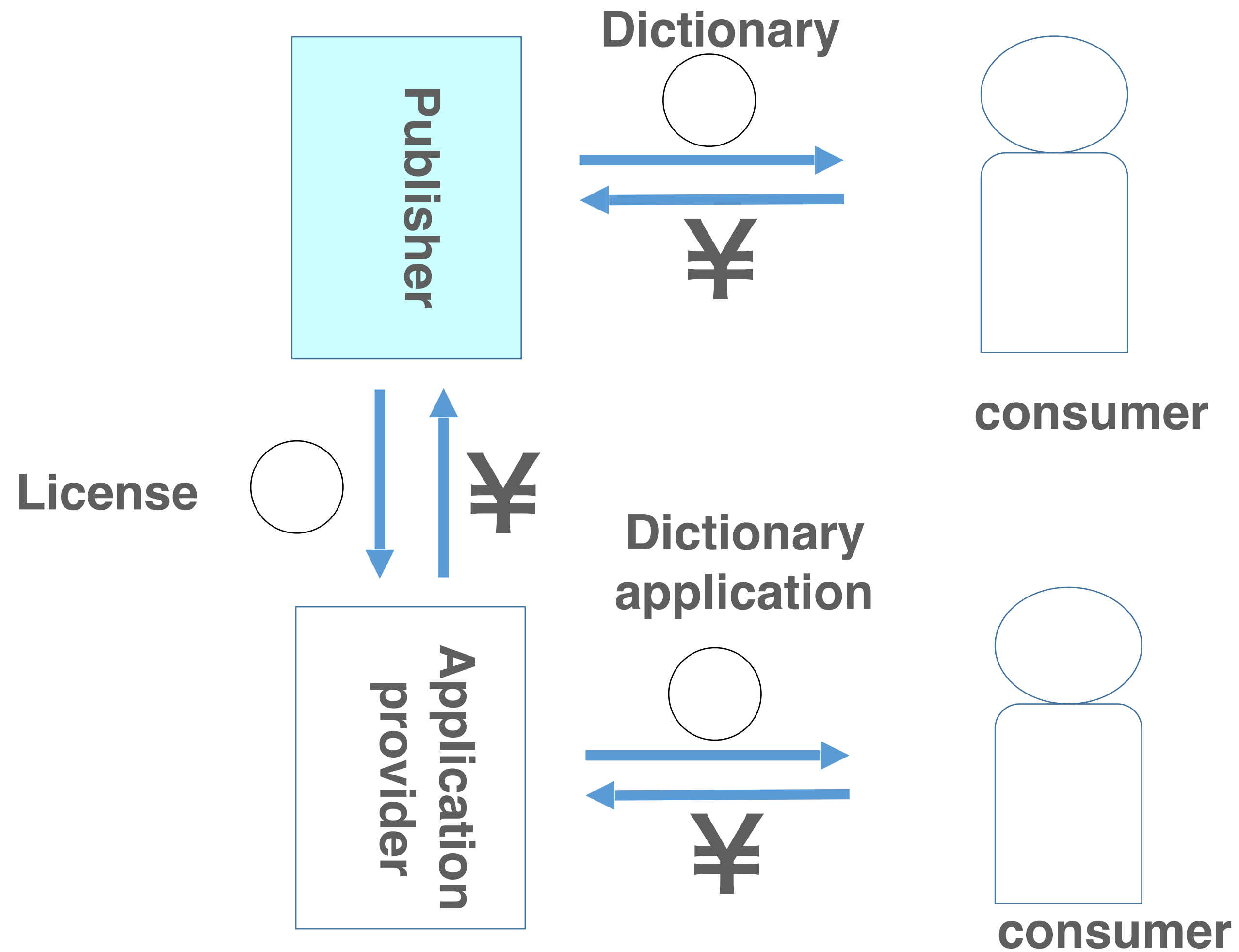
## Business Model (5)

- **Secondary use model**



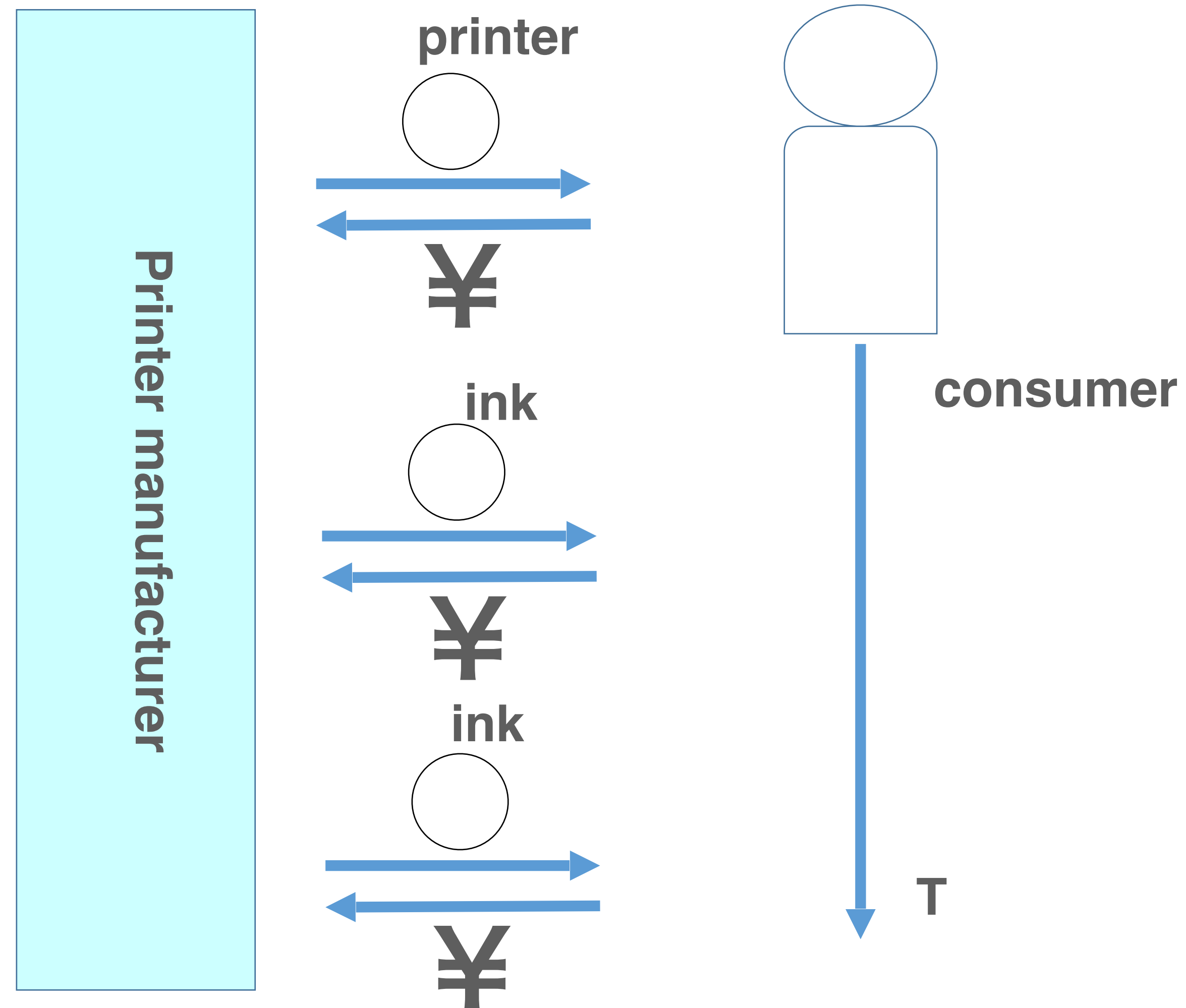
# Business Model (6)

- License model



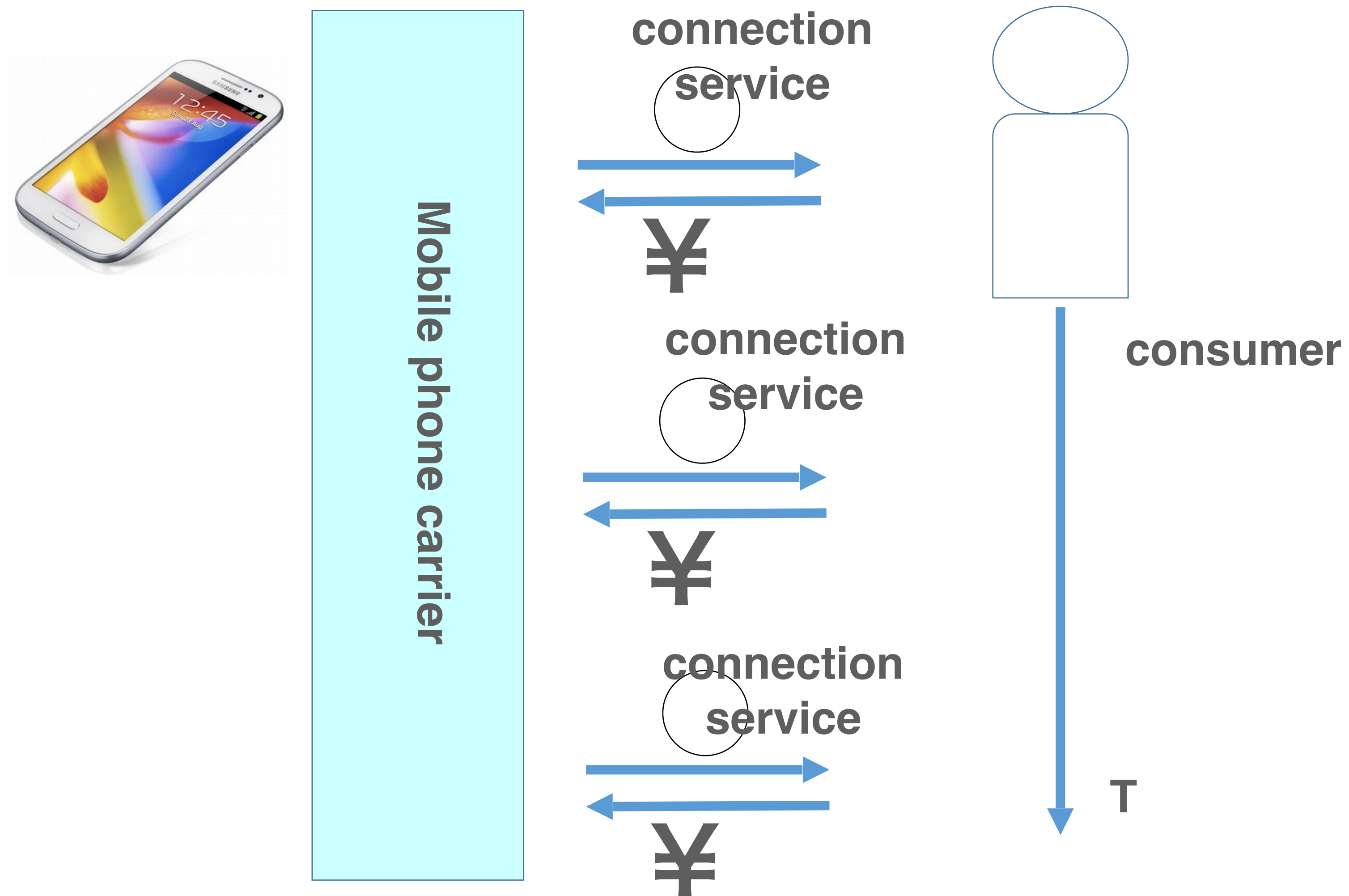
## Business Model (7)

- **Expendable model**



## Business Model (8)

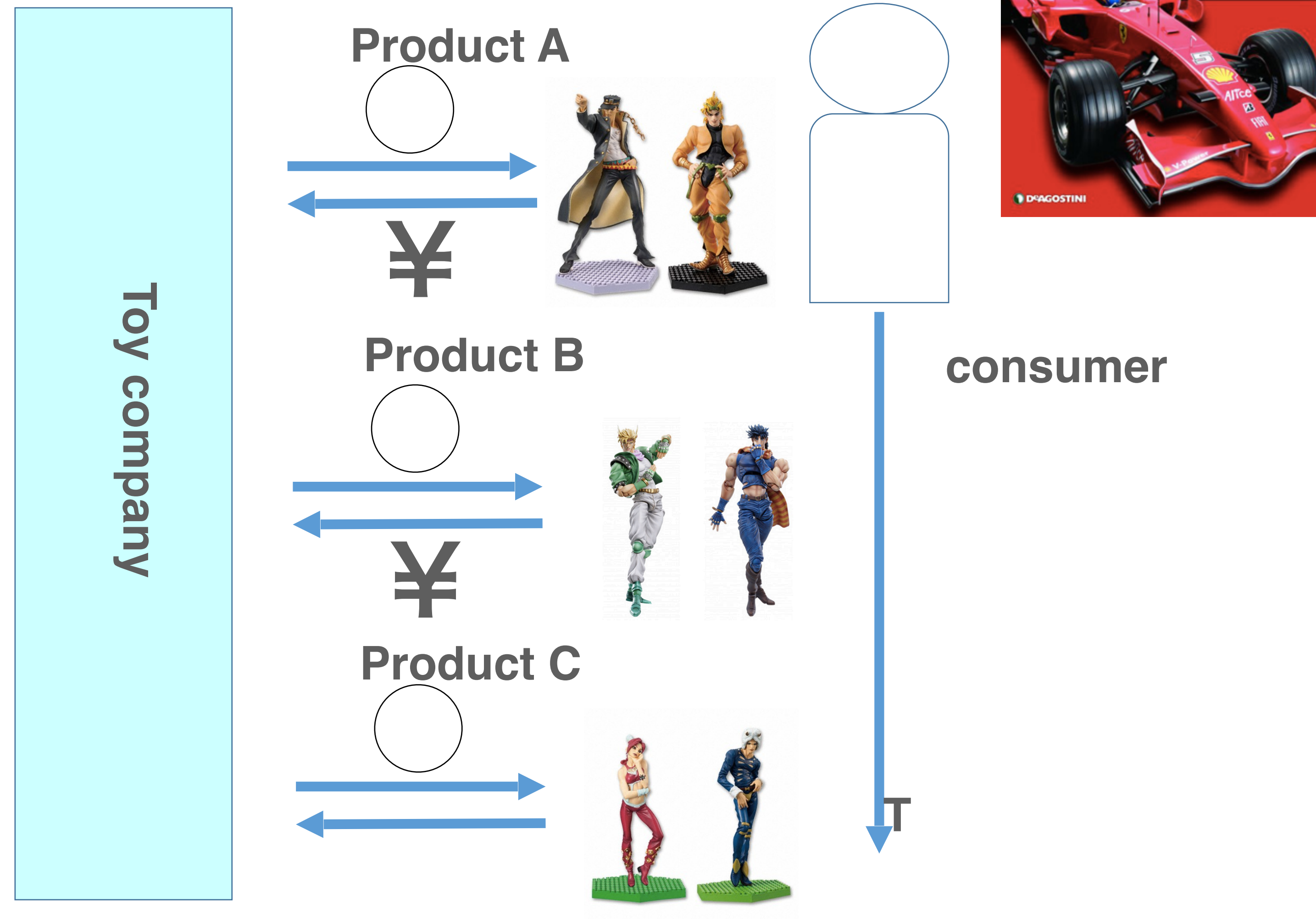
- Continuous model





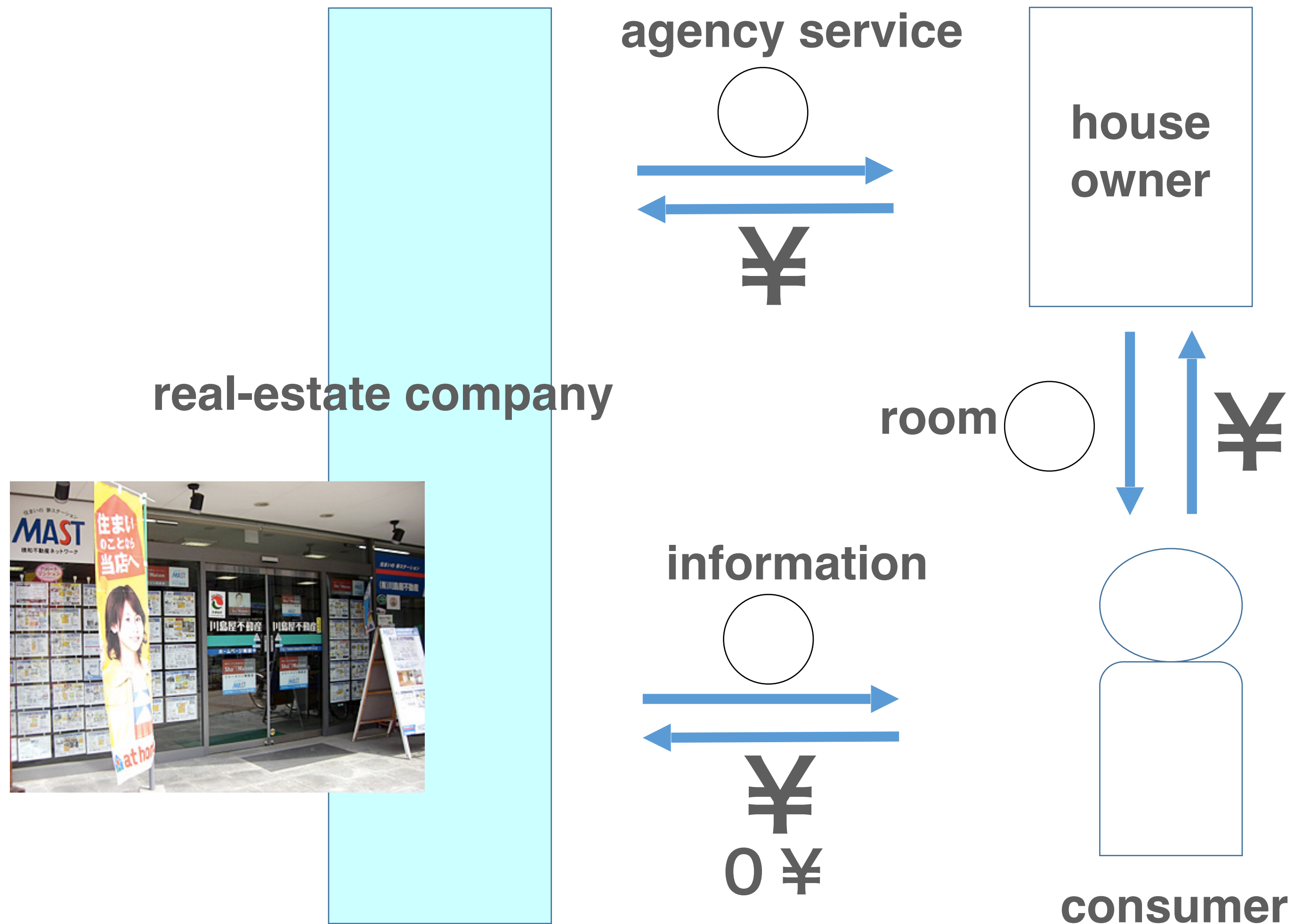
# Business Model (9)

- Collection model



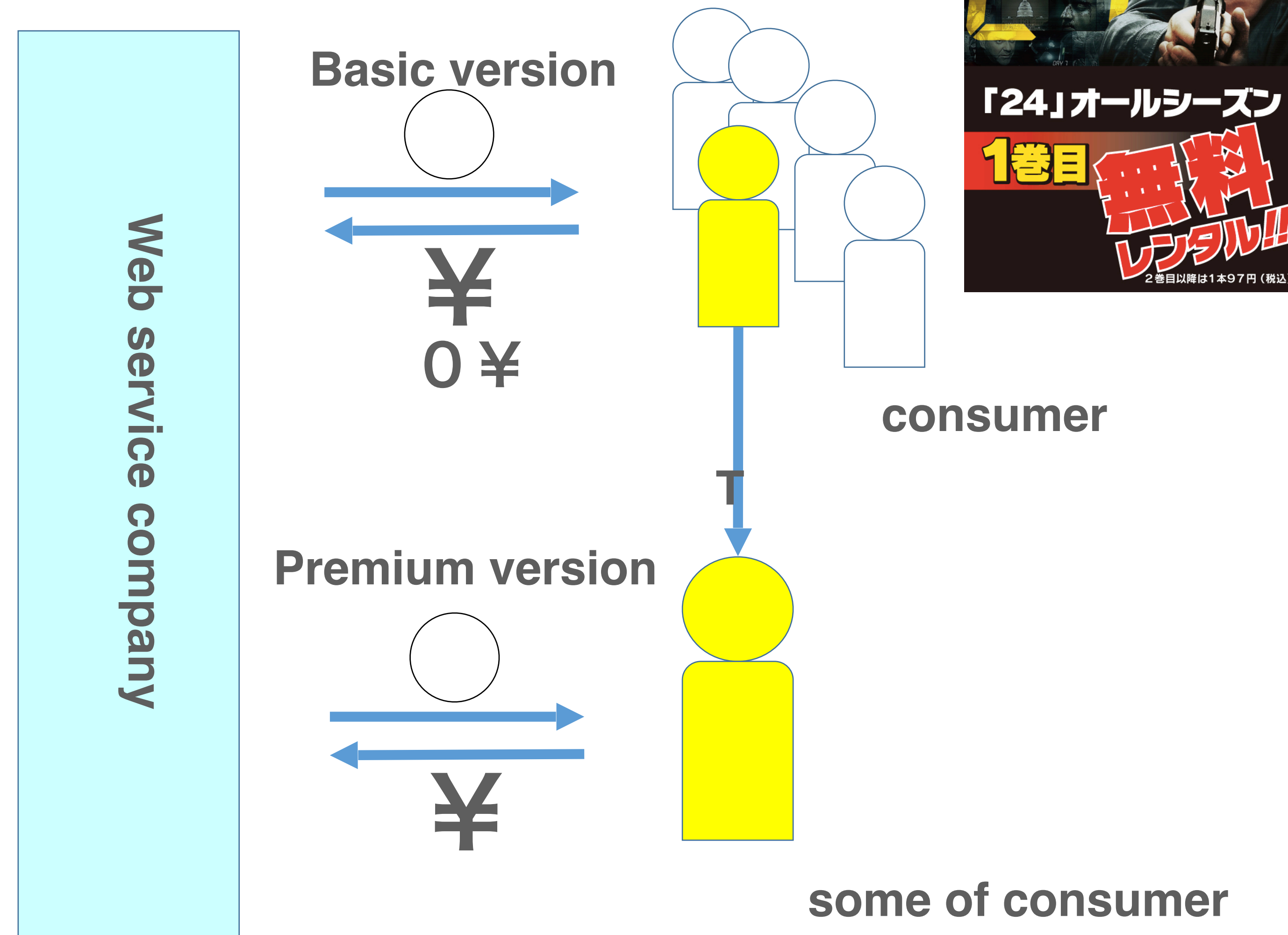
# Business Model (10)

- Matching model



# Business Model (11)

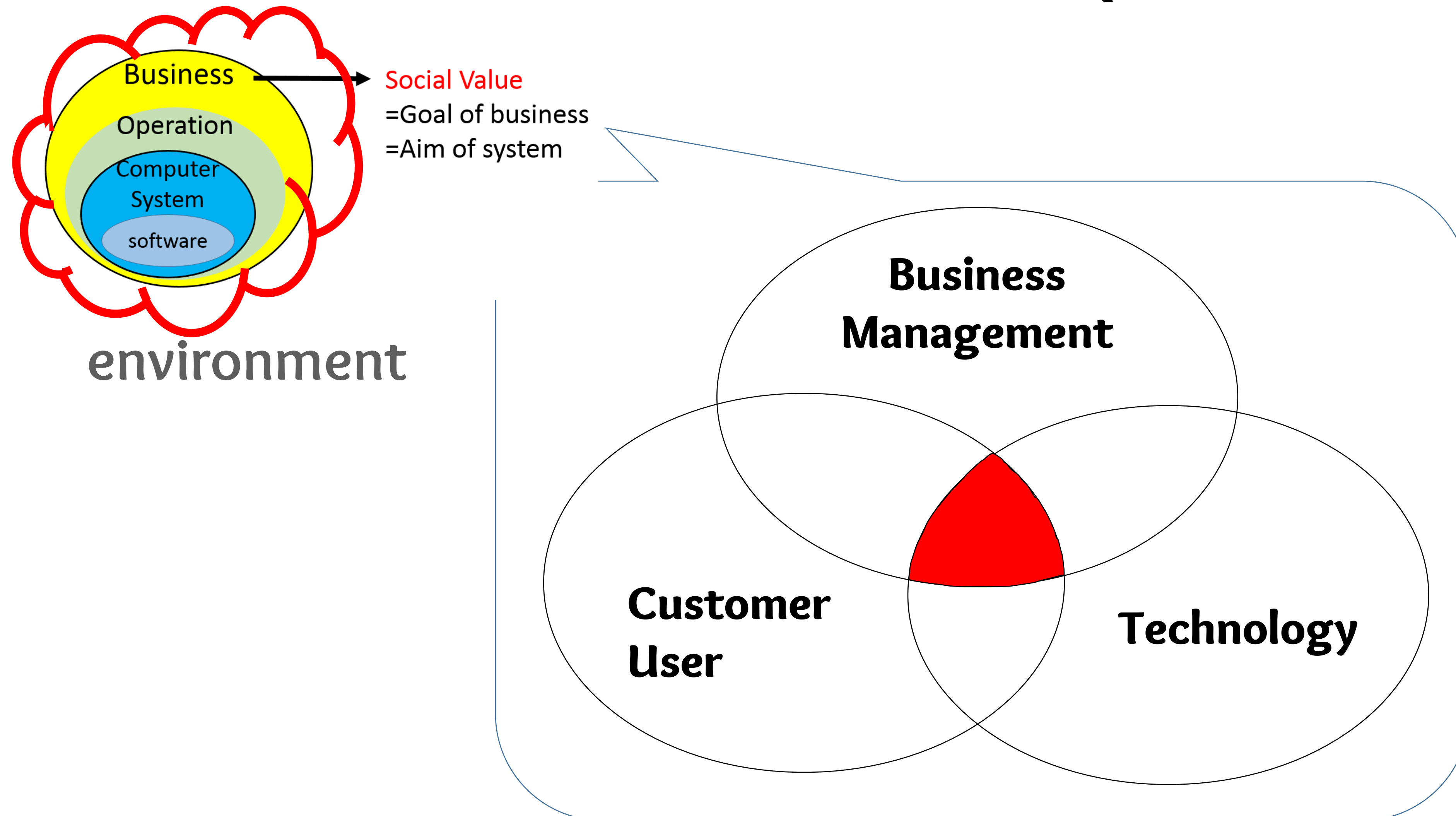
- Freemium model





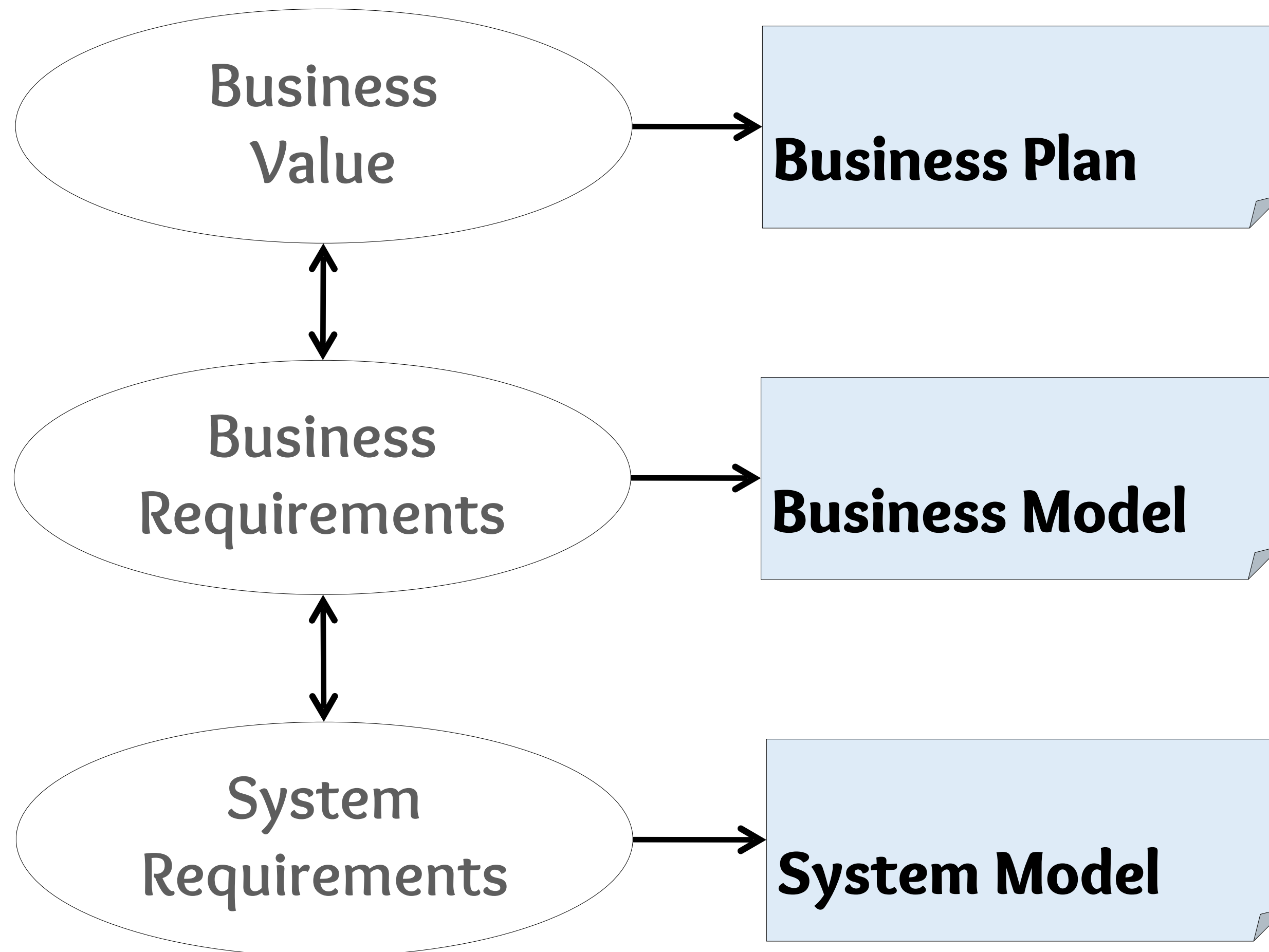
# Make a Value

- Focus on social value with 3 viewpoints



# Software Development Layer

- **Requirement development**



# See you tomorrow

Tomorrow we will start at 10:40.

