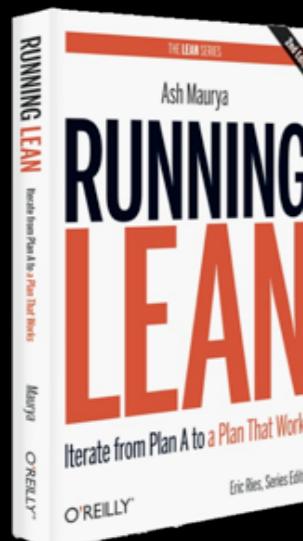


# RUNNING LEAN WORKSHOP DAY 2

Hashtag: #runninglean



ASH MAURYA

@ashmaurya

ash@spark59.com

PracticeTrumpsTheory.com

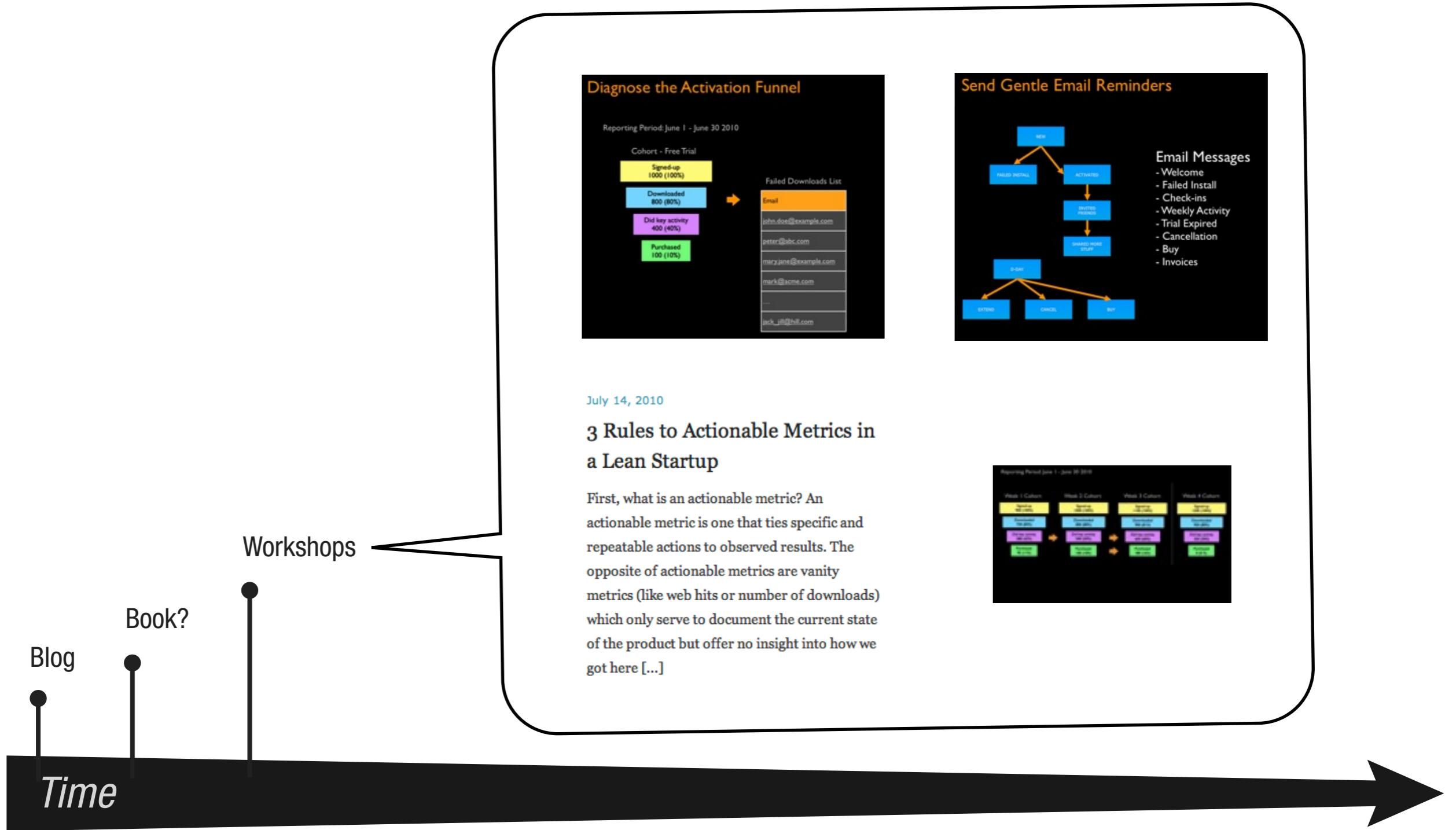
*Iterated*  
How I ~~Wrote~~ My Book

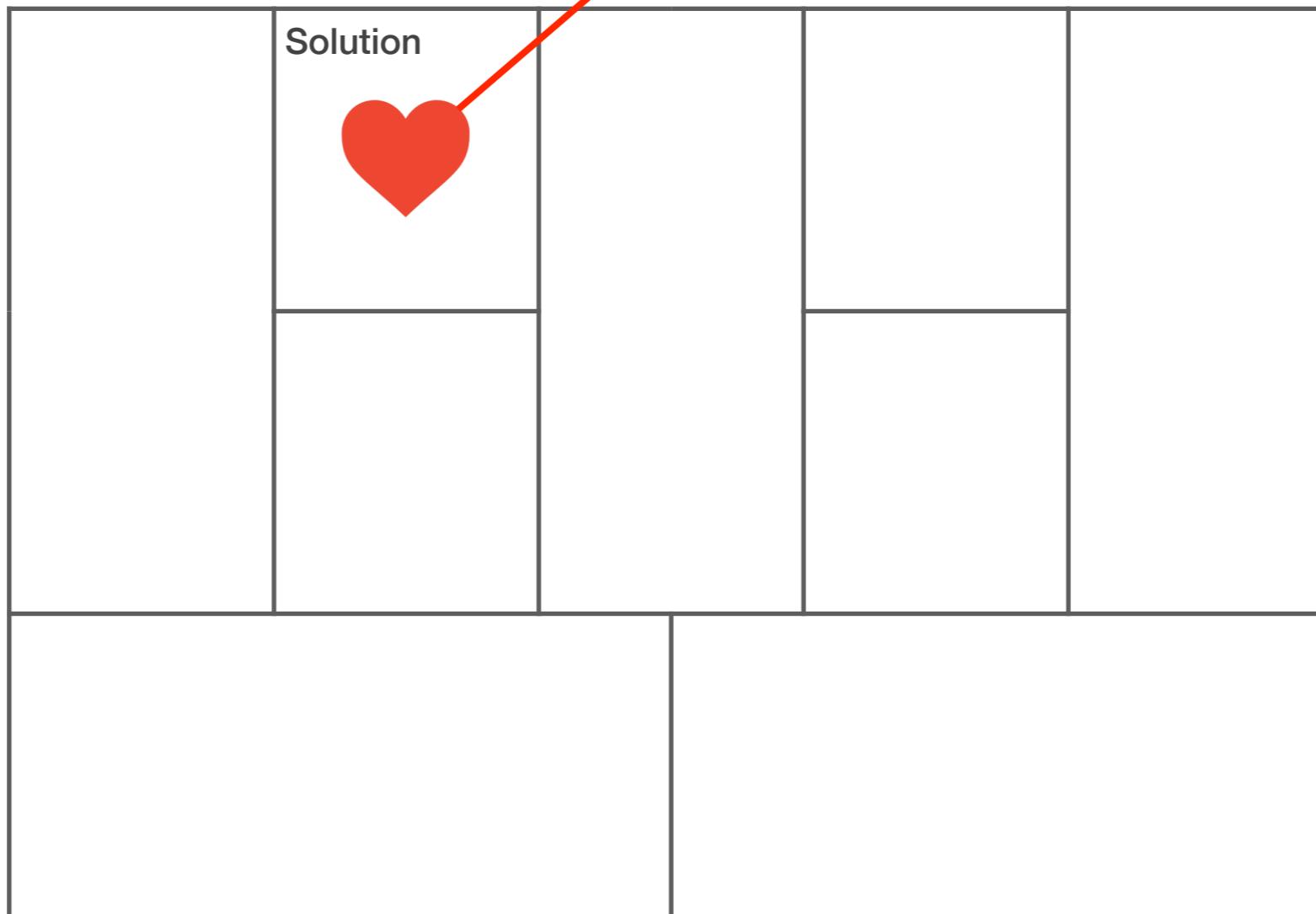
# USERCYCLE CASE-STUDY



# USERcycle - ACT 0

Everyone gets **hit** with ideas.  
Entrepreneurs choose to **act** on them.

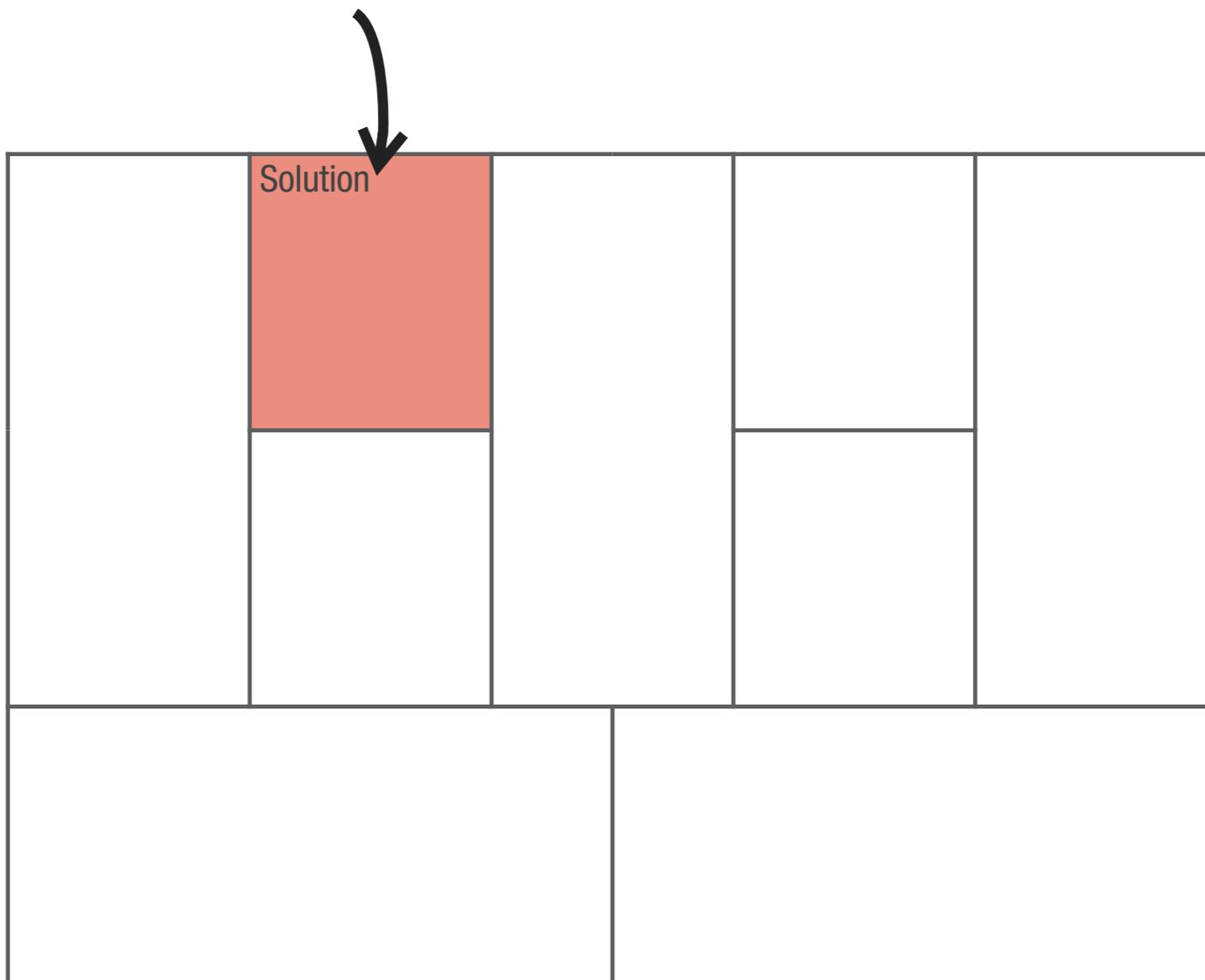




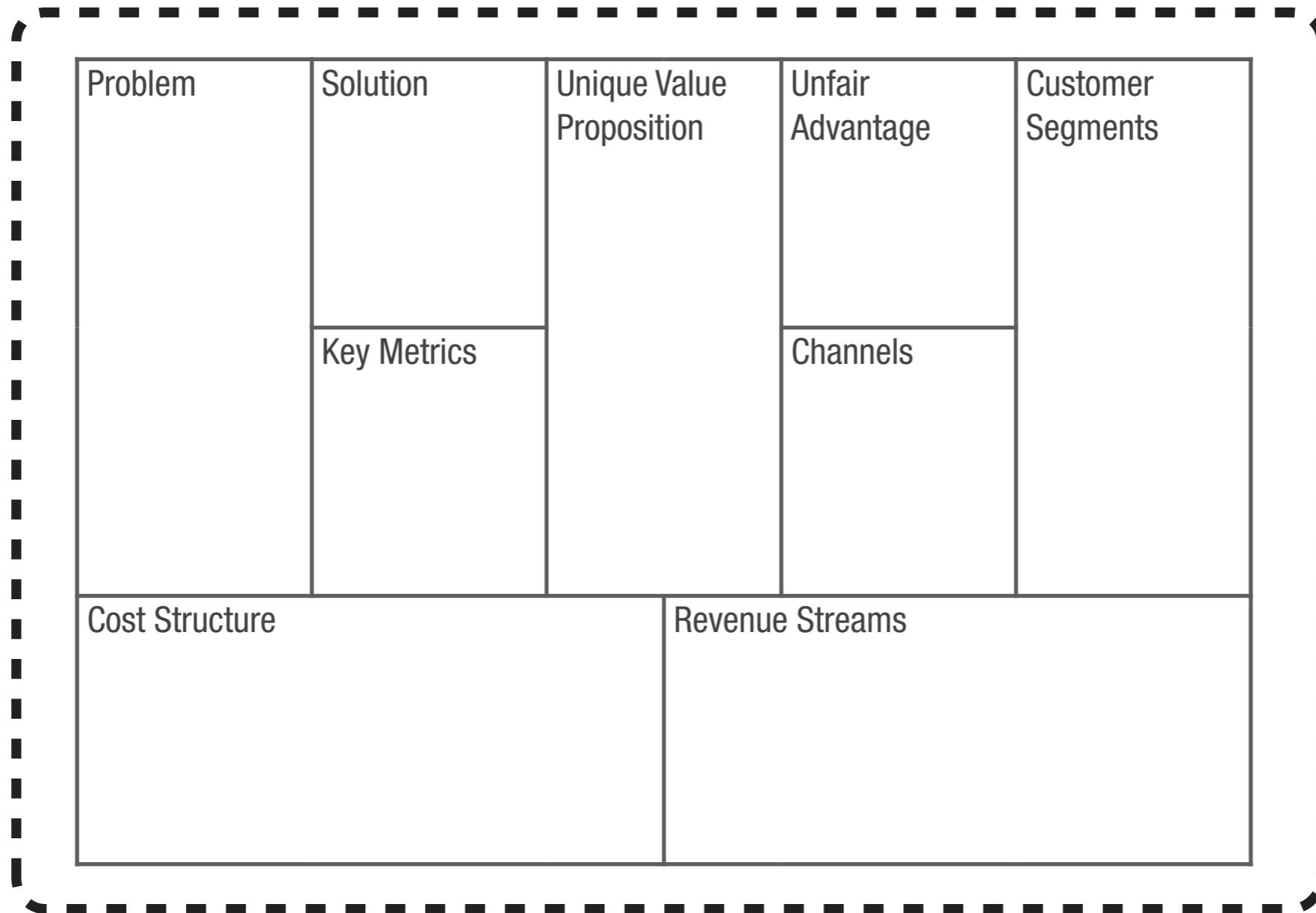
*We built it and we didn't expect it to be a company,  
we were just building this because we thought it was awesome.*

- Mark Zuckerberg

Your “solution” is **NOT** the product

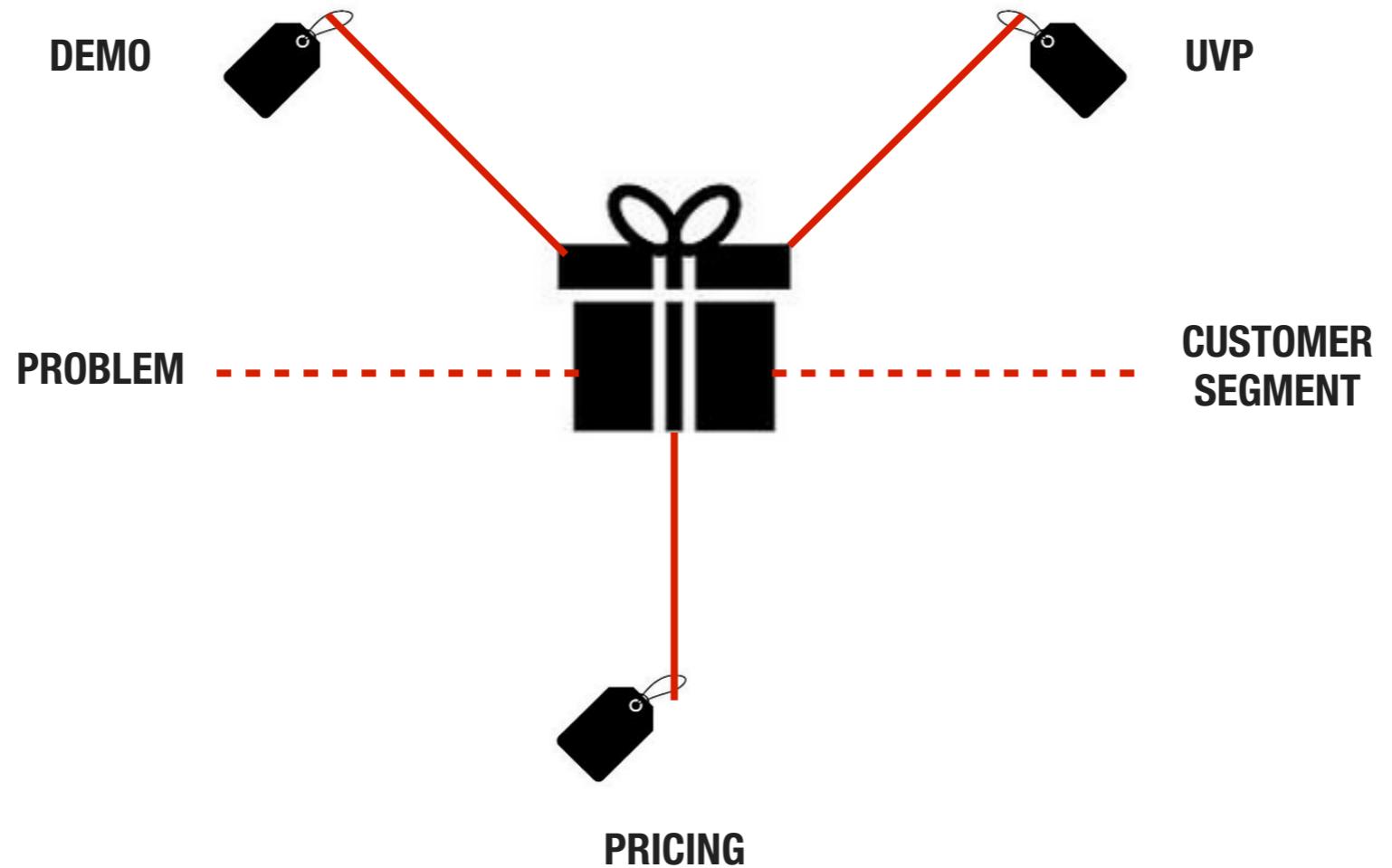


# Your **business model** is the product



# USERcycle - ACT 1

Is this a problem worth solving?





# Blog post

August 18, 2010

## New Product: USERcycle – a better way to track and engage your customers



One person likes this. Be the first of your friends.

In the course of applying lean startup techniques to my other products, I've stumbled across a recurring problem of **finding better ways to track and improve engagement with my users.**

This not only applies to early users when lots of things can and do go wrong, but also to later users, when you need to actively drive retention and engagement. Like others, I started by cobbling together a home-grown solution which quickly got hard to maintain.

I've taken a new approach which applies a lot of this learning and overcomes earlier limitations.

Say Hello to USERcycle

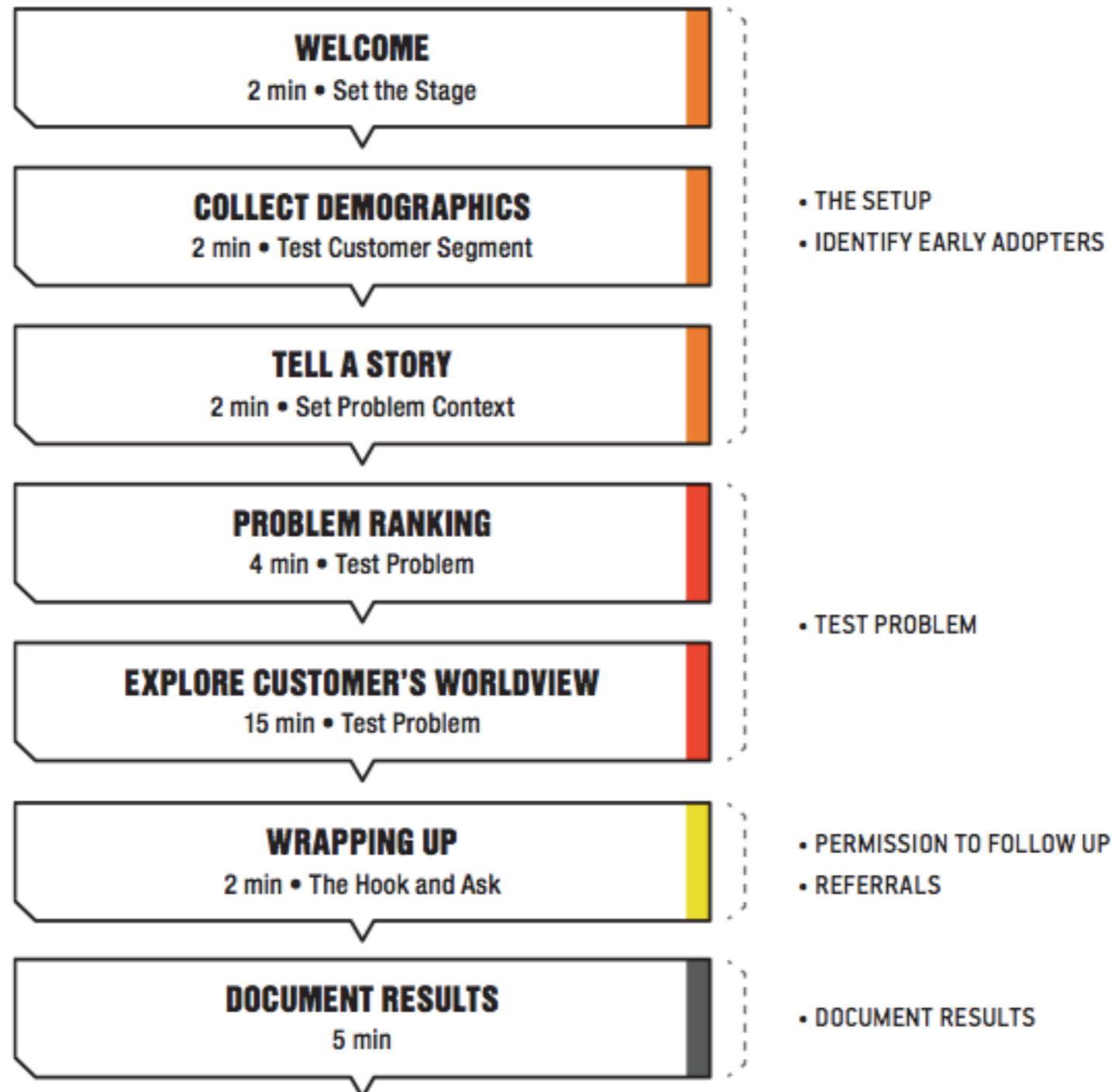


**USERcycle**

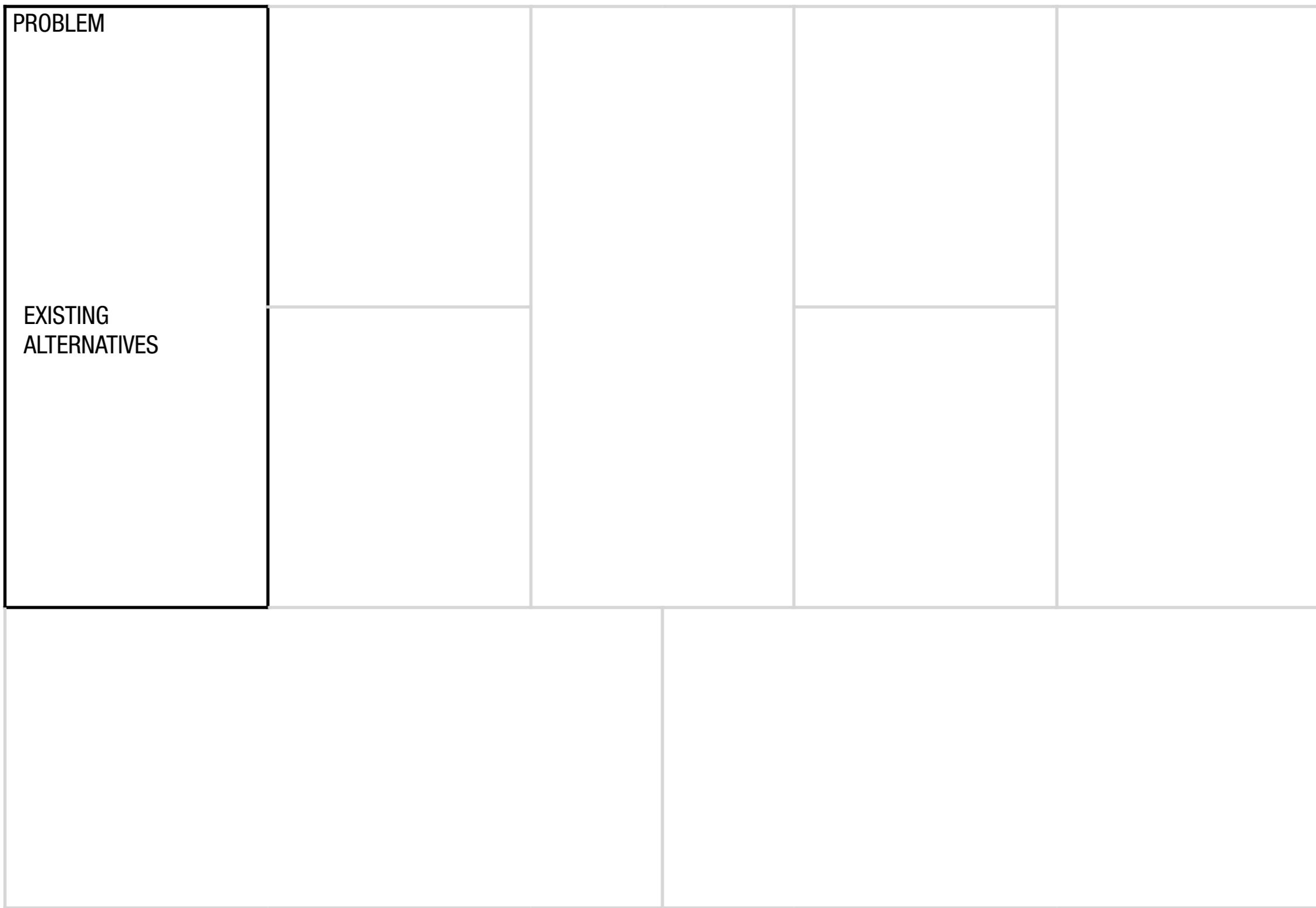
**COMING SOON:** The better way to track and engage your customers.

# Landing Page

## PROBLEM INTERVIEW SCRIPT DECONSTRUCTED



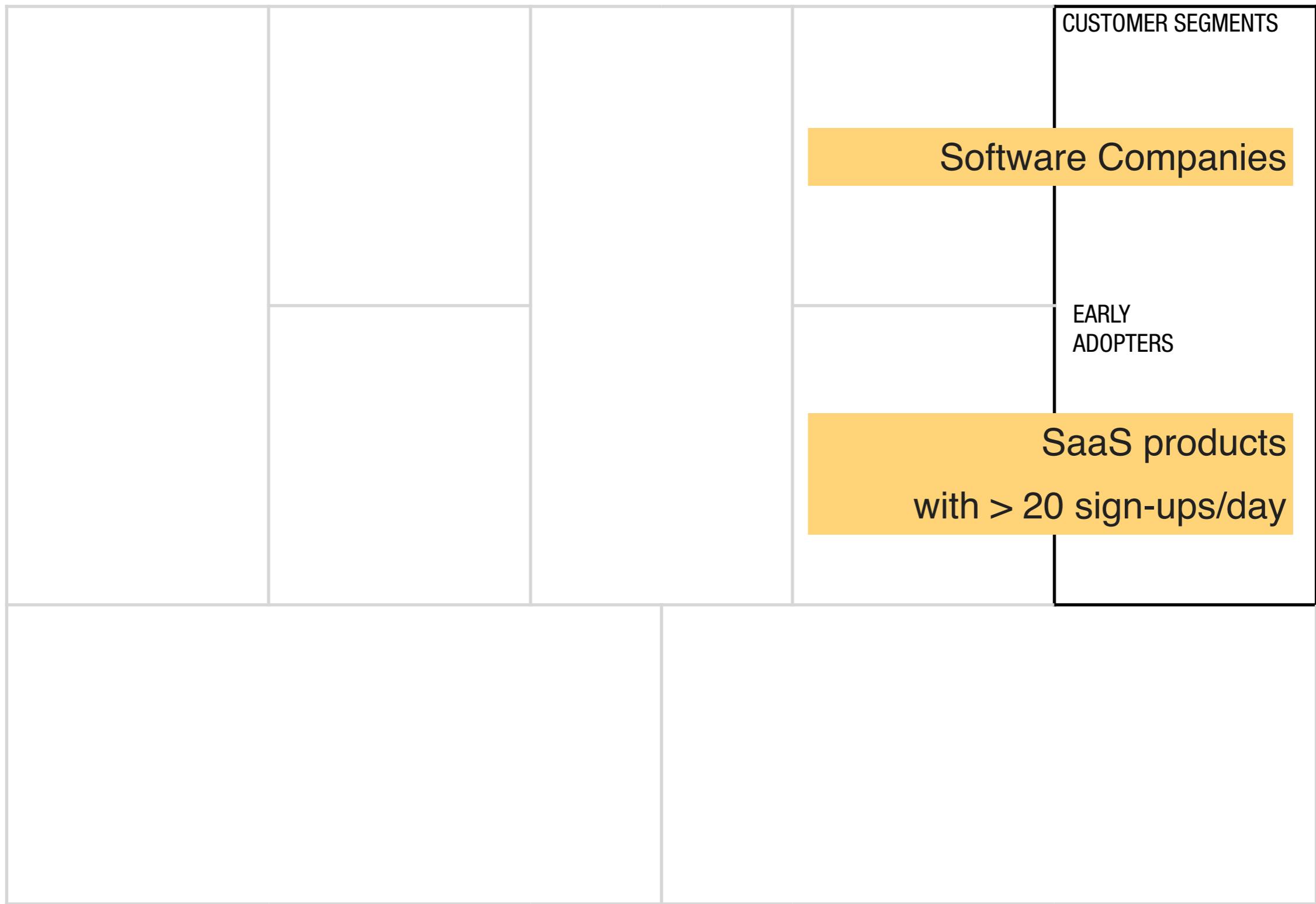
# Defining the Problem



# Defining the Problem

PROBLEM			
	1. Drown in a sea of numbers.		
	2. Metrics can't tell you why.		
	3. Hard to measure real progress.		
EXISTING ALTERNATIVES			
	1. Homegrown		
	2. Analytics & CRM software		

# Defining the Customer



# Persona

## DISTINGUISHING CHARACTERISTICS



Hi, my name is Josh. I am a technical founder building a SaaS product with plans that range from \$24-99/mo. I launched my product 3 months ago. I get 10-15 signups a day and ~5 paid conversions a week.

## FEARS/FRUSTRATIONS

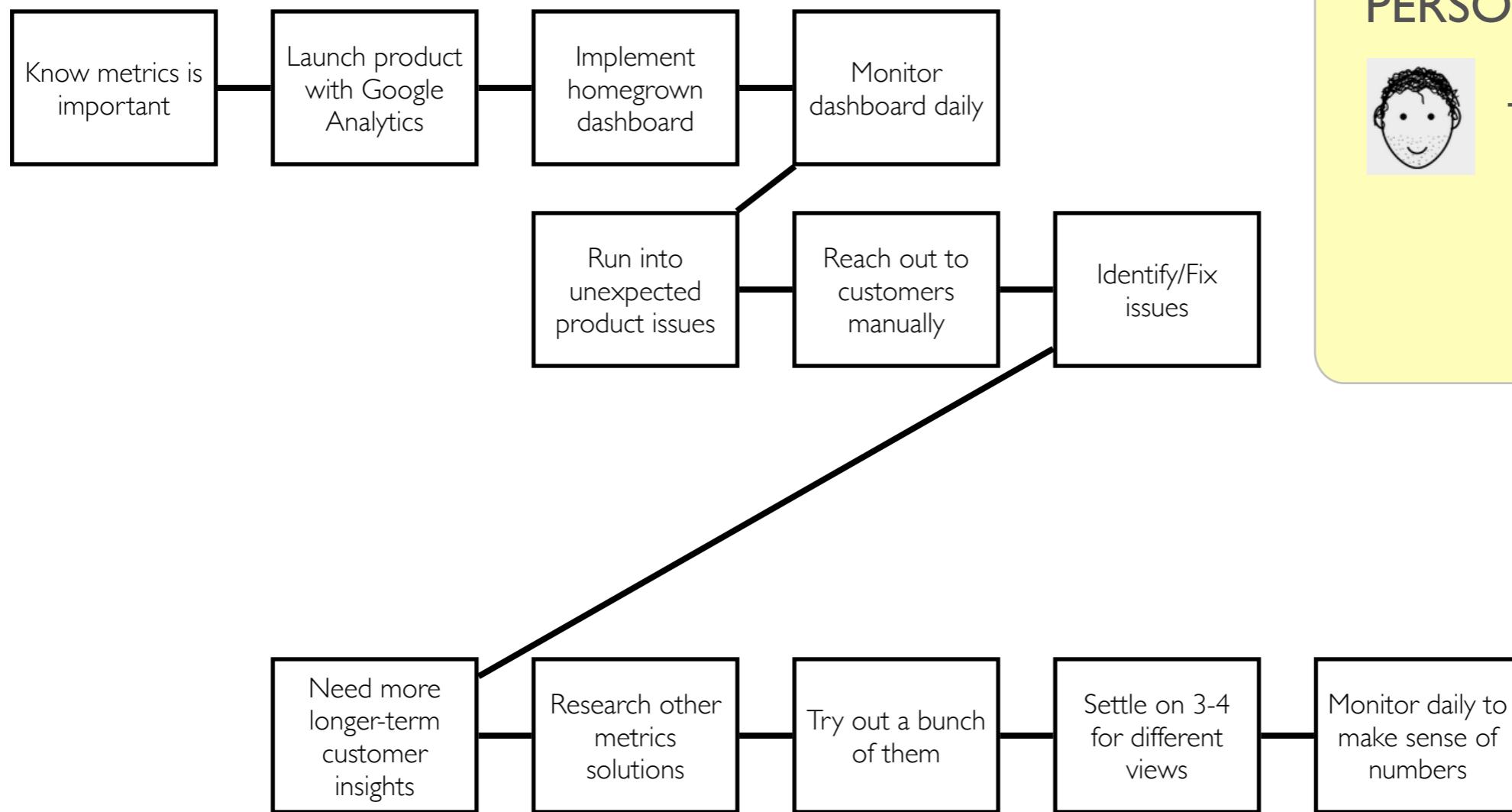
I expected the product direction to become clearer after launch but things actually got murkier. I spend a lot of time chasing customer issues that are hard to recreate. I am getting bombarded with feature requests. I didn't expect on boarding to be so painful. I thought metrics would be a lot more helpful but all I have are dozens of numbers that tell me things aren't working but don't tell me why.

## CURRENT BEHAVIOR/WORKFLOW

I know metrics are important and I have signed up to a number of analytics products. I also have my own homegrown dashboard which I monitor daily. I am focussed on listening to customers and improving the product.

## ASPIRATIONS/GOALS

I want to build a successful product. I would like to improve my customer on boarding process and eventually retain more paying customers. My 6 month goal is generating \$20K/month.



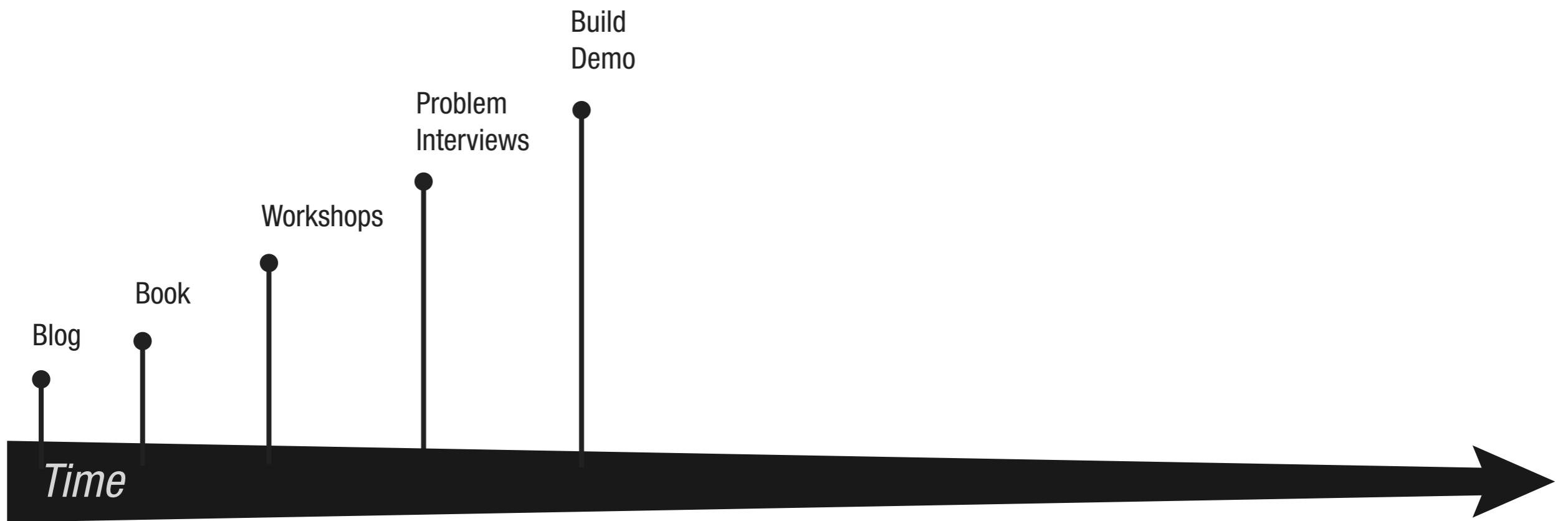
## PERSONAS



Technical Founder

# USERcycle - ACT 2

Define the **solution**



You **don't** need code to **test** a vision.

1. Are we making **progress**? - **WHAT**
2. What **caused** the change? - **WHY**
3. How do we **improve**? - **HOW**

## Week 1 Cohort

Signed-up  
900 (100%)

Downloaded  
750 (83%)

Did key activity  
380 (42%)

Purchased  
95 (11%)

## Week 2 Cohort

Signed-up  
1000 (100%)

Downloaded  
800 (80%)

Did key activity  
500 (50%)

Purchased  
100 (10%)

## Week 3 Cohort

Signed-up  
1100 (100%)

Downloaded  
900 (81%)

Did key activity  
650 (60%)

Purchased  
180 (16%)

## Week 4 Cohort

Signed-up  
1200 (100%)

Downloaded  
950 (80%)

Did key activity  
350 (30%)

Purchased  
0 (0 %)

How can we make this **better**?

June

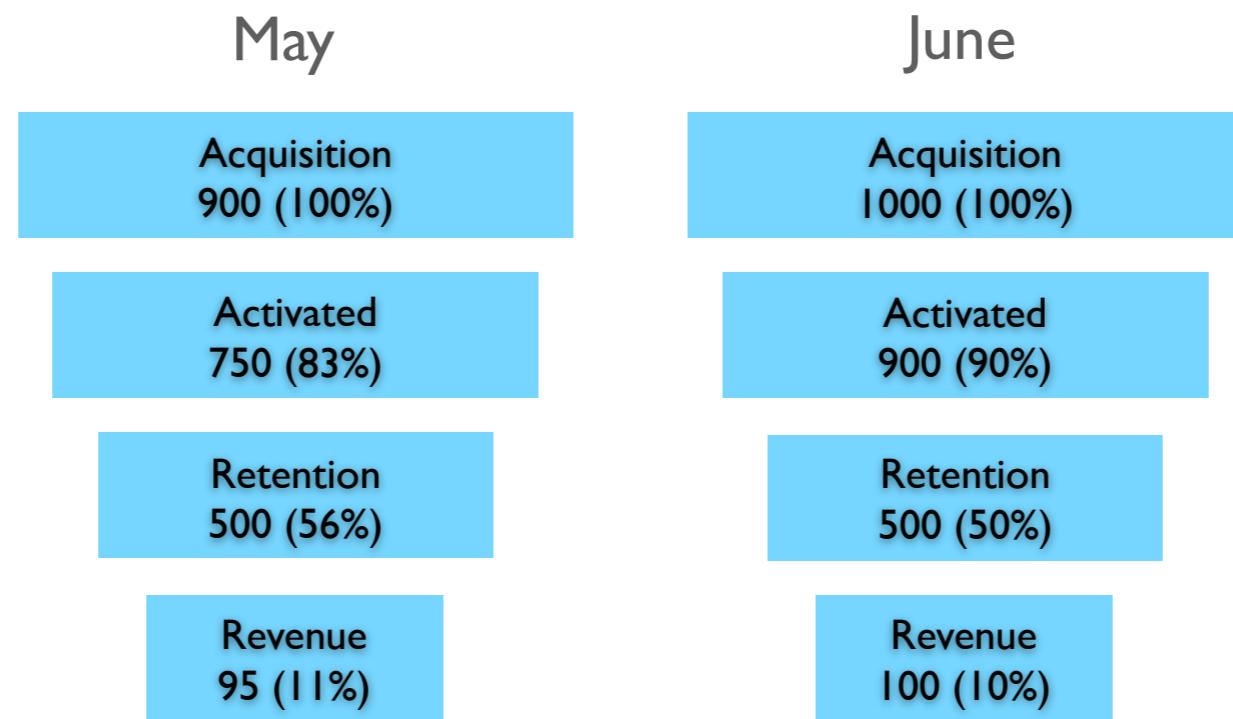
Acquisition  
1000 (100%)

Activated  
800 (80%)

Retention  
500 (50%)

Revenue  
100 (10%)

**Pros:** Simple and visual



**Cons:** Hard to see what changed.

May

Activation  
900 (100%)

Activated  
750 (83%)

Retention  
500 (56%)

Revenue  
95 (11%)

June

Activation  
1000 (100%)

Activated  
900 (90%)

Retention  
500 (50%)

Revenue  
100 (10%)

May

Activation  
900 (100%)

Activated  
750 (83%)

Retention  
500 (56%)

Revenue  
95 (11%)

June

Activation  
1000 (100%)

Activated  
900 (90%)

Retention  
500 (50%)

Revenue  
100 (10%)

May

Activation  
900 (100%)

Activated  
750 (83%)

Retention  
500 (56%)

Revenue  
95 (11%)

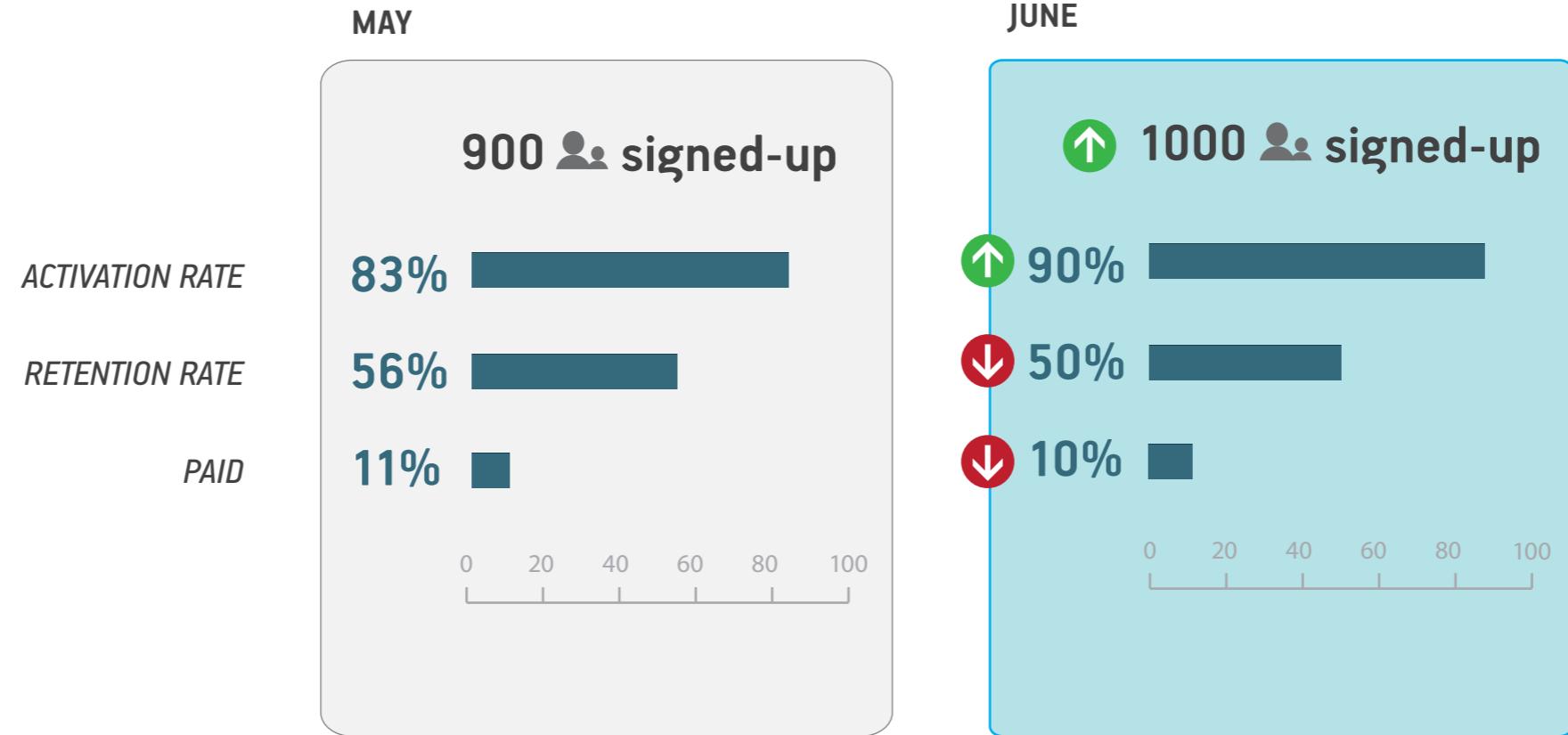
June

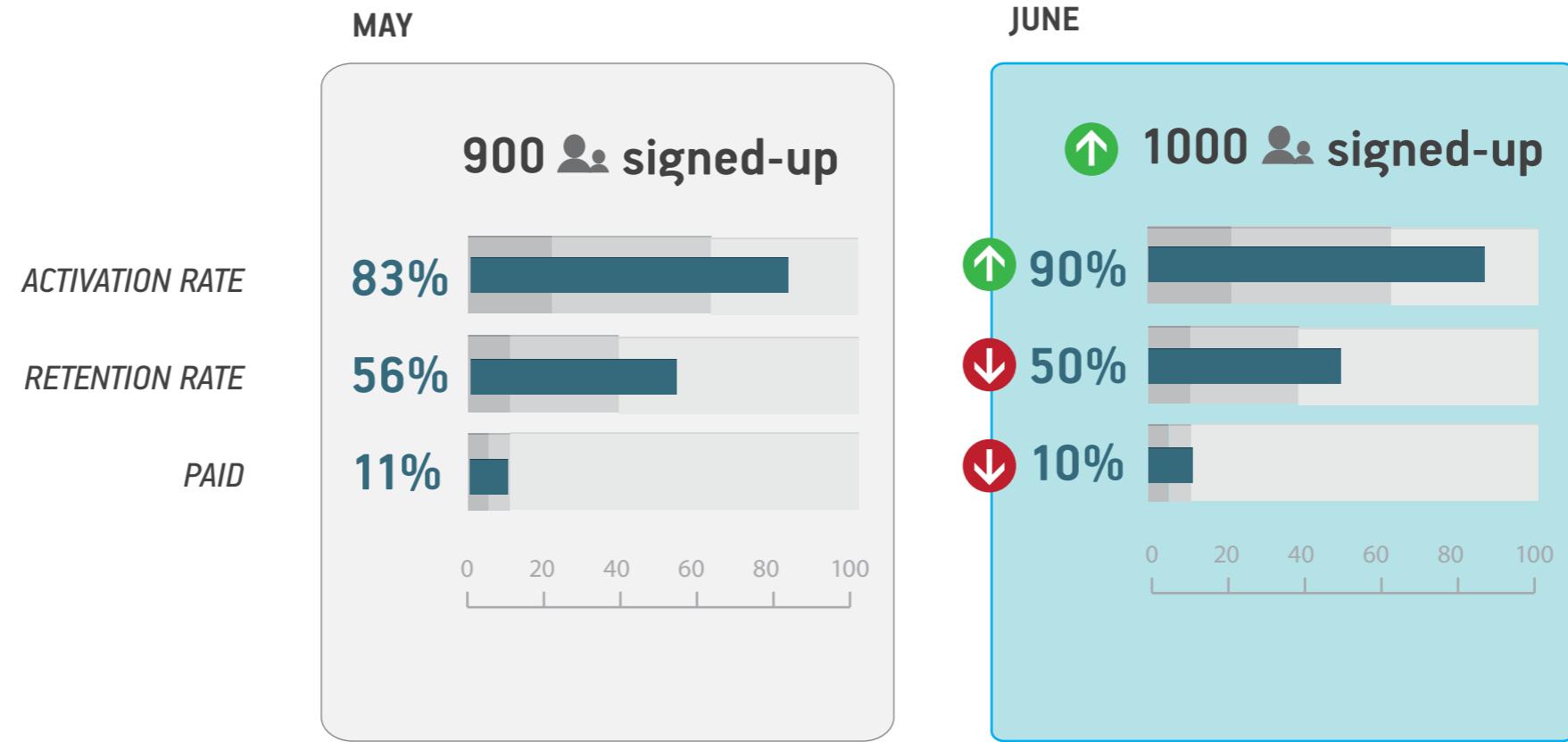
Activation  
1000 (100%)  


Activated  
900 (90%)  


Retention  
500 (50%)  

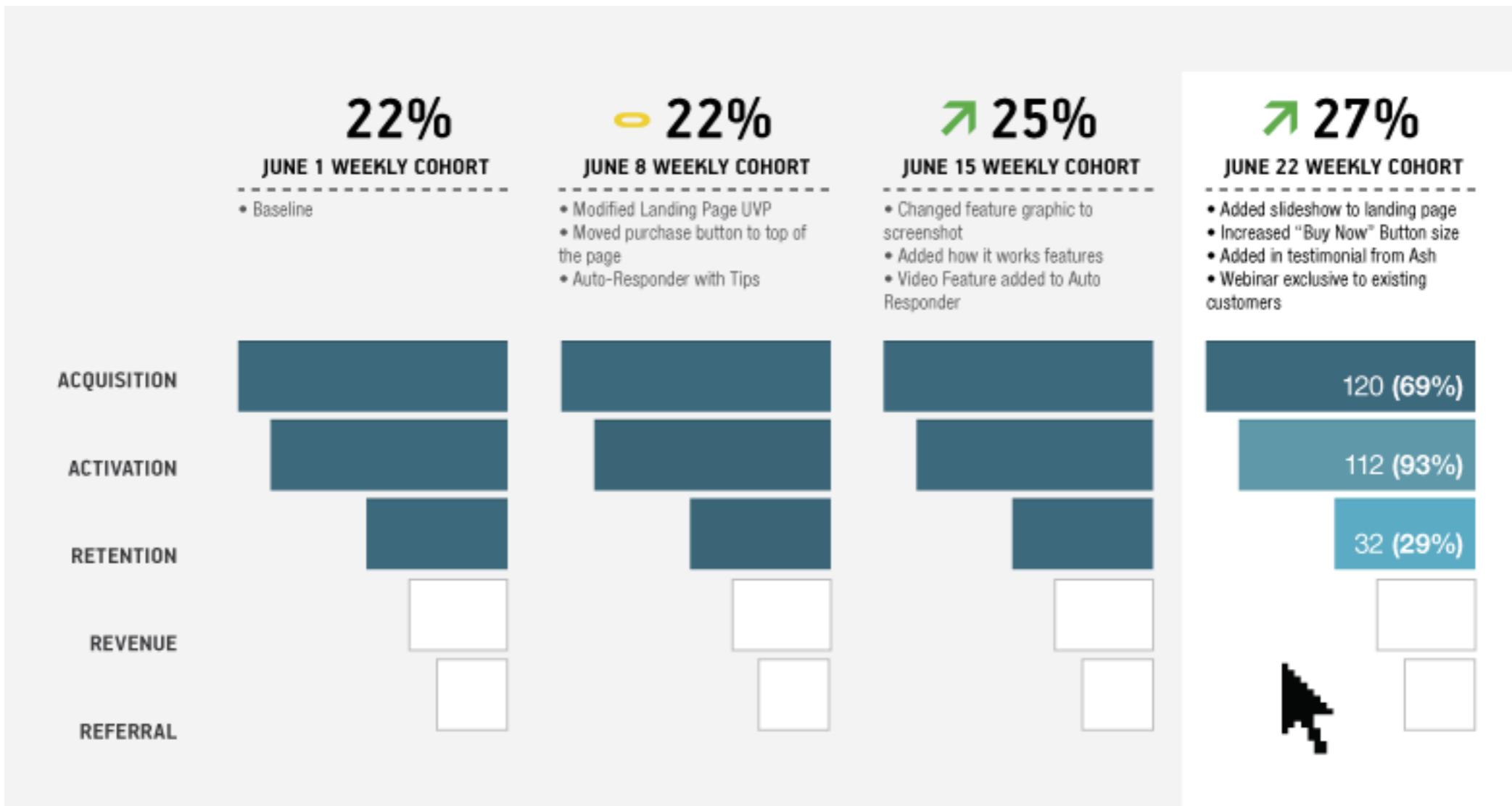

Revenue  
100 (10%)  



JUNE





**GOAL**  
**40%**

JUNE 1 WEEKLY COHORT

**22%**

**PRODUCT/MARKET FIT**

- Baseline

JUNE 8 WEEKLY COHORT

**= 22%**

**PRODUCT/MARKET FIT**

- Modified Landing Page UVP
- Moved purchase button to top of the page
- Auto-Responder with Tips

JUNE 15 WEEKLY COHORT

**↗ 27%**

**PRODUCT/MARKET FIT**

- Changed feature graphic to screenshot
- Added how it works features
- Video Feature added to Auto Responder

JUNE 22 WEEKLY COHORT

**↗ 29%**

**PRODUCT/MARKET FIT**

- Added slideshow to landing page
- Increased "Buy Now" Button size
- Added in testimonial from Ash
- Webinar exclusive to existing customers

ACQUISITION



ACTIVATION



\*RETENTION

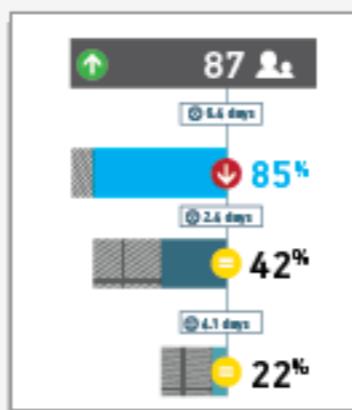
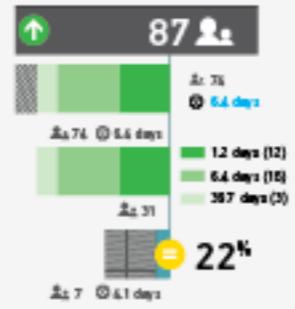
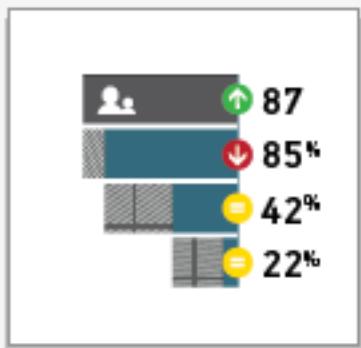
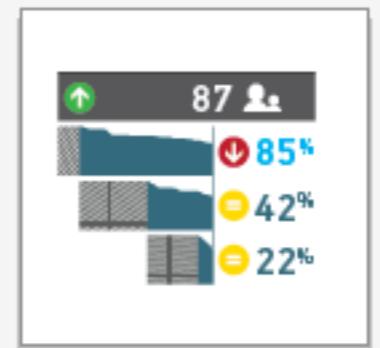
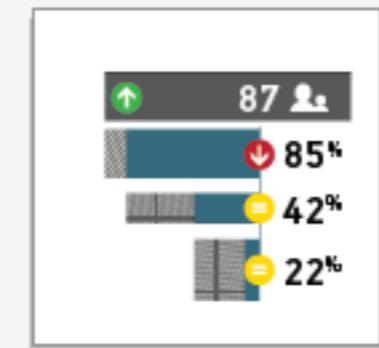
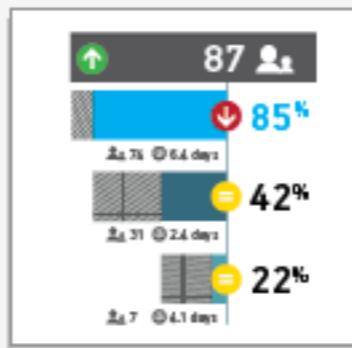
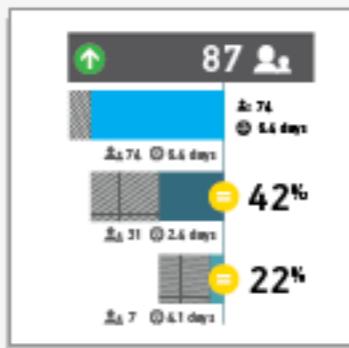
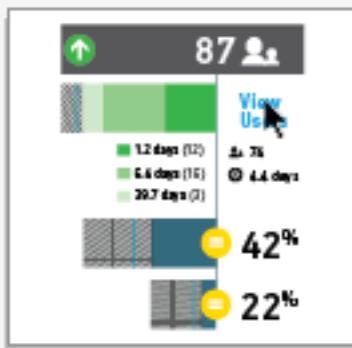
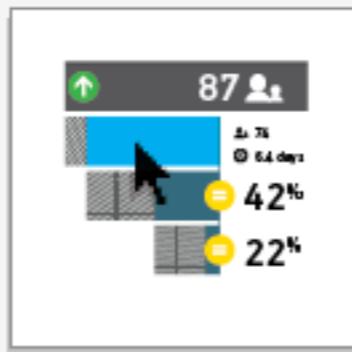
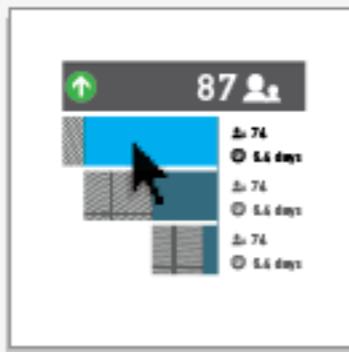
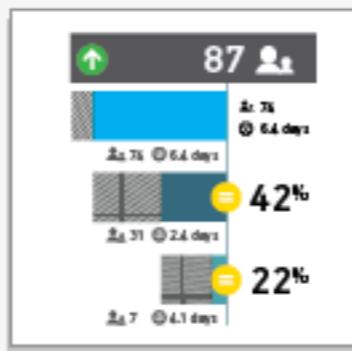
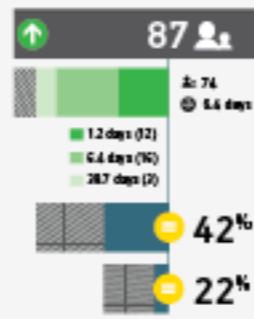


REVENUE



REFERRAL

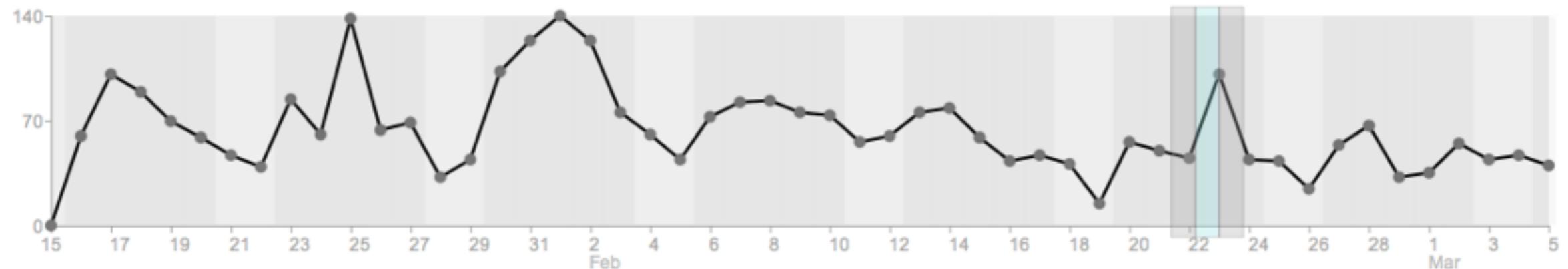




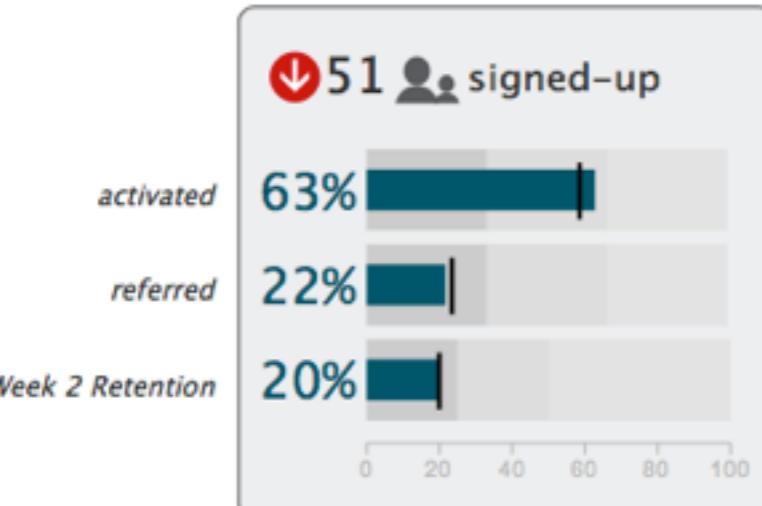
Days **not** weeks or months.

[LeanCanvas](#) ▾[Dashboard](#)[Auto-responders](#)[Daily](#) [Weekly](#) [Monthly](#)

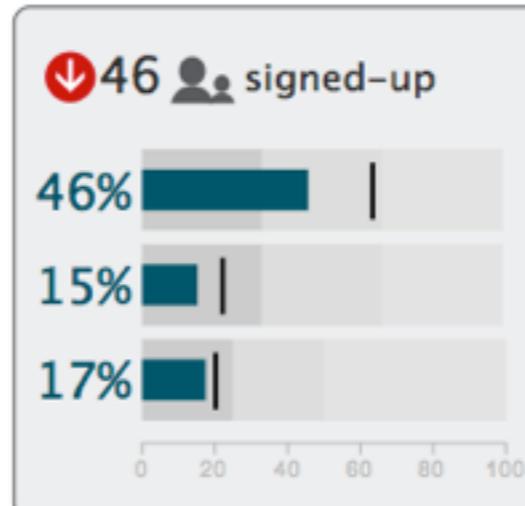
## Signups



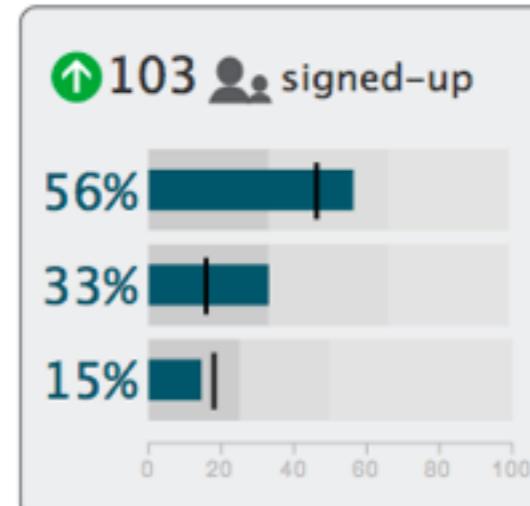
Tue Feb 21



Wed Feb 22



Thu Feb 23



# Use Tools You Know to Prototype Like a Pro

Keynotopia transforms your favorite presentation application into the best rapid prototyping tool for creating mobile, web and desktop app mockups

## What Is Keynotopia?



Keynotopia is the largest collection of user interface design templates that enable you to prototype and test your app ideas in 30 minutes or less using **Apple Keynote**, **Microsoft PowerPoint**, or **OpenOffice Impress**.

The templates include **thousands of wireframe and high fidelity vector UI components**, meticulously designed from scratch in Keynote, Powerpoint and OpenOffice, and **fully editable and customizable** without needing additional design tools.



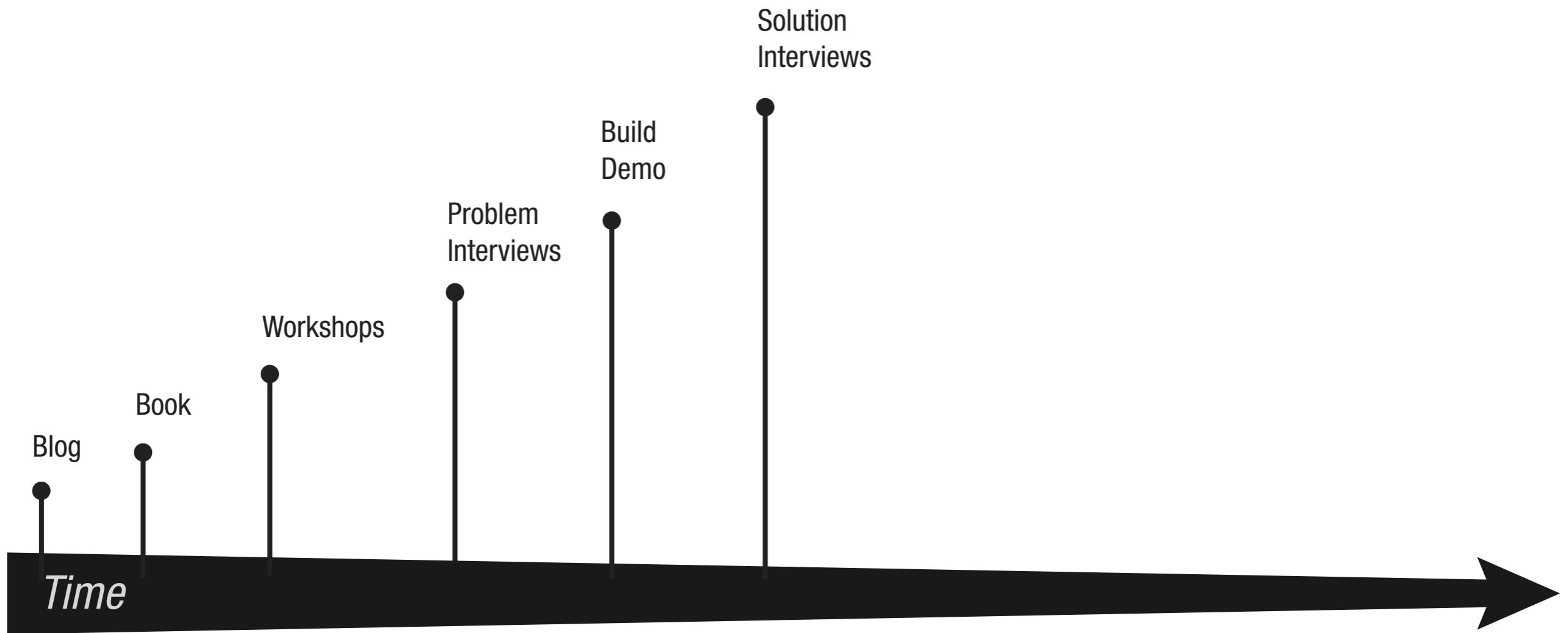
Browse the templates

# USERcycle - ACT 3

Make the **offer**

If you can't get **10 customers** to say **they'll pay** face-to-face...

What makes you think you can do any  
**better online?**



You take the blue pill - the story ends, you wake up in your bed and believe whatever you want to believe. You take the red pill - you stay in Wonderland and I show you how deep the rabbit-hole goes.

- Morpheus, The Matrix

Get on the launch list

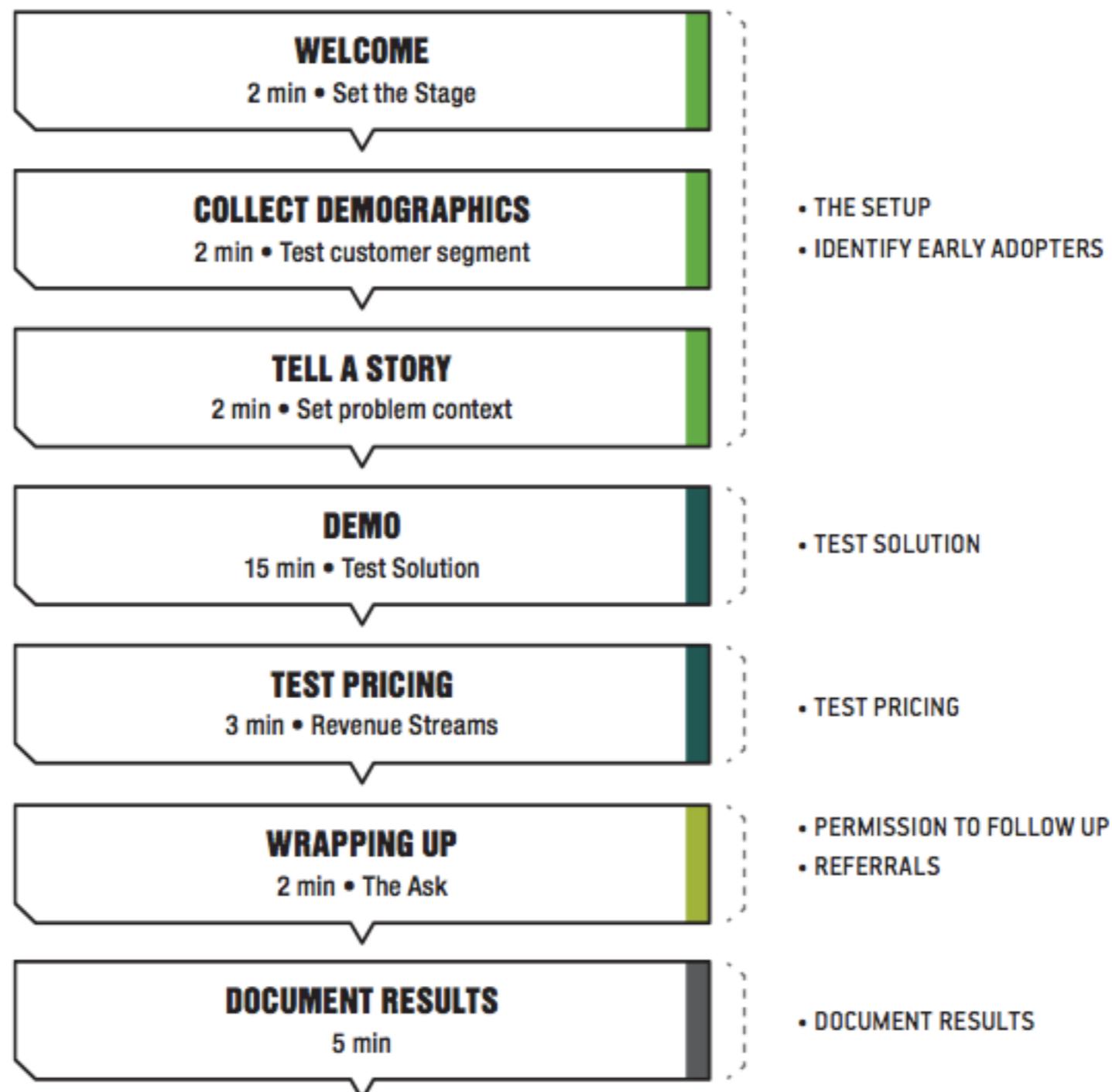
Take the red pill



USERcycle

Lifecycle Metrics & User Insights made Actionable

## SOLUTION INTERVIEW SCRIPT DECONSTRUCTED



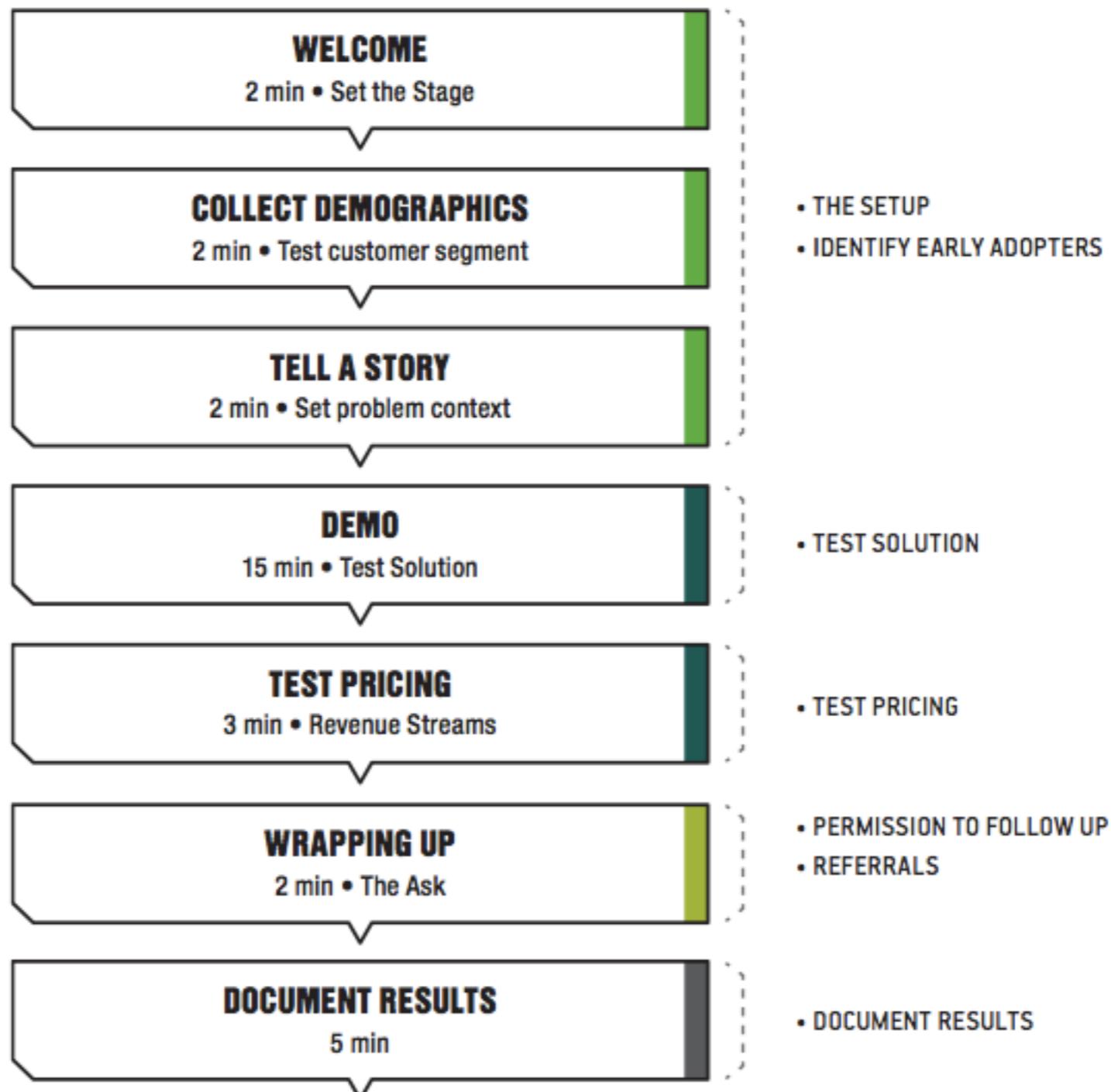
# A

## I

# D

# A

## SOLUTION INTERVIEW SCRIPT DECONSTRUCTED



# The Physics of Customer Acquisition

Understand how customers **buy**.

The first battle is fought in the  
**mind** of the customer.

If you can't get customers inside your factory, it **doesn't matter** what's inside.

Scene 1

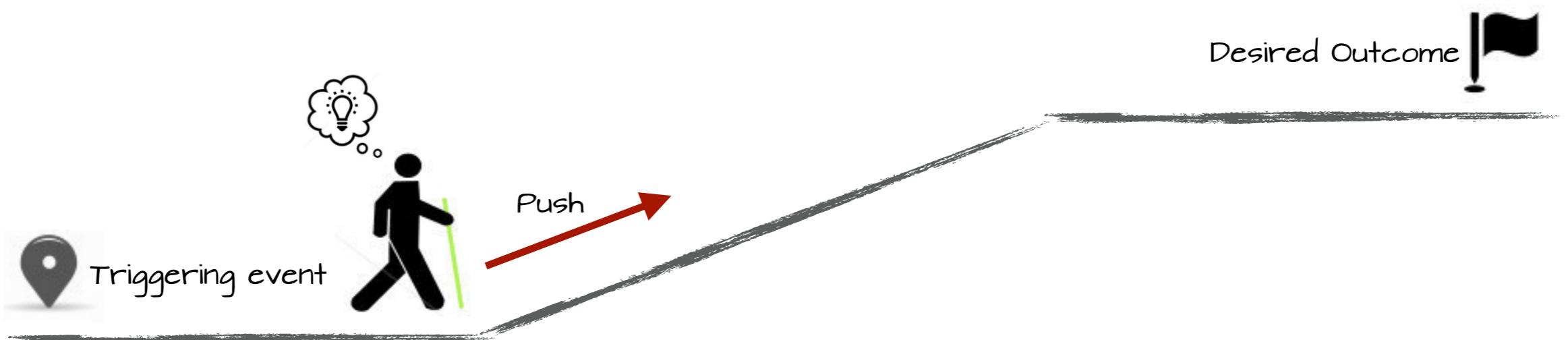
# The Push of the Trigger





Triggering event

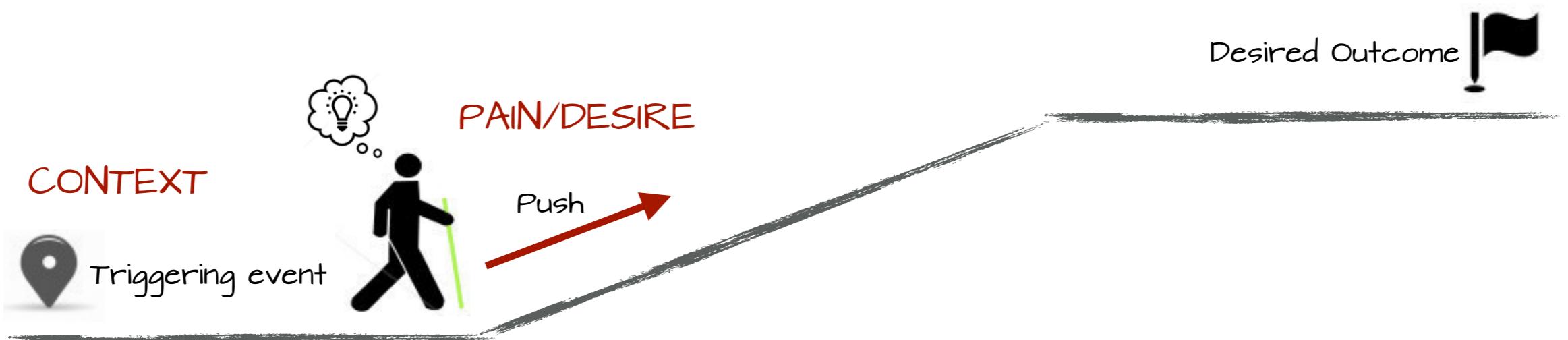


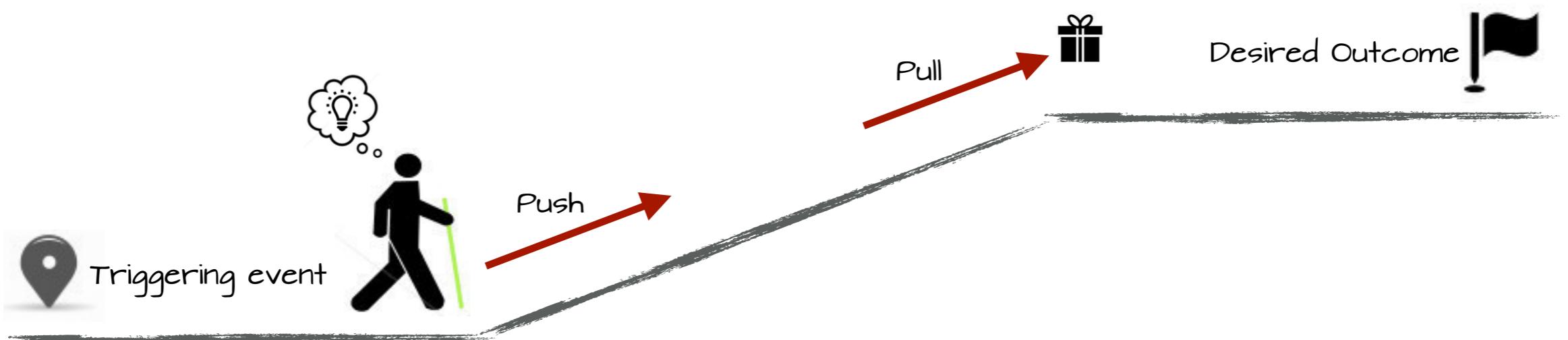


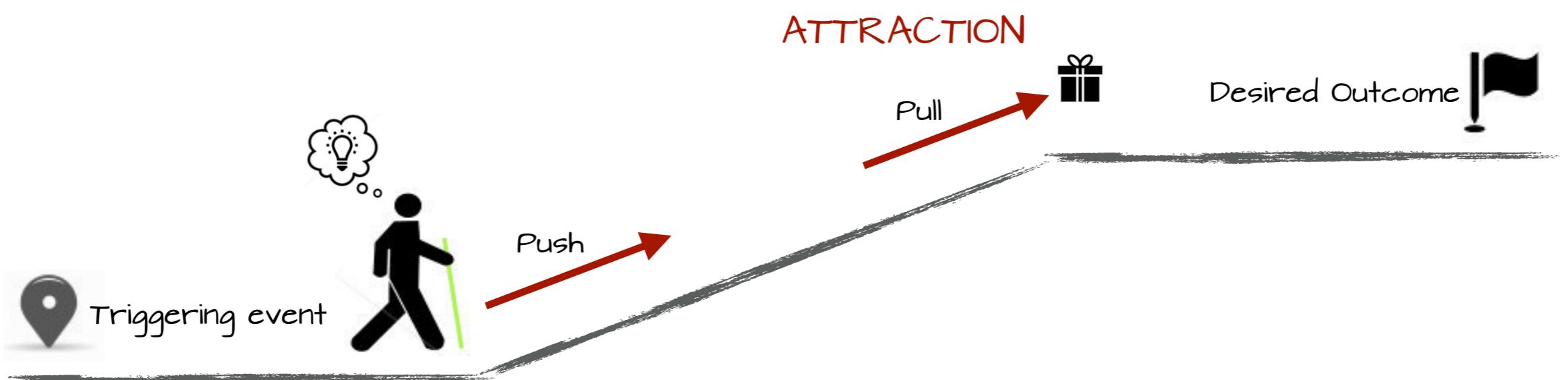
First focus on **explicit** triggers.

Scene 2

# The Pull of your Offer







Define **success** for your customer.

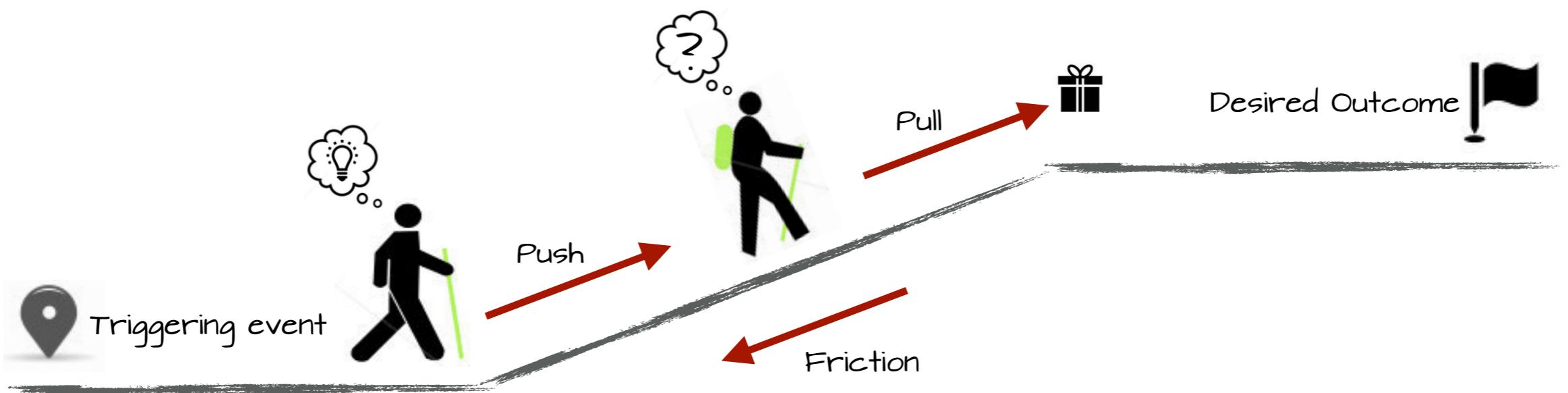


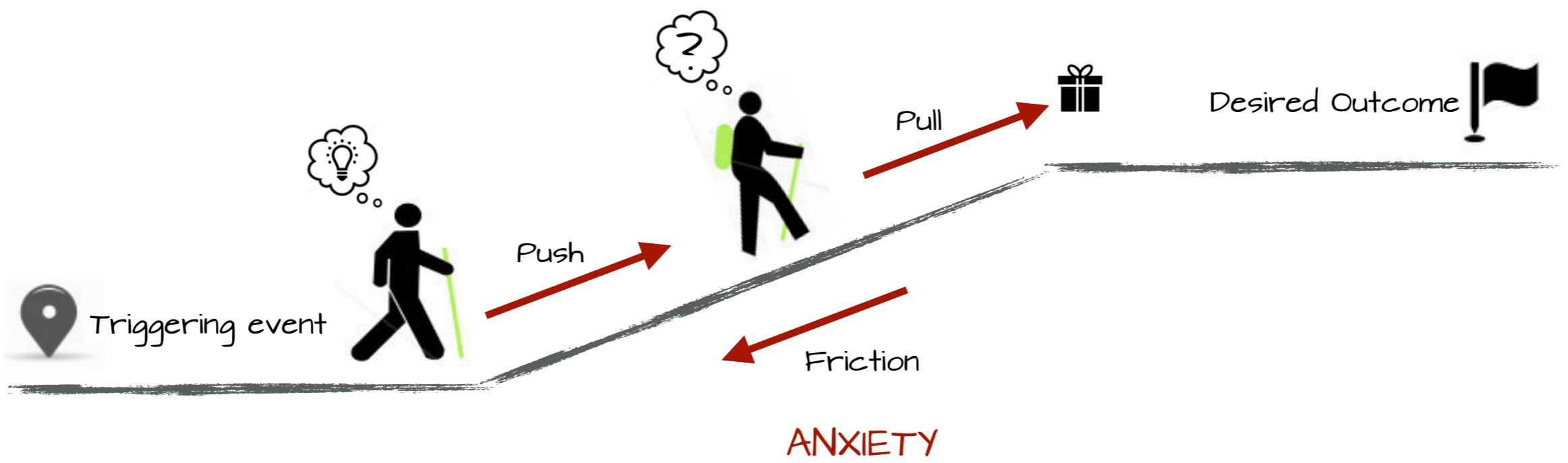


© Aflo / Barcroft Media

Scene 3

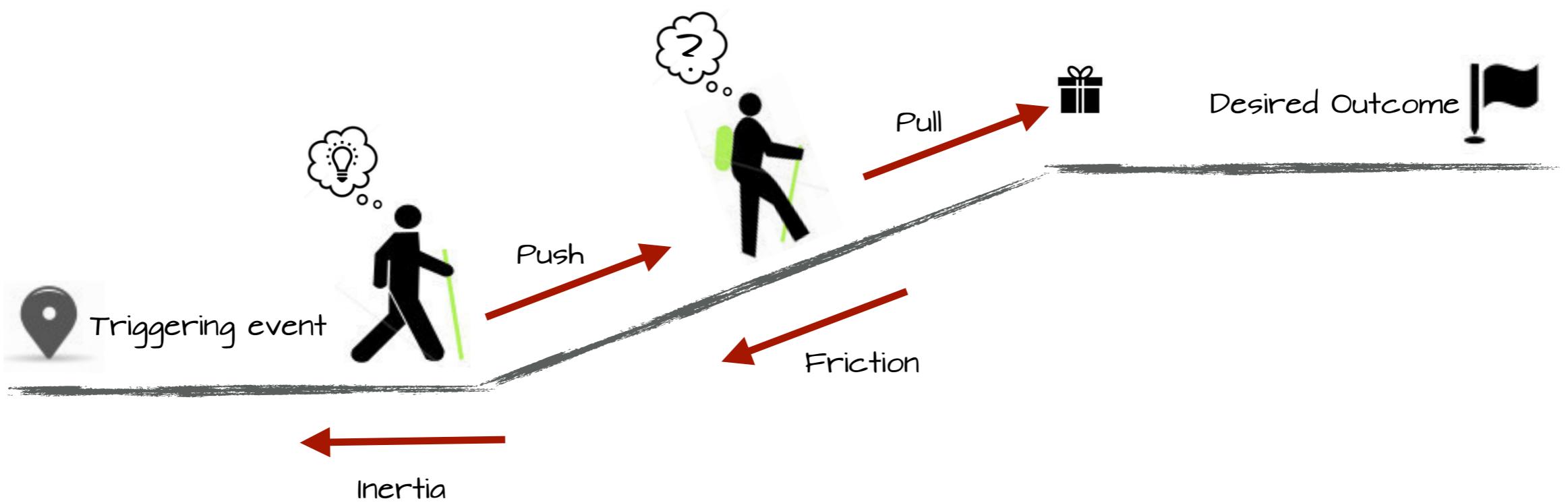
# Overcome Inertia and Friction

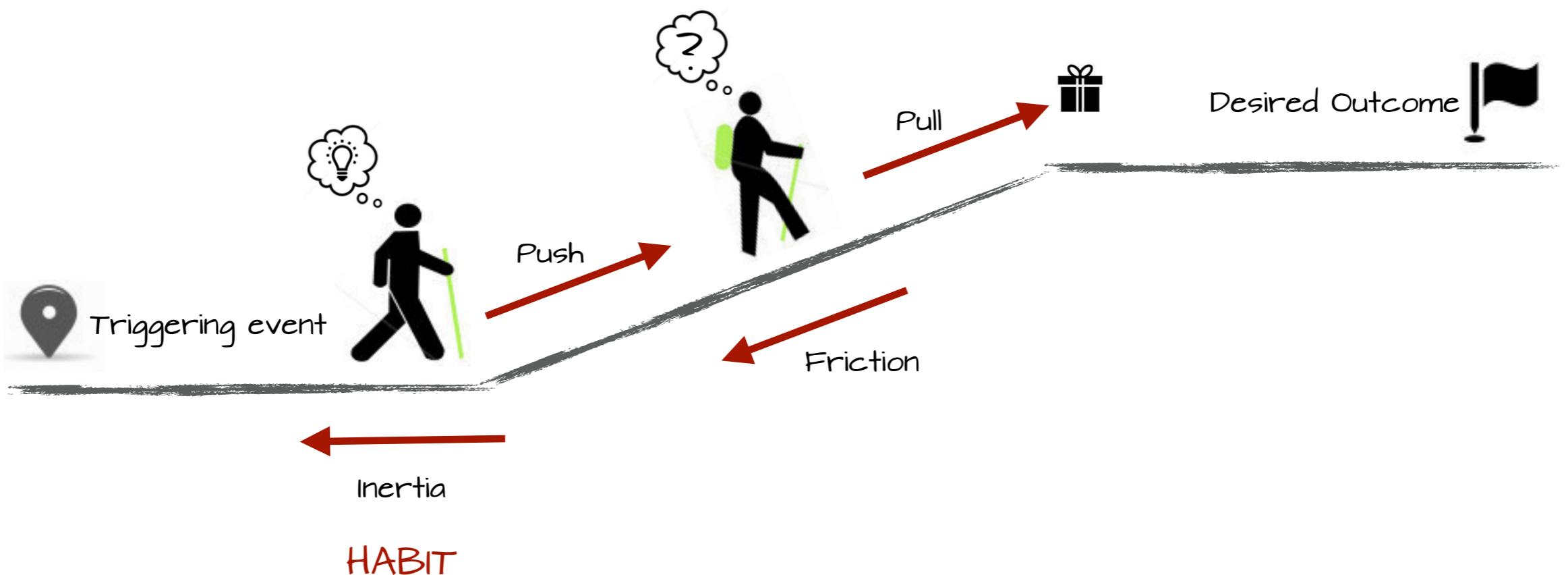




Antidote: Risk **reversals**.

Identify **sources** of anxiety and  
corresponding **antidotes**.



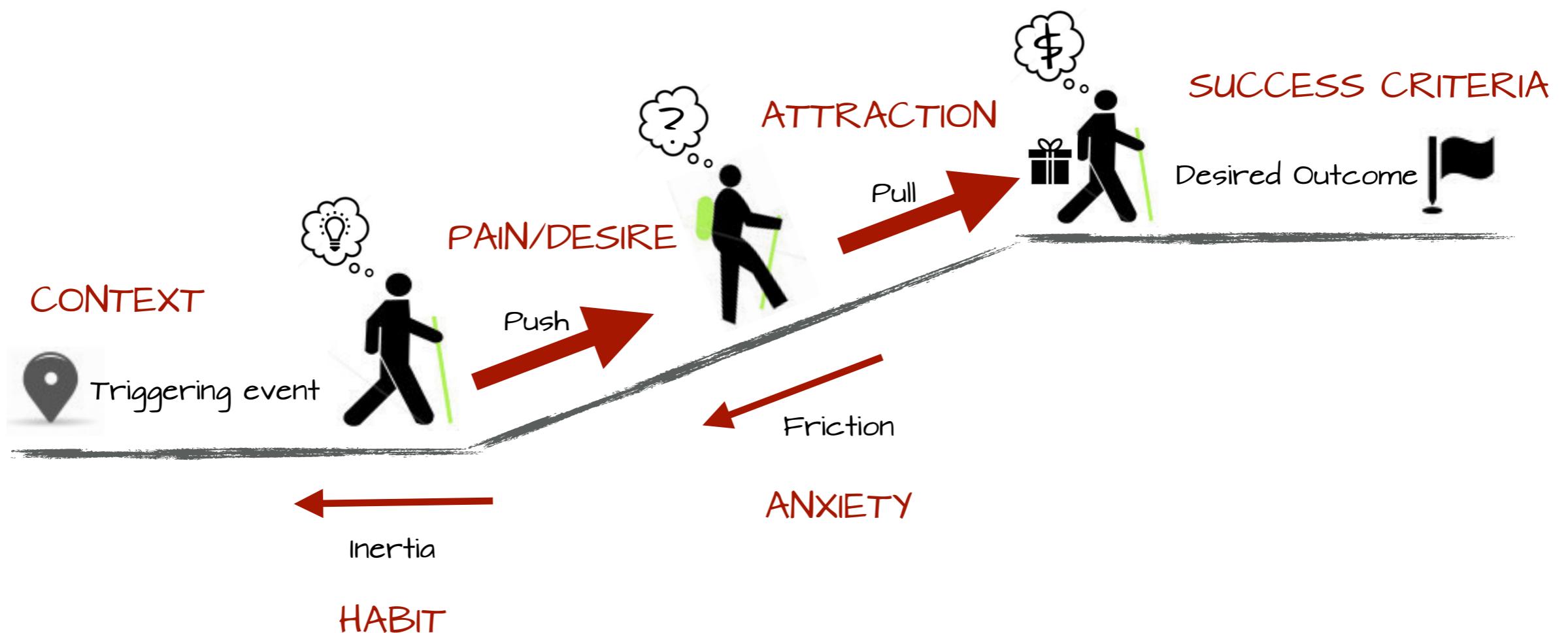


Switching **costs** may be actual or cognitive.

Switching costs may be monetary or cognitive.

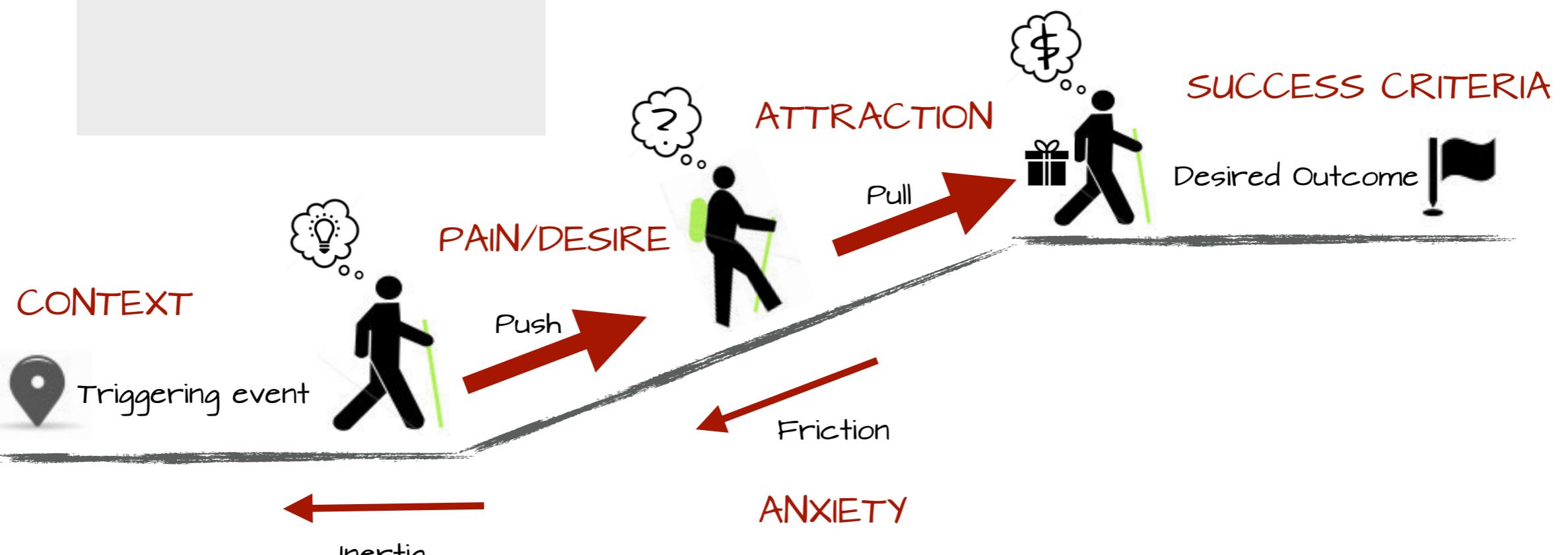
Identify **habits** of the present that hold back your customer.

Friction and Inertia aren't always **bad**.



List the triggers that push your customers:

List the success attributes that pull your customers:



List the habits of the present that hold your customers back::

List the anxiety or risks that scare your customers::

**A**ttention    **I**nterest    **D**esire    **A**ction

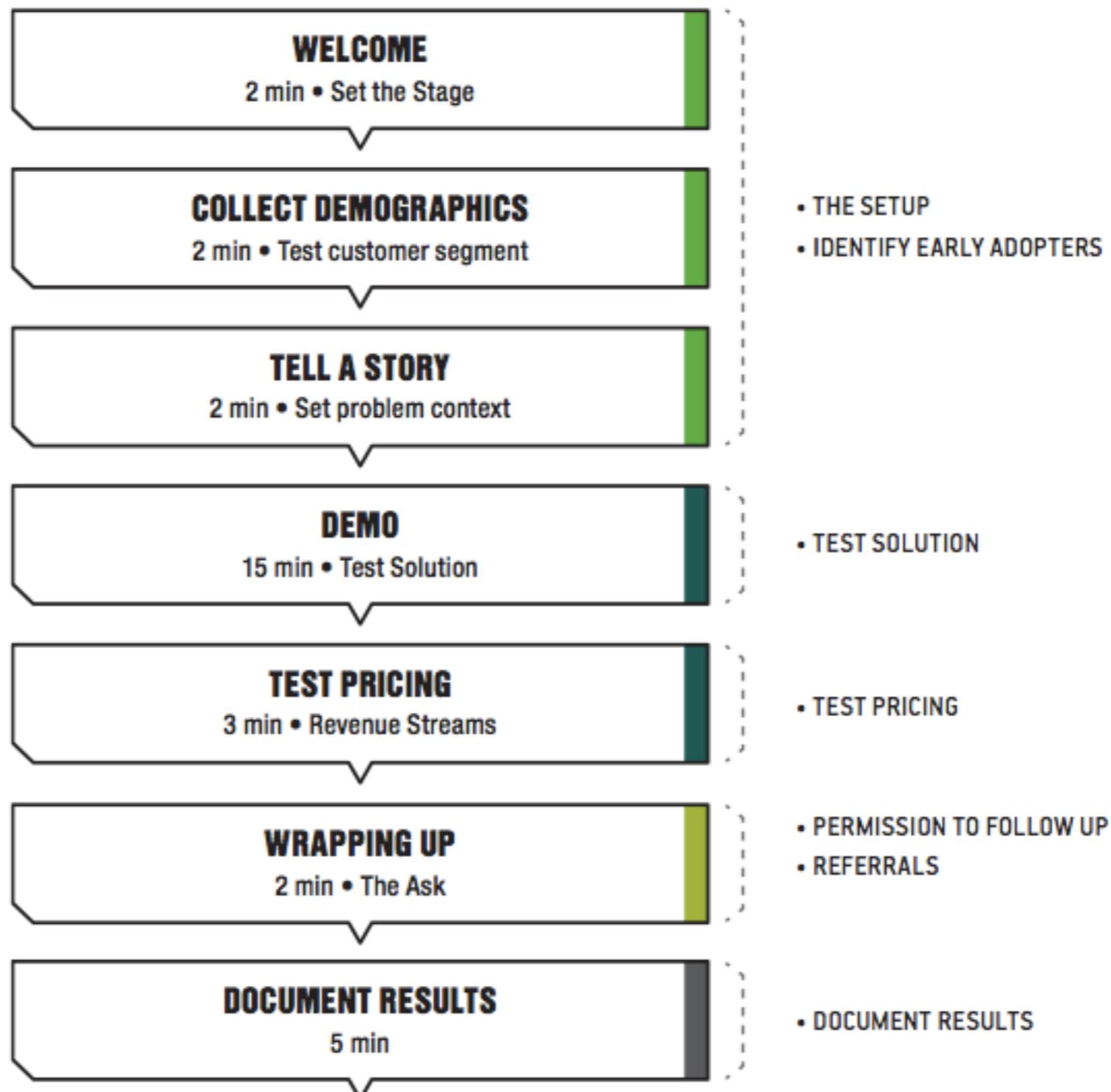
# A

## I

# D

# A

## SOLUTION INTERVIEW SCRIPT DECONSTRUCTED



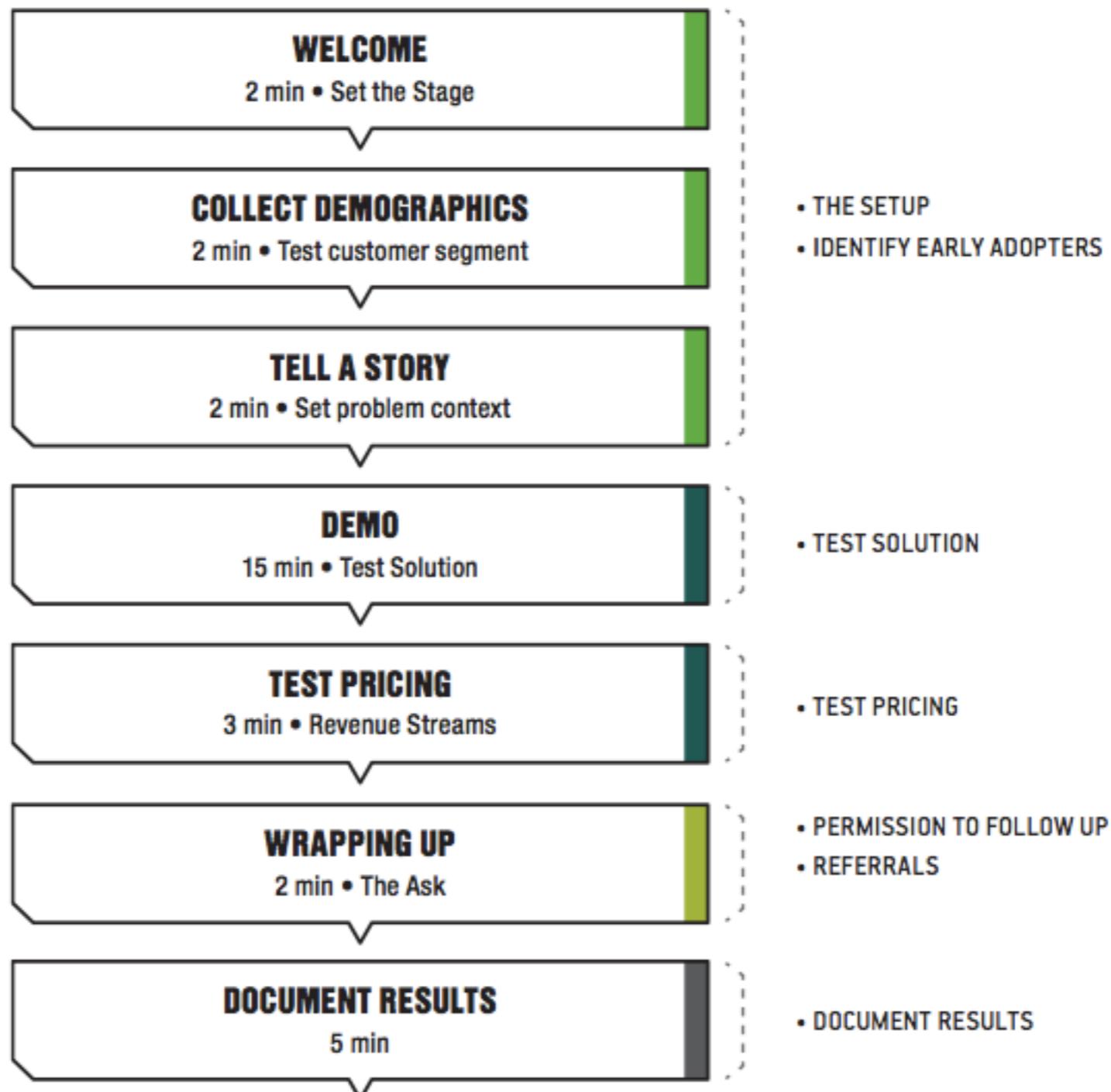
# A

# I

# D

# A

## SOLUTION INTERVIEW SCRIPT DECONSTRUCTED



**01** Nail the problem.



*What you wanted*



*The reality*

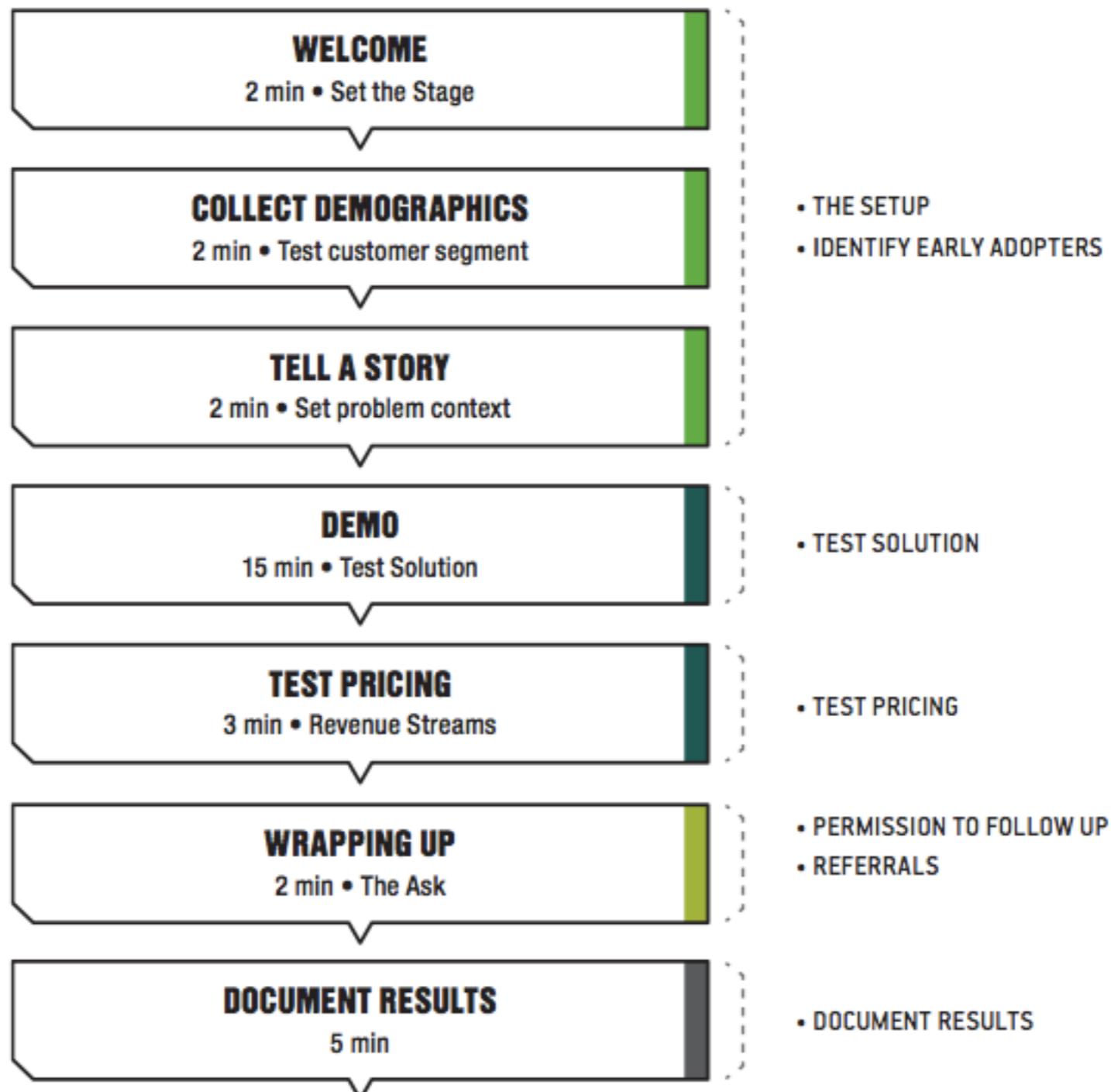
# A

# I

# D

# A

## SOLUTION INTERVIEW SCRIPT DECONSTRUCTED

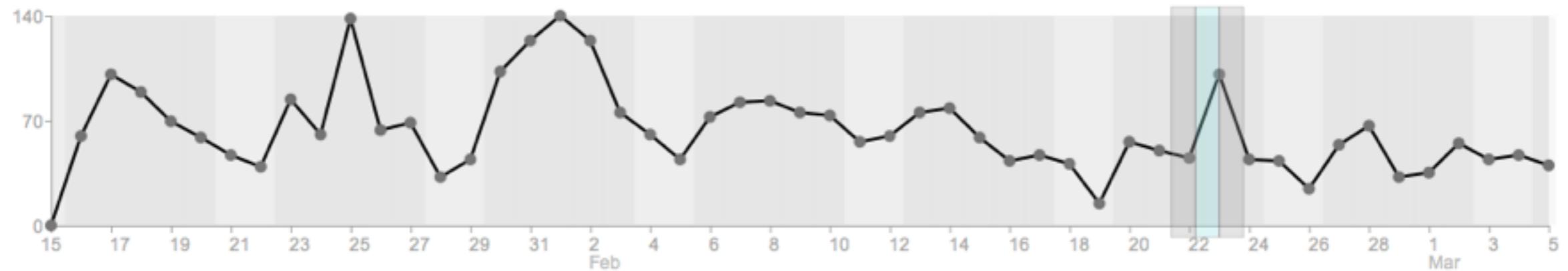


02

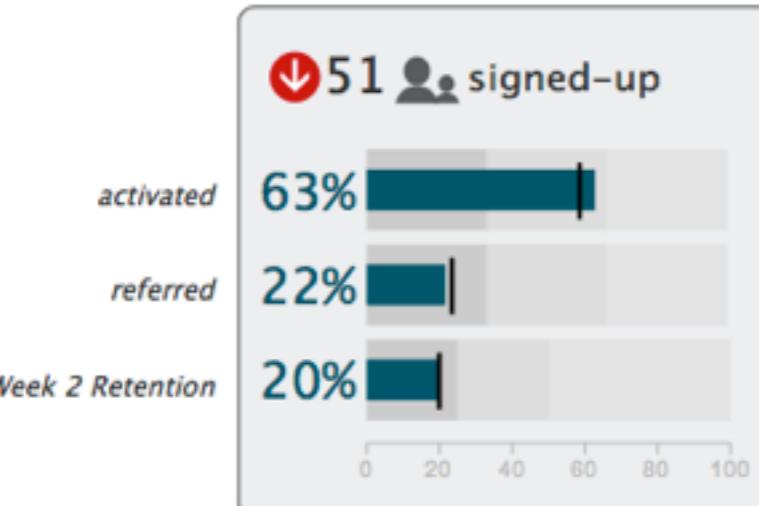
**Deliver a compelling demo.**

[LeanCanvas](#) ▾[Dashboard](#)[Auto-responders](#)[Daily](#) [Weekly](#) [Monthly](#)

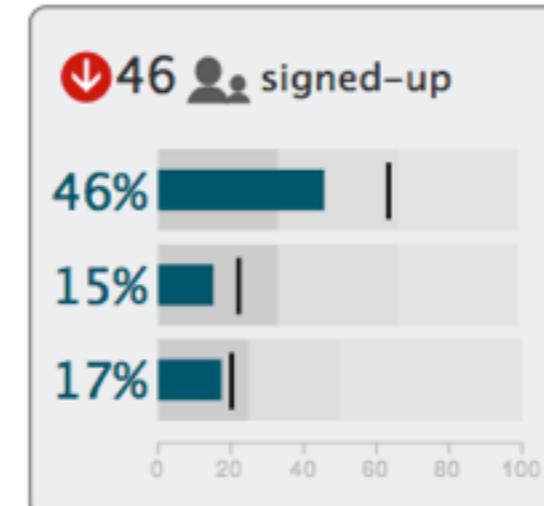
## Signups



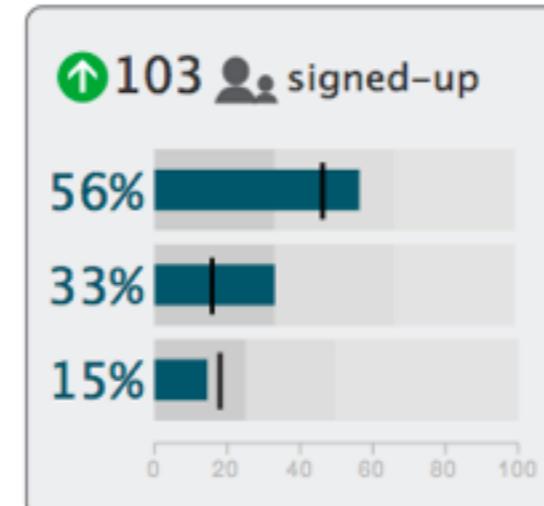
Tue Feb 21



Wed Feb 22



Thu Feb 23



LeanCanvas ▾

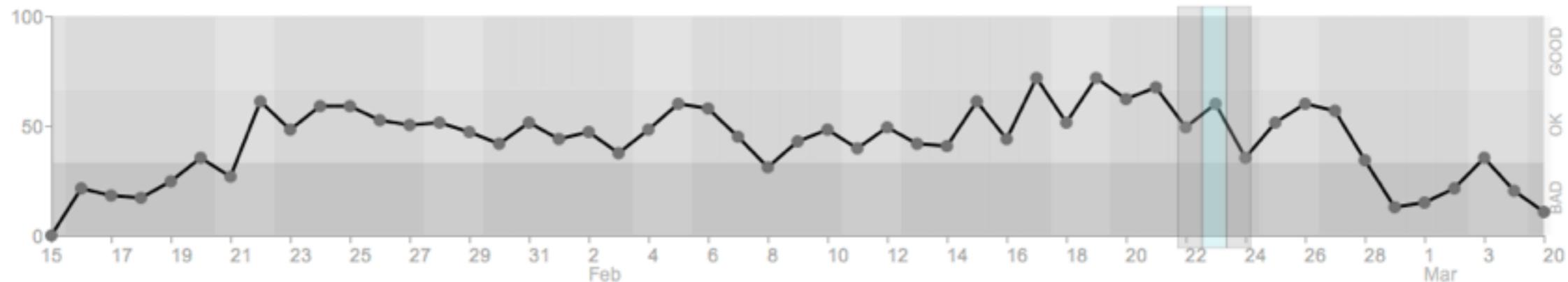
Dashboard

Auto-responders

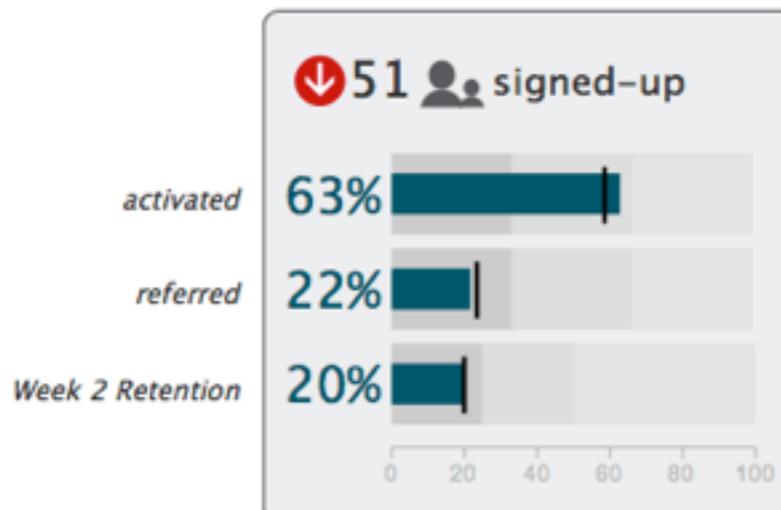


Daily Weekly Monthly

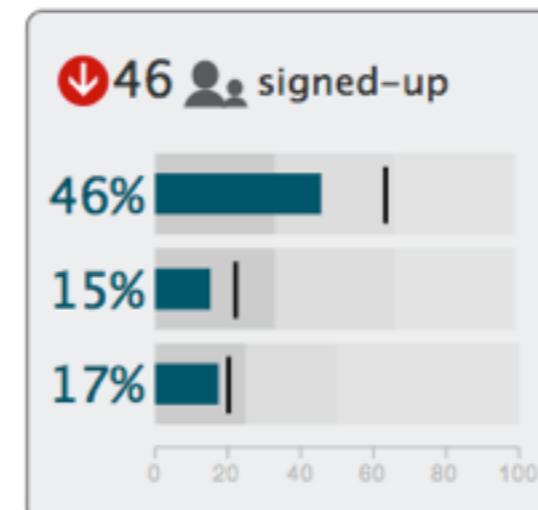
## Activation Rate



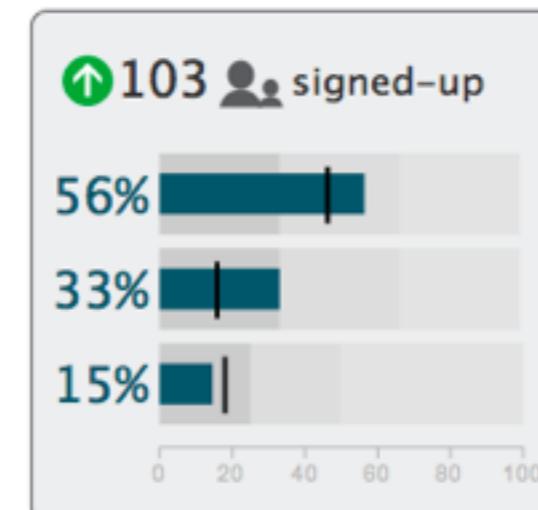
Tue Feb 21

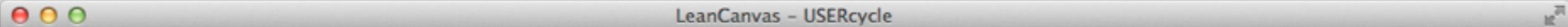


Wed Feb 22



Thu Feb 23





LeanCanvas ▾

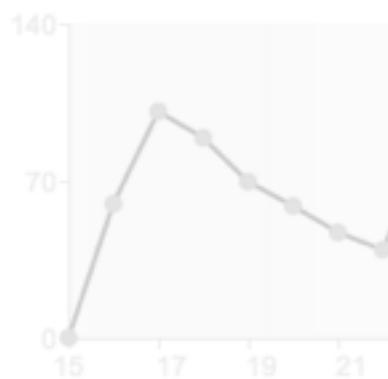
Dashboard

Auto-responders



Daily Weekly Monthly

## Signups



Tue Fe

51

activated

63%

referred

22%

Week 2 Retention

20%

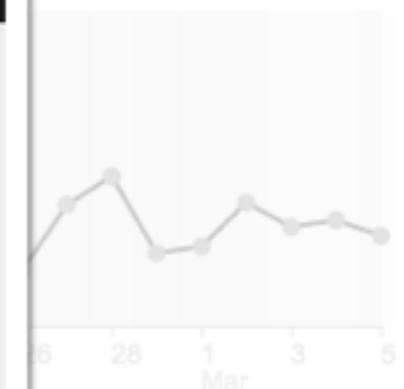
## Activation Subfunnel

Thu Feb 23



Activated Users Show Dropped Users

	leonora.obrien@pharmapod.ie	0 days
	jonny@thisismercurydigital.c...	0 days
	heeyato21c@gmail.com	0 days
	yvonnejearl@gmail.com	
	nd23sheehan@gmail.com	0 days
	padraigoleary@gmail.com	0 days
	btyoder@hotmail.com	0 days
	stephanie@the-netwerk.com	0 days
	paulo.marques@grupopc.co...	0 days
	garth.smitman@gmail.com	0 days

[Create auto-responder](#) | [Export to CSV](#)

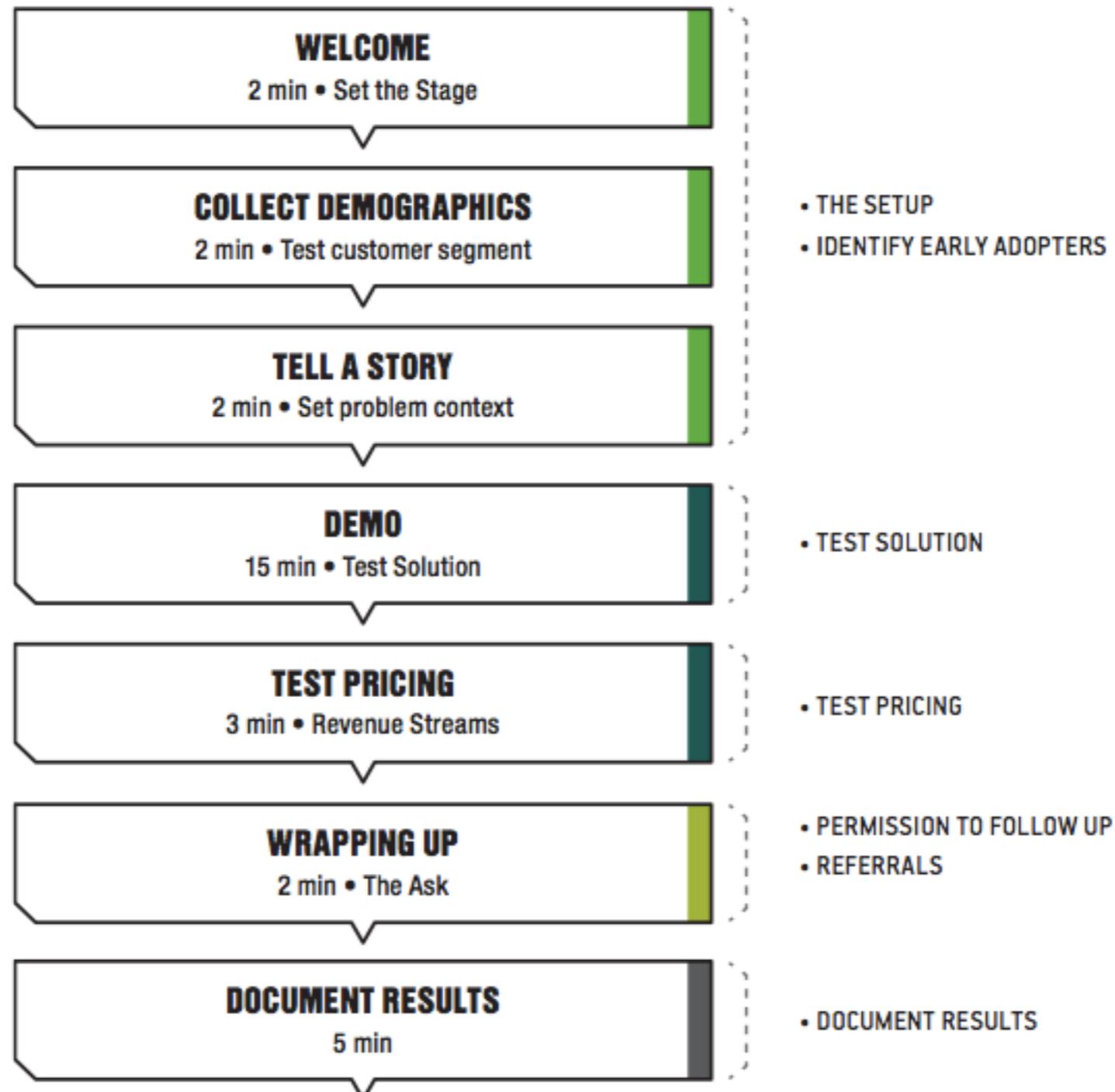
A

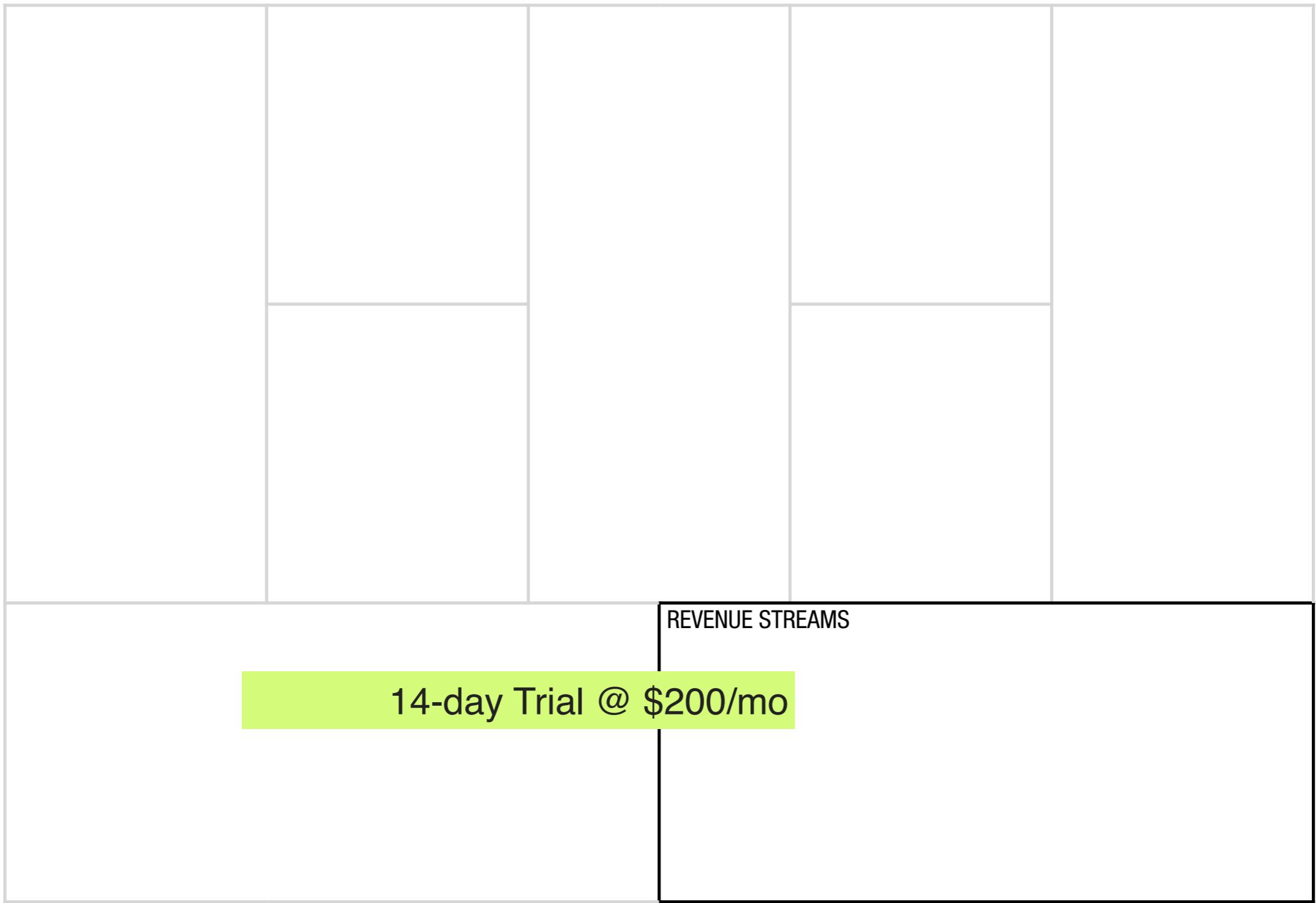
I

D

A

## SOLUTION INTERVIEW SCRIPT DECONSTRUCTED

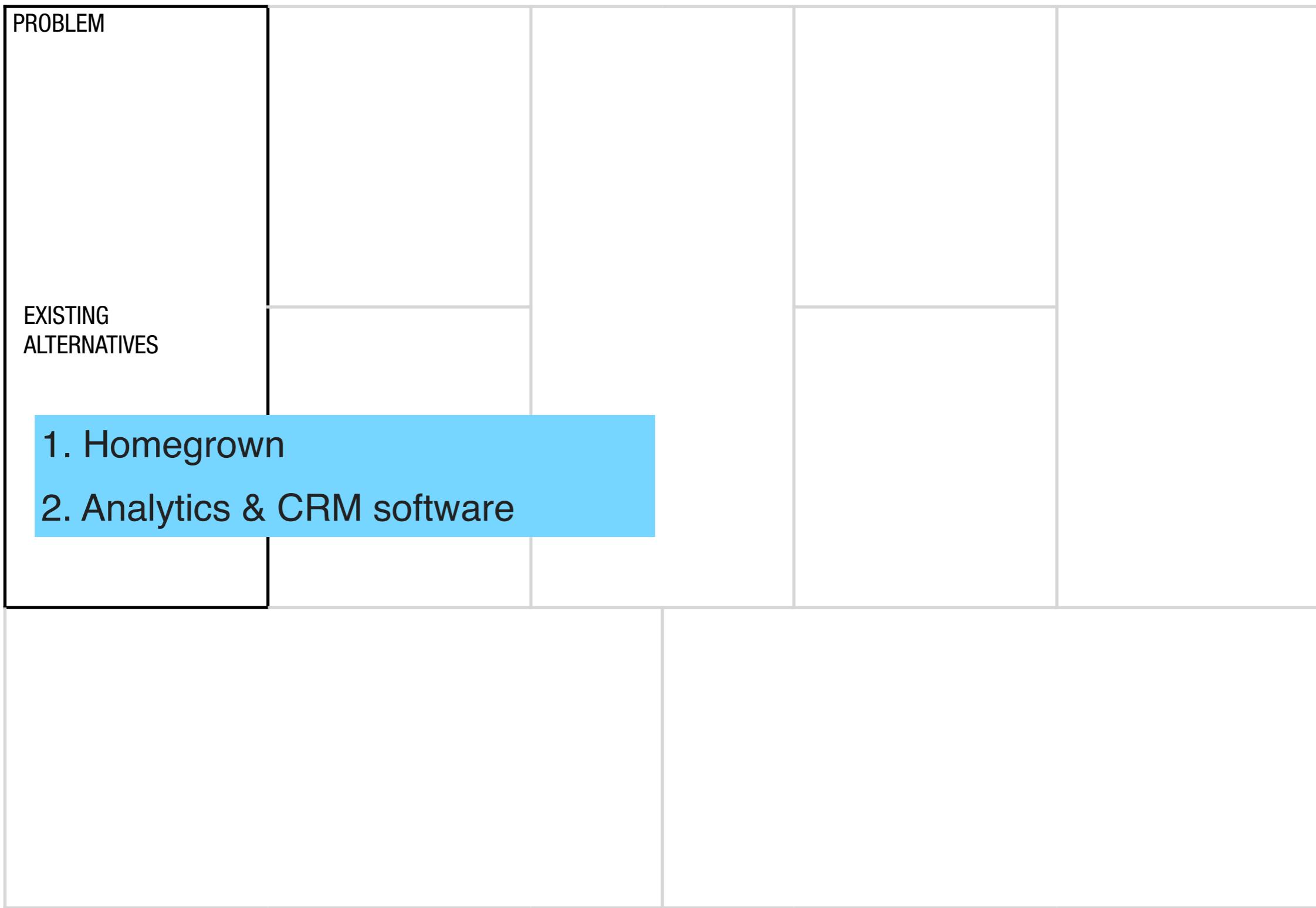




03

**Use price anchoring.**

# Defining the Problem



## Steve Jobs Announces iPad Price

by devotrippin



# \$999



**Steve Jobs Announces iPad Price**  
by devotrippin

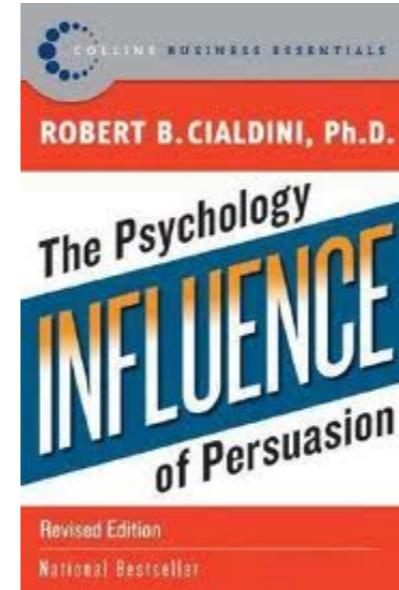
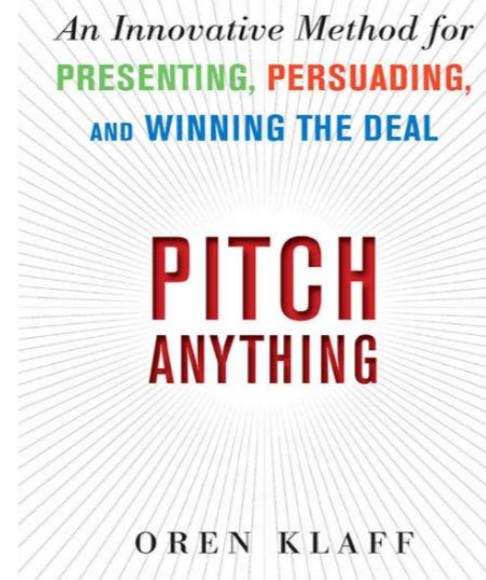


$\$200/\text{mo} < 4 \text{ developer hours /mo}$

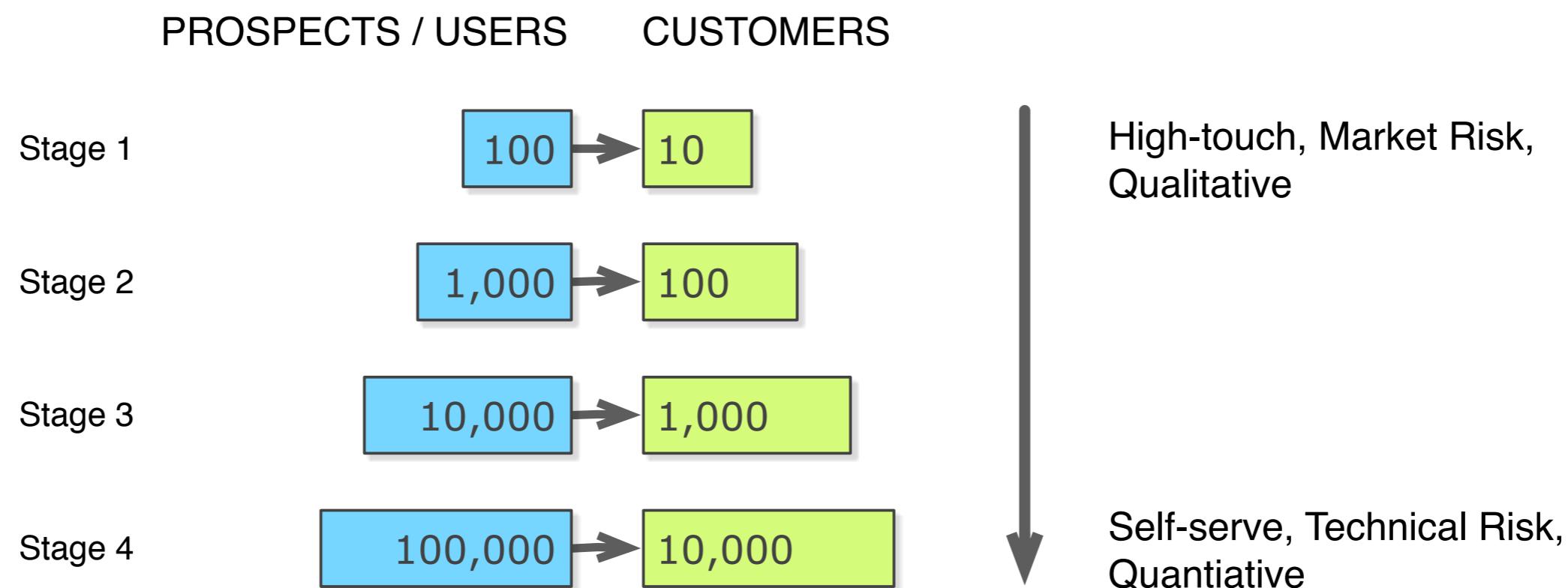
Could you build a similar homegrown  
system spending **half a day/month**?

04

## Other techniques - prizing, scarcity.



Position your MVP as the **prize**.



10X Product Launch

05

**Don't lower sign-up friction. Raise it.**

**Qualify early adopters.**

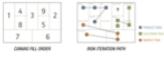
06

Make a **big promise** you plan on **keeping**.

**Deliver value or go home.**

# DAY 1

## Business Model Creation

<b>PROBLEM</b> <small>List your top 1-3 problems.</small>	<b>SOLUTION</b> <small>Outline a possible solution for each problem.</small>	<b>UNIQUE VALUE PROPOSITION</b> <small>Single, clear, compelling message that communicates why you offer value and worth paying attention.</small>	<b>UNFAIR ADVANTAGE</b> <small>Something that cannot easily be bought or copied.</small>	<b>CUSTOMER SEGMENTS</b> <small>List your target customers and users.</small>
<b>EXISTING ALTERNATIVES</b> <small>List how these problems are solved today.</small>	<b>KEY METRICS</b> <small>List the key numbers that tell you how your business is doing.</small>	<b>HIGH-LEVEL CONCEPT</b> <small>List your X for Y analysis &amp; D. Include -&gt; Flow for metrics.</small>	<b>CHANNELS</b> <small>List your path to customers (internal or external).</small>	<b>EARLY ADOPTERS</b> <small>List the characteristics of your ideal customer.</small>
<b>COST STRUCTURE</b> <small>List your fixed and variable costs.</small>		<b>REVENUE STREAMS</b> <small>List your sources of revenue.</small>		
 				

**Lean Canvas**  
Created by Alexander Osterwalder. The original version can be found at [www.lean canvas.com](http://www.lean canvas.com).

# DAY 2

## Business Model Validation

SUCCESS METRICS			CURRENT METRICS			
PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	How is your customer funnel performing? Identify your current stage and growth rate (AAAROO) metrics.			
How will you determine if this is a problem for enough people?           What is your validation criteria?           Who is your target group?           How many customers does that represent?           By when?						
How will you determine if you have built a valuable enough product?           What is your engine of growth?           Who is your revenue group?           How many customers does that represent?           By when?				How will scale your business model?           What is your engine of growth?           Who is your revenue group?           How many customers does that represent?           By when?		
EXPERIMENTS			EXPERIMENTS			
KEY OBJECTIVE		ACTIVE EXPERIMENTS		COMPLETED EXPERIMENTS		
				BUILD	MEASURE	LEARN
					1	2
					5	6
					7	8
					9	10
					11	12
					13	14
					15	16
EXPERIMENT QUEUE						
1	2	3	4			
5	6	7	8			

**Lean Dashboard**  
Lean Stack by Spark59.com

“If you can’t describe what you are doing as a process, you **don’t know** what you are doing.”

- Edward Deming

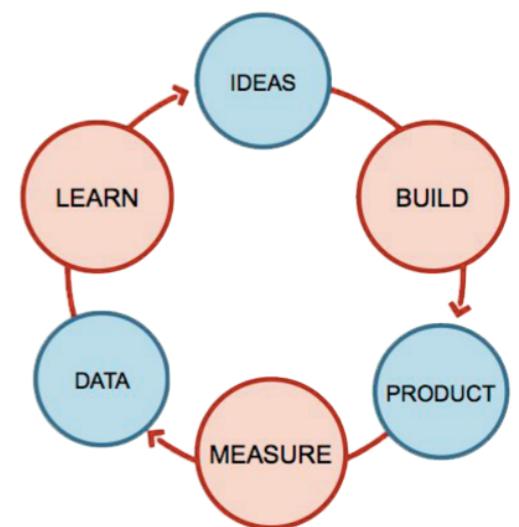
Epiphany 1:

Your business model is **the product.**

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
Key Metrics			Channels	
Cost Structure		Revenue Streams		



Solution	Unique Value Proposition	Unfair Advantage	
Key Metrics		Channels	
Cost Structure		Revenue Streams	

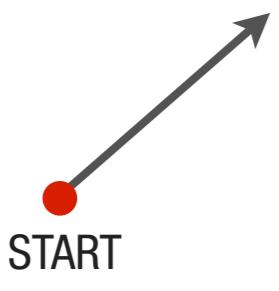


Document your Plan A

Identify the riskiest parts  
of your plan

Systematically test  
your plan

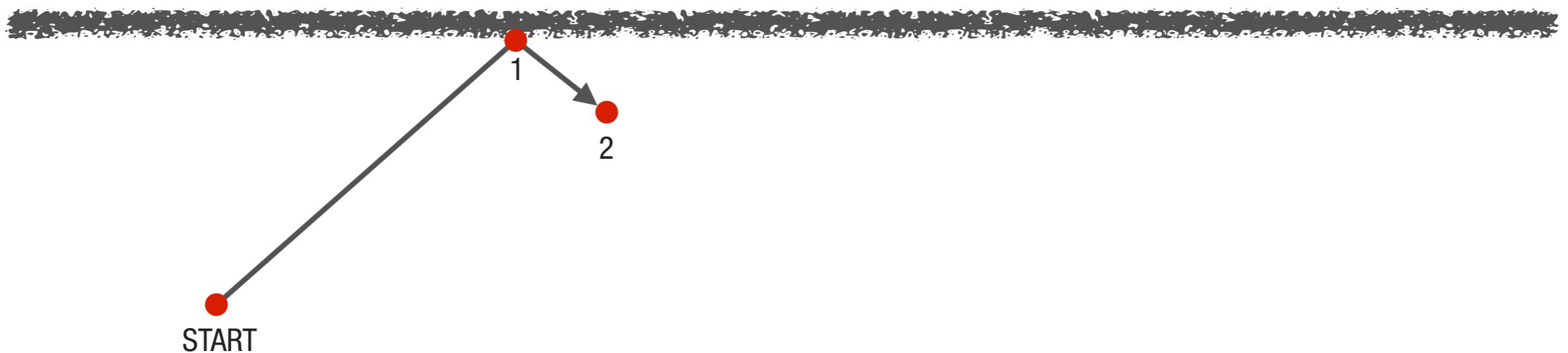
Easy to understand, hard to put to practice.



## CEILING OF ACHIEVEMENT



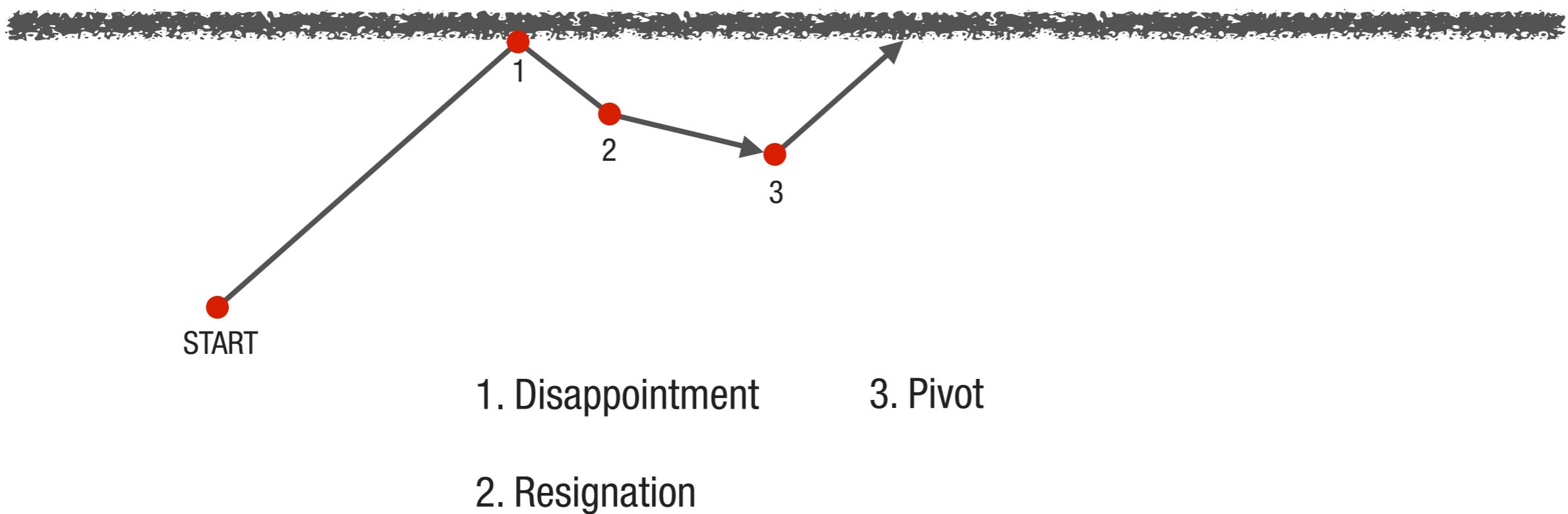
## CEILING OF ACHIEVEMENT



1. Disappointment

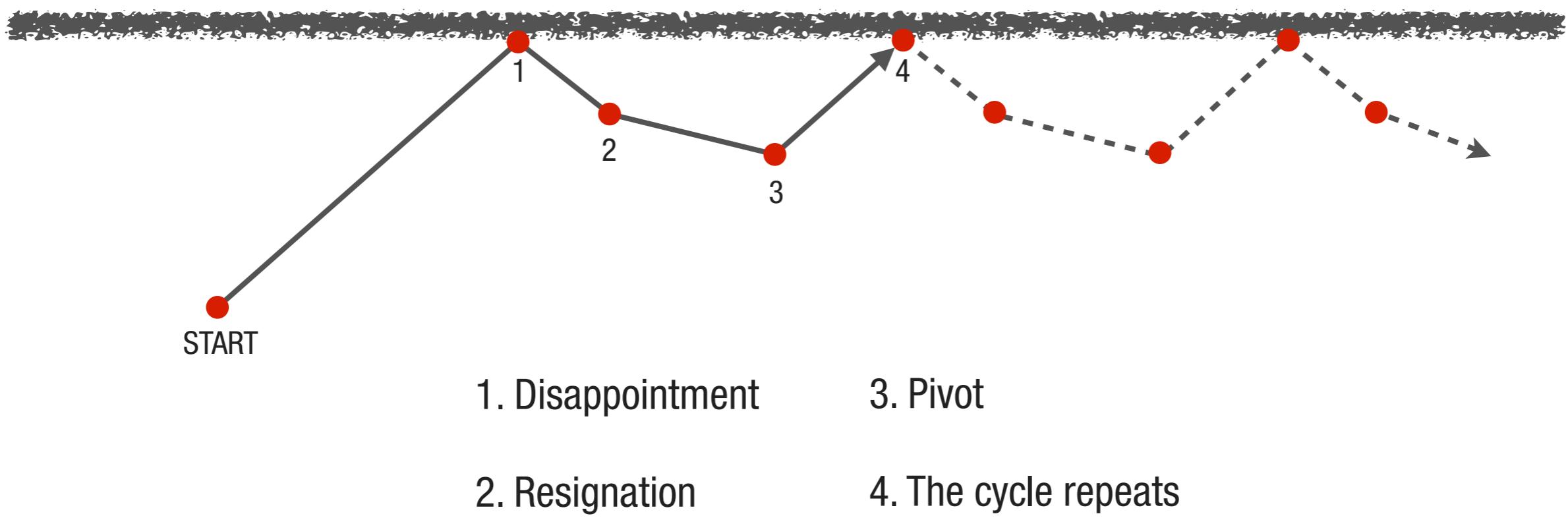
2. Resignation

## CEILING OF ACHIEVEMENT



A pivot not grounded in learning is a  
disguised “**see what sticks**” strategy.

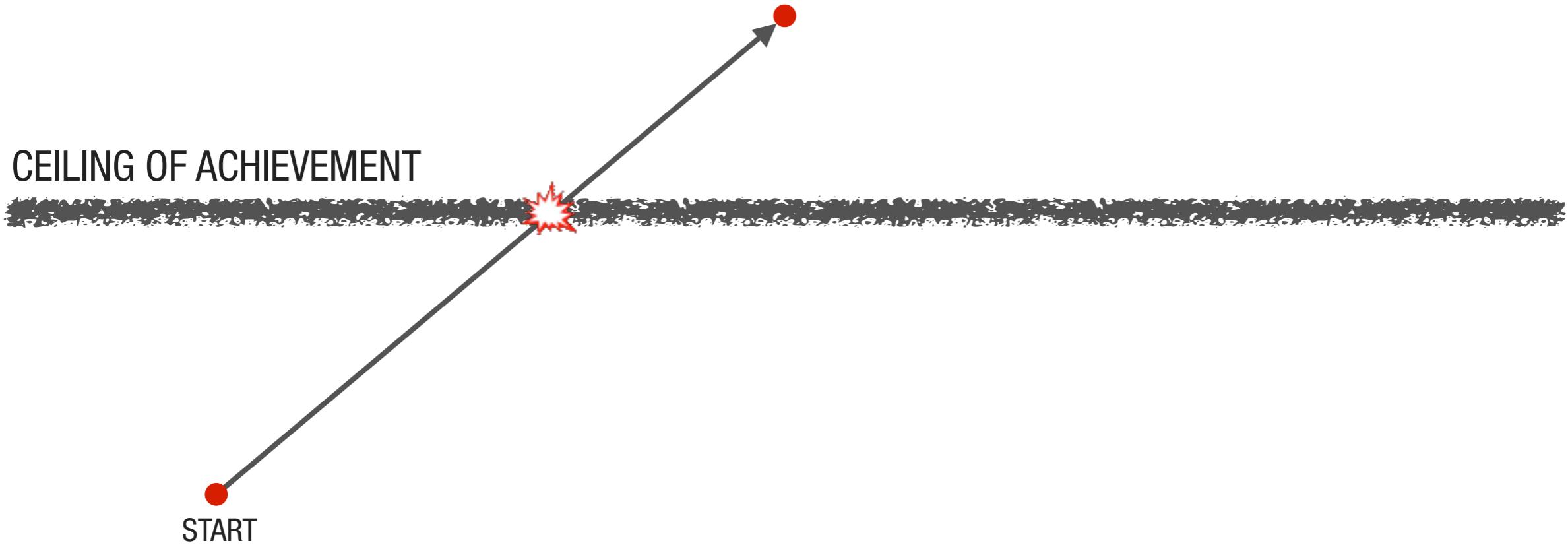
## CEILING OF ACHIEVEMENT



Demystify the **art** from the science.

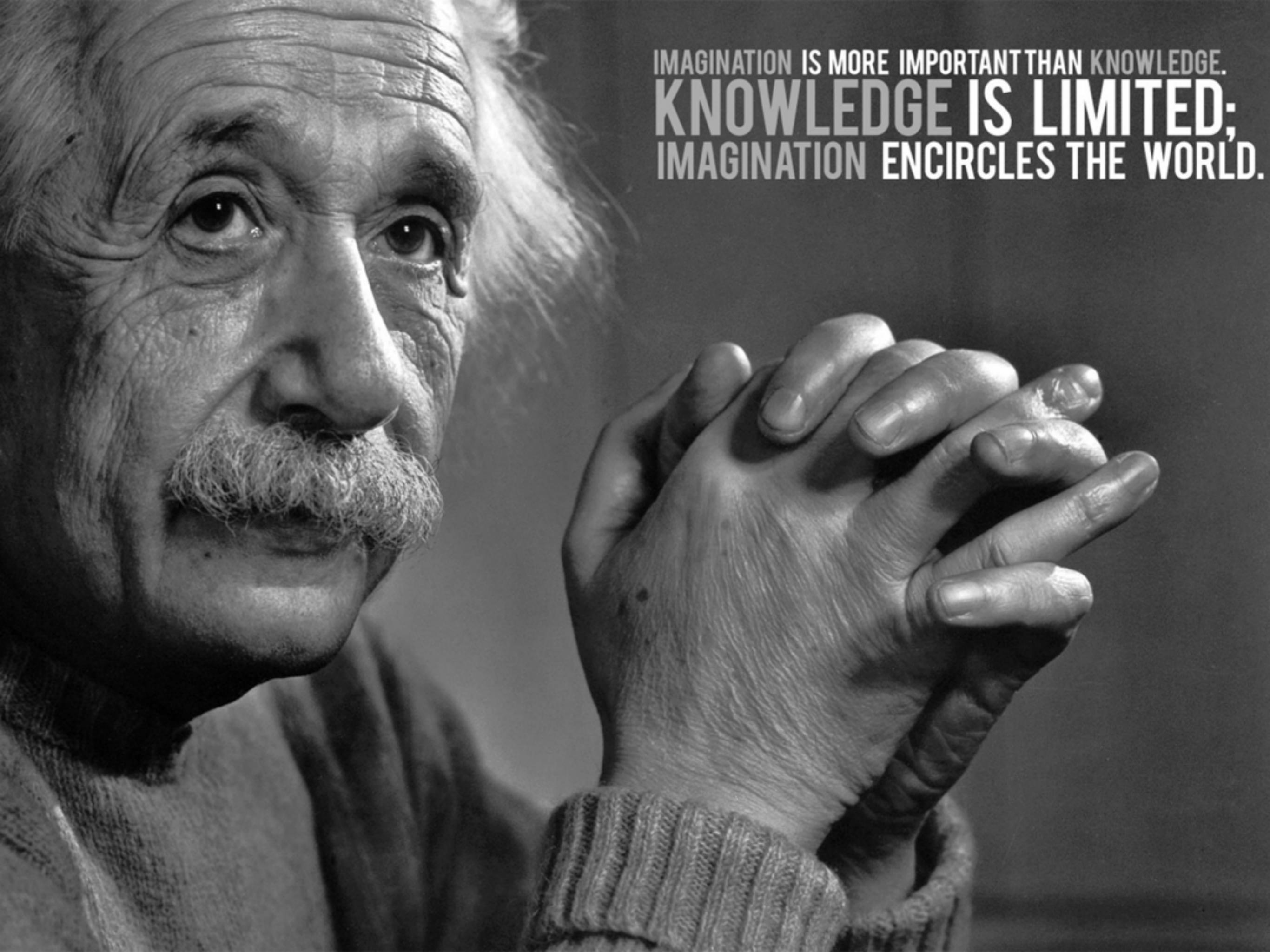
**CEILING OF ACHIEVEMENT**

**START**



The **most important** thing  
scientists do.

(Hint: It's not running experiments)



IMAGINATION IS MORE IMPORTANT THAN KNOWLEDGE.  
**KNOWLEDGE IS LIMITED;**  
IMAGINATION ENCIRCLES THE WORLD.

First and foremost, scientists **build models**.

First and foremost, scientists **build models**.  
They then run experiments to **validate** those  
models.

Entrepreneurs need **models** too.

# Entrepreneurs need **models** too.

(This idea isn't without resistance)

**Objection 1:**

**Business planning is a waste of time.**

# **Business Model** versus **Business Plan**



A document investors make you  
write that they don't read

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
Top 3 problems	Top 3 features	Single, clear, compelling message that states why you are different and worth paying attention	Can't be easily copied or bought	Target customers
<b>Key Metrics</b> Key activities you measure			<b>Channels</b> Path to customers	
<b>Cost Structure</b>  Customer Acquisition Costs Distribution Costs Hosting People, etc.		<b>Revenue Streams</b>  Revenue Model Life Time Value Revenue Gross Margin		

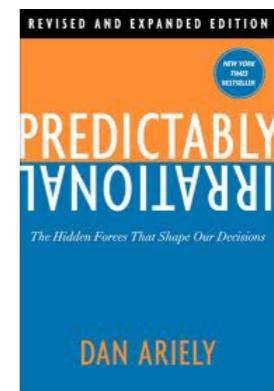
PRODUCT

MARKET

**Objection 2:**  
Customer behavior is too **complex** to model.

“...these irrational behaviors are neither random nor senseless - they are systematic and predictable.”

- Dan Ariely, *Predictably Irrational*



**Objection 3:**  
**Every business is different.**

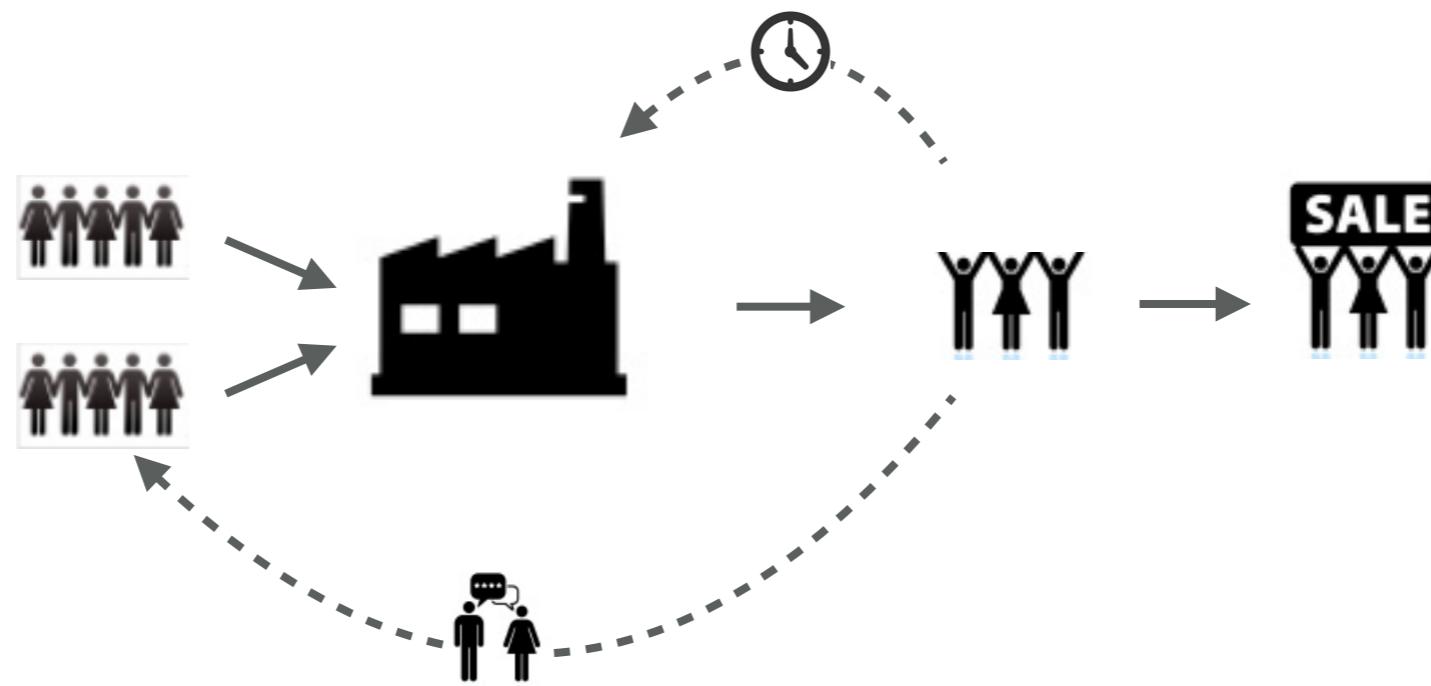
“Happy families are all alike; every unhappy family is unhappy in its own way.”

- Tolstoy, *Anna Karenina*

**The Goal:**  
**Sustainably deliver** and **capture** customer value.

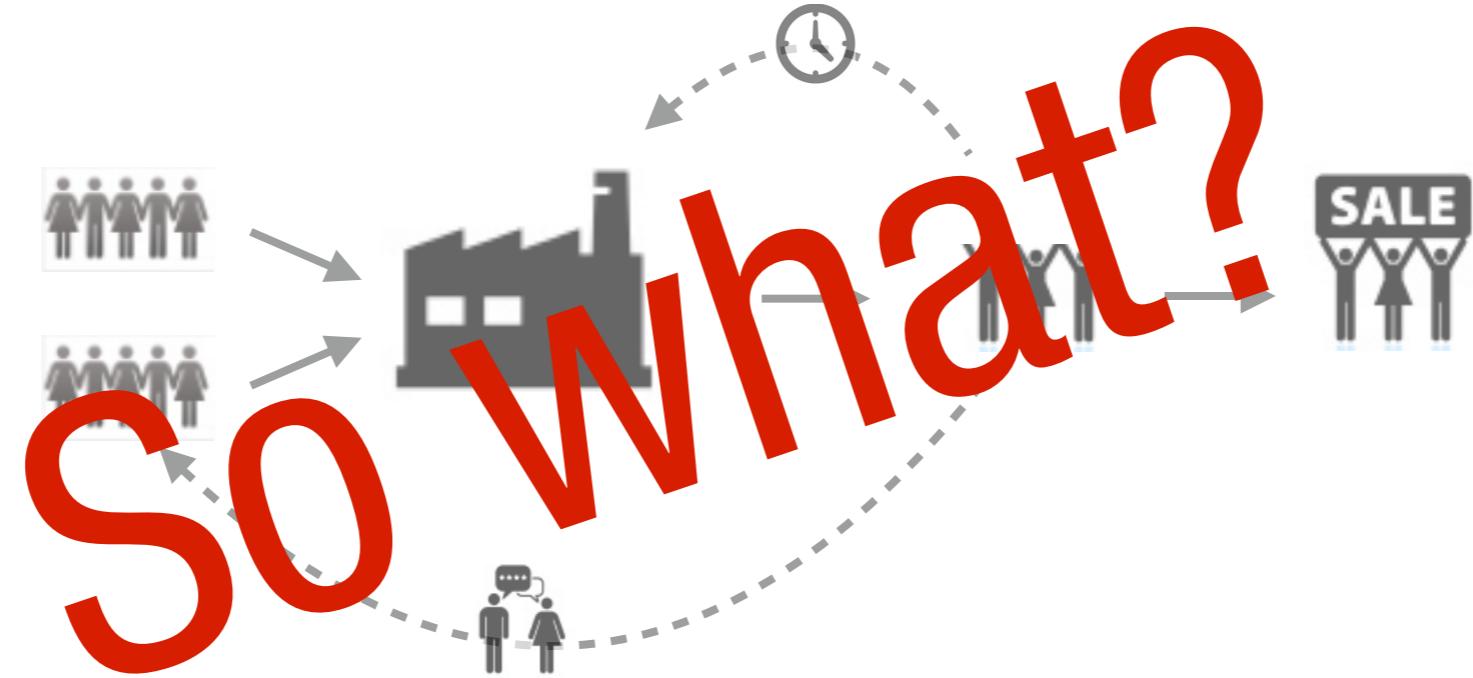
Epiphany 2:

**Everyone is in the manufacturing  
business.**



# The Customer Factory

**Happy customers** get you **paid** and doing this repeatedly and efficiently is the **goal** of every business.



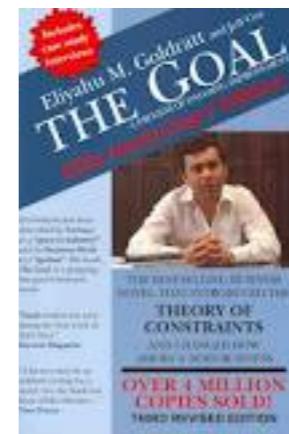
The Customer Factory

## **Lean Thinking:**

Continuous improvement through  
elimination of **waste** in the customer  
**value stream.**

“Organizations live or die as **systems**  
not as processes.”

- Goldratt, *The Goal*



## **Theory of Constraints:**

**Every business is a system of interconnected processes with a single constraint.**



Lean tells you **what and how** to improve.  
TOC tells you **where** to improve.

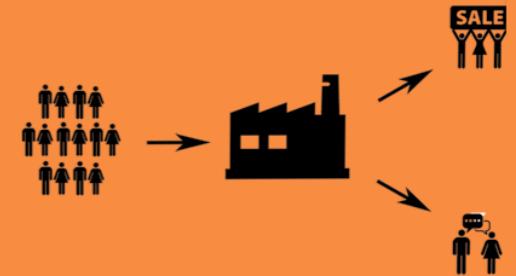
## **Right Action, Right Time:**

At any given point, there are only a few  
**key actions** that matter.

Focus on those and **ignore the rest.**

# THE CUSTOMER FACTORY

A Blueprint for Creating  
Remarkably Successful Businesses



**ASH MAURYA**  
Author of *Running Lean*

# AGENDA

**Part 1** Your Business Model as a System

**Part 2** The Art of the Scientist

**Part 3** Putting it to Practice

# AGENDA

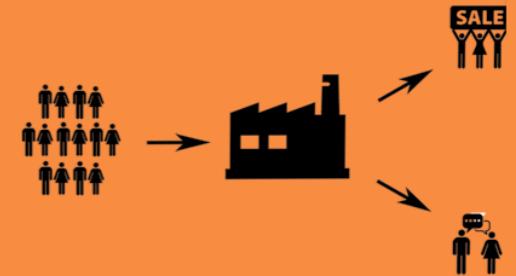
**Part 1** Your Business Model as a System

**Part 2** The Art of the Scientist

**Part 3** Putting it to Practice

## THE CUSTOMER FACTORY

A Blueprint for Creating  
Remarkably Successful Businesses

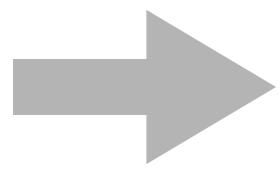


**ASH MAURYA**  
Author of *Running Lean*

**Happy customers** get you **paid** and doing this repeatedly and efficiently is the **goal** of every business.

Entrepreneurs build **systems** to  
manufacture happy customers.

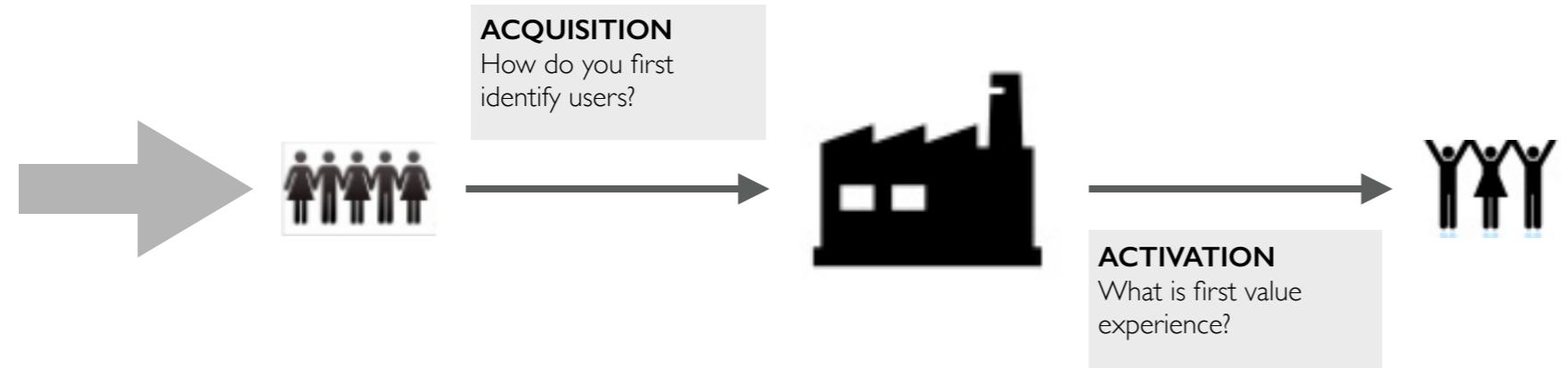


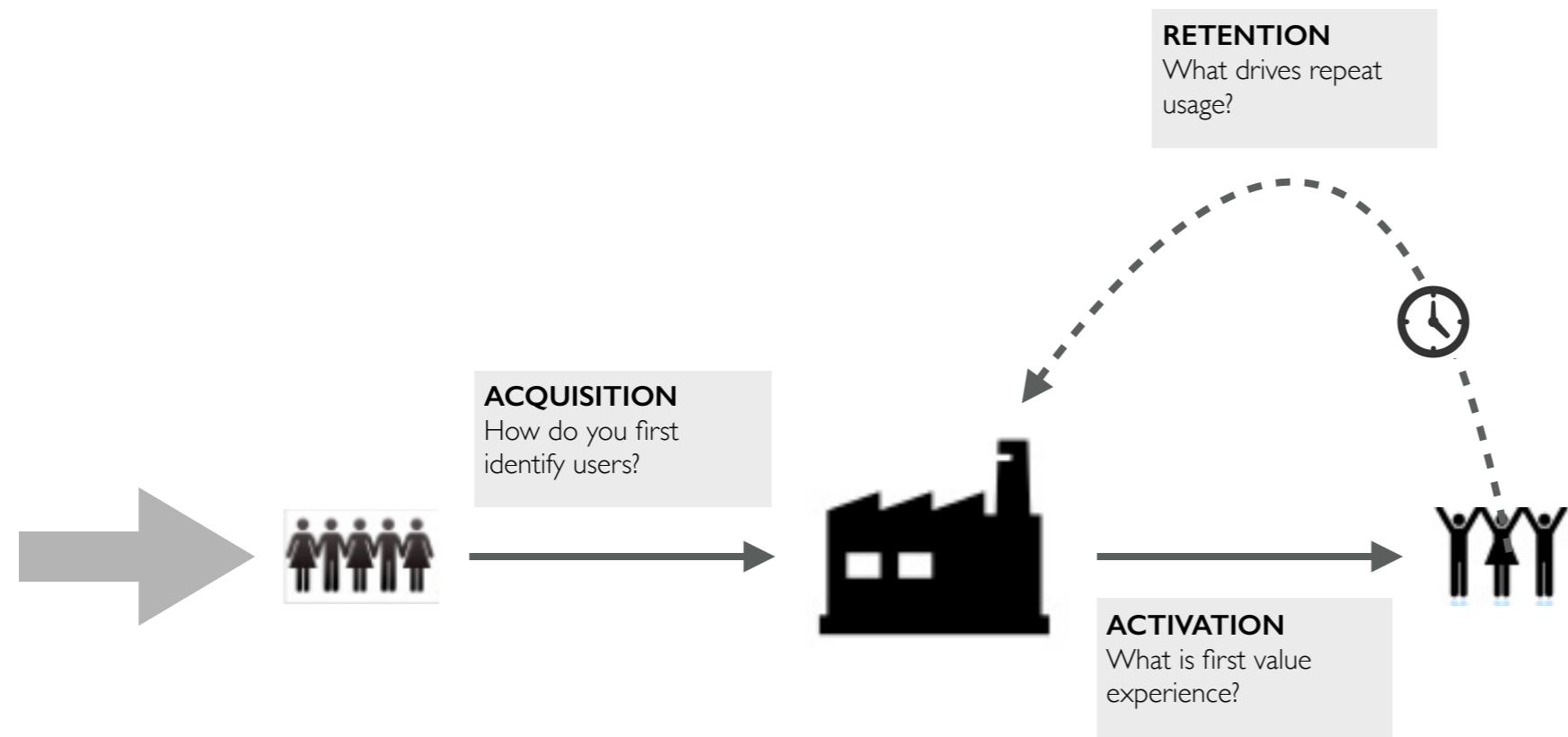


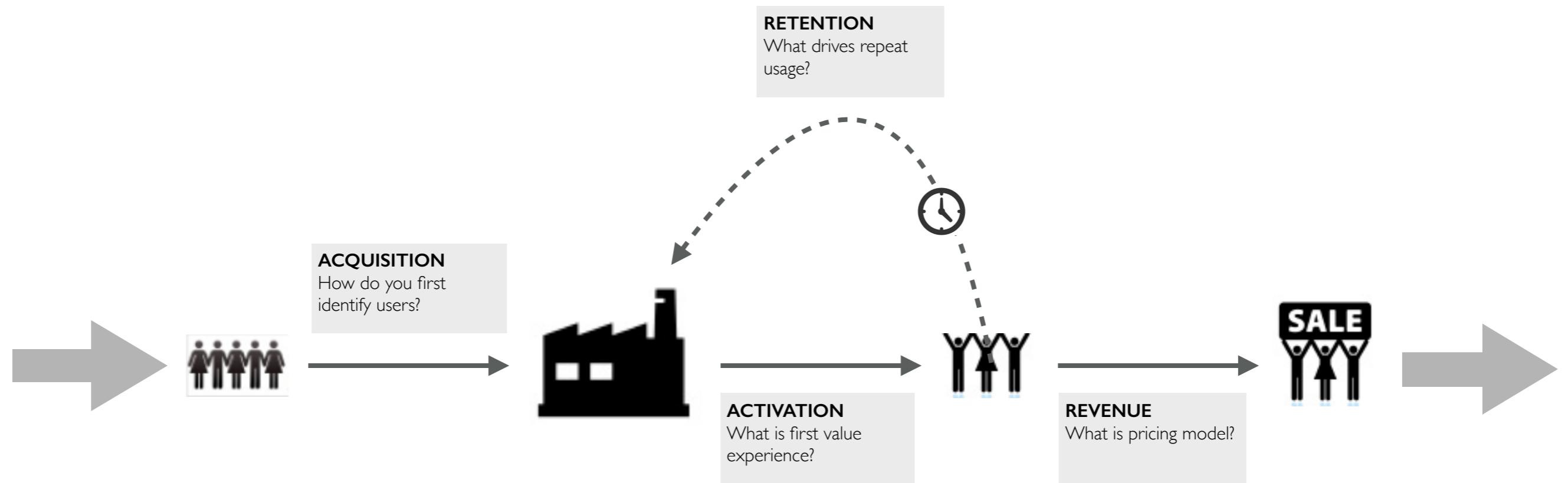
### ACQUISITION

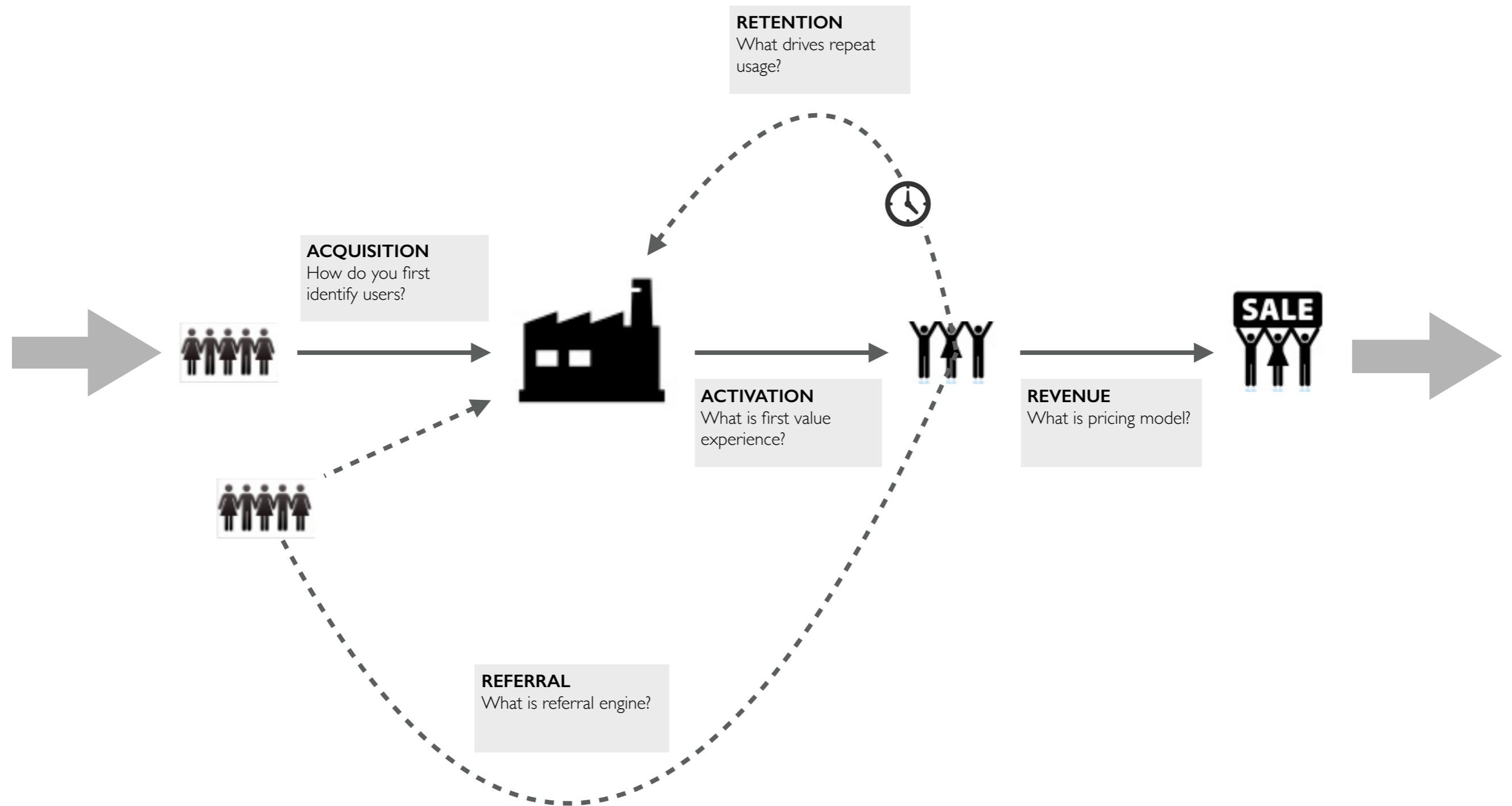
How do you first identify users?









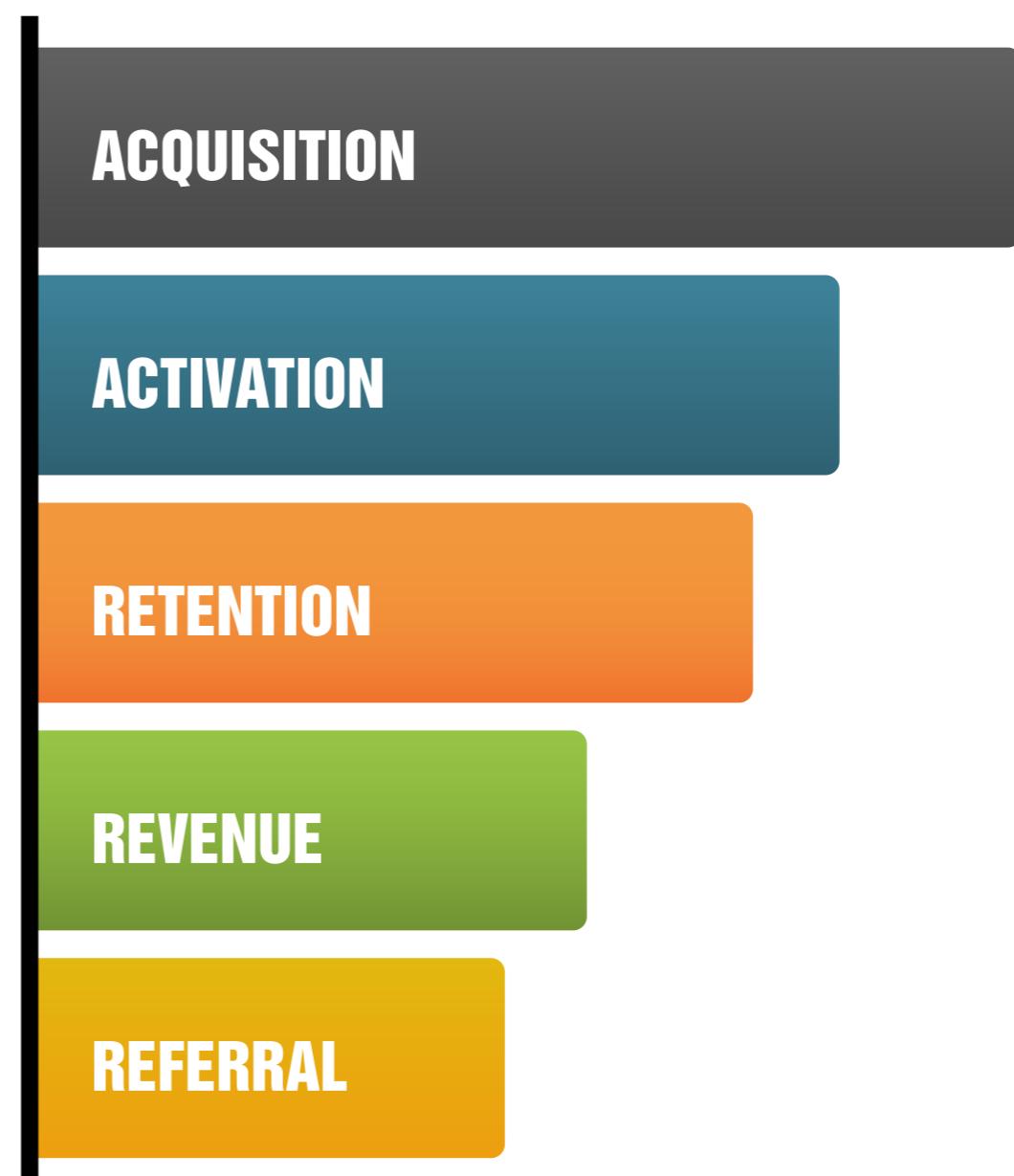


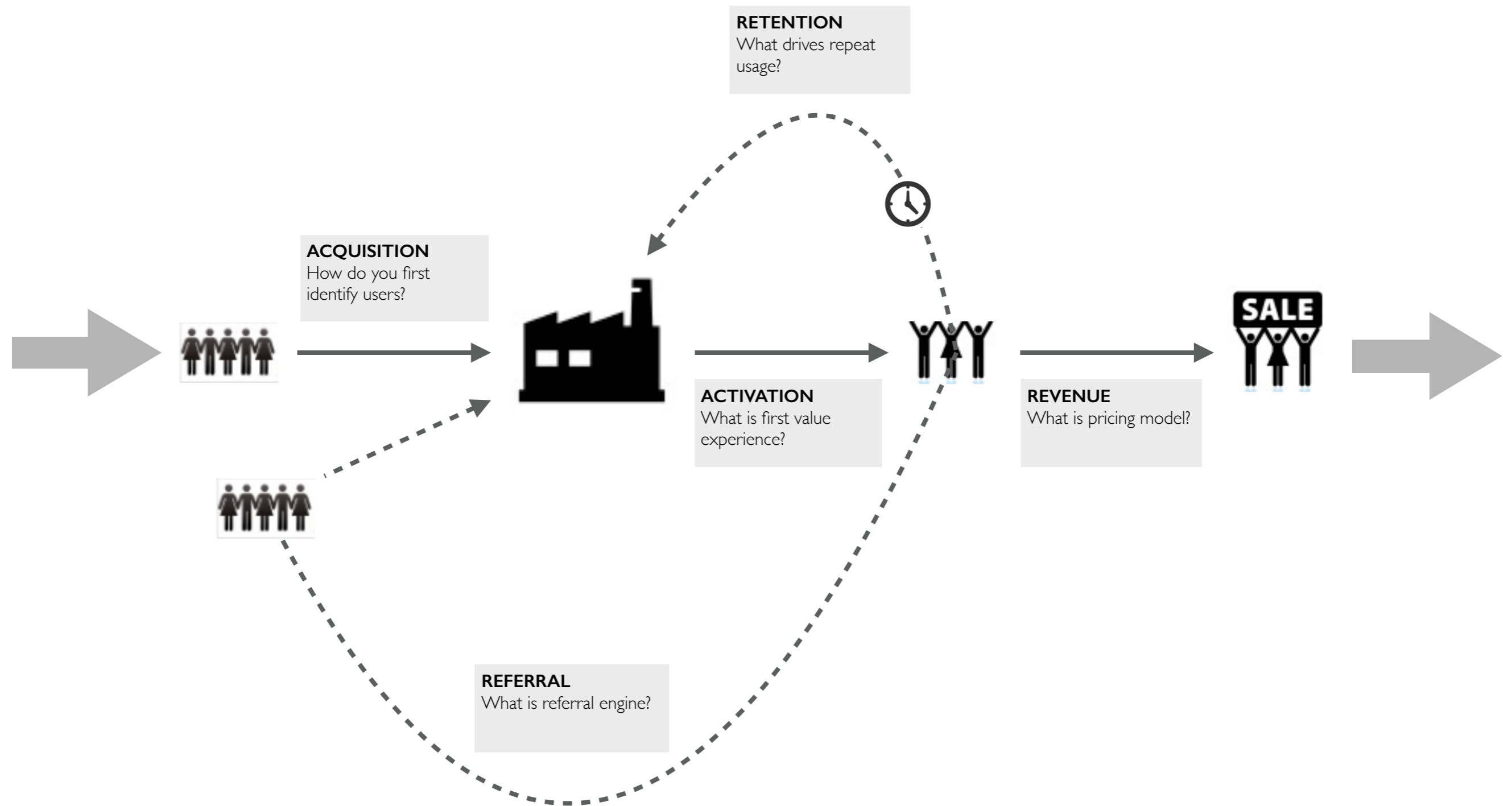
# Pirate Metrics



# Pirate Metrics

A  
A  
R  
R  
R





# Applying systems thinking

# 3 Stages of a Product

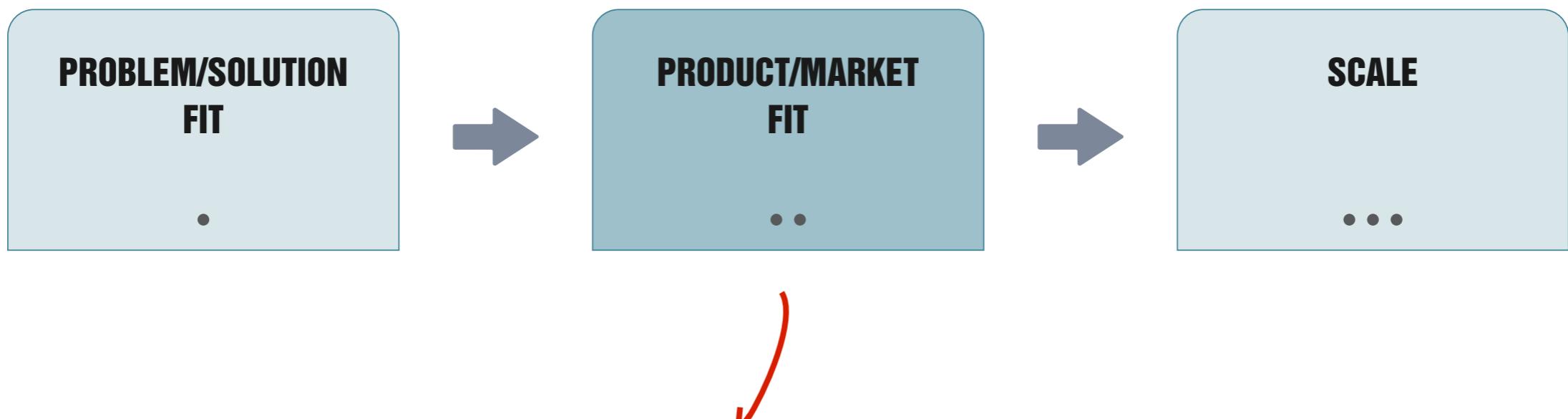


# 3 Stages of a Product



*Do I have a problem worth solving?*

# 3 Stages of a Product



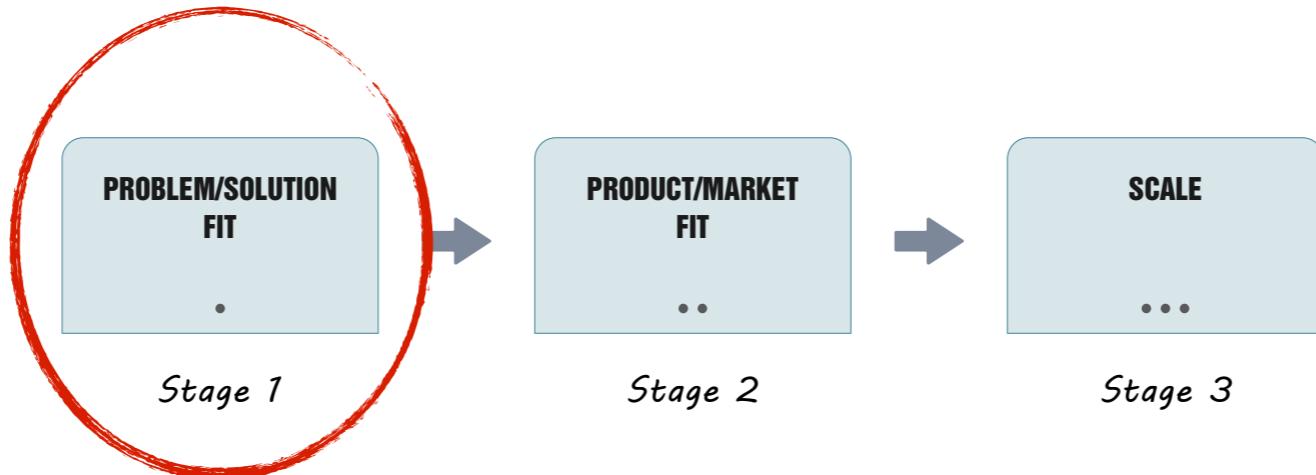
*Have I built something people want?*

# 3 Stages of a Product



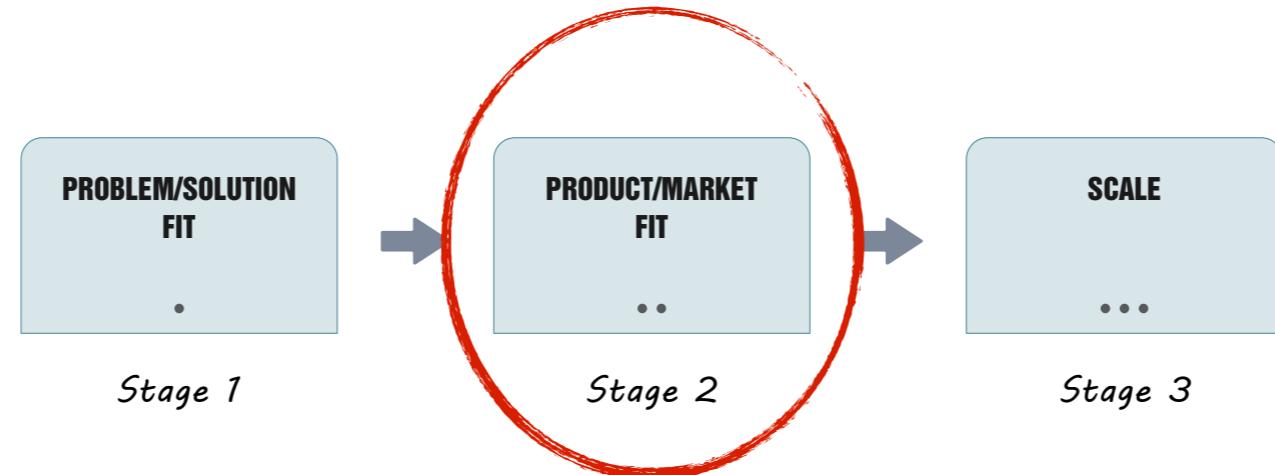
*How do I accelerate growth?* ↗

How do you **measure** success at each stage?



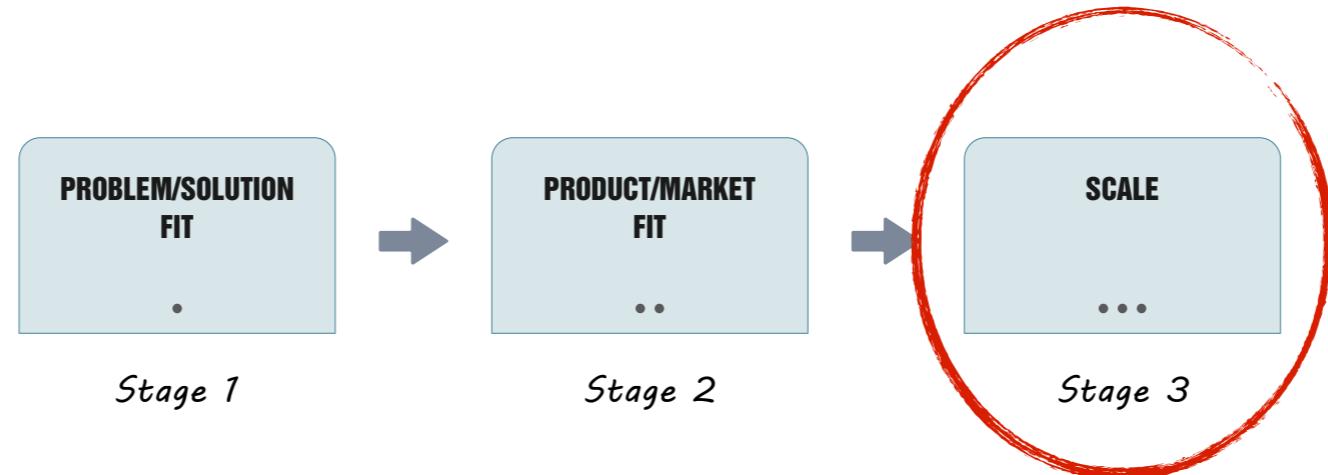
# Problem/Solution Fit Questions

1. How many interviews?
2. How should I score them?
3. When do I stop?



# Product/Market Fit Questions

1. What is Product/Market Fit?
2. How do I measure it?
3. When do I transition to scaling?



# Scaling Questions

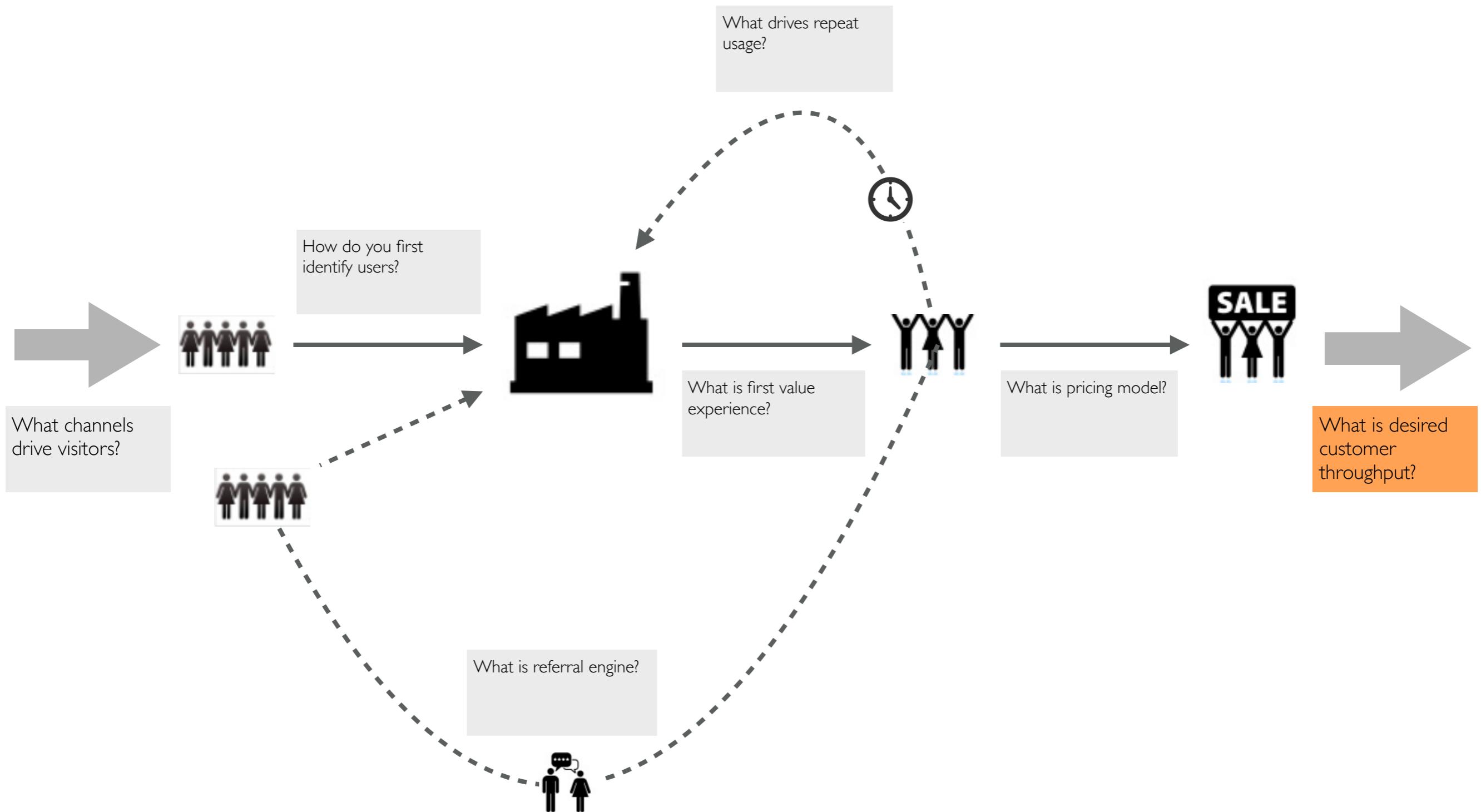
1. What is the best growth strategy?
2. What key metrics do we optimize?
3. When are we done?

# 3 ATTRIBUTES OF A SYSTEM

1 Throughput

2 Repeatability

3 Constraints



Increasing customer throughput is the only  
macro metric that matters.

# 3 ATTRIBUTES OF A SYSTEM

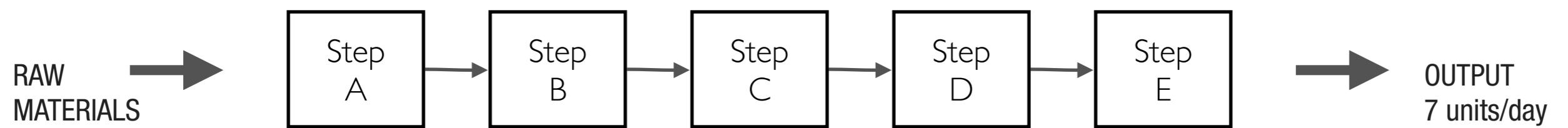
1 Throughput

2 Repeatability

3 Constraints

A system's throughput is predictable

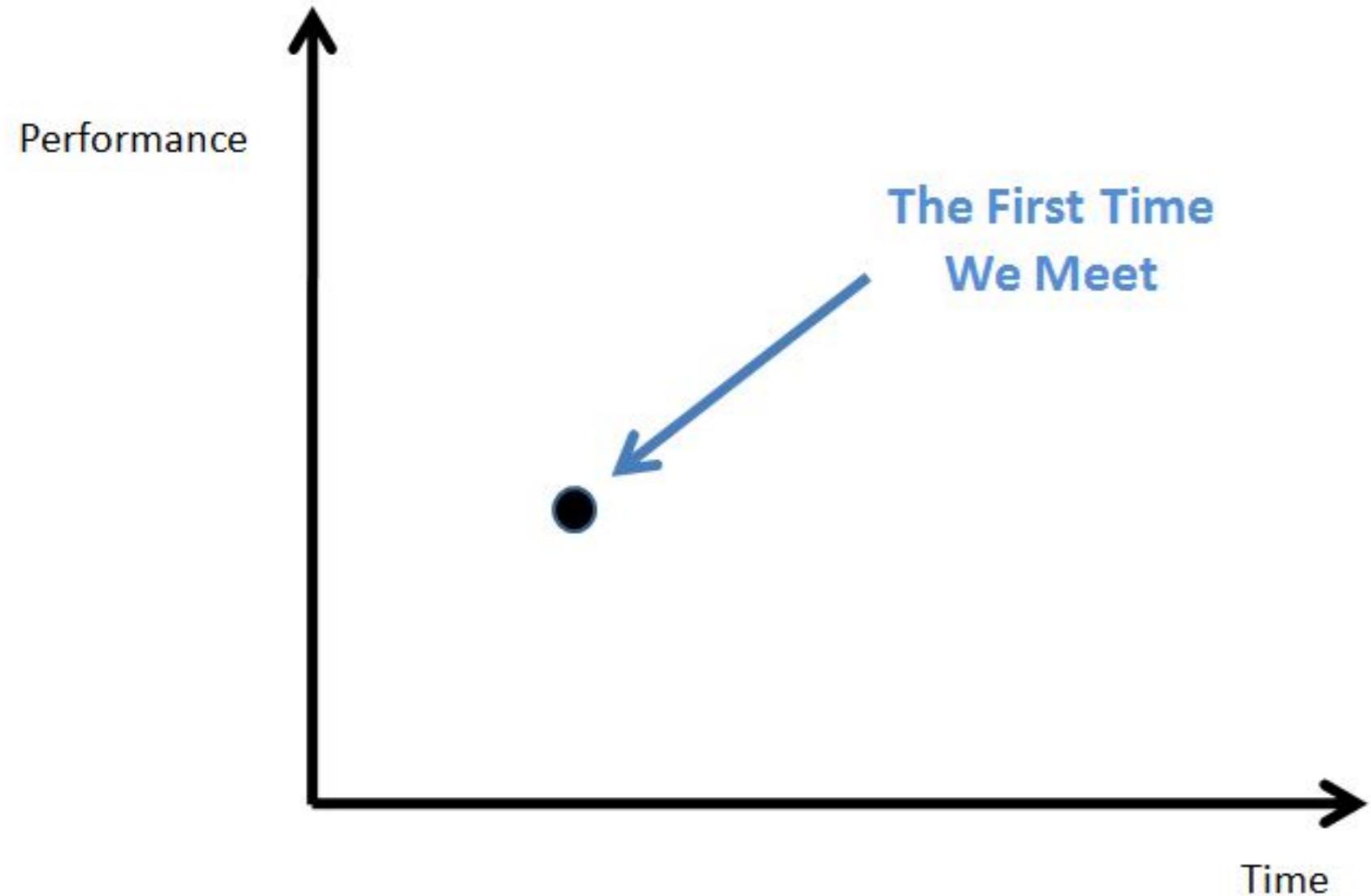
# Production Example

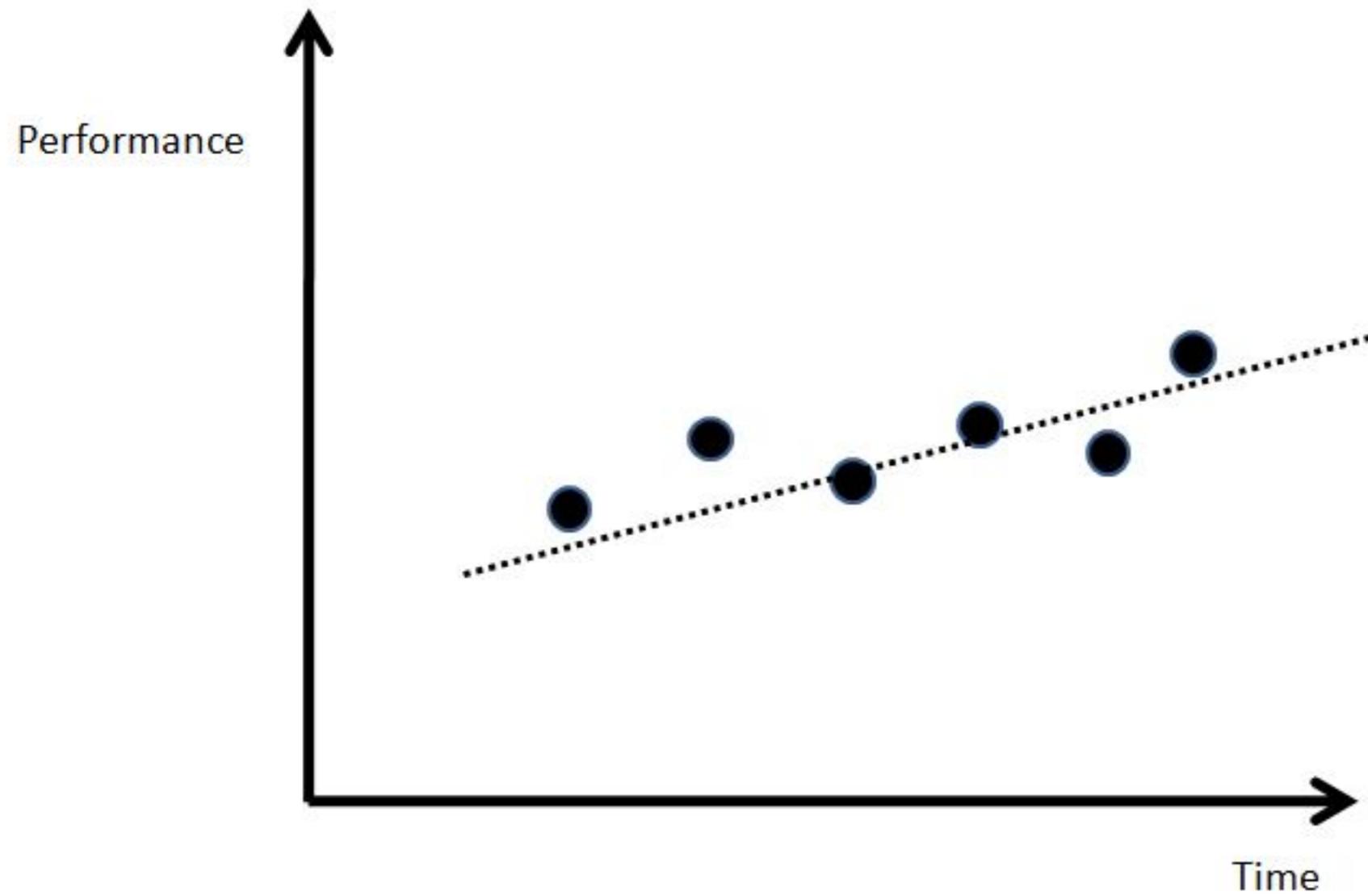


Establishing **repeatability** is pre-requisite  
step **before** pursuing growth.

**“Invest in *Lines*, Not Dots.”**

-Mark Suster, *Both Sides of the Table*





Repeatability enables **staged rollouts**.

A business model can be validated at  
**micro-scale.**

Facebook won on **strategy**, not vision.

# 3 ATTRIBUTES OF A SYSTEM

1 Throughput

2 Repeatability

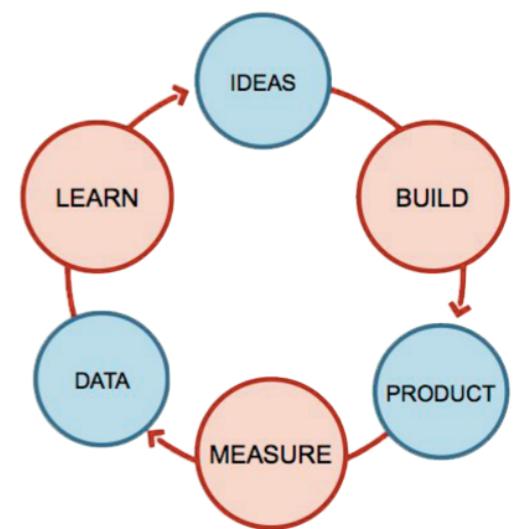
3 Constraints

Prioritize tackling what's **riskiest**,  
not what's easiest in your business model.

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
Key Metrics			Channels	
Cost Structure		Revenue Streams		



Solution	Unique Value Proposition	Unfair Advantage	
Key Metrics		Channels	
Cost Structure		Revenue Streams	

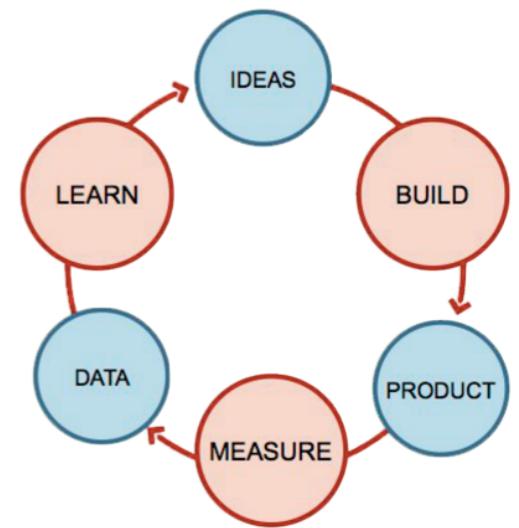
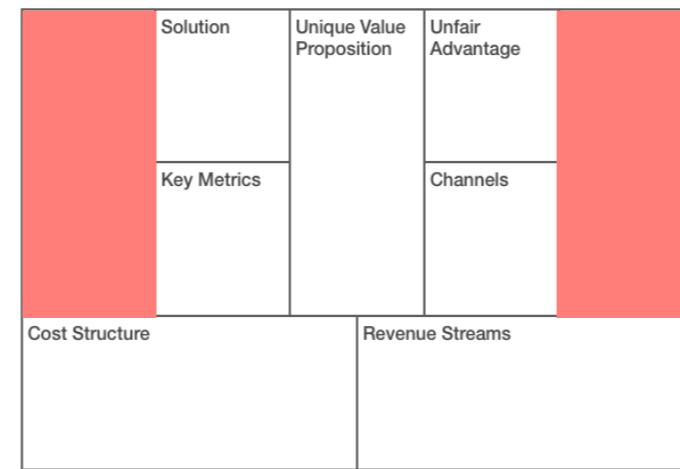


Document your Plan A

Identify the riskiest parts  
of your plan

Systematically test  
your plan

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
Key Metrics			Channels	
Cost Structure		Revenue Streams		



Document your Plan A



Identify the riskiest parts  
of your plan



Systematically test  
your plan

01

Use your **intuition**.

Incorrect prioritization of risk is the top contributor of **waste**.

02

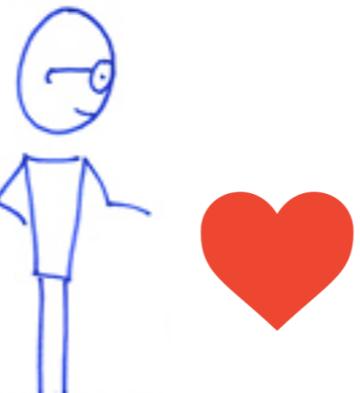
Start with top 3 **universal risks**.

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
1				1
Existing Alternatives	Key Metrics		Channels	Early Adopters
Cost Structure			3	
Revenue Streams			2	

Lean Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License.

03

Seek out **domain experts**.



Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
Key Metrics			Channels	
Cost Structure	Revenue Streams			

*Help me, help you.*  
- Jerry Maguire

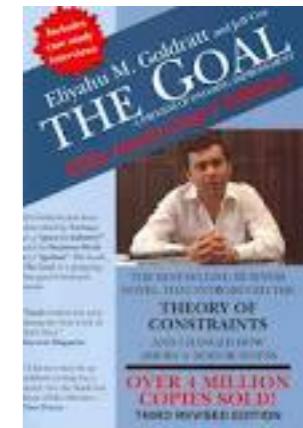
Advisor Paradox: Hire advisors for advice  
but **don't follow it, apply it.**

-Venture Hacks

There is a better way that doesn't require  
guessing.

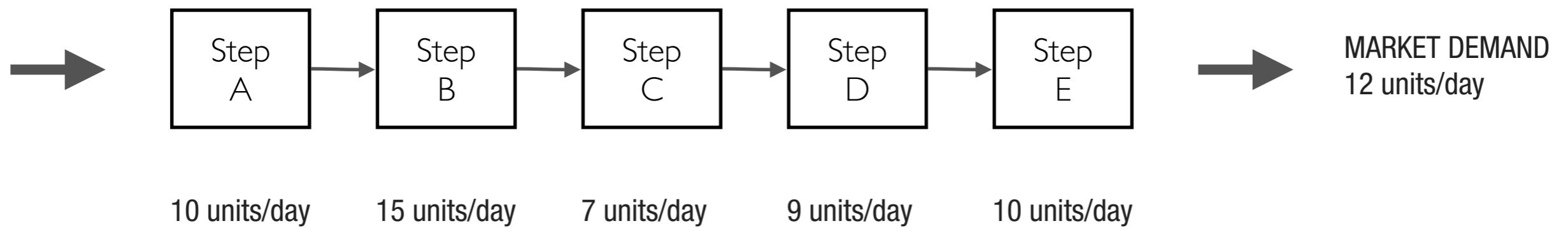
## Theory of Constraints:

Every business is a system of interconnected processes with a single constraint.

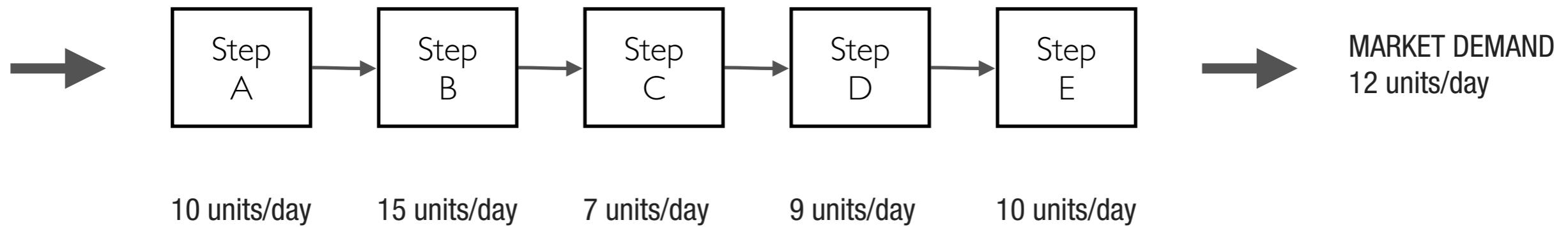




# Production Example

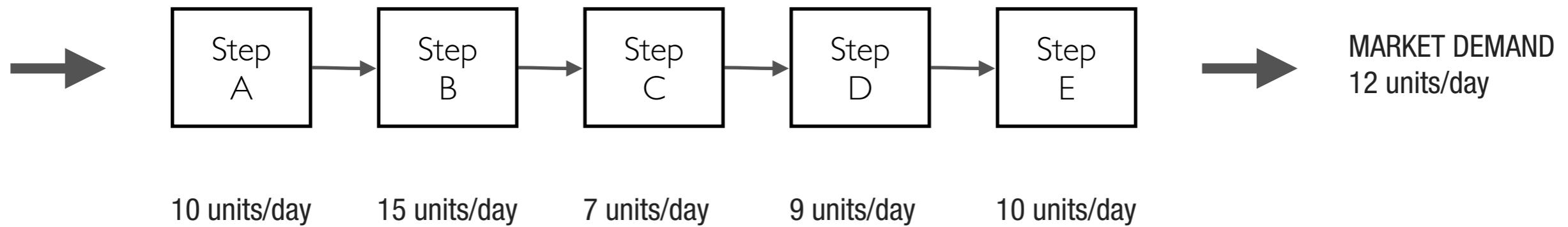


# Production Example



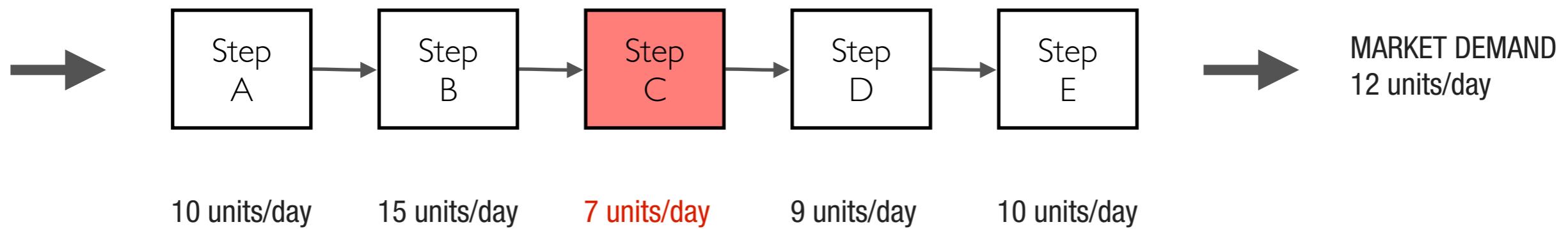
1. What is the **maximum system output** per day?

# Production Example



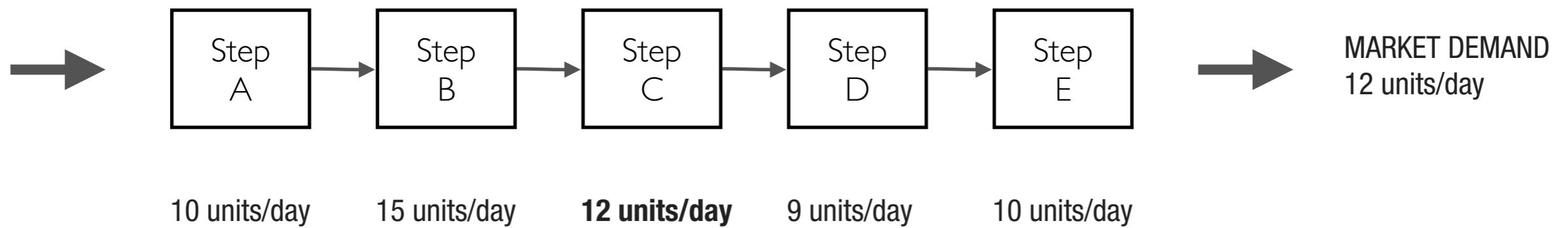
1. What is the **maximum system output** per day?
2. Where is the **constraint**?

# Production Example

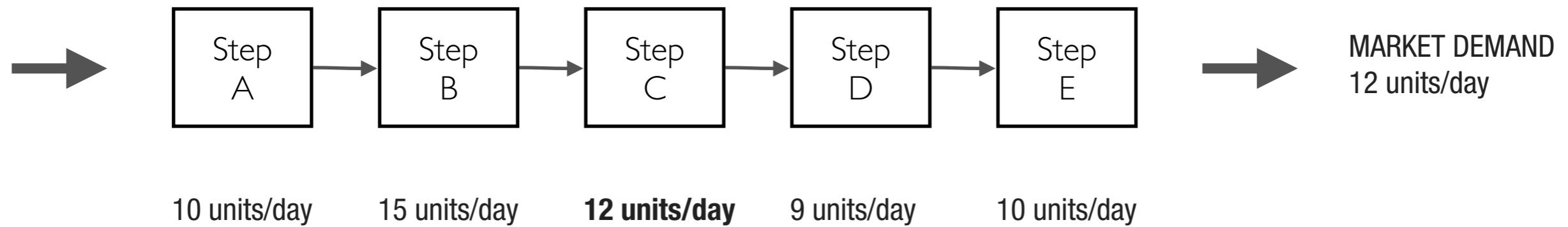


Throughput is 7 units/day

# Production Example

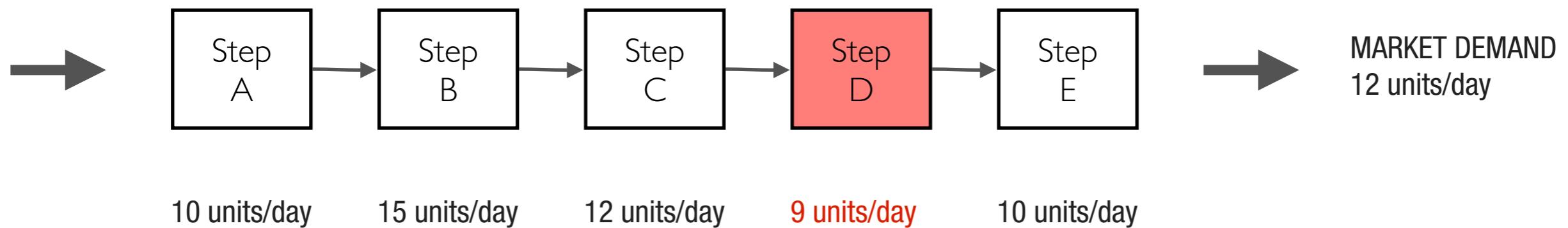


# Production Example

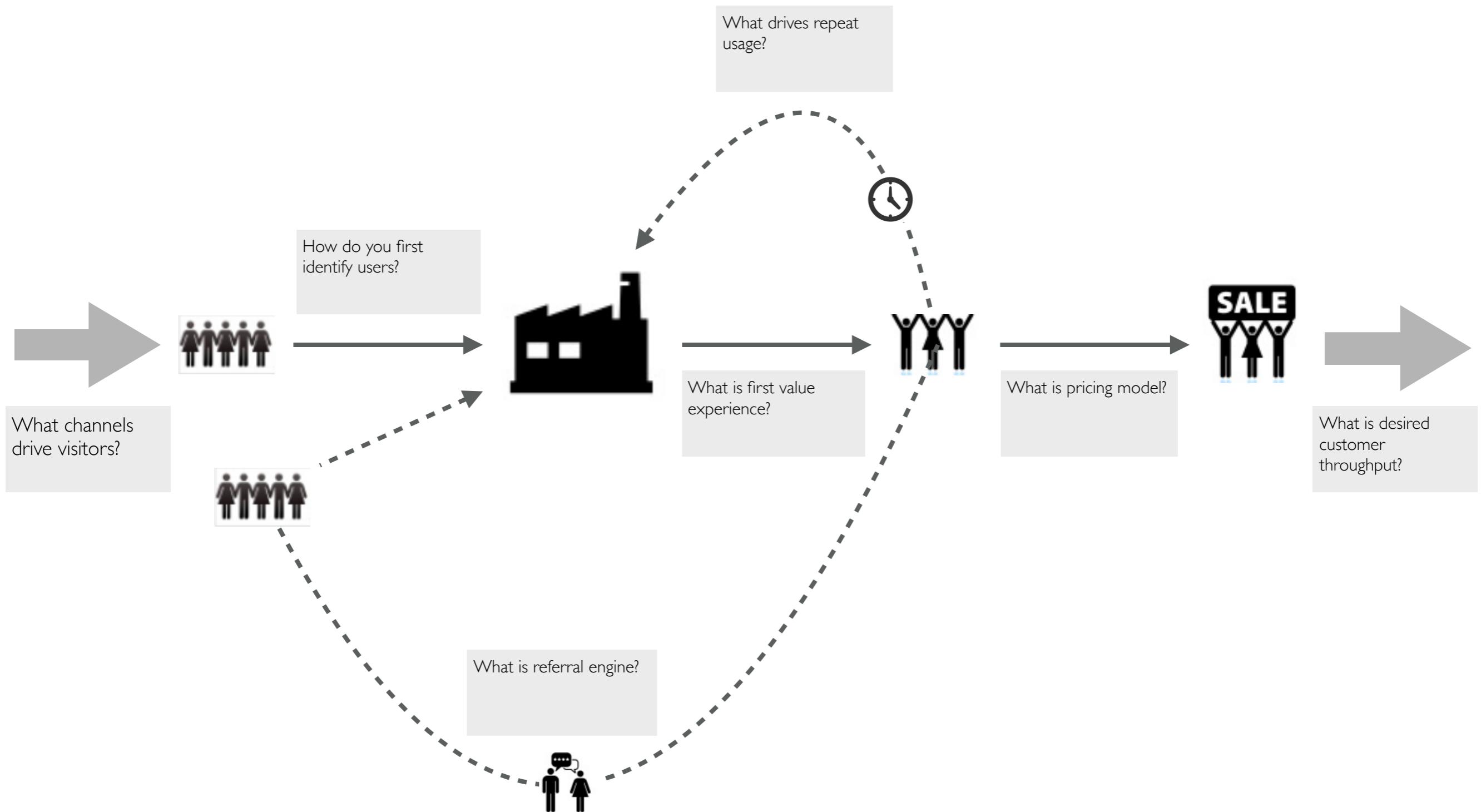


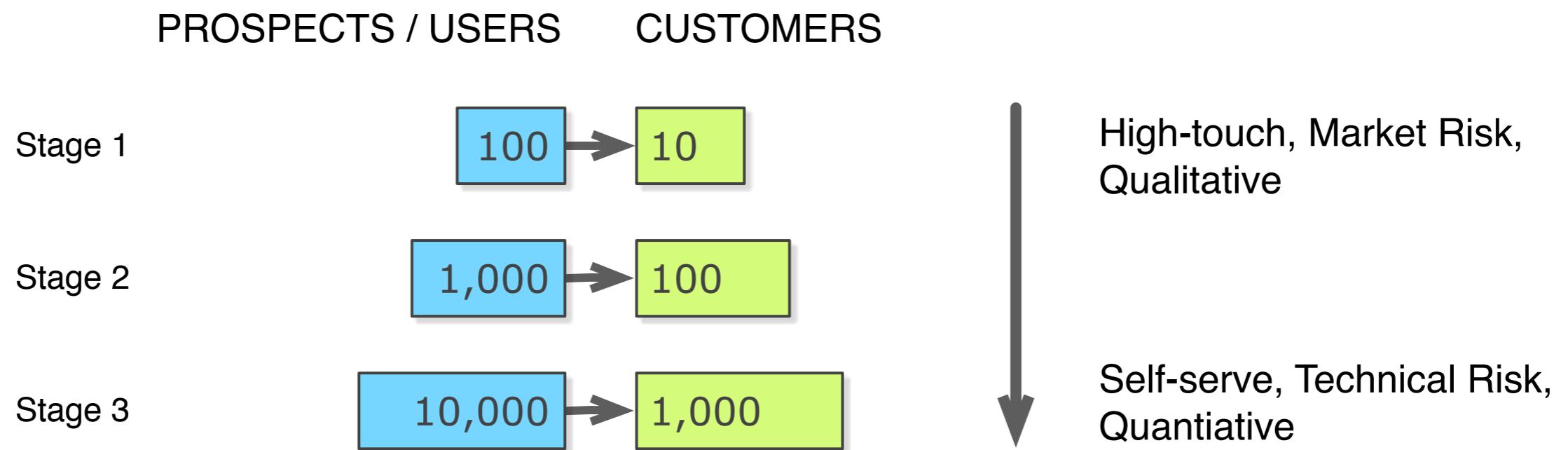
1. What is the **maximum system output** per day?
2. Where is the **constraint**?

# Production Example



New throughput is 9 units/day





10X Product Launch

# Putting it to practice

(Lean Stack)

*“The mistake other people make is that they **simply copy** our tools and process and expect similar results.”*

- Jeffrey Liker, The Toyota Way

# **What is Lean Stack?**

1. Lean Canvas
2. Lean Dashboard
3. Strategy and Experiment Reports

# **What is Lean Stack?**

- 1. Lean Canvas**
- 2. Lean Dashboard**
- 3. Strategy and Experiment Reports**

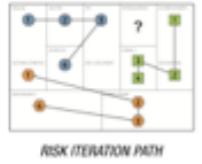
PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
<b>EXISTING ALTERNATIVES</b> <i>List your top 1-3 problems.</i>	<b>KEY METRICS</b> <i>Outline a possible solution for each problem.</i>	<b>UNIQUE VALUE PROPOSITION</b> <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	<b>UNFAIR ADVANTAGE</b> <i>Something that cannot easily be bought or copied.</i>	<b>CUSTOMER SEGMENTS</b> <i>List your target customers and users.</i>
<b>COST STRUCTURE</b> <i>List how these problems are solved today.</i>	<b>HIGH-LEVEL CONCEPT</b> <i>List the key numbers that tell you how your business is doing.</i>	<b>CHANNELS</b> <i>List your X for Y analogy e.g. YouTube = Flickr for videos.</i>		<b>EARLY ADOPTERS</b> <i>List the characteristics of your ideal customers.</i>
				<b>REVENUE STREAMS</b> <i>List your sources of revenue.</i>



# Lean Canvas

Created by Spark59 // Online version available at [www.leancanvas.com](http://www.leancanvas.com)

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
<p><b>PROBLEM</b></p> <p>List your top 1-3 problems.</p>	<p><b>SOLUTION</b></p> <p>Outline a possible solution for each problem.</p>	<p><b>UNIQUE VALUE PROPOSITION</b></p> <p>Single, clear, compelling message that states why you are different and worth paying attention.</p>	<p><b>UNFAIR ADVANTAGE</b></p> <p>Something that cannot easily be bought or copied.</p>	<p><b>CUSTOMER SEGMENTS</b></p> <p>List your target customers and users.</p>
<p><b>EXISTING ALTERNATIVES</b></p> <p>List how these problems are solved today.</p>	<p><b>KEY METRICS</b></p> <p>List the key numbers that tell you how your business is doing.</p>	<p><b>WHY</b></p> <p><b>HIGH-LEVEL CONCEPT</b></p> <p>List your X for Y analogy e.g. YouTube = Flickr for videos.</p>	<p><b>CHANNELS</b></p> <p>List your path to customers (inbound or outbound).</p>	<p><b>EARLY ADOPTERS</b></p> <p>List the characteristics of your ideal customers.</p>
<p><b>COST STRUCTURE</b></p> <p>List your fixed and variable costs.</p>			<p><b>REVENUE STREAMS</b></p> <p>List your sources of revenue.</p>	



CANVAS FILL ORDER

RISK ITERATION PATH



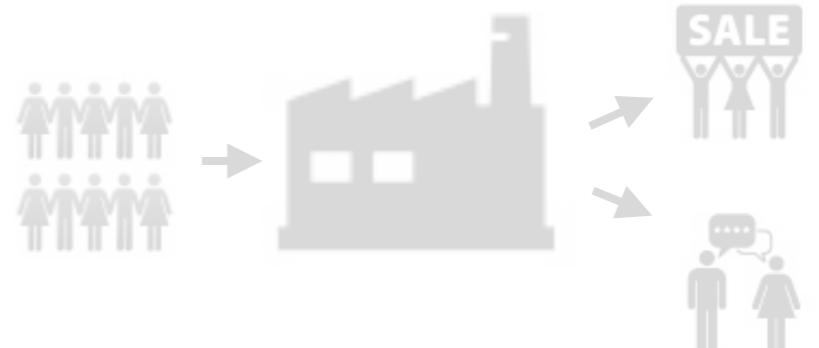
# Lean Canvas

Created by Spark59 // Online version available at [www.leancanvas.com](http://www.leancanvas.com)

# **What is Lean Stack?**

- 1. Lean Canvas**
- 2. Lean Dashboard**
- 3. Strategy and Experiment Reports**

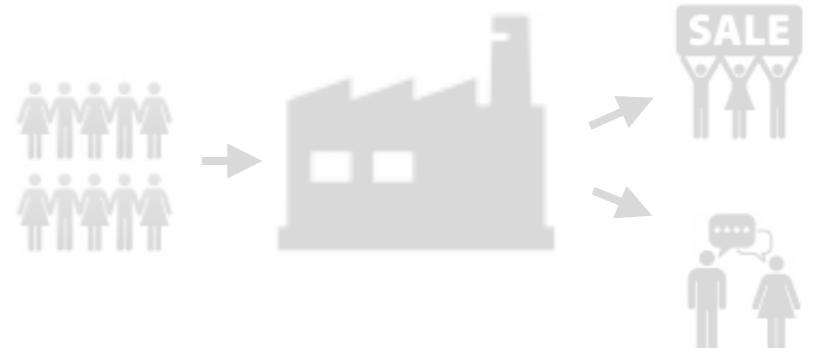
## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p><i>How will you determine if this is a problem worth solving?</i>  <i>What is your early validation criteria?</i>  <i>How many customers does that represent?</i>  <i>By when?</i></p>	<p><i>How will you determine if you have built something enough people want?</i>  <i>What is your revenue goal?</i>  <i>How many customers does that represent?</i>  <i>By when?</i></p>	<p><i>How will scale your business model?</i>  <i>What is your engine of growth?</i>  <i>What is your revenue goal?</i>  <i>How many customers does that represent?</i>  <i>By when?</i></p>	<p><i>How is your customer funnel performing?</i>  <i>Identify your current stage.</i>  <i>List out customer lifecycle (AARRR) metrics.</i></p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
<i>Determine right action, right time.</i> <i>What are your riskiest assumptions or leaps of faiths?</i> <i>What is your next significant goal?</i> <i>How will you get there?</i> <i>By when?</i>				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4				
5	6	7	8	13	14	15	16

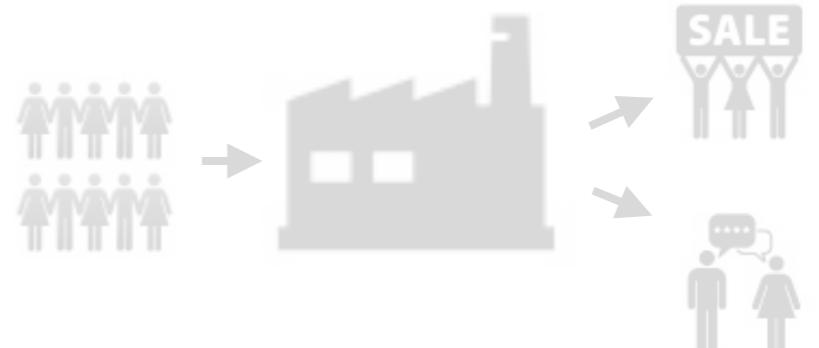
## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4				
5	6	7	8	13	14	15	16

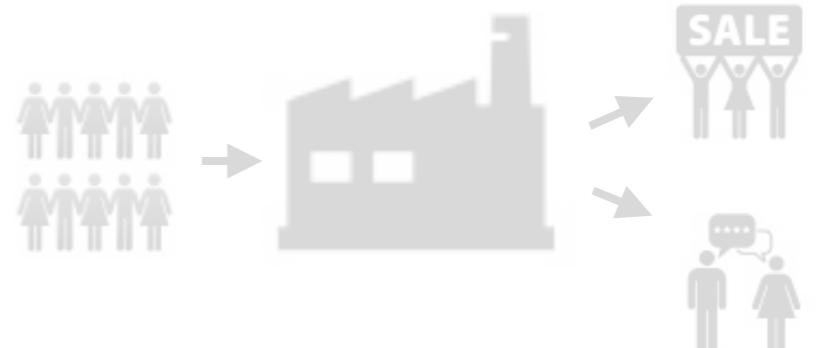
## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1 2 3 4							
5 6	EXPECTED OUTCOMES			ACTUAL OUTCOMES			
							16

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1    2    3    4							
5    6	<b>EXPECTED OUTCOMES</b>			<b>ACTUAL OUTCOMES</b>			

# **What is Lean Stack?**

- 1. Lean Canvas**
- 2. Lean Dashboard**
- 3. Strategy and Experiment Reports**

# STRATEGY PROPOSAL

Title: USERcycle PSFit

Author: Ash Maurya

Created: Aug 1, 2013

## Background

I have received several anecdotal requests for turning my homegrown metrics tool into a product which I want to explore further.

## Current Condition

Last 3 workshops with 30 ppl led to 6 interested parties.

### Current Assets:

1. Monthly workshops: 30-40 ppl
2. Blog: 2000 unique visitors/wk

## Analysis and Proposal

6 interested parties is not yet a problem worth solving. Business model requires 80-100 strong leads.

### Leaps of Faith

1. Problem is active and easy to articulate.
2. Lifecycle messaging solution generates interest.
3. Current channels are sufficient to test PSFIT.

### Proposal:

Use interviews to develop mafia offer then rollout using 10x approach through marketing website.

## Goal

Establish USERcycle as a problem worth solving and define MVP with a starting rate of 100 signups/mo.

## Implementation Plan

1. Announce USERcycle with a blog post
2. Drive problem and solution interviews
3. Develop repeatable offer that works in person
4. Gradually replace interviews with self-serve website

### Timeline:

1. Problem interviews: 2 weeks
2. Solution interviews: + 4 weeks
3. Target goal reached: + 4 weeks

## Follow-on Strategies (if any)

1. Build MVP
2. Enter Product/Market Fit stage

## STRATEGY PROPOSAL

Title: USERcycle PSFit

Author: Ash Maurya

Created: Aug 1, 2013

### Background

I have received several anecdotal moments from turning my homepage which I want to explore.

### Current Condition

Last 3 workshops + parties.

### Current Assets:

1. Monthly workshops
2. Blog: 2000 unique visitors

### Analysis and Proposal

6 interested parties solving Business needs

### Leaps of Faith

1. Problem is active
2. Lifecycle message
3. Current channel

### Proposal:

Use interviews to validate using 10x approach

## EXPERIMENT REPORT

Title: Teaser Page

Owner: Ash Maurya

Duration: 2 weeks

### Background

Use a teaser page + blog post to drive interview leads for the USERcycle product.

### Falsifiable Hypotheses

Expected Blog Post Traffic: 2,000 visitors

Expected Conversion Rate: 10%

### Falsifiable Hypotheses:

1. Teaser page + blog post will collect 200 interview leads

### Results

Text

### Validated Learning

Text

### Details

1. Announce USERcycle product through a blog post
2. CTA is to drive interested parties to teaser page with expectation of being interviewed
3. Use Google Analytics and Prefinery to measure conversion rate

### Next Action

Text

## STRATEGY PROPOSAL

Title: USERcycle PSFit

Author: Ash Maurya

Created: Aug 1, 2013

### Background

I have received several anecdotal moments from turning my homepage which I want to explore.

### Current Condition

Last 3 workshops + parties.

### Current Assets:

1. Monthly workshops
2. Blog: 2000 unique visitors

### Analysis and Proposal

6 interested parties solving Business needs

### Leaps of Faith

1. Problem is active
2. Lifecycle message
3. Current channels

### Proposal:

Use interviews to validate using 10x approach

## EXPERIMENT REPORT

Title: Teaser Page

Owner: Ash Maurya

Duration: 2 weeks

### Background

Use a teaser page + blog post to drive interview leads for the USERcycle product.

### Falsifiable Hypotheses

Expected Blog Post Traffic: 2,000 visitors  
Expected Conversion Rate: 10%

### Falsifiable Hypotheses:

1. Teaser page + blog post will collect 200 interview leads

### Results

Text

### Validated Learning

Text

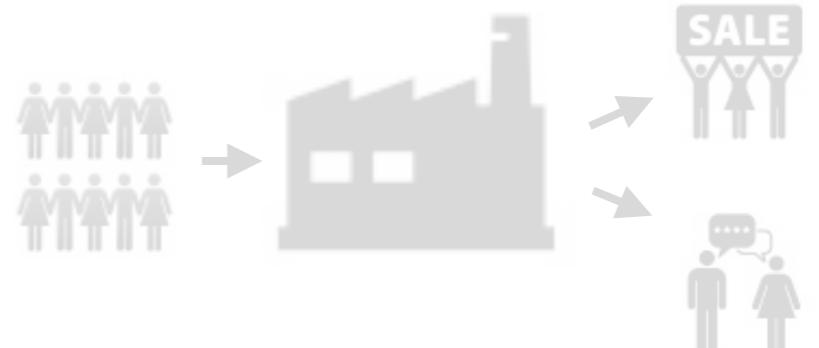
### Details

1. Announce USERcycle product through a blog post
2. CTA is to drive interested parties to teaser page with expectation of being interviewed
3. Use Google Analytics and Prefinery to measure conversion rate

### Next Action

Text

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p><i>How will you determine if this is a problem worth solving?</i>  <i>What is your early validation criteria?</i>  <i>How many customers does that represent?</i>  <i>By when?</i></p>	<p><i>How will you determine if you have built something enough people want?</i>  <i>What is your revenue goal?</i>  <i>How many customers does that represent?</i>  <i>By when?</i></p>	<p><i>How will scale your business model?</i>  <i>What is your engine of growth?</i>  <i>What is your revenue goal?</i>  <i>How many customers does that represent?</i>  <i>By when?</i></p>	<p><i>How is your customer funnel performing?</i>  <i>Identify your current stage.</i>  <i>List out customer lifecycle (AARRR) metrics.</i></p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
<i>Determine right action, right time.</i> <i>What are your riskiest assumptions or leaps of faiths?</i> <i>What is your next significant goal?</i> <i>How will you get there?</i> <i>By when?</i>				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4				
5	6	7	8	13	14	15	16

## SUCCESS METRICS

### PROBLEM/SOLUTION FIT

*How will you determine if this is a problem worth solving?  
What is your early validation criteria?  
How many customers does that represent?  
By when?*

### PRODUCT/MARKET FIT

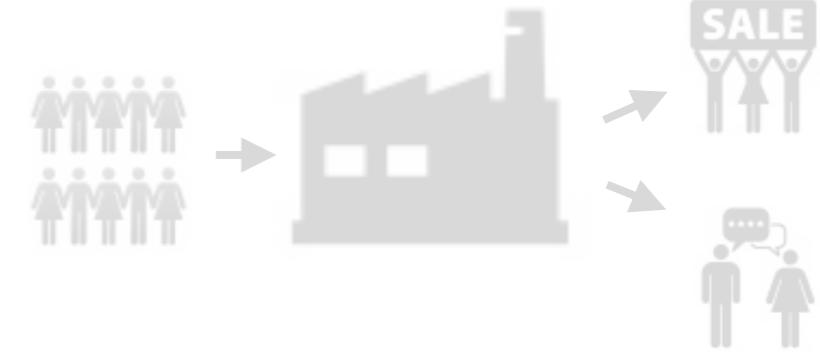
*How will you determine if you have built something enough people want?  
What is your revenue goal?  
How many customers does that represent?  
By when?*

### SCALE

*How will scale your business model?  
What is your engine of growth?  
What is your revenue goal?  
How many customers does that represent?  
By when?*

## CURRENT METRICS

*How is your customer funnel performing?  
Identify your current stage.  
List out customer lifecycle (AARRR) metrics.*



# Milestones

## EXPERIMENTS

### KEY OBJECTIVE

*Determine right action, right time.  
What are your riskiest assumptions or leaps of faith?  
What is your next significant goal?  
How will you get there?  
By when?*

### ACTIVE EXPERIMENTS

#### BUILD

#### MEASURE

#### LEARN

### COMPLETED EXPERIMENTS

1	2	3	4
---	---	---	---

5	6	7	8
---	---	---	---

### EXPERIMENT QUEUE

1	2	3	4
---	---	---	---

5	6	7	8
---	---	---	---

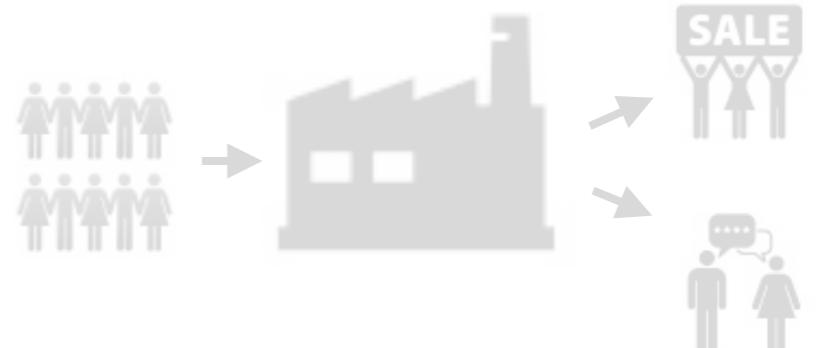
9	10	11	12
---	----	----	----

13	14	15	16
----	----	----	----

If you don't know where you are going,  
any road will get you there.

- Lewis Carroll, *Alice in Wonderland*

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4	13	14	15	16
5	6	7	8				

## PROBLEM

List your top 1-3 problems.

## SOLUTION

Outline a possible solution for each problem.

## UNIQUE VALUE PROPOSITION

Single, clear, compelling message that states why you are different and worth paying attention.

## UNFAIR ADVANTAGE

Something that cannot easily be bought or copied.

## CUSTOMER SEGMENTS

List your target customers and users.

## KEY METRICS

List the key numbers that tell you how your business is doing.

## EXISTING ALTERNATIVES

List how these problems are solved today.

## COST STRUCTURE

List your fixed and variable costs.

## HIGH-LEVEL CONCEPT

List your X for Y analogy e.g. YouTube = Flickr for videos.

## CHANNELS

List your path to customers (inbound or outbound).

## EARLY ADOPTERS

List the characteristics of your ideal customers.

1	4	3	9	2
8		5		
7		6		



## REVENUE STREAMS

List your sources of revenue.

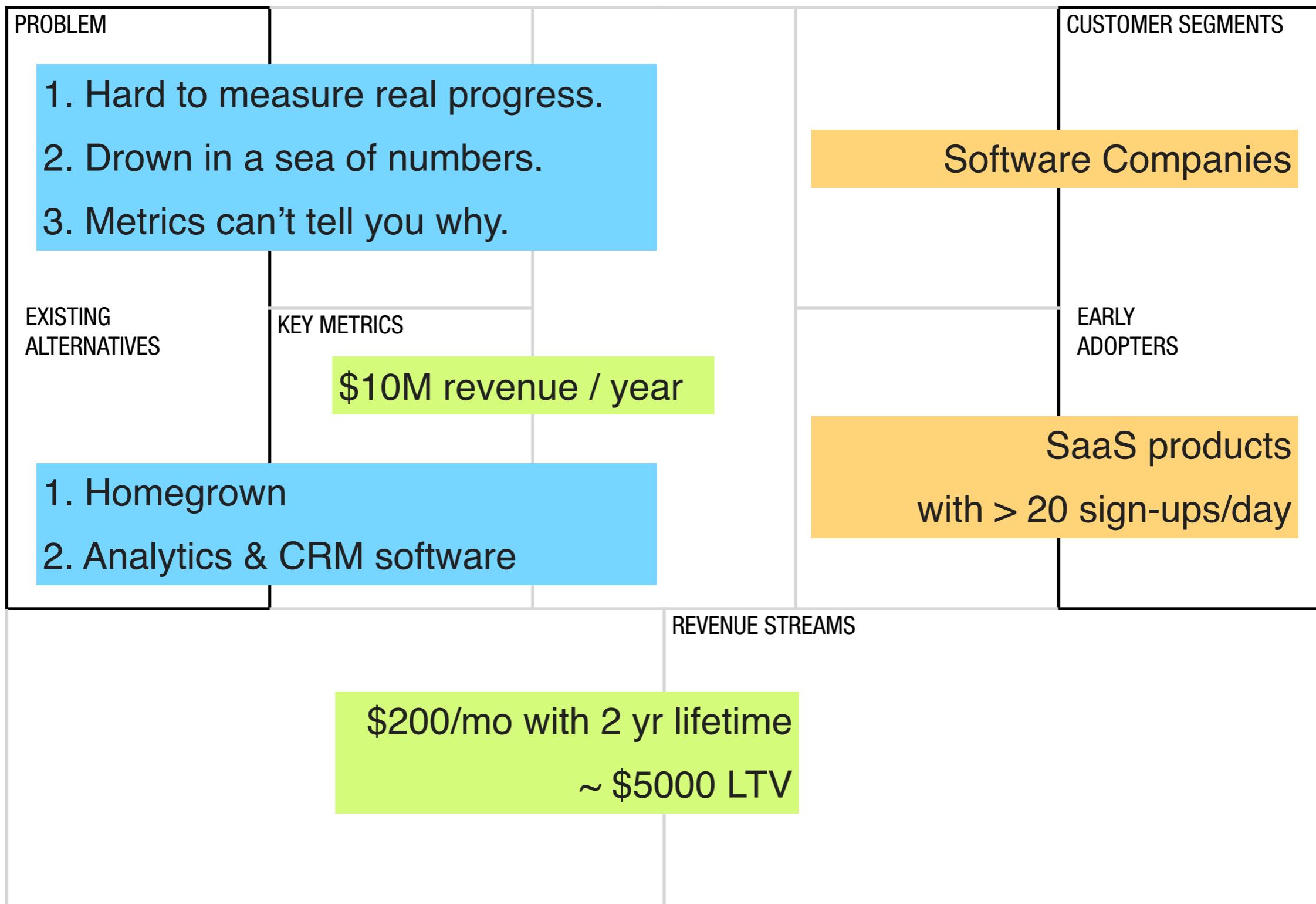
# Lean Canvas

Created by Spark59 // Online version available at [www.leancanvas.com](http://www.leancanvas.com)

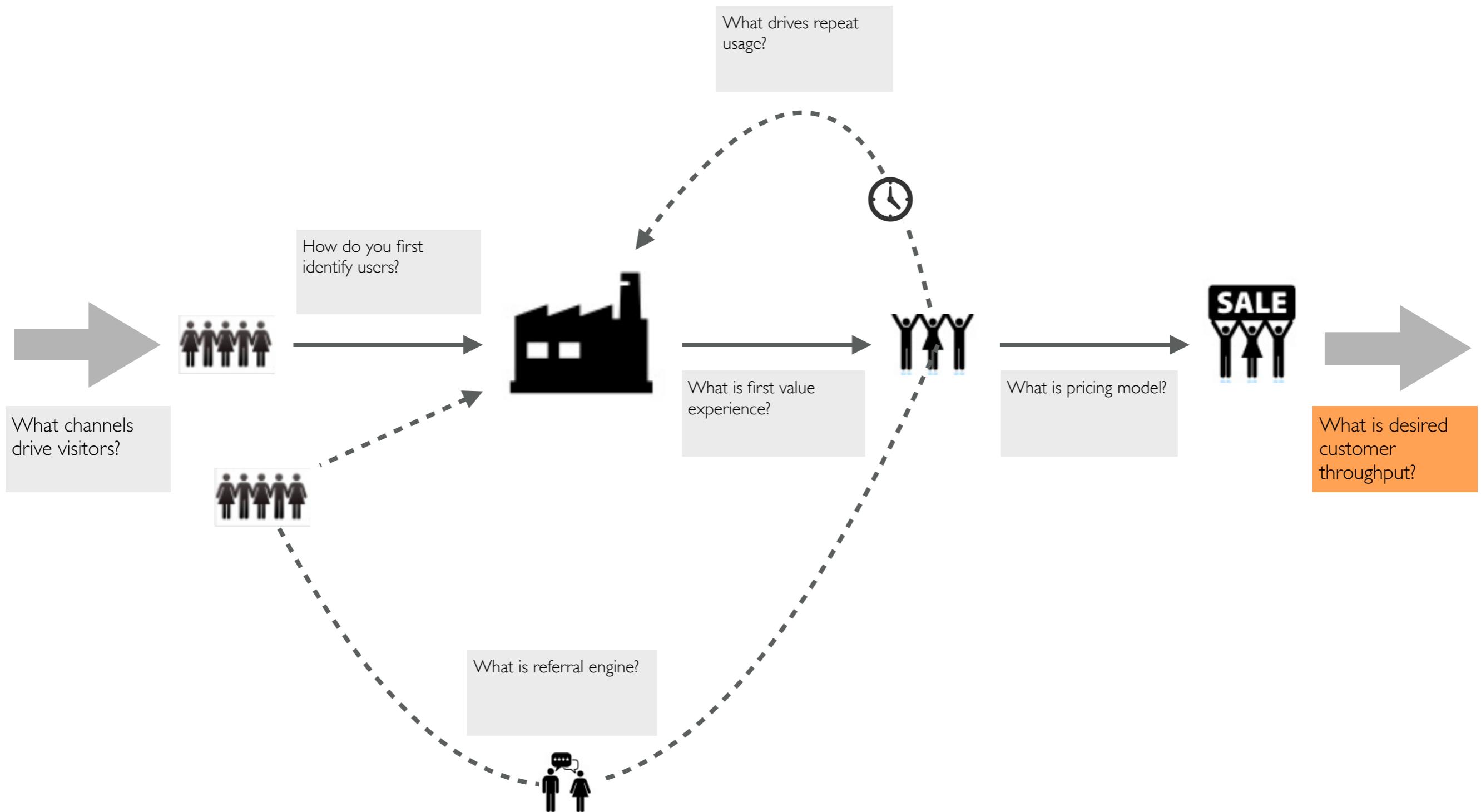
*Iterated*  
How I ~~Wrote~~ My Book

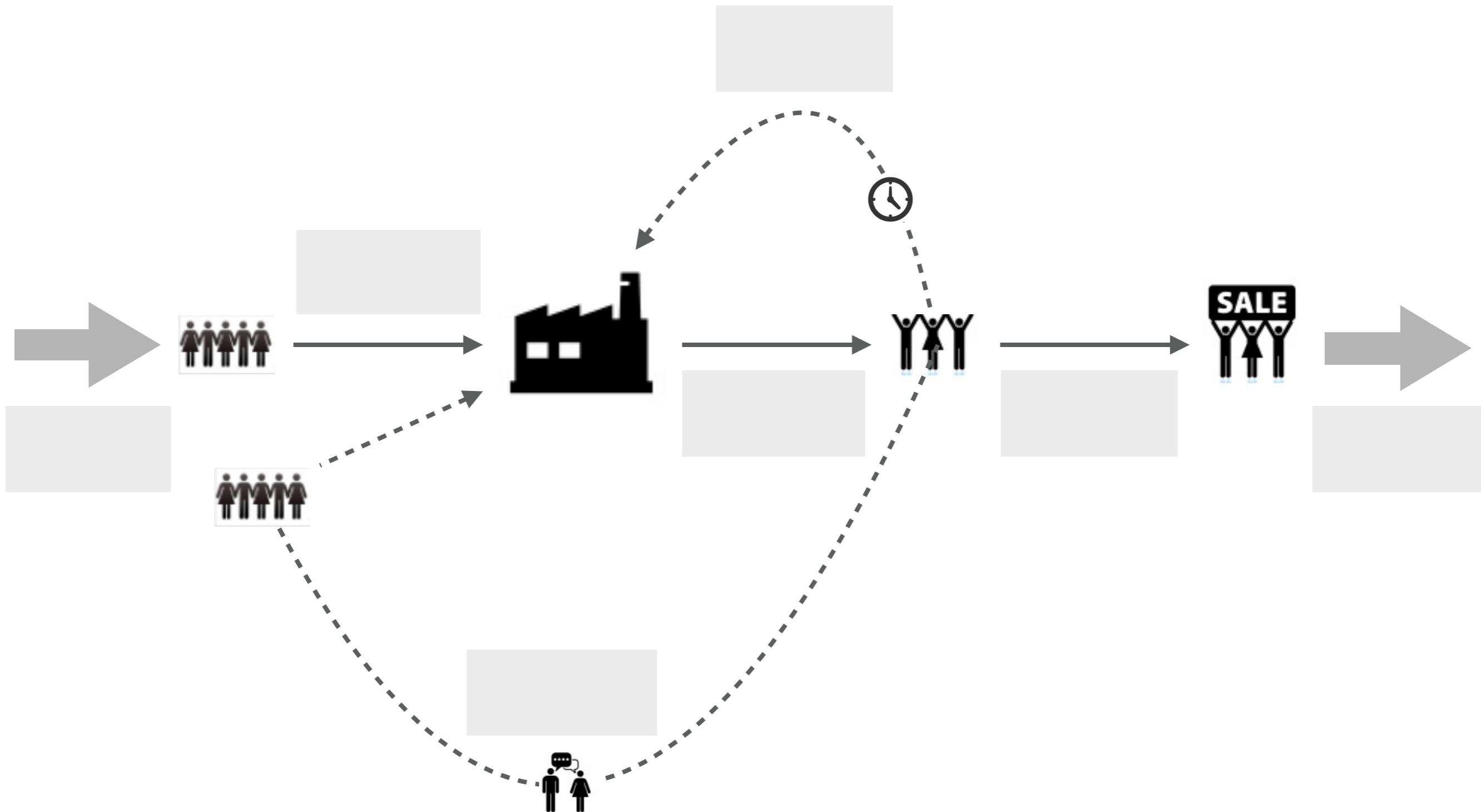
# USERCYCLE CASE-STUDY





**USERcycle:** Not More Numbers, But Actionable Metrics





**Goal: \$10M / year revenue**

**Goal: \$10M / year revenue**

\$200/mo for 2 years life term = **\$4,800 LTV**

Customer  
Production Rate

=

Yearly Revenue Target  
\_\_\_\_\_  
Customer Lifetime Value

**Goal: \$10M / year revenue**

\$200/mo for 2 years life term = **\$4,800 LTV**

**\$10M / \$4,800 LTV = 2,083 new customers / year**

	Year 0	Year 1	Year 2	Year 3
Number of customers at start	0	2,000	4,000	4,000
Number of Customers added	2,000	2,000	2,000	2,000
Number of Customers left	0	0	-2,000	-2,000
Number of Customers at end	2,000	4,000	4,000	4,000

First dose of **reality**.

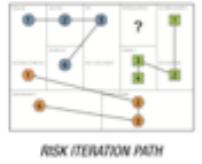
**2,000 new customers / year**

**167** new customers / month

**5.5 new customers / day**

<b>PROBLEM</b> <i>List your top 1-3 problems.</i>	<b>SOLUTION</b> <i>Outline a possible solution for each problem.</i>	<b>UNIQUE VALUE PROPOSITION</b> <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	<b>UNFAIR ADVANTAGE</b> <i>Something that cannot easily be bought or copied.</i>	<b>CUSTOMER SEGMENTS</b> <i>List your target customers and users.</i>
	<b>KEY METRICS</b> <i>List the key numbers that tell you how your business is doing.</i>		<b>CHANNELS</b> <i>List your path to customers (inbound or outbound).</i>	
<b>EXISTING ALTERNATIVES</b> <i>List how these problems are solved today.</i>		<b>HIGH-LEVEL CONCEPT</b> <i>List your X for Y analogy e.g. YouTube = Flickr for videos.</i>		<b>EARLY ADOPTERS</b> <i>List the characteristics of your ideal customers.</i>
<b>COST STRUCTURE</b> <i>List your fixed and variable costs.</i>			<b>REVENUE STREAMS</b> <i>List your sources of revenue.</i>	

1	4	3	9	2
8		5		
7		6		



CANVAS FILL ORDER

**Lean Canvas**Created by Spark59 // Online version available at [www.leancanvas.com](http://www.leancanvas.com)

Customer  
Production Rate

=

Yearly Revenue Target  
\_\_\_\_\_  
Customer Lifetime Value

Customer  
Production Rate

=

Yearly Revenue Target   
\_\_\_\_\_  
Customer Lifetime Value

Customer  
Production Rate

=

Yearly Revenue Target

---

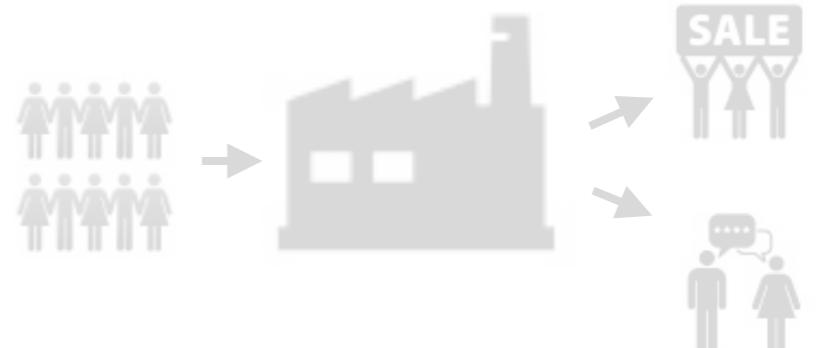
Customer Lifetime Value



Raise Pricing.

Can you **double** your pricing, and  
not lose more than **half** your  
customers?

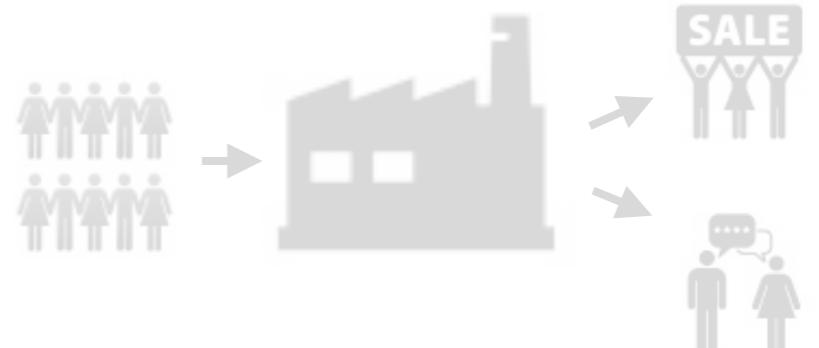
## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; padding: 10px; text-align: center;"> <b>2,000 CUSTOMERS</b>  <span style="background-color: #cc0000; color: white; padding: 2px;">3 YEARS FROM NOW</span> </div>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

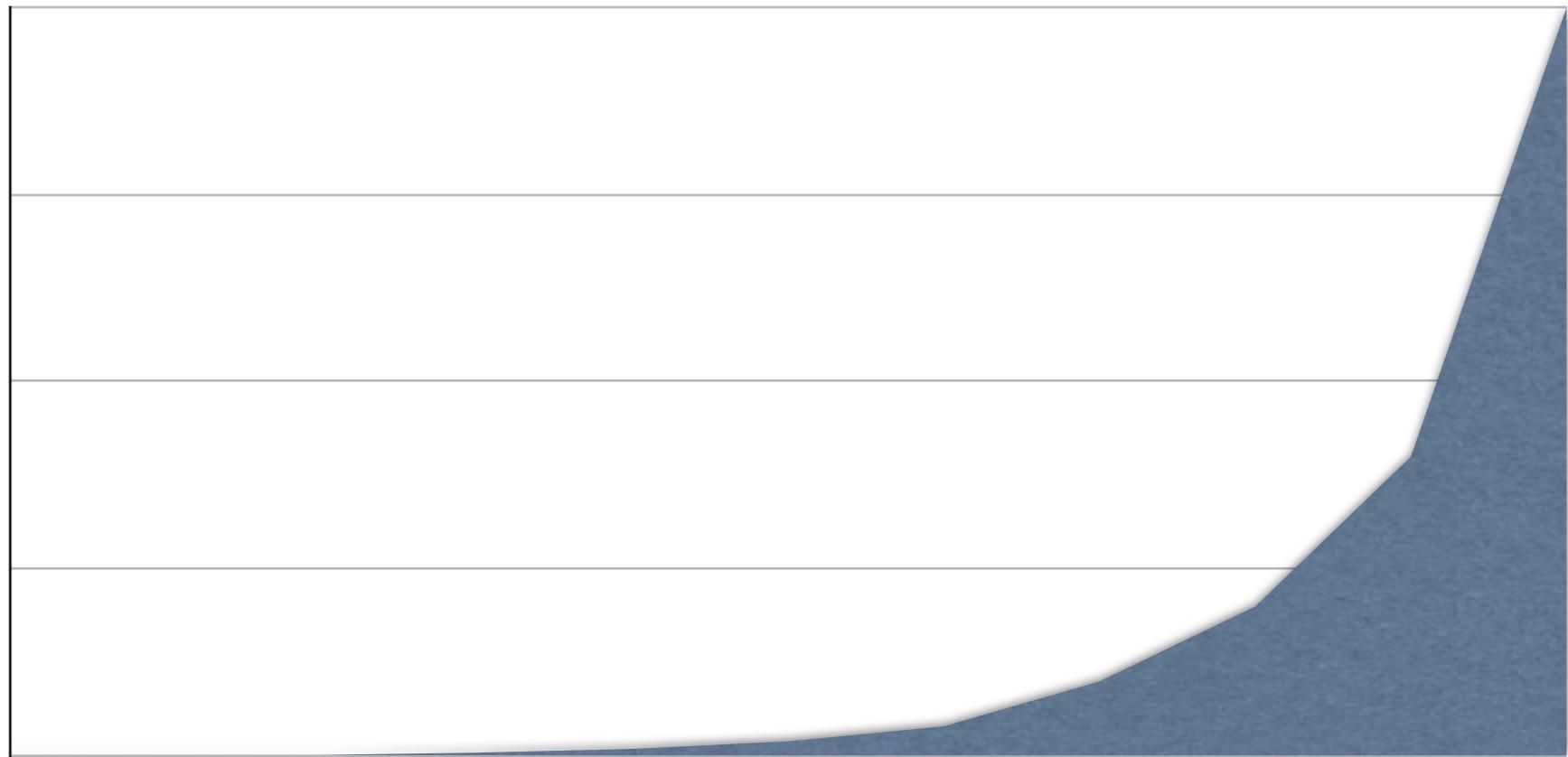
KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4	13	14	15	16
5	6	7	8				

## SUCCESS METRICS

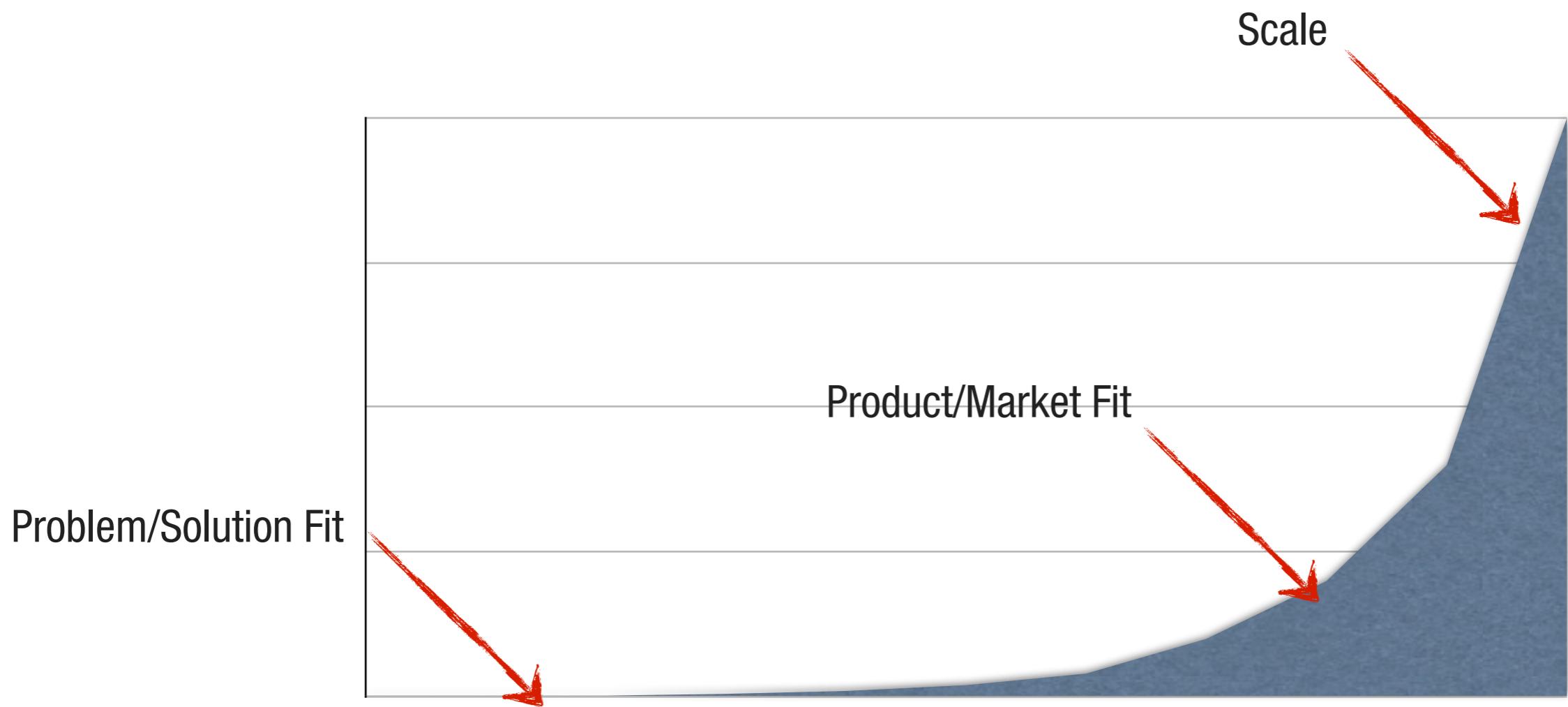
PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; width: 100px; height: 100px; display: flex; align-items: center; justify-content: center; font-size: 48px;">?</div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; width: 100px; height: 100px; display: flex; align-items: center; justify-content: center; font-size: 48px;">?</div>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; width: 100px; height: 100px; display: flex; align-items: center; justify-content: center; font-size: 48px;">?</div> <div style="background-color: #ffffcc; padding: 10px; text-align: center;"> <b>2,000 CUSTOMERS</b>  <span style="background-color: #cc3333; color: white; padding: 2px 5px;">3 YEARS FROM NOW</span> </div>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

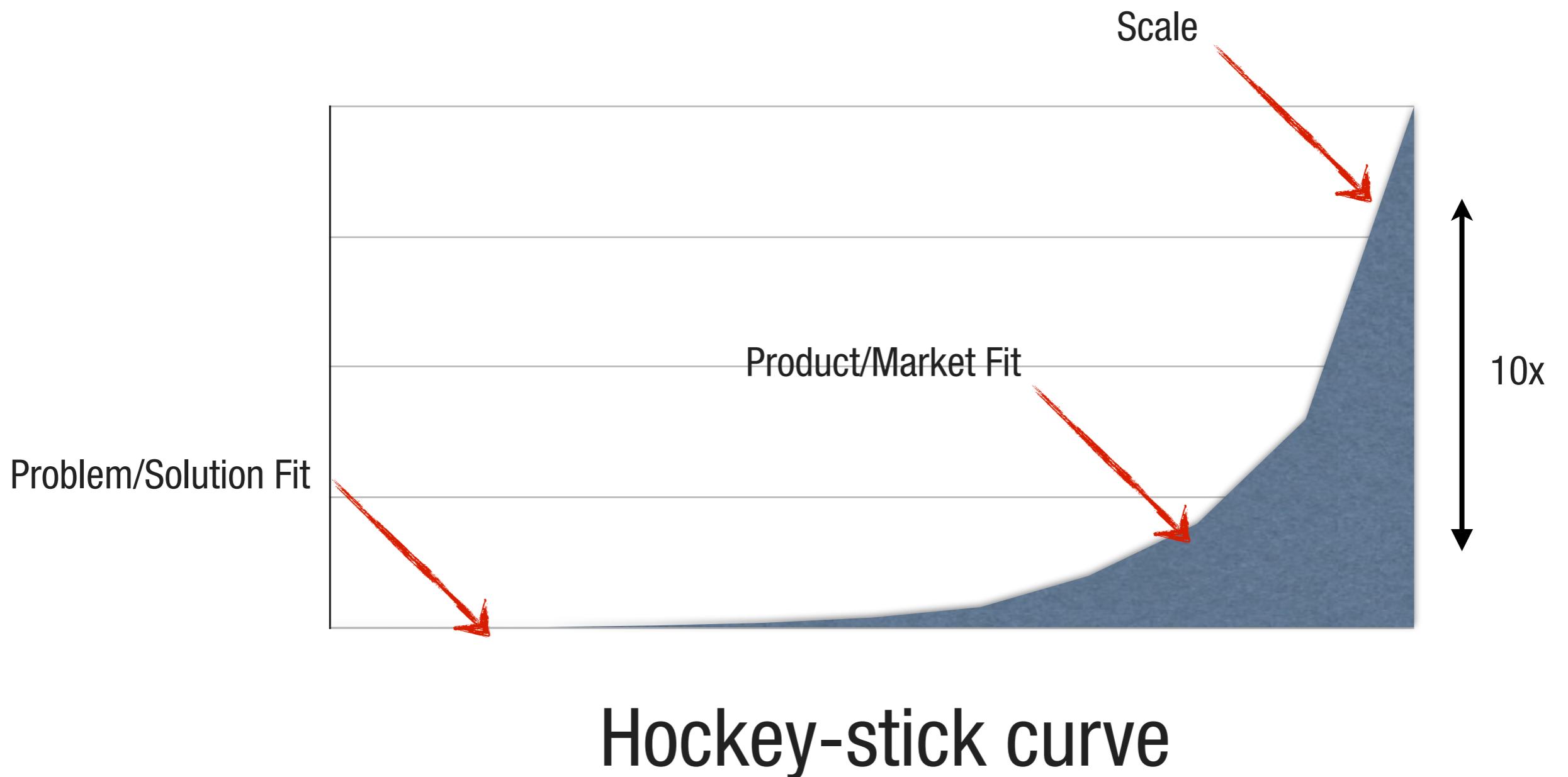
KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				1	2	3	4
				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4				
5	6	7	8				
				13	14	15	16

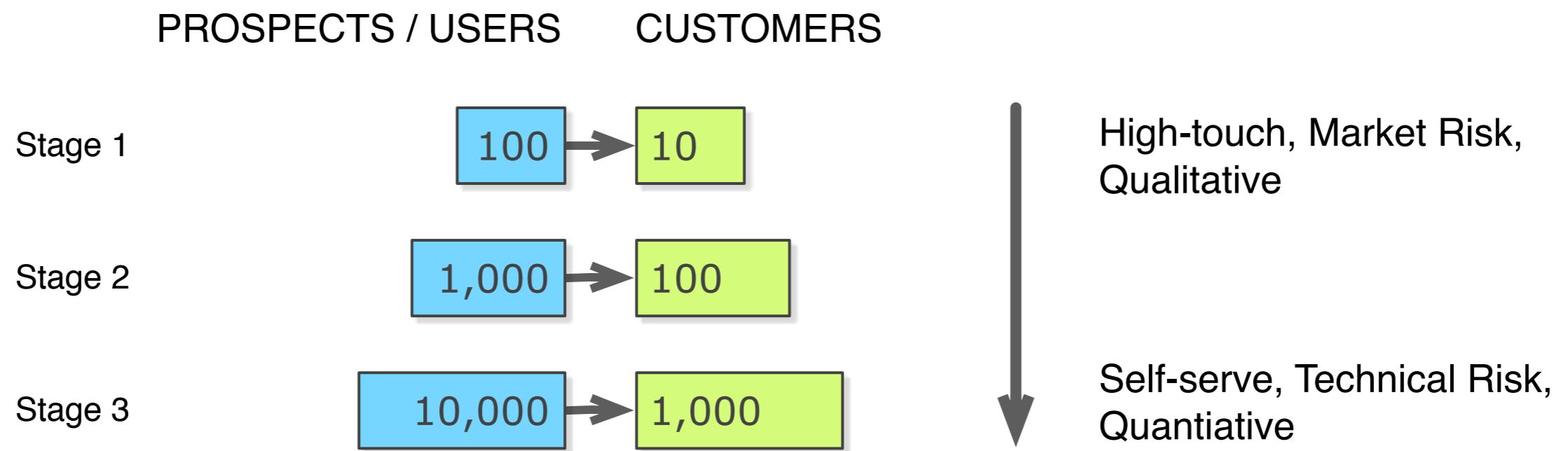


Hockey-stick curve



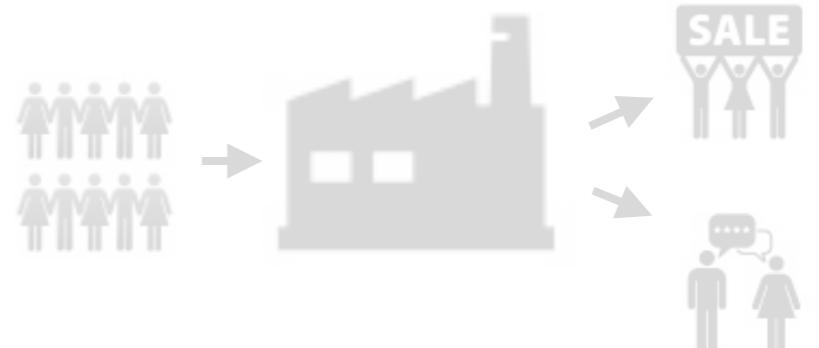
## Hockey-stick curve





10X Product Launch

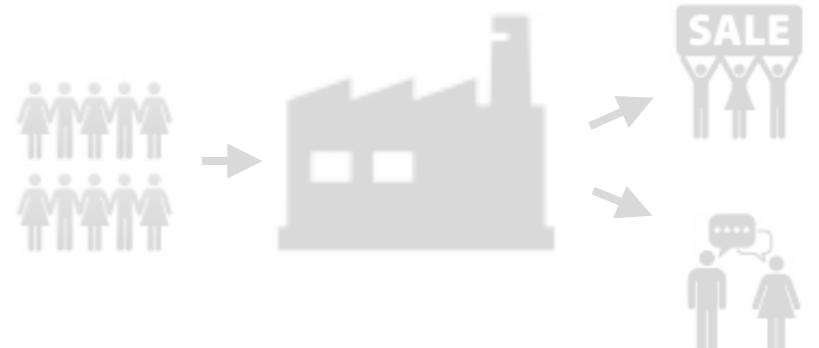
## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; padding: 5px; text-align: center;"> <b>200 CUSTOMERS</b>  <small>1.5 YEARS FROM NOW</small> </div>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; padding: 5px; text-align: center;"> <b>2,000 CUSTOMERS</b>  <small>3 YEARS FROM NOW</small> </div>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4	13	14	15	16
5	6	7	8				

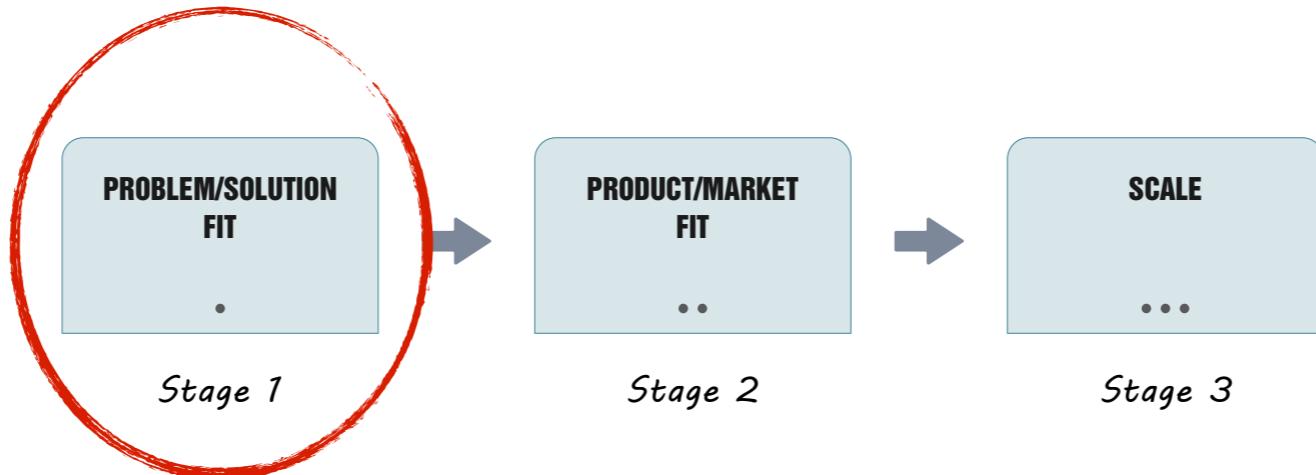
## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; width: 100px; height: 100px; display: flex; align-items: center; justify-content: center; font-size: 48px;">?</div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; width: 100px; height: 100px; display: flex; align-items: center; justify-content: center; font-size: 16px;">200 CUSTOMERS 1.5 YEARS FROM NOW</div>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; width: 100px; height: 100px; display: flex; align-items: center; justify-content: center; font-size: 16px;">2,000 CUSTOMERS 3 YEARS FROM NOW</div>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4	13	14	15	16
5	6	7	8				

# Problem/Solution Fit as a System



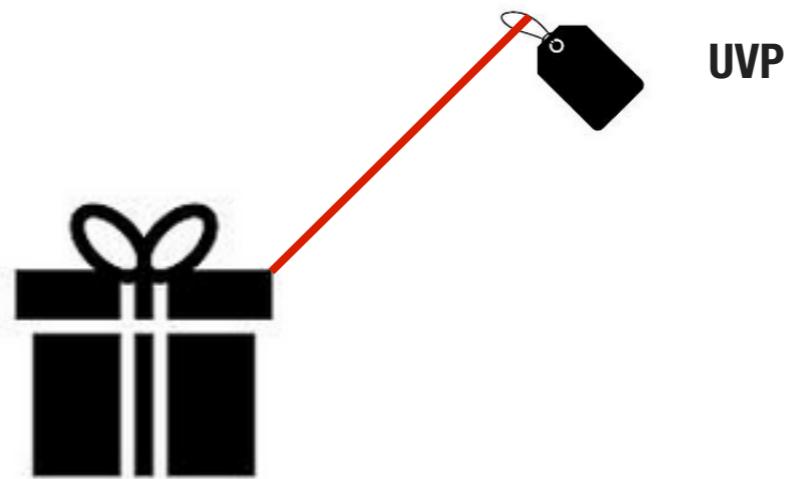
# Problem/Solution Fit Questions

1. How many interviews?
2. How should I score them?
3. When do I stop?

Focus on the **macro**

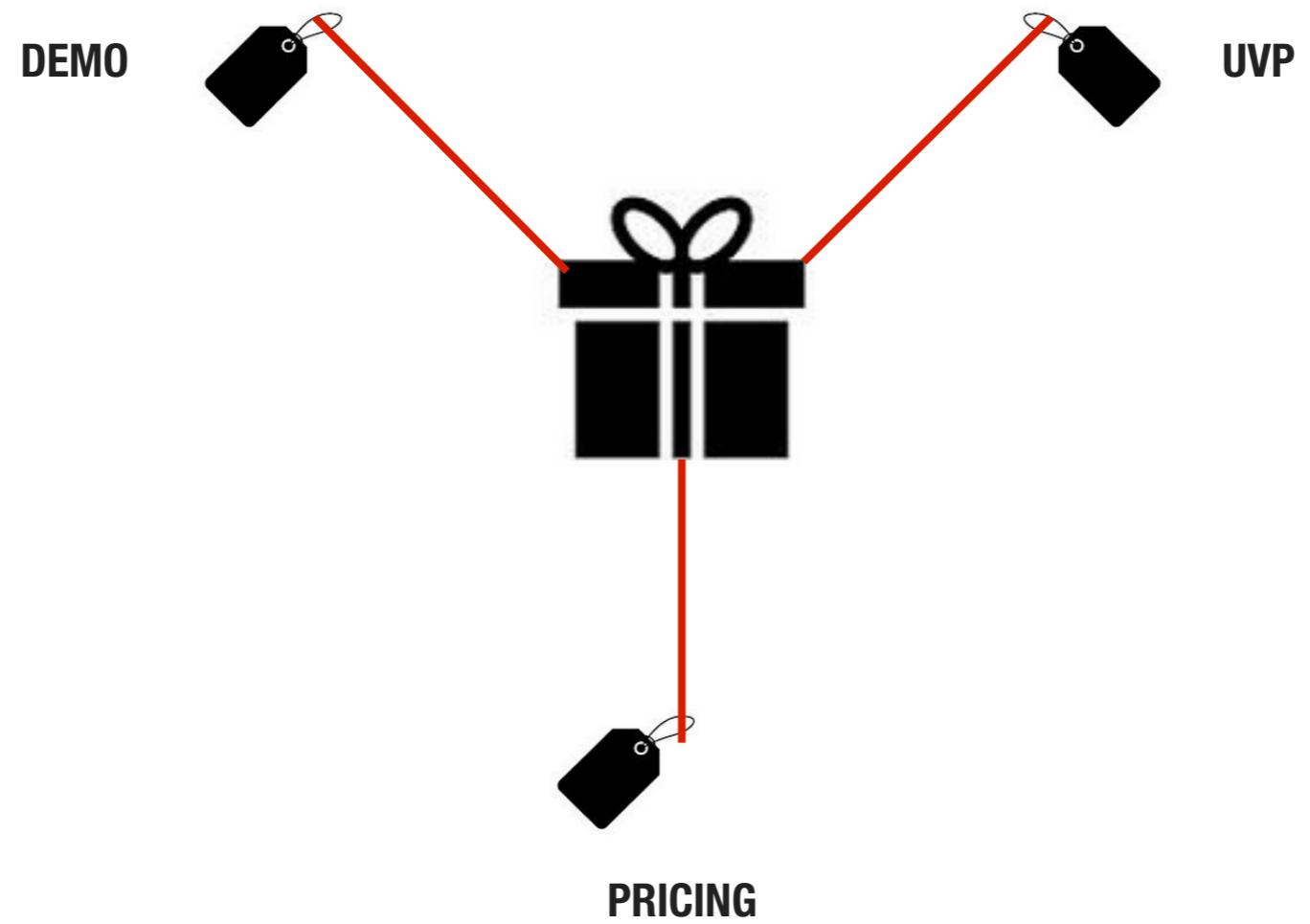


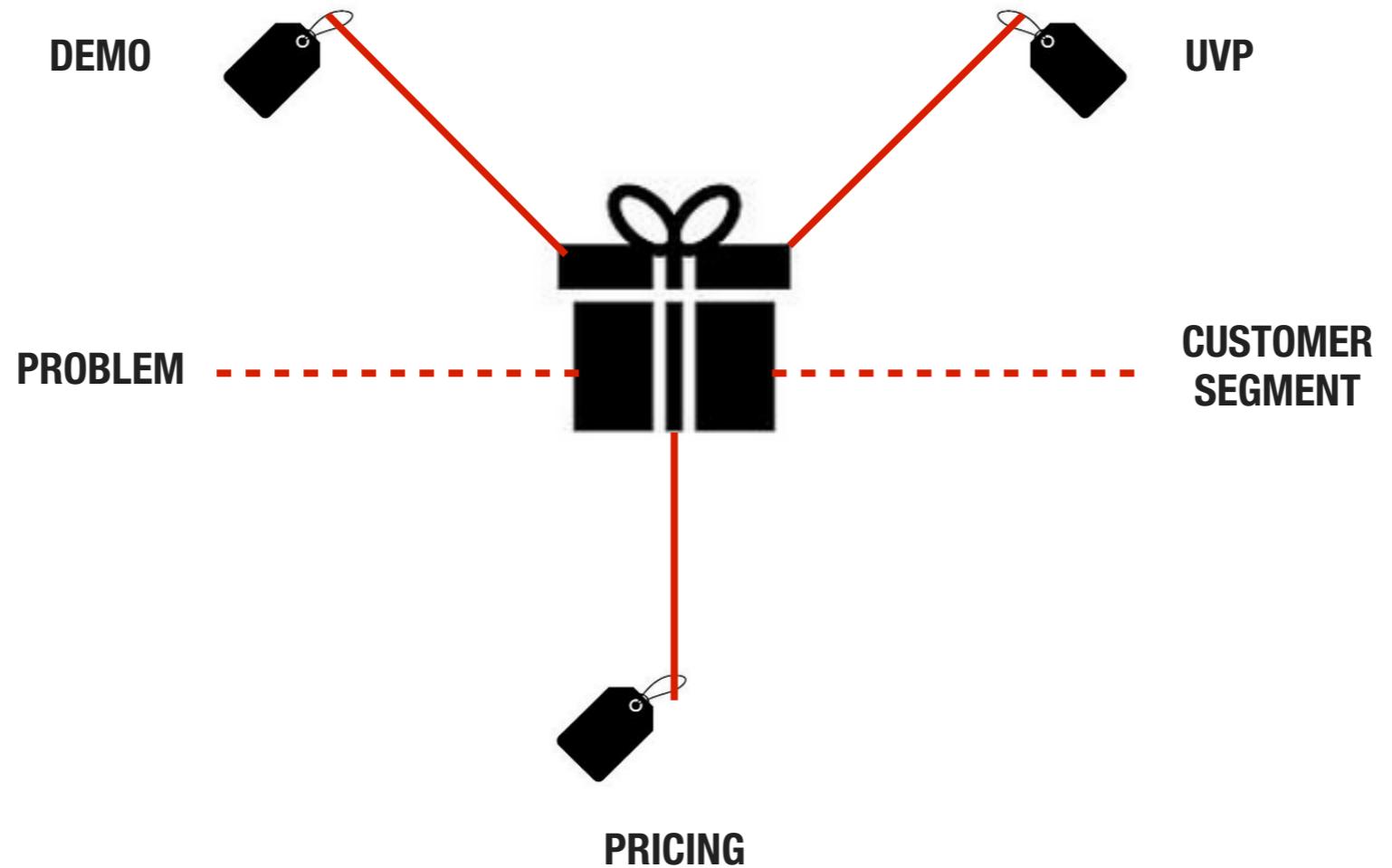
THE OFFER



**UVP**









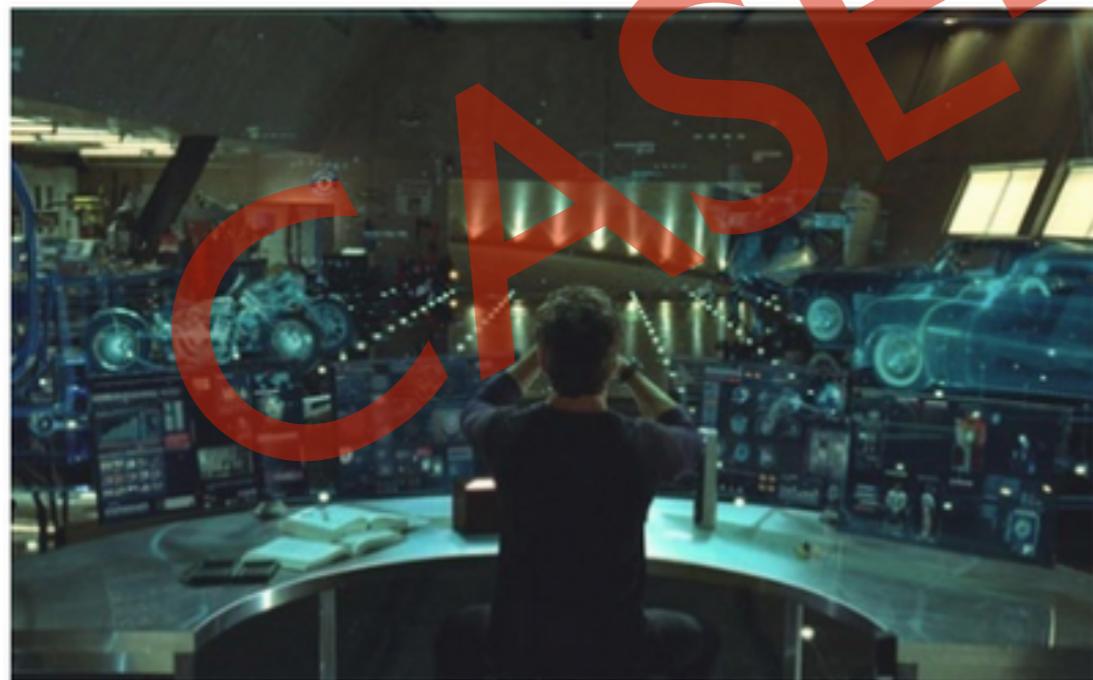
THE MAFIA OFFER



# Not More Numbers, But Actionable Metrics

When you first launch a product, lots of things can and do go wrong. The common tendency is to want to **collect as much data as possible**. But in today's world, where we can measure almost anything, we often end up **drowning in a sea of information**.

We all want to be this guy, Iron Man, with his kickass dashboards and tools.  
But the second picture, is in fact, what our reality really looks like...



*What you wanted*

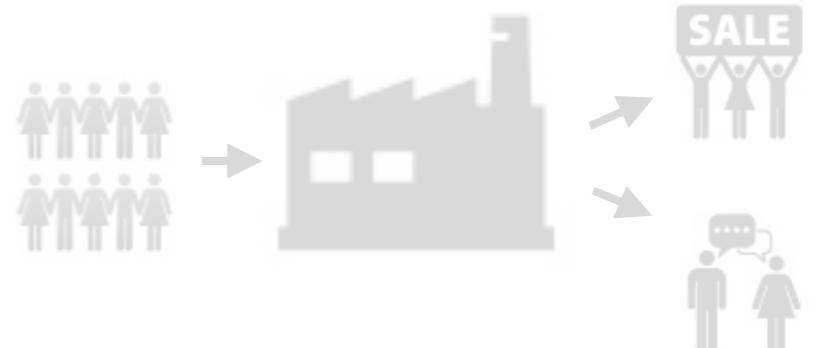


*The reality*

**The Goal:**

You are **done** when you can create  
customers at a **80%** production rate.

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p><b>20 CUSTOMERS</b></p> <p>8 WEEKS FROM NOW</p> </div> <div style="text-align: center;"> <p><b>200 CUSTOMERS</b></p> <p>1.5 YEARS FROM NOW</p> </div> <div style="text-align: center;"> <p><b>2,000 CUSTOMERS</b></p> <p>3 YEARS FROM NOW</p> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?				1	2	3	4
				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4				
5	6	7	8	13	14	15	16



**THE SMOKE TEST OFFER**



# Dropbox



A large, semi-transparent red banner with the words "CASE STUDY" written diagonally across it. In the center of the banner is a blue circle containing a white play triangle. Below the banner, the text "Watch a Video" is displayed in black. At the bottom of the banner is a blue button with a white downward arrow and the text "Download Dropbox". Below the button, the text "Free for Windows, Mac, and Linux" is shown in a smaller font.

# CASE STUDY

Watch a Video

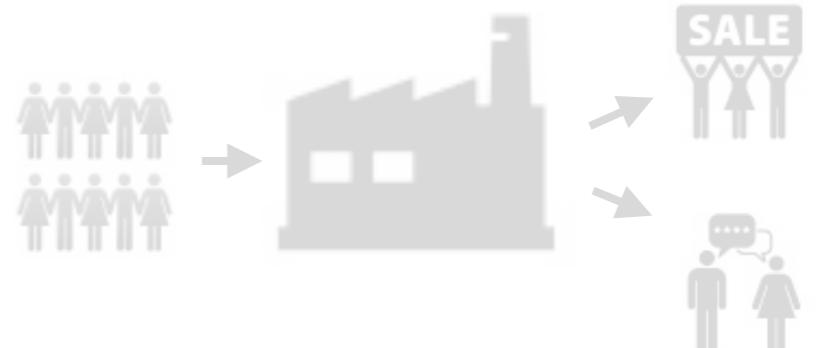
Download Dropbox

Free for Windows, Mac, and Linux

**The Goal:**

You are **done** when you can demonstrate  
“sufficient” interest-based **market demand**.

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>2,000 LEADS</p> <p>8 WEEKS FROM NOW</p> </div> <div style="text-align: center;"> <p>200 CUSTOMERS</p> <p>1.5 YEARS FROM NOW</p> </div> <div style="text-align: center;"> <p>2,000 CUSTOMERS</p> <p>3 YEARS FROM NOW</p> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4	13	14	15	16
5	6	7	8				



**THE PRE-ORDER OFFER**

# Kickstarter Open Source Death Star

by www.gnut.co.uk

[Home](#)

Updates 1

Backers 2,388

Comments 246

London, United Kingdom

Hardware

**2,388**  
backers**£328,613**  
pledged of £20,000,000 goal**0**

seconds to go

**Funding Unsuccessful**

This project reached the deadline without achieving its funding goal on April 1.

**Funding period**

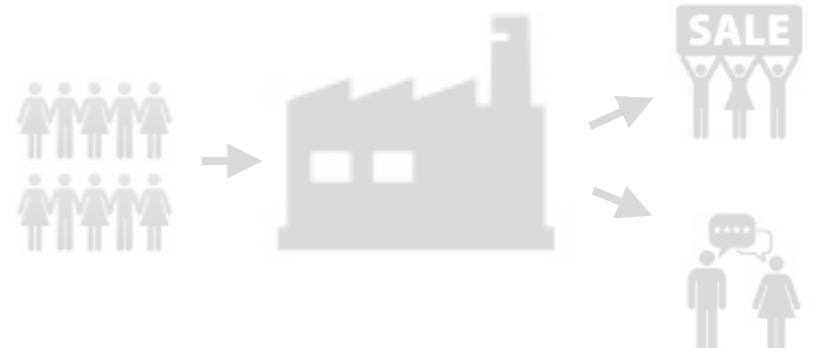
Feb 4, 2013 - Apr 1, 2013



**The Goal:**

You are **done** when you can raise “sufficient” funds from customers .

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <span>X BACKERS</span>  <span>8 WEEKS FROM NOW</span> </div> <div style="text-align: center;"> <span>200 CUSTOMERS</span>  <span>1.5 YEARS FROM NOW</span> </div> <div style="text-align: center;"> <span>2,000 CUSTOMERS</span>  <span>3 YEARS FROM NOW</span> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4	13	14	15	16
5	6	7	8				



THE MAFIA OFFER

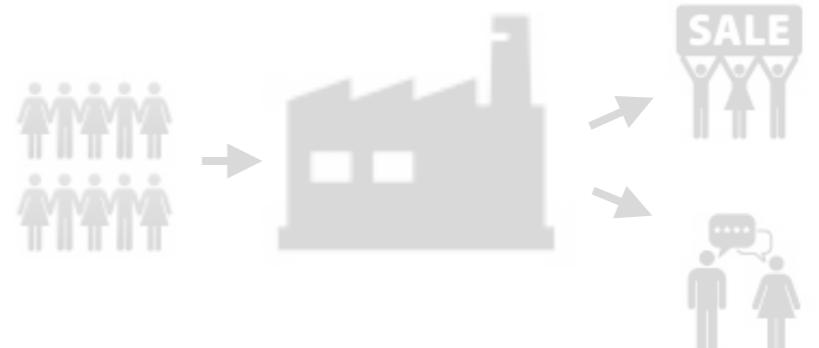


THE SMOKE TEST OFFER



THE PRE-ORDER OFFER

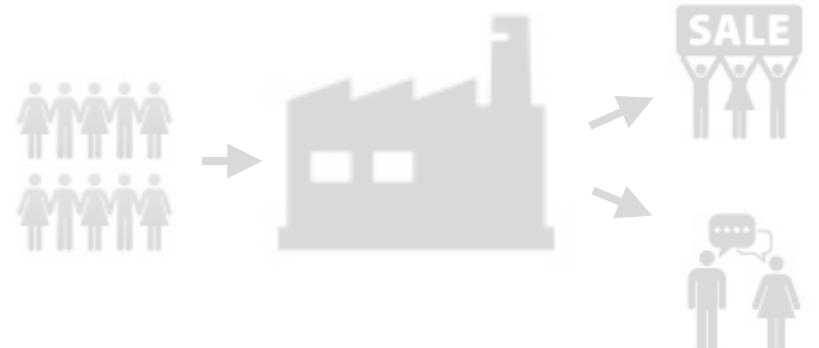
## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4				
5	6	7	8	13	14	15	16

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faith? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1 2 3 4				13	14	15	16
5 6 7 8							

Identify your next significant **key** objective:

Identify your next significant **key** objective:

- Less than 3 months

Identify your next significant **key** objective:

- Less than 3 months
- Customer based

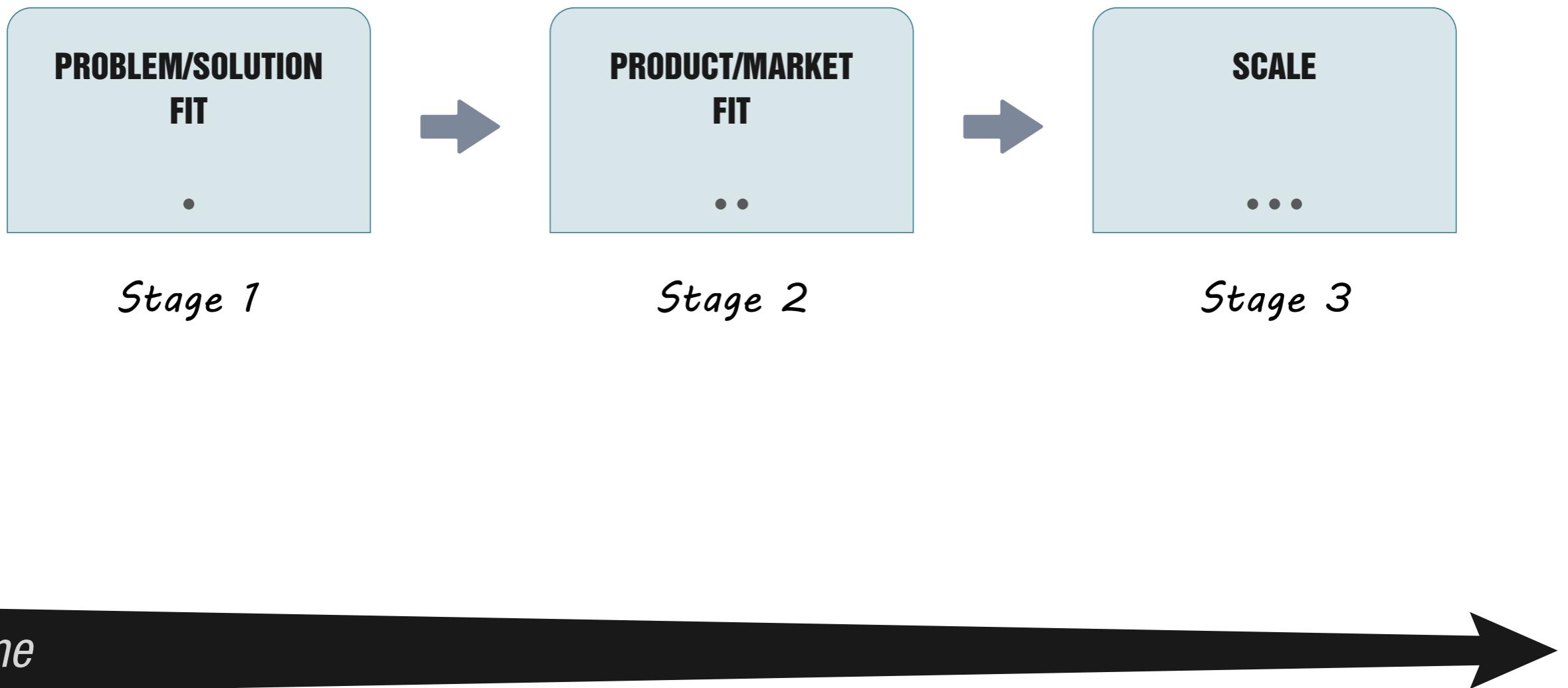
Identify your next significant **key** objective:

- Less than 3 months
- Customer based
- Measurable

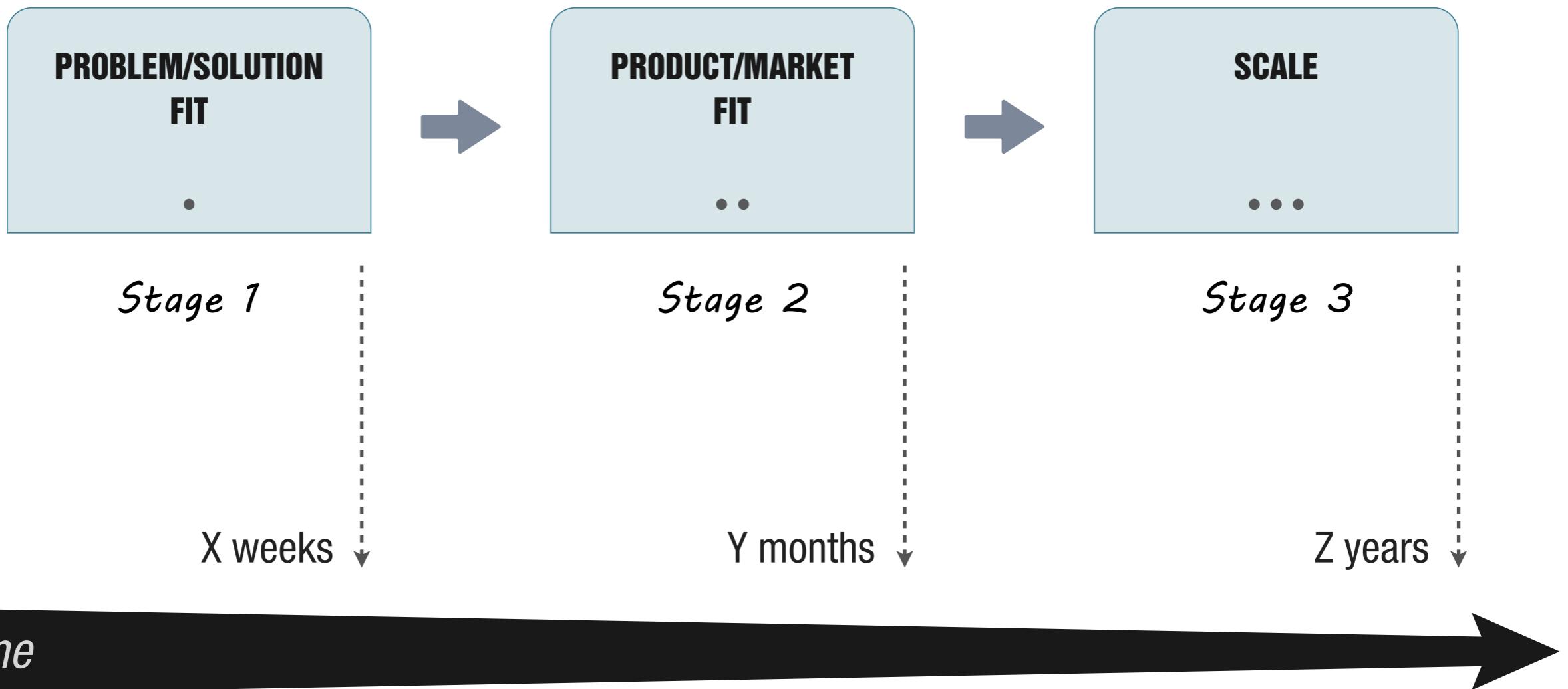
# 3 Stages of a Startup



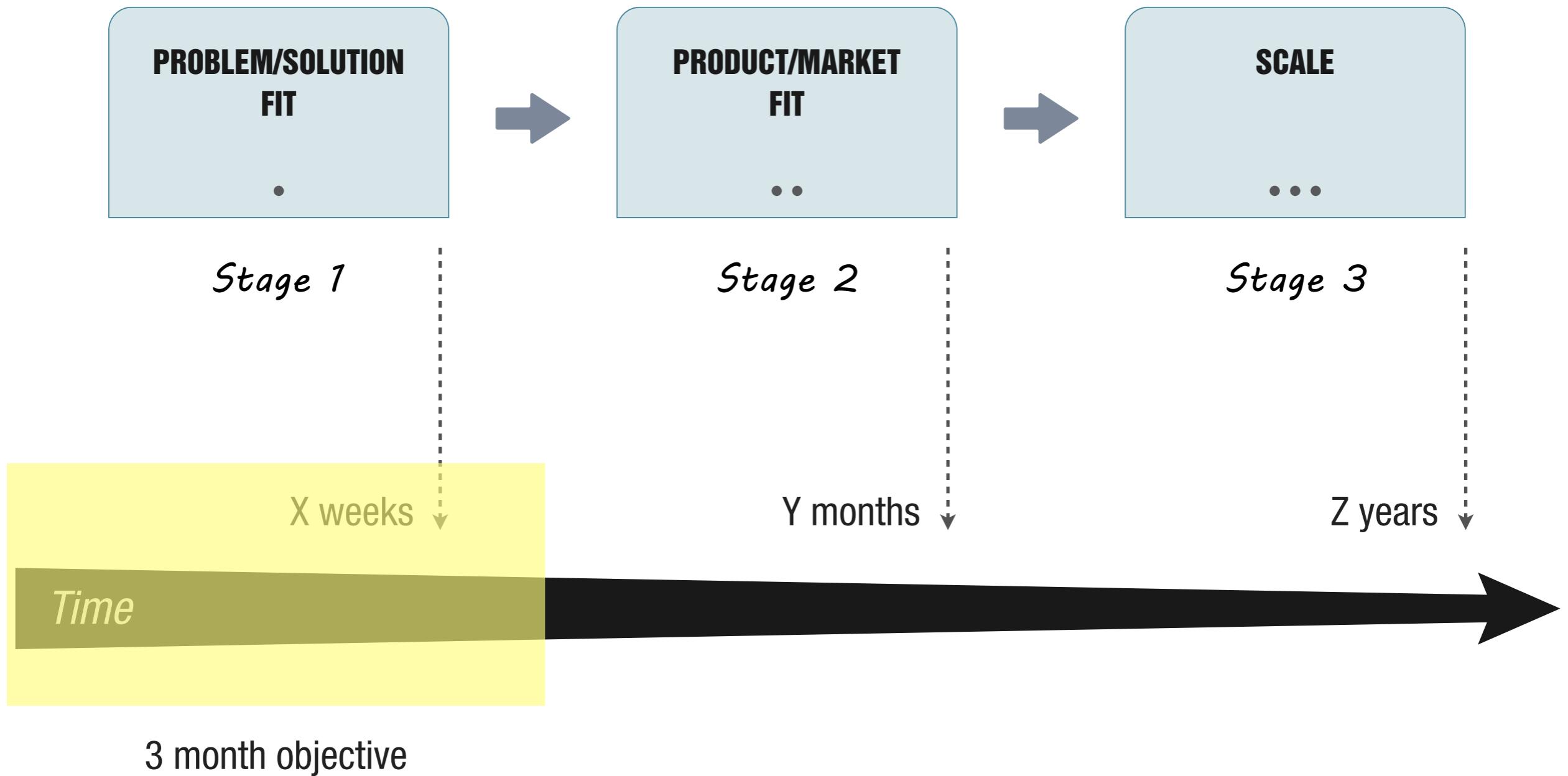
# 3 Stages of a Startup



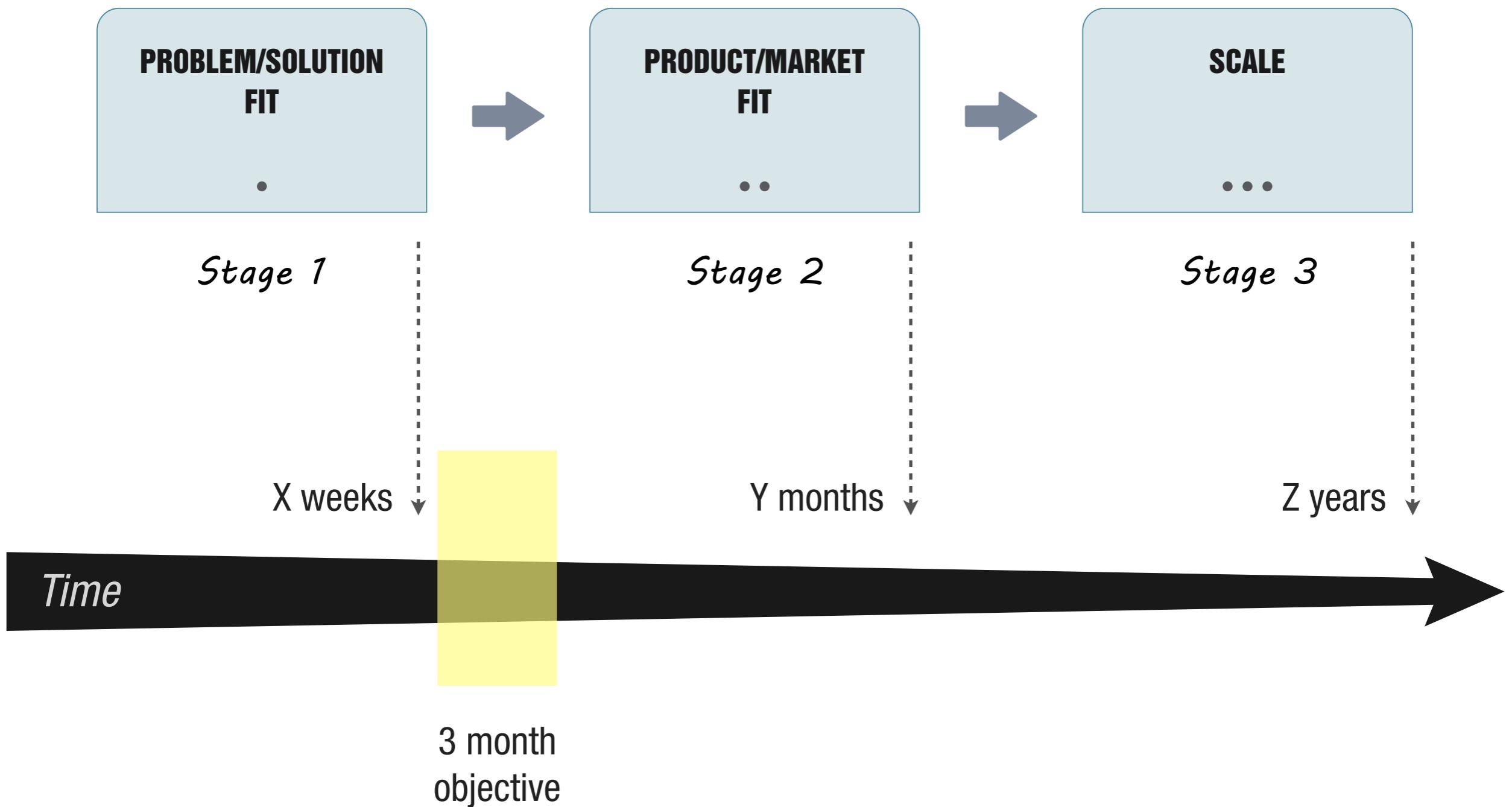
# 3 Stages of a Startup



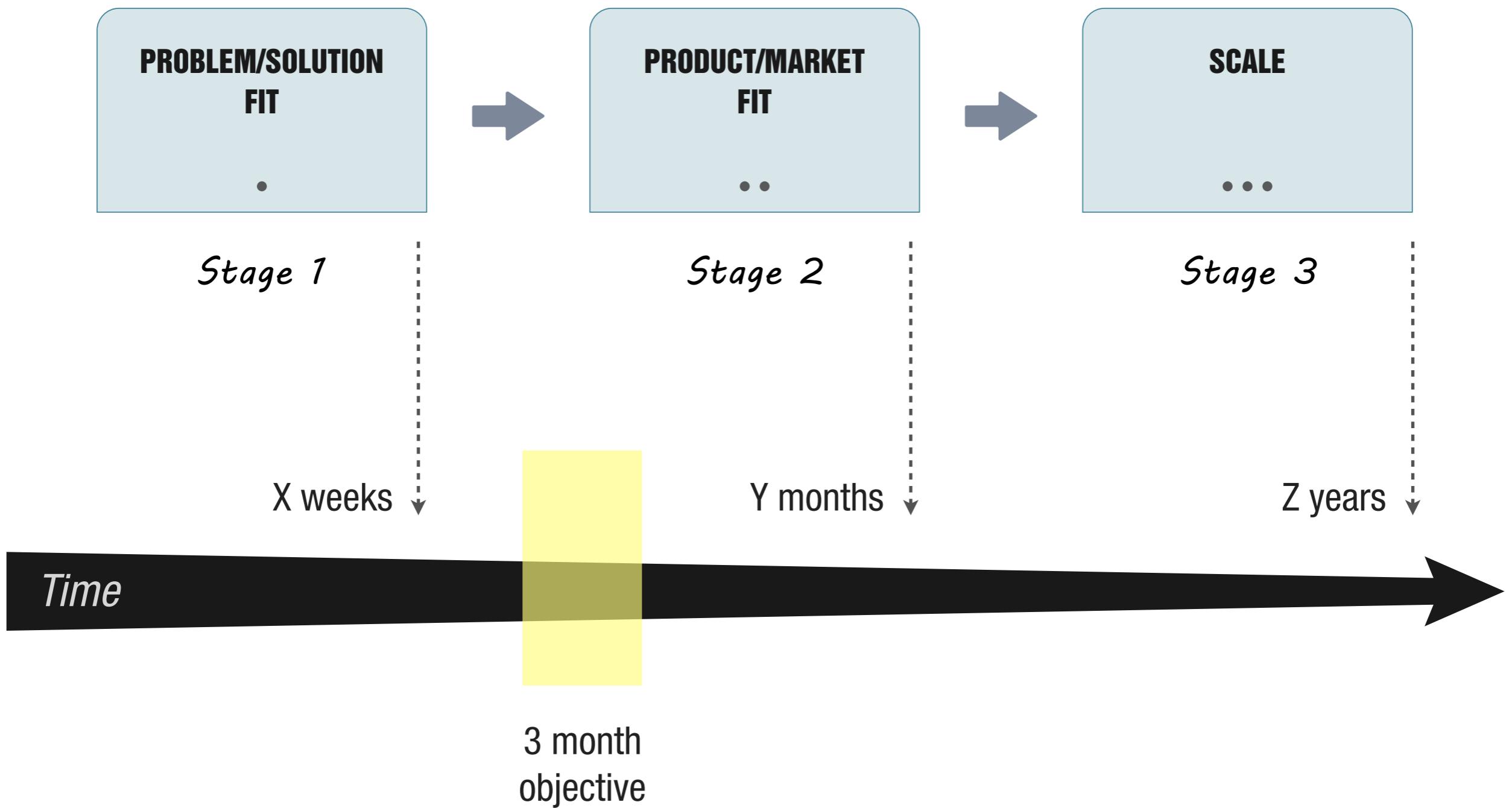
# 3 Stages of a Startup



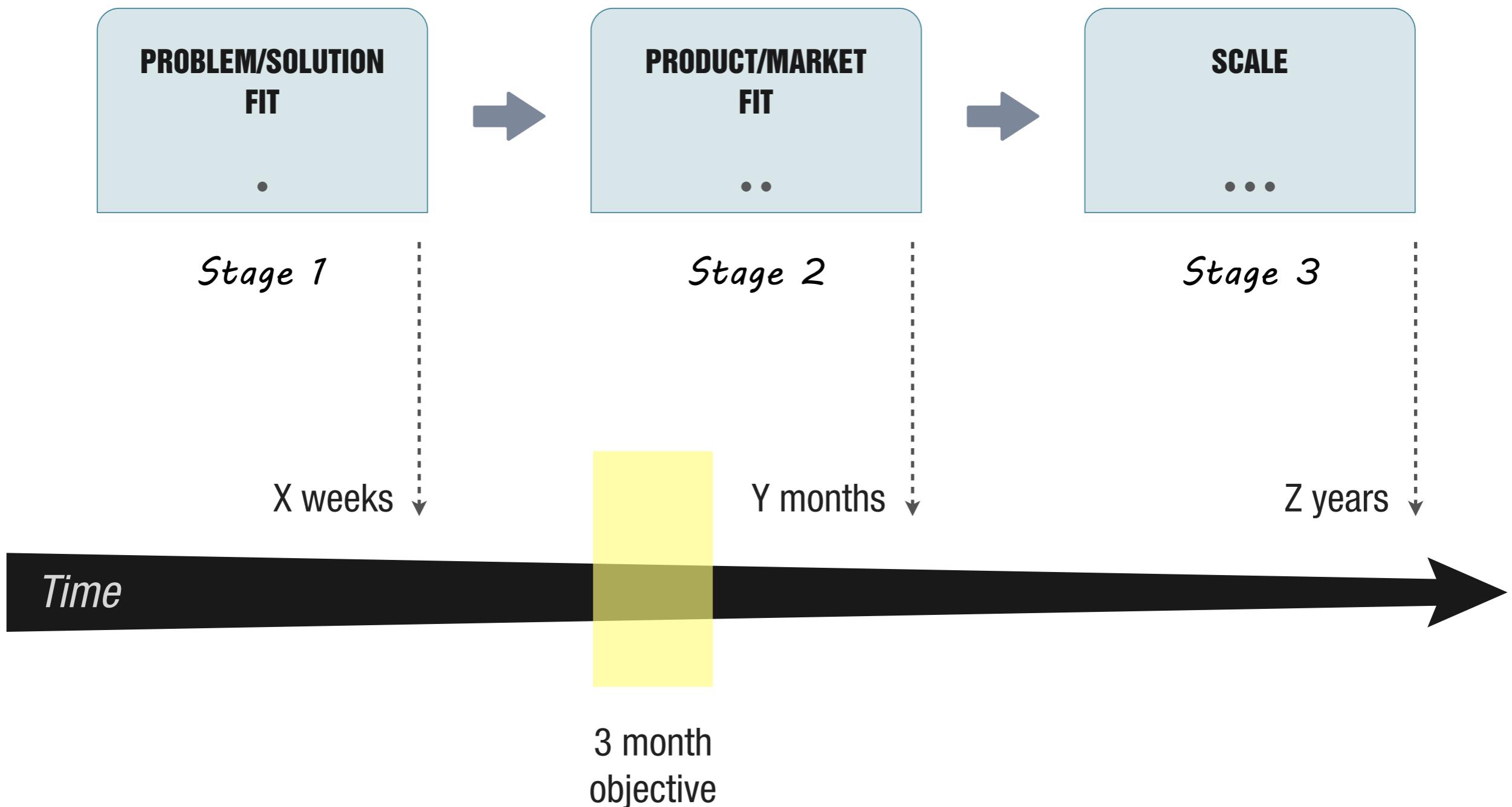
# 3 Stages of a Startup



# 3 Stages of a Startup



# 3 Stages of a Startup

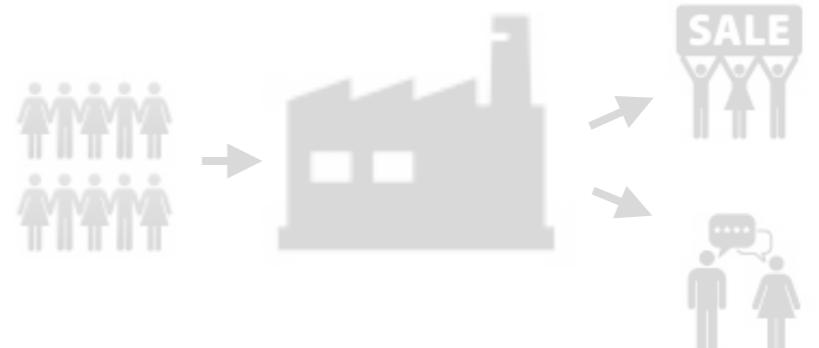


*Iterated*  
How I ~~Wrote~~ My Book

# USERCYCLE CASE-STUDY



## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p><b>20 CUSTOMERS</b></p> <p>8 WEEKS FROM NOW</p> </div> <div style="text-align: center;"> <p><b>200 CUSTOMERS</b></p> <p>1.5 YEARS FROM NOW</p> </div> <div style="text-align: center;"> <p><b>2,000 CUSTOMERS</b></p> <p>3 YEARS FROM NOW</p> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?				1	2	3	4
				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4				
5	6	7	8	13	14	15	16

## SUCCESS METRICS

### PROBLEM/SOLUTION FIT

### PRODUCT/MARKET FIT

### SCALE

How will you determine if this is a problem worth solving?  
What is your early validation criteria?  
How many customers does that represent?  
By when?

20  
CUSTOMERS

8 WEEKS FROM NOW

How will you determine if you have built something enough people want?  
What is your revenue goal?  
How many customers does that represent?  
By when?

200  
CUSTOMERS

1.5 YEARS FROM NOW

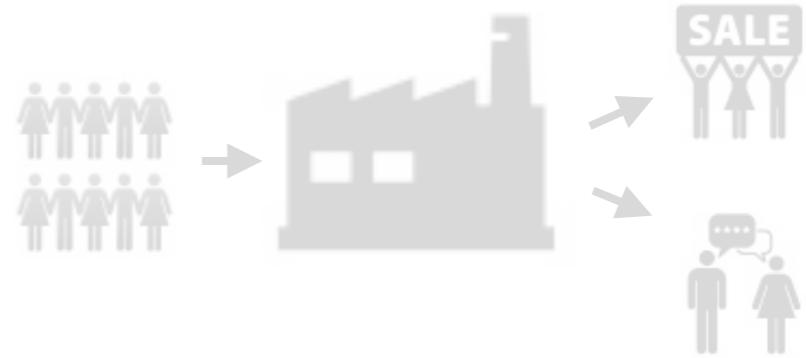
How will scale your business model?  
What is your engine of growth?  
What is your revenue goal?  
How many customers does that represent?  
By when?

2,000  
CUSTOMERS

3 YEARS FROM NOW

## CURRENT METRICS

How is your customer funnel performing?  
Identify your current stage.  
List out customer lifecycle (AARRR) metrics.



## EXPERIMENTS

### KEY OBJECTIVE

Determine right action, right time.  
What are your riskiest assumptions or leaps of faiths?  
What is your next significant goal?  
How will you get there?  
By when?

ACHIEVE  
PSFIT

2 MONTHS FROM NOW

### EXPERIMENT QUEUE

TEASER PAGE  
RUN PROBLEM INTERVIEWS

RUN SOLUTION INTERVIEWS

MARKETING WEBSITE

### ACTIVE EXPERIMENTS

#### BUILD

#### MEASURE

#### LEARN

### COMPLETED EXPERIMENTS

1

2

3

4

5

6

7

8

9

10

11

12

5

6

7

8

13

14

15

16

# STRATEGY PROPOSAL

Title:

Author:

Created:

**Background**

**Goal**

**Current Condition**

**Implementation Plan**

Name your strategy

**Analysis and Proposal**

**Follow-on Strategies (if any)**



# STRATEGY PROPOSAL

Title:

Author:

Created:

Background

Goal

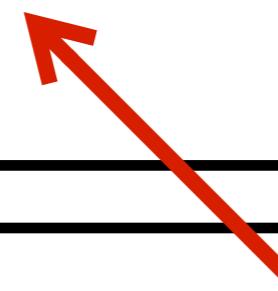
Current Condition

Implementation Plan

What are you trying to achieve?

Analysis and Proposal

Follow-on Strategies (if any)



# STRATEGY PROPOSAL

Title:

Author:

Created:

**Background**

**Goal**

**Current Condition**

**Implementation Plan**

What does the current state look like?



**Analysis and Proposal**

**Follow-on Strategies (if any)**

# STRATEGY PROPOSAL

Title:

Author:

Created:

**Background**

**Goal**

**Current Condition**

**Implementation Plan**

Metrics

Assets/resources

What does the current state look like?



**Analysis and Proposal**

**Follow-on Strategies (if any)**

# STRATEGY PROPOSAL

Title:

Author:

Created:

**Background**

**Goal**

**Current Condition**

**Implementation Plan**

What are you proposing?

**Analysis and Proposal**



**Follow-on Strategies (if any)**

# STRATEGY PROPOSAL

Title:

Author:

Created:

**Background**

**Goal**

**Current Condition**

**Implementation Plan**

What are you proposing?

**Analysis and Proposal**

Root cause analysis

**Follow-on Strategies (if any)**



# **5Whys and Constraint Analysis.**

# STRATEGY PROPOSAL

Title:

Author:

Created:

**Background**

**Goal**

**Current Condition**

**Implementation Plan**

What are you proposing?

**Analysis and Proposal**

Root cause analysis

Analogs

Follow-on Strategies (if any)



“If I have seen further, it is by standing on  
the shoulders of giants.”

- Isaac Newton

# STRATEGY PROPOSAL

Title:

Author:

Created:

**Background**

**Goal**

**Current Condition**

**Implementation Plan**

What are you proposing?

**Analysis and Proposal**

Root cause analysis

Analogs

Leap of Faith

**Follow-on Strategies (if any)**

# STRATEGY PROPOSAL

Title: USERcycle PSFit

Author: Ash Maurya

Created: Aug 1, 2013

## Background

I have received several anecdotal requests for turning my homegrown metrics tool into a product which I want to explore further.

## Current Condition

Last 3 workshops with 30 ppl led to 6 interested parties.

## Current Assets:

1. Monthly workshops: 30-40 ppl
2. Blog: 2000 unique visitors/wk

## Analysis and Proposal

6 interested parties is not yet a problem worth solving. Business model requires 80-100 strong leads.

## Leaps of Faith

1. Problem is active and easy to articulate.
2. Lifecycle messaging solution generates interest.
3. Current channels are sufficient to test PSFIT.

## Proposal:

Use interviews to develop mafia offer then rollout using 10x approach through marketing website.

## Goal

## Implementation Plan

## Follow-on Strategies (if any)

# STRATEGY PROPOSAL

Title:

Author:

Created:

Background

Goal

Current Condition

Implementation Plan

What is the goal?

Analysis and Proposal

Follow-on Strategies (if any)

# STRATEGY PROPOSAL

Title:

Author:

Created:

Background

Goal

Current Condition

Implementation Plan

What is the goal?

Analysis and Proposal

Follow-on Strategies (if any)

# STRATEGY PROPOSAL

Title:

Author:

Created:

**Background**

**Goal**

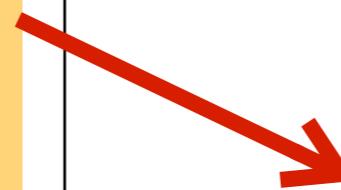
**Current Condition**

**Implementation Plan**

Outline coarse implementation details with timeline

**Analysis and Proposal**

**Follow-on Strategies (if any)**



# STRATEGY PROPOSAL

Title:

Author:

Created:

**Background**

**Goal**

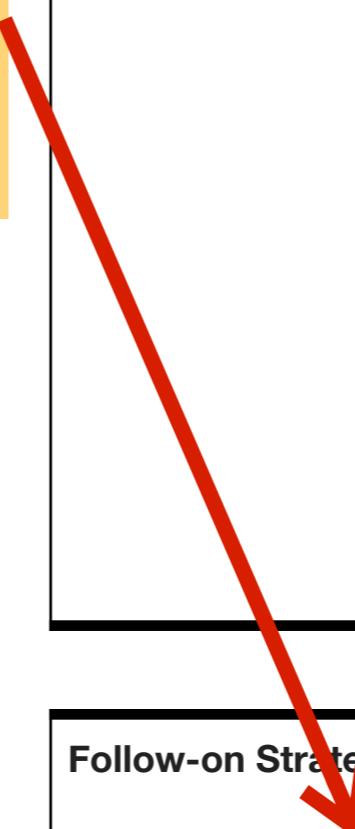
**Current Condition**

**Implementation Plan**

If this works, what potentially comes next?

**Analysis and Proposal**

**Follow-on Strategies (if any)**



# STRATEGY PROPOSAL

Title: USERcycle PSFit

Author: Ash Maurya

Created: Aug 1, 2013

## Background

I have received several anecdotal requests for turning my homegrown metrics tool into a product which I want to explore further.

## Current Condition

Last 3 workshops with 30 ppl led to 6 interested parties.

### Current Assets:

1. Monthly workshops: 30-40 ppl
2. Blog: 2000 unique visitors/wk

## Analysis and Proposal

6 interested parties is not yet a problem worth solving. Business model requires 80-100 strong leads.

## Leaps of Faith

1. Problem is active and easy to articulate.
2. Lifecycle messaging solution generates interest.
3. Current channels are sufficient to test PSFIT.

## Proposal:

Use interviews to develop mafia offer then rollout using 10x approach through marketing website.

## Goal

Establish USERcycle as a problem worth solving and define MVP with a starting rate of 100 signups/mo.

## Implementation Plan

1. Announce USERcycle with a blog post
2. Drive problem and solution interviews
3. Develop repeatable offer that works in person
4. Gradually replace interviews with self-serve website

## Timeline:

1. Problem interviews: 2 weeks
2. Solution interviews: + 4 weeks
3. Target goal reached: + 4 weeks

## Follow-on Strategies (if any)

1. Build MVP
2. Enter Product/Market Fit stage

## SUCCESS METRICS

### PROBLEM/SOLUTION FIT

### PRODUCT/MARKET FIT

### SCALE

How will you determine if this is a problem worth solving?  
What is your early validation criteria?  
How many customers does that represent?  
By when?

20  
CUSTOMERS

8 WEEKS FROM NOW

How will you determine if you have built something enough people want?  
What is your revenue goal?  
How many customers does that represent?  
By when?

200  
CUSTOMERS

1.5 YEARS FROM NOW

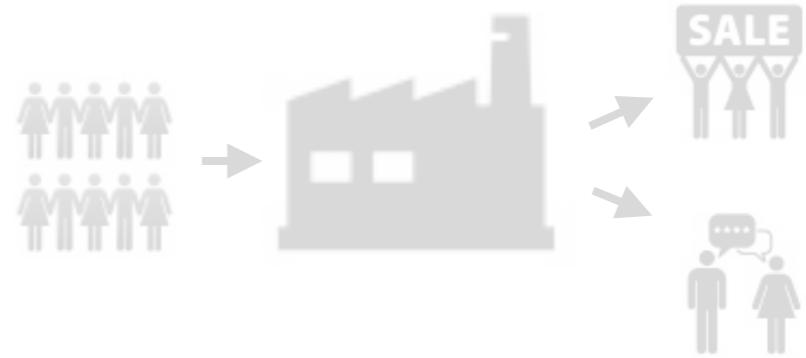
How will scale your business model?  
What is your engine of growth?  
What is your revenue goal?  
How many customers does that represent?  
By when?

2,000  
CUSTOMERS

3 YEARS FROM NOW

## CURRENT METRICS

How is your customer funnel performing?  
Identify your current stage.  
List out customer lifecycle (AARRR) metrics.



## EXPERIMENTS

### KEY OBJECTIVE

Determine right action, right time.  
What are your riskiest assumptions or leaps of faiths?  
What is your next significant goal?  
How will you get there?  
By when?

ACHIEVE  
PSFIT

2 MONTHS FROM NOW

### EXPERIMENT QUEUE

TEASER PAGE  
RUN PROBLEM INTERVIEWS

RUN SOLUTION INTERVIEWS

MARKETING WEBSITE

### ACTIVE EXPERIMENTS

#### BUILD

#### MEASURE

#### LEARN

### COMPLETED EXPERIMENTS

1

2

3

4

5

6

7

8

9

10

11

12

5

6

7

8

13

14

15

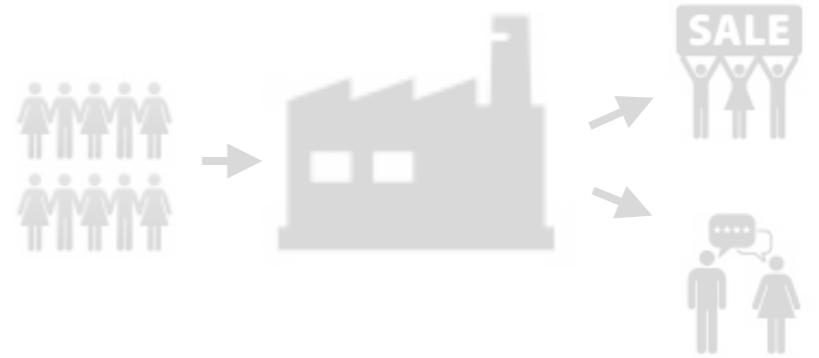
16

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>20 CUSTOMERS</b> </div> <div style="background-color: #ff7f0e; color: white; padding: 2px 5px; margin-top: 5px;">     8 WEEKS FROM NOW   </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>200 CUSTOMERS</b> </div> <div style="background-color: #ff7f0e; color: white; padding: 2px 5px; margin-top: 5px;">     1.5 YEARS FROM NOW   </div>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>2,000 CUSTOMERS</b> </div> <div style="background-color: #ff7f0e; color: white; padding: 2px 5px; margin-top: 5px;">     3 YEARS FROM NOW   </div>

## CURRENT METRICS

How is your customer funnel performing?  
Identify your current stage.  
List out customer lifecycle (AARRR) metrics.

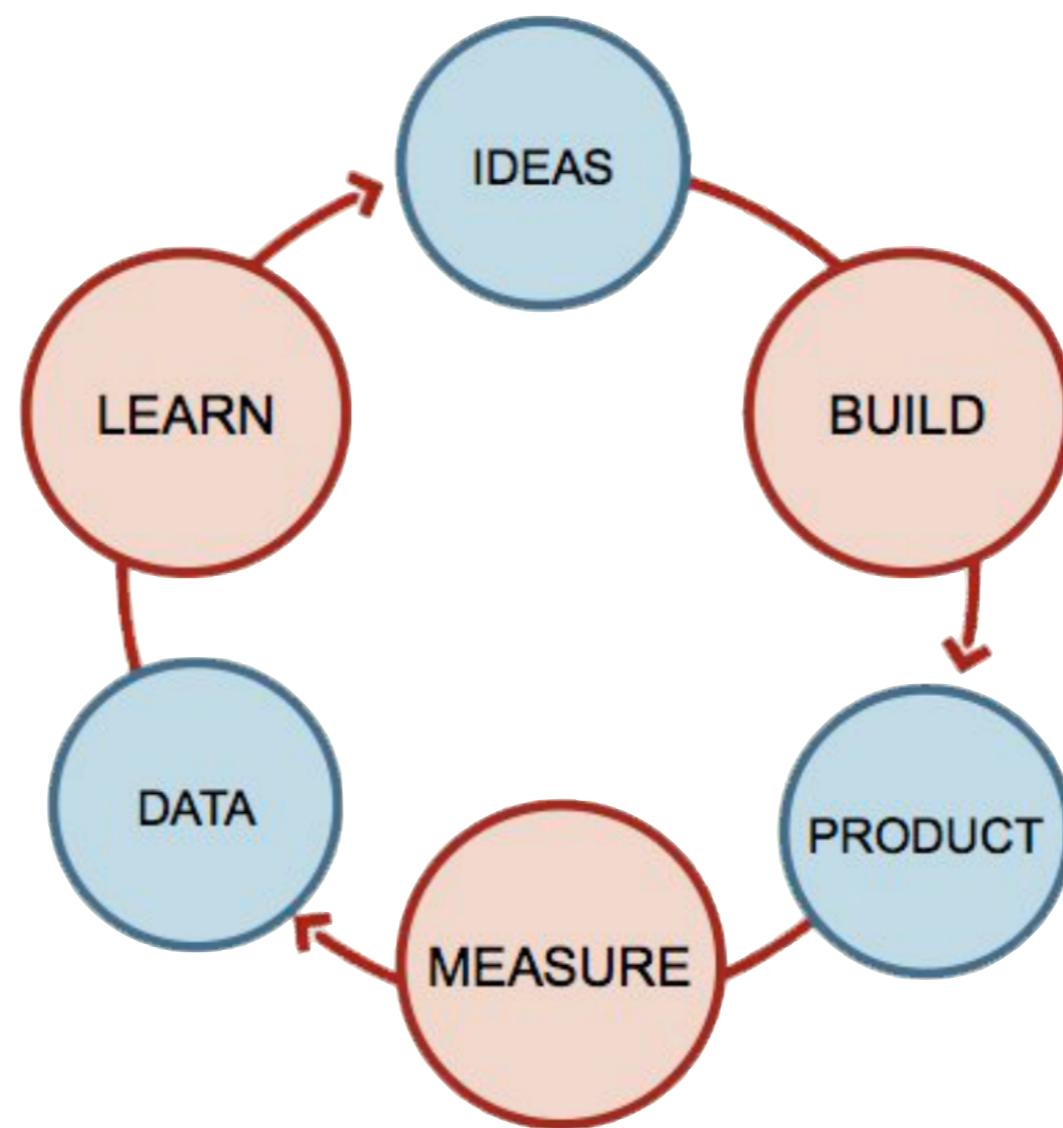


## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
<p>Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?</p> <div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>ACHIEVE PSFIT</b> </div> <div style="background-color: #ff7f0e; color: white; padding: 2px 5px; margin-top: 5px;">     2 MONTHS FROM NOW   </div>	<div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>TEASER PAGE</b> </div>			1	2	3	4
				5	6	7	8
EXPERIMENT QUEUE							
RUN PROBLEM INTERVIEWS	RUN SOLUTION INTERVIEWS	MARKETING WEBSITE	4	9	10	11	12
5	6	7	8	13	14	15	16

Experiment like a scientist

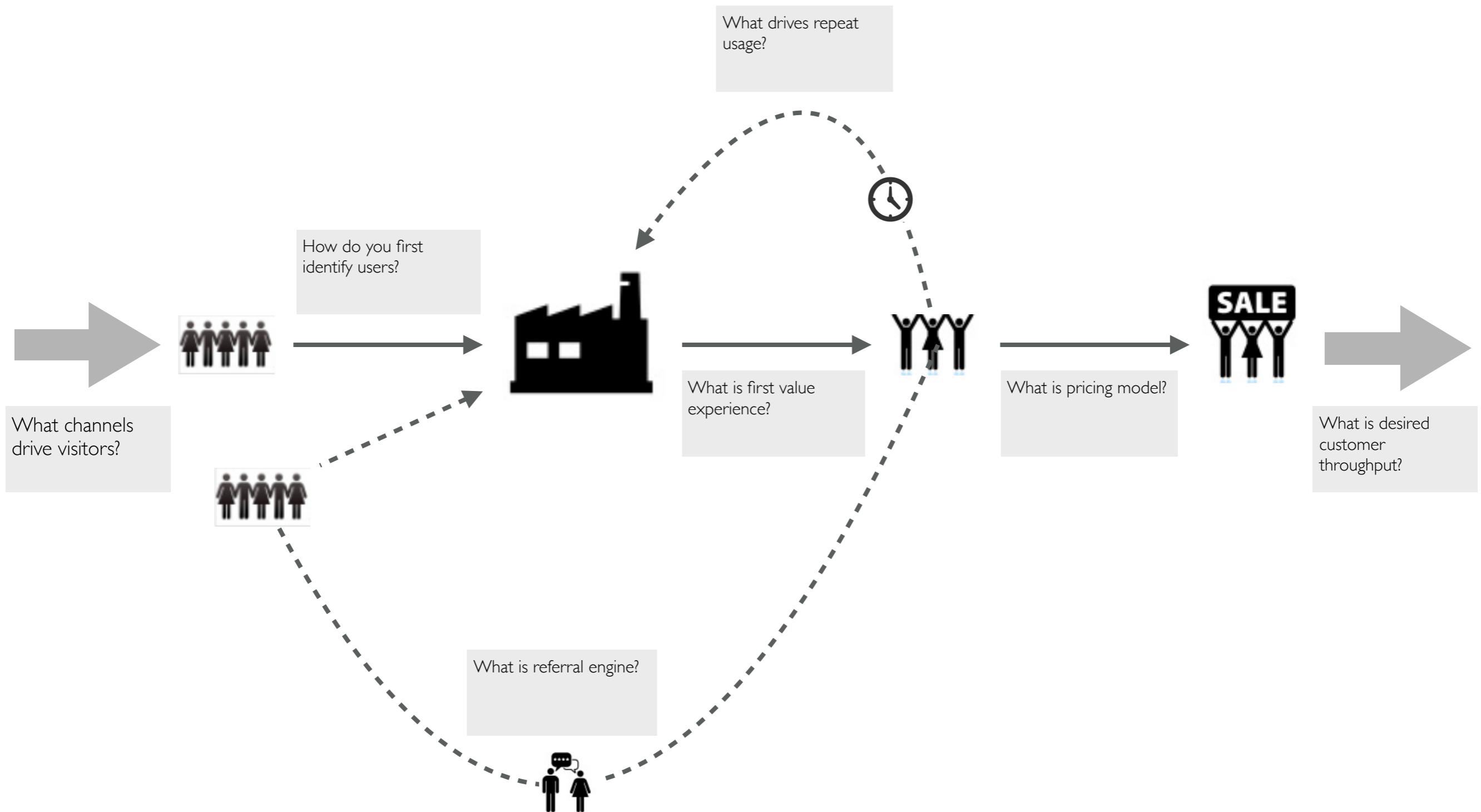
# What is an Experiment?



The end goal of every experiment is to  
**improve** customer throughput.

01

Experiments aren't standalone but **additive**.



02

Expected outcomes need to be **declared upfront.**

“If you simply plan on **seeing** what happens, you will always **succeed** at seeing what happens.”

- Eric Ries, *The Lean Startup*

Reasonably smart people can rationalize anything but entrepreneurs are **especially gifted** at this.

1. People hate to be proven **wrong**.

**Detach ego from your product.**

Making **safe** declarations is not the solution.

Strong opinions held **weakly**.

Make declaring outcomes a **team sport**.

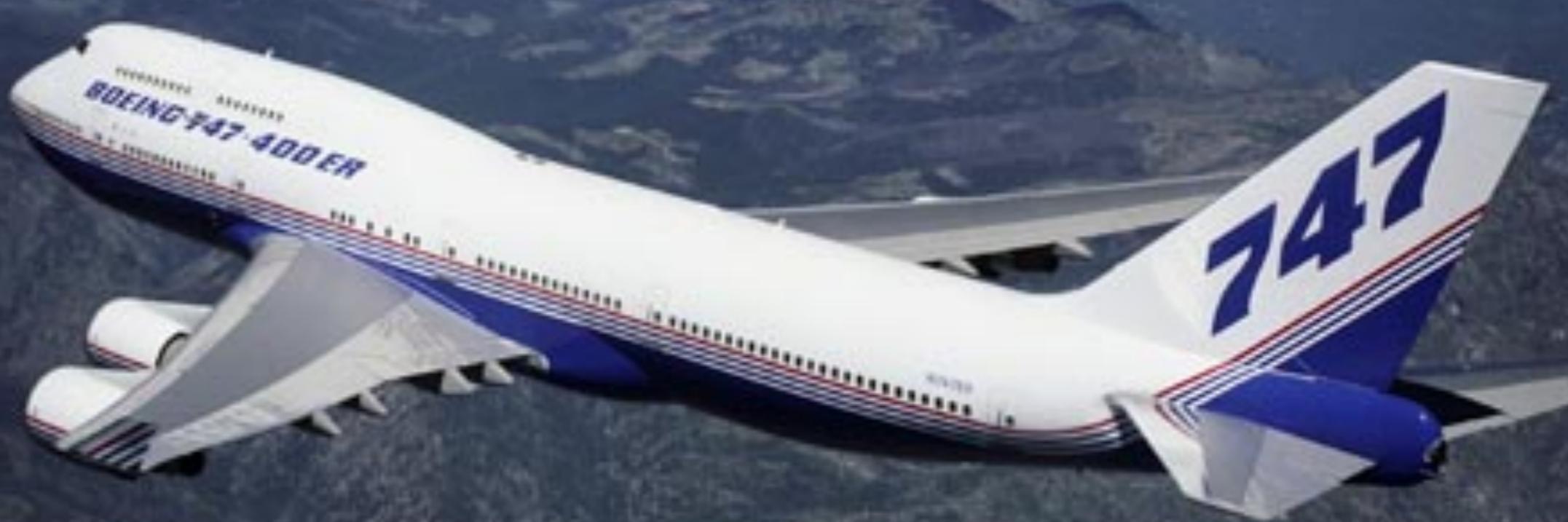
**HiPPO** = Highest Paid Person's Opinion

# **Game:** Startup Pool Picks

1. People hate to be proven **wrong**.
2. They don't have **enough** information to make these predictions.

You will never have **perfect** information.

# **90% Confidence Calibration Technique**



A Boeing 747-400ER airplane is shown from a low-angle perspective, flying towards the viewer. The aircraft is white with blue and red stripes along the fuselage and tail. The number "747" is prominently displayed on the tail fin. The text "BOEING 747-400ER" is visible on the forward fuselage. The background consists of a vast, rugged mountain range with patches of snow and clouds under a clear blue sky.

**211 feet**

03

Expected outcomes need to be **falsifiable**.

# Avoid the Inductivist Trap

All swans I've ever seen are white.  
Therefore all swans are white.

<b>PROBLEM</b> <i>List your top 1-3 problems.</i>	<b>SOLUTION</b> <i>Outline a possible solution for each problem.</i>	<b>UNIQUE VALUE PROPOSITION</b> <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	<b>UNFAIR ADVANTAGE</b> <i>Something that cannot easily be bought or copied.</i>	<b>CUSTOMER SEGMENTS</b> <i>List your target customers and users.</i>
			<b>Personal Authority</b>	
	<b>KEY METRICS</b> <i>List the key numbers that tell you how your business is doing.</i>		<b>CHANNELS</b> <i>List your path to customers (inbound or outbound).</i>	
<b>EXISTING ALTERNATIVES</b> <i>List how these problems are solved today.</i>		<b>HIGH-LEVEL CONCEPT</b> <i>List your X for Y analogy e.g. YouTube = Flickr for videos.</i>	<b>Blog</b>	<b>EARLY ADOPTERS</b> <i>List the characteristics of your ideal customers.</i>
<b>COST STRUCTURE</b> <i>List your fixed and variable costs.</i>		<b>REVENUE STREAMS</b> <i>List your sources of revenue.</i>		

1	4	3	9	2
8		5		
7		6		



# Lean Canvas

Created by Spark59 // Online version available at [www.leancanvas.com](http://www.leancanvas.com)

Being known as an “expert” will drive early adopters

Being known as an “expert” will drive early adopters

10, 100, or a 1,000 sign-ups?

Being known as an “expert” will drive early adopters

10, 100, or a 1,000 sign-ups?

Low causality

## **Too Vague:**

Being known as an “expert” will drive early adopters

## **Specific and Testable:**

Blog post will drive >100 early sign-ups

# Falsifiable Hypothesis

**Specific Repeatable Action** will drive **Expected Measurable Outcome**

e.g. **Blog post** will drive **>100 early sign-ups**

Blog post will drive >100 early sign-ups

Blog post will drive >100 early sign-ups

---

**Week 1: 20 sign-ups**

# Blog post will drive >100 early sign-ups

---

**Week 1: 20 sign-ups**

**Week 2: 50 sign-ups**

# Blog post will drive >100 early sign-ups

---

**Week 1: 20 sign-ups**

**Week 2: 50 sign-ups**

- 
- 
- 

**Week N: 70 sign-ups**

Time is our **scarcest** resource.

04

Experiments need to be **time-boxed**.

Blog post will drive >100 early sign-ups **within 2 weeks**

Goal is improving judgment

# The Time Constraint Trick

Build experiments around your time constraints  
**not** the other way around.

Time-boxes **force** action.

Time-boxes **ensure** small batch sizes.

Time-boxes **ensure** a future conversation about progress.

05

Breakthrough insights are usually **hidden** within **failed** experiments.

Penicillin, Plastics, X-rays, Gun Powder,  
Dynamite, Microwave, Vulcanized Rubber

They asked **why**.

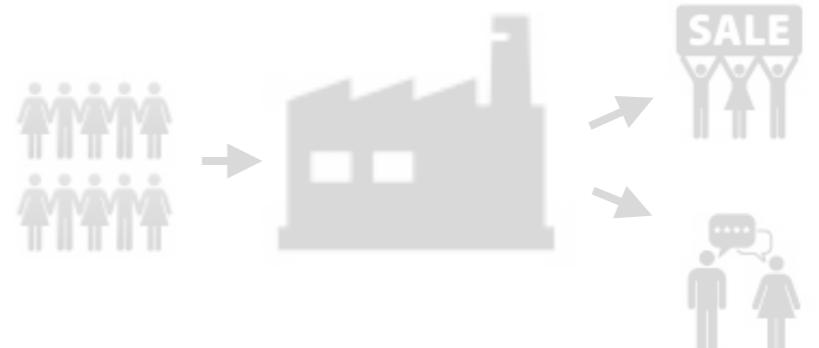
A pivot not grounded in learning is a disguised “**see what sticks**” strategy.



“There is no such thing as a failed experiment- **only unexpected outcomes.** ”

- Buckminster Fuller

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
1	2	3	4	13	14	15	16
5	6	7	8				

# Running Experiments

*Iterated*  
How I ~~Wrote~~ My Book

# USERCYCLE CASE-STUDY



## SUCCESS METRICS

### PROBLEM/SOLUTION FIT

### PRODUCT/MARKET FIT

### SCALE

How will you determine if this is a problem worth solving?  
What is your early validation criteria?  
How many customers does that represent?  
By when?

2,000 LEADS

8 WEEKS FROM NOW

How will you determine if you have built something enough people want?  
What is your revenue goal?  
How many customers does that represent?  
By when?

200 CUSTOMERS

1.5 YEARS FROM NOW

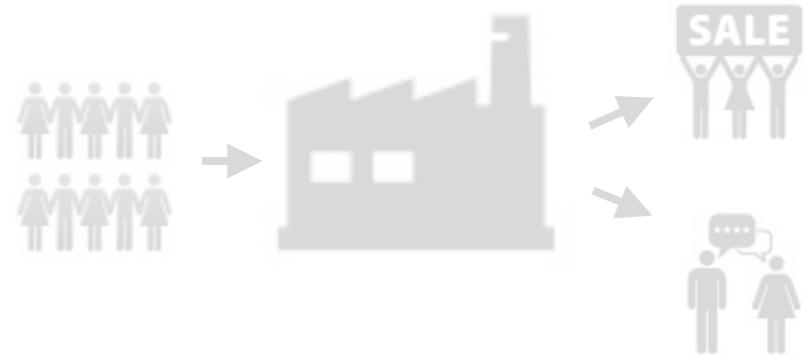
How will scale your business model?  
What is your engine of growth?  
What is your revenue goal?  
How many customers does that represent?  
By when?

2,000 CUSTOMERS

3 YEARS FROM NOW

## CURRENT METRICS

How is your customer funnel performing?  
Identify your current stage.  
List out customer lifecycle (AARRR) metrics.



## EXPERIMENTS

### KEY OBJECTIVE

Determine right action, right time.  
What are your riskiest assumptions or leaps of faiths?  
What is your next significant goal?  
How will you get there?  
By when?

FIND 1,600 LEADS

2 MONTHS FROM NOW

### ACTIVE EXPERIMENTS

#### BUILD

#### MEASURE

#### LEARN

TEASER PAGE

### COMPLETED EXPERIMENTS

1

2

3

4

5

6

7

8

9

10

11

12

### EXPERIMENT QUEUE

RUN PROBLEM INTERVIEWS	RUN SOLUTION INTERVIEWS	MARKETING WEBSITE	4
------------------------	-------------------------	-------------------	---

5

6

7

8

13

14

15

16

# EXPERIMENT REPORT

Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?

## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:

[Specific Repeatable Action] will [Expected Measurable Outcome]

## Details

How will you setup this experiment?

## Results

Enter your qualitative/quantitative data.



## Validated Learning

Summarize your learning from the experiment.

[VALIDATED or INVALIDATED]



## Next Action

What's the next experiment?

# EXPERIMENT REPORT

Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?

**B**

## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:

[Specific Repeatable Action] will [Expected Measurable Outcome]

**U**

## Details

How will you setup this experiment?

**L****D**

## Results

Enter your qualitative/quantitative data.

**M E A S U R E**

## Validated Learning

[VALIDATED or INVALIDATED]

Summarize your learning from the experiment.

**LEARN**

## Next Action

What's the next experiment?

# EXPERIMENT REPORT

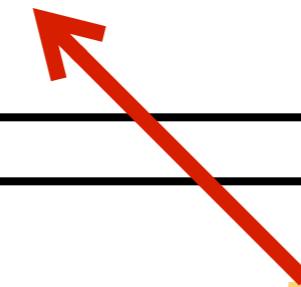
Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?



## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:  
[Specific Repeatable Action] will [Expected Measurable Outcome]

## What are you trying to achieve?

## Details

How will you setup this experiment?



## Validated Learning

Summarize your learning from the experiment.

[VALIDATED or INVALIDATED]

## Next Action

What's the next experiment?

# EXPERIMENT REPORT

Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?

## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:

[Specific Repeatable Action] will [Expected Measurable Outcome]



## Declare your expected outcomes

## Details

How will you setup this experiment?



## Results

Enter your qualitative/quantitative data.



## Validated Learning

Summarize your learning from the experiment.

[VALIDATED or INVALIDATED]



## Next Action

What's the next experiment?

# EXPERIMENT REPORT

Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?

## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:

[Specific Repeatable Action] will [Expected Measurable Outcome]

## How will you setup this experiment?

## Details

How will you setup this experiment?



## Results

Enter your qualitative/quantitative data.

## Validated Learning

[VALIDATED or INVALIDATED]

Summarize your learning from the experiment.

## Next Action

What's the next experiment?

# EXPERIMENT REPORT

Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?

## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:  
[Specific Repeatable Action] will [Expected Measurable Outcome]

# How long will this experiment run?

## Details

How will you setup this experiment?

## Next Action

What's the next experiment?

[VALIDATED or INVALIDATED]



# EXPERIMENT REPORT

Title: Teaser Page

Owner: Ash Maurya

Duration: 2 weeks

## Background

Use a teaser page + blog post to drive interview leads for the USERcycle product.

## Falsifiable Hypotheses

Expected Blog Post Traffic: 2,000 visitors

Expected Conversion Rate: 10%

### Falsifiable Hypotheses:

- I. Teaser page + blog post will collect 200 interview leads

## Results

## Validated Learning

## Details

- I. Announce USERcycle product through a blog post
2. CTA is to drive interested parties to teaser page with expectation of being interviewed
3. Use Google Analytics and Prefinery to measure conversation rate

## Next Action

# Blog post

August 18, 2010

## New Product: USERcycle – a better way to track and engage your customers



One person likes this. Be the first of your friends.

In the course of applying lean startup techniques to my other products, I've stumbled across a recurring problem of **finding better ways to track and improve engagement with my users.**

This not only applies to early users when lots of things can and do go wrong, but also to later users, when you need to actively drive retention and engagement. Like others, I started by cobbling together a home-grown solution which quickly got hard to maintain.

I've taken a new approach which applies a lot of this learning and overcomes earlier limitations.

Say Hello to USERcycle



**USERcycle**

**COMING SOON:** The better way to track and engage your customers.

# Landing Page

## SUCCESS METRICS

### PROBLEM/SOLUTION FIT

### PRODUCT/MARKET FIT

### SCALE

How will you determine if this is a problem worth solving?  
What is your early validation criteria?  
How many customers does that represent?  
By when?

2,000 LEADS

8 WEEKS FROM NOW

How will you determine if you have built something enough people want?  
What is your revenue goal?  
How many customers does that represent?  
By when?

200 CUSTOMERS

1.5 YEARS FROM NOW

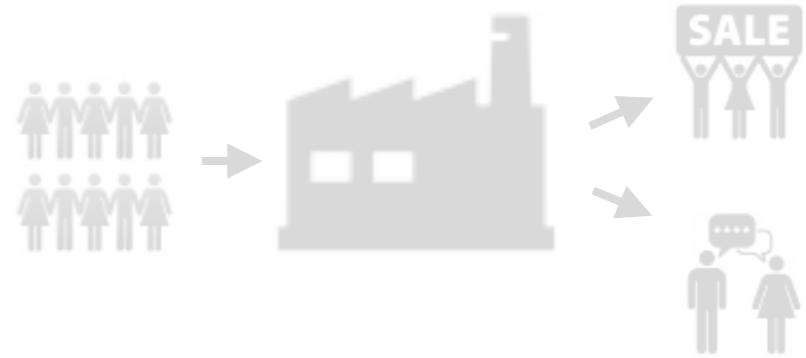
How will scale your business model?  
What is your engine of growth?  
What is your revenue goal?  
How many customers does that represent?  
By when?

2,000 CUSTOMERS

3 YEARS FROM NOW

## CURRENT METRICS

How is your customer funnel performing?  
Identify your current stage.  
List out customer lifecycle (AARRR) metrics.



## EXPERIMENTS

### KEY OBJECTIVE

Determine right action, right time.  
What are your riskiest assumptions or leaps of faiths?  
What is your next significant goal?  
How will you get there?  
By when?

FIND 2,000 LEADS

2 MONTHS FROM NOW

### BUILD

TEASER PAGE

### MEASURE

### LEARN

### COMPLETED EXPERIMENTS

1

2

3

4

5

6

7

8

9

10

11

12

### EXPERIMENT QUEUE

RUN PROBLEM INTERVIEWS	RUN SOLUTION INTERVIEWS	MARKETING WEBSITE	4
------------------------	-------------------------	-------------------	---

5

6

7

8

13

14

15

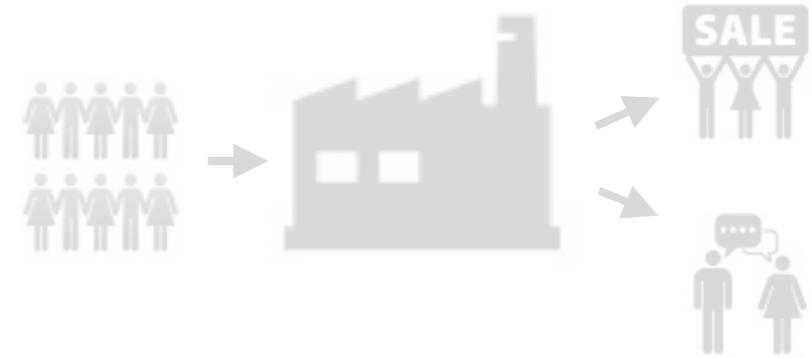
16

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>2,000 LEADS</p> <p>8 WEEKS FROM NOW</p> </div> <div style="text-align: center;"> <p>200 CUSTOMERS</p> <p>1.5 YEARS FROM NOW</p> </div> <div style="text-align: center;"> <p>2,000 CUSTOMERS</p> <p>3 YEARS FROM NOW</p> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>

## CURRENT METRICS

How is your customer funnel performing?  
Identify your current stage.  
List out customer lifecycle (AARRR) metrics.



## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
<p>Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?</p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>FIND 1,600 LEADS</p> <p>2 MONTHS FROM NOW</p> </div> <div style="text-align: center;"> <p>TEASER PAGE</p> </div> </div>				1	2	3	4
				5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
RUN PROBLEM INTERVIEWS	RUN SOLUTION INTERVIEWS	MARKETING WEBSITE	4	5	6	7	8
5	6	7	8	13	14	15	16

# EXPERIMENT REPORT

Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?

**B**

## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:

[Specific Repeatable Action] will [Expected Measurable Outcome]

**U**

## Details

How will you setup this experiment?

**L****D**

## Results

Enter your qualitative/quantitative data.

**M E A S U R E**

## Validated Learning

[VALIDATED or INVALIDATED]

Summarize your learning from the experiment.

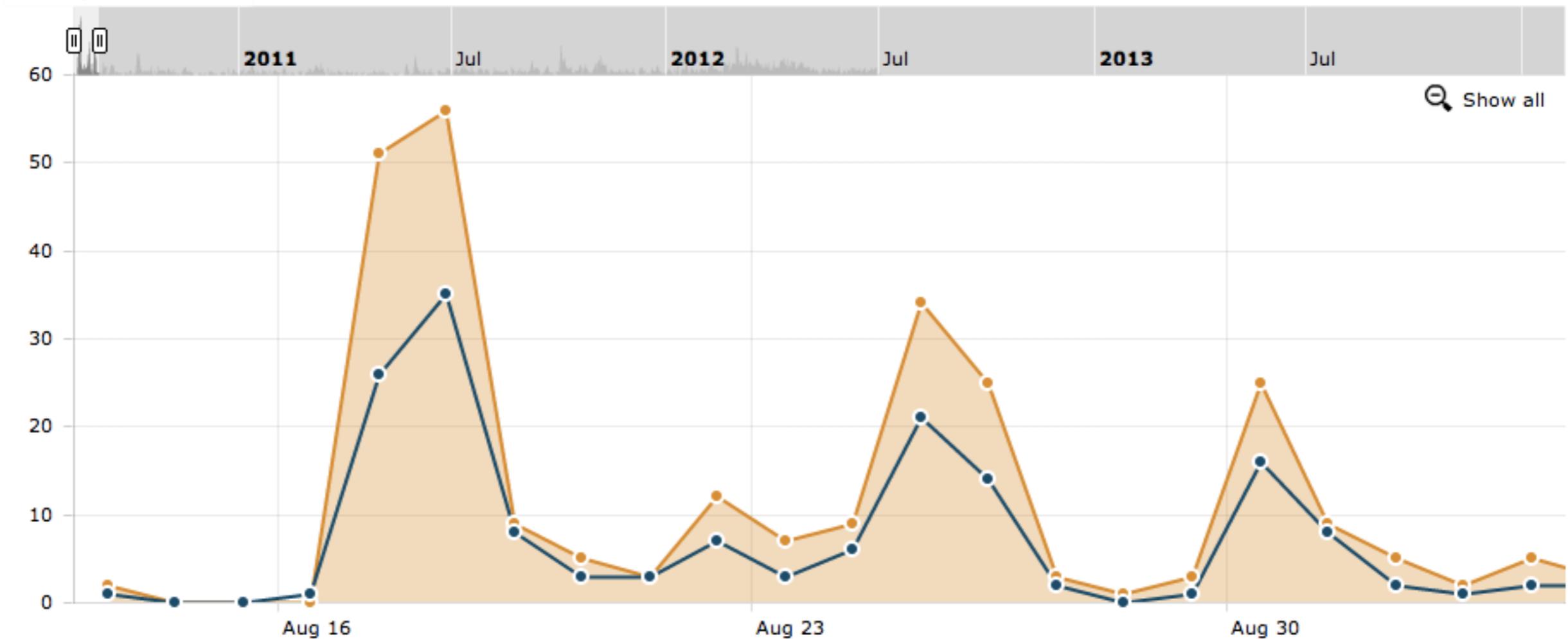
## Next Action

What's the next experiment?

# Application Form Impressions and Conversions

This chart shows both the number of times your application form was viewed (impressions) over time as well as the how many testers signed up (conversions).

chart by amcharts.com



**Impressions**

**Conversions (45.63%)**

# EXPERIMENT REPORT

Title: Teaser Page

Owner: Ash Maurya

Duration: 2 weeks

## Background

Use a teaser page + blog post to drive interview leads for the USERcycle product.

## Falsifiable Hypotheses

Expected Blog Post Traffic: 2,000 visitors

Expected Conversion Rate: 10%

### Falsifiable Hypotheses:

- I. Teaser page + blog post will collect 200 interview leads

## Results

Teaser page + blog post campaign resulted in 134 interview leads.

## Validated Learning

## Details

- I. Announce USERcycle product through a blog post
2. CTA is to drive interested parties to teaser page with expectation of being interviewed
3. Use Google Analytics and Prefinery to measure conversation rate

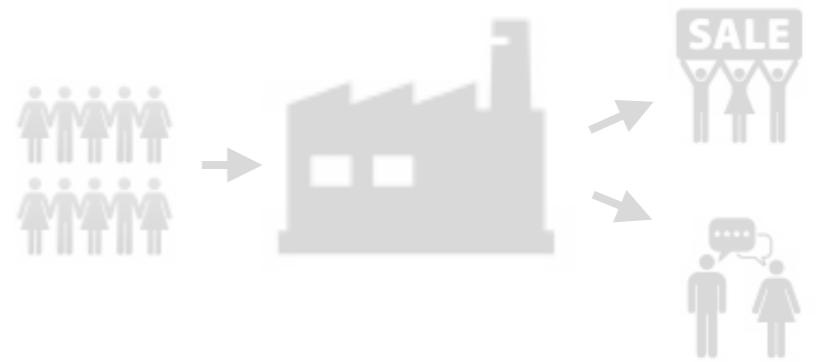
## Next Action

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>2,000 LEADS</p> <p>8 WEEKS FROM NOW</p> </div> <div style="text-align: center;"> <p>200 CUSTOMERS</p> <p>1.5 YEARS FROM NOW</p> </div> <div style="text-align: center;"> <p>2,000 CUSTOMERS</p> <p>3 YEARS FROM NOW</p> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>

## CURRENT METRICS

How is your customer funnel performing?  
Identify your current stage.  
List out customer lifecycle (AARRR) metrics.



## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
	BUILD	MEASURE	LEARN	1	2	3	4
<p>Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?</p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>FIND 1,600 LEADS</p> <p>2 MONTHS FROM NOW</p> </div> </div>			TEASER PAGE	1	2	3	4
EXPERIMENT QUEUE				5	6	7	8
RUN SOLUTION INTERVIEWS	MARKETING WEBSITE	3	4	9	10	11	12
5	6	7	8	13	14	15	16

# EXPERIMENT REPORT

Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?

**B**

## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:  
[Specific Repeatable Action] will [Expected Measurable Outcome]

**U**

## Results

Enter your qualitative/quantitative data.

**M E A S U R E**

## What is the next experiment to run?

## Details

How will you setup this experiment?

**L****D****Validated**

## Validated Learning

Summarize your learning from the experiment.

**LEARN**

## Next Action

What's the next experiment?



# EXPERIMENT REPORT

Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?

**B**

## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:  
[Specific Repeatable Action] will [Expected Measurable Outcome]

**U**

## Details

How will you setup this experiment?

**I****L****D**

## Results

Enter your qualitative/quantitative data.

**M E A S U R E**

## Validated Learning

Summarize your learning from the experiment.

**Invalidated** **LEARN**

## Next Action

What's the next experiment?

# EXPERIMENT REPORT

Title: [TITLE]

Author: [NAME]

Created: [DATE]

## Background

What are you trying to learn or achieve?

B

## Falsifiable Hypotheses

Declare your expected outcome.

Use this format:  
[Specific Repeatable Action] will [Expected Measurable Outcome]

U

## Results

Enter your qualitative/quantitative data.



M E A S U R E

## Details

How will you setup this experiment?

L

Why did the experiment fail?  
- 5 Whys root cause analysis  
What is the next experiment?

D

Invalidated

## Validated Learning

Summarize your learning from the experiment.

LEARN

## Next Action

What's the next experiment?



# EXPERIMENT REPORT

Title: Teaser Page

Owner: Ash Maurya

Duration: 2 weeks

## Background

Use a teaser page + blog post to drive interview leads for the USERcycle product.

## Falsifiable Hypotheses

Expected Blog Post Traffic: 2,000 visitors

Expected Conversion Rate: 10%

### Falsifiable Hypotheses:

- I. Teaser page + blog post will collect 200 interview leads

## Details

1. Announce USERcycle product through a blog post
2. CTA is to drive interested parties to teaser page with expectation of being interviewed
3. Use Google Analytics and Prefinery to measure conversion rate

## Results

Teaser page + blog post campaign resulted in 134 interview leads.

## Validated Learning

This number was lower than expected outcome but still enough to complete problem/solution fit stage.

An interesting number to note is the 45.6% conversion rate on the application form. The blog post drove traffic to the page but slightly less than half completed the form.

The rest were either just curious or didn't completely read the blog post?

## Next Action

Continue running Problem Interviews.

SUCCESS METRICS			CURRENT METRICS			
PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 			
EXPERIMENTS						
KEY OBJECTIVE			ACTIVE EXPERIMENTS		COMPLETED EXPERIMENTS	
<p>Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?</p>			BUILD	MEASURE	LEARN	1
						2
						3
						4
EXPERIMENT QUEUE						
1	2	3	4			
5	6	7	8			
					9	10
					11	12
					13	14
					15	16

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>20 CUSTOMERS</p> <p>8 WEEKS FROM NOW</p> </div> <div style="text-align: center;"> <p>200 CUSTOMERS</p> <p>1.5 YEARS FROM NOW</p> </div> <div style="text-align: center;"> <p>2,000 CUSTOMERS</p> <p>3 YEARS FROM NOW</p> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> 

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?	BUILD	MEASURE	LEARN	EXPERIMENT TITLE 1	2	3	4
	EXPERIMENT TITLE JUL 25			5	6	7	8
EXPERIMENT QUEUE				9	10	11	12
EXPERIMENT TITLE 1	EXPERIMENT TITLE 2	EXPERIMENT TITLE 3	4	13	14	15	16
5	6	7	8				

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS						
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>20 CUSTOMERS</p> <p>8 WEEKS FROM NOW</p> </div> <div style="text-align: center;"> <p>200 CUSTOMERS</p> <p>1.5 YEARS FROM NOW</p> </div> <div style="text-align: center;"> <p>2,000 CUSTOMERS</p> <p>3 YEARS FROM NOW</p> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> <table border="1"> <tr> <td>ACQUISITION 100 100%</td> <td>ACTIVATION 10 10%</td> </tr> </table> <table border="1"> <tr> <td>SALE</td> <td>REVENUE 2 20%</td> </tr> </table> <table border="1"> <tr> <td>REFERRAL</td> <td>5 50%</td> </tr> </table>	ACQUISITION 100 100%	ACTIVATION 10 10%	SALE	REVENUE 2 20%	REFERRAL	5 50%
ACQUISITION 100 100%	ACTIVATION 10 10%								
SALE	REVENUE 2 20%								
REFERRAL	5 50%								

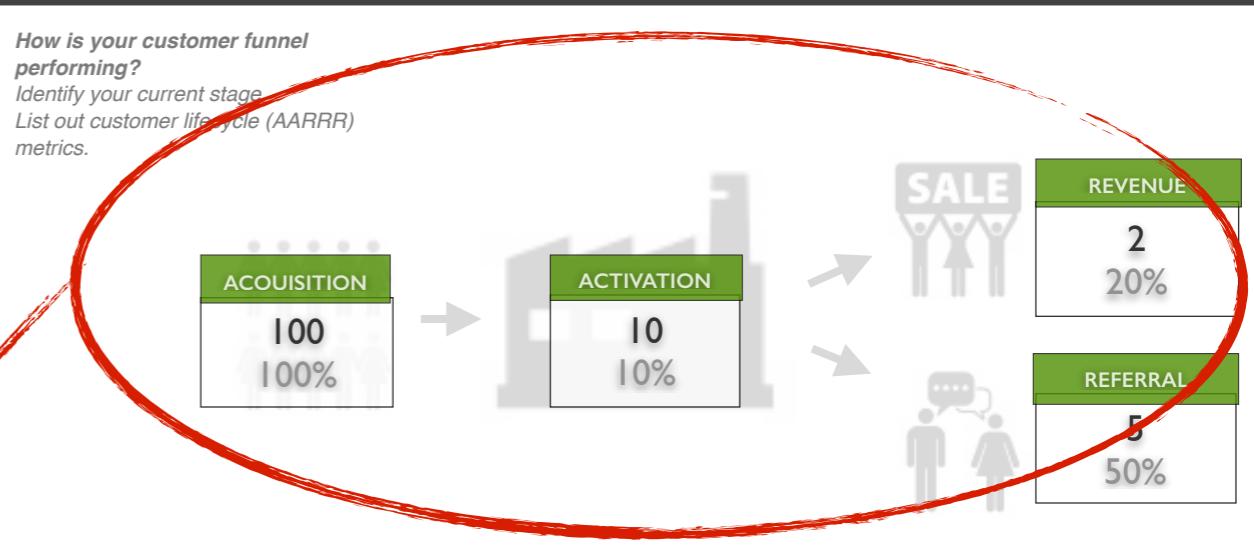
## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?	BUILD	MEASURE	LEARN	EXPERIMENT TITLE 1	2	3	4
	EXPERIMENT TITLE JUL 25				5	6	7
EXPERIMENT QUEUE				9	10	11	12
EXPERIMENT TITLE 1	EXPERIMENT TITLE 2	EXPERIMENT TITLE 3	4	5	6	7	8
5	6	7	8	13	14	15	16

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>20 CUSTOMERS</b>  <small>8 WEEKS FROM NOW</small> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>200 CUSTOMERS</b>  <small>1.5 YEARS FROM NOW</small> </div>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p> <div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>2,000 CUSTOMERS</b>  <small>3 YEARS FROM NOW</small> </div>

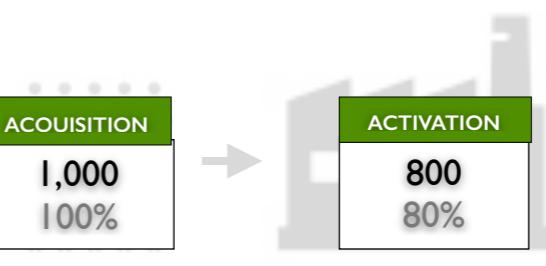
## CURRENT METRICS



## EXPERIMENTS

KEY OBJECTIVE		ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
		BUILD	MEASURE	LEARN	EXPERIMENT TITLE	2	3	4
<p>Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?</p> <div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>80% CLOSE RATE</b>  <small>SEP 1</small> </div>		<div style="background-color: #ffffcc; padding: 5px; display: inline-block;"> <b>EXPERIMENT TITLE</b>  <small>JUL 25</small> </div>			1	2	3	4
<b>EXPERIMENT QUEUE</b>					5	6	7	8
EXPERIMENT TITLE <b>1</b>	EXPERIMENT TITLE <b>2</b>	EXPERIMENT TITLE <b>3</b>	<b>4</b>		9	10	11	12
5	6	7	8		13	14	15	16

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <b>20 CUSTOMERS</b>  <small>8 WEEKS FROM NOW</small> </div> <div style="text-align: center;"> <b>200 CUSTOMERS</b>  <small>1.5 YEARS FROM NOW</small> </div> <div style="text-align: center;"> <b>2,000 CUSTOMERS</b>  <small>3 YEARS FROM NOW</small> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> <div style="display: flex; align-items: center;"> <div style="flex: 1; padding-right: 20px;"> <b>ACQUISITION</b>  <small>1,000 100%</small> </div> <div style="flex: 1; position: relative;">  <div style="position: absolute; top: -10px; left: 50%; transform: translateX(-50%);"> <span>→</span> </div> </div> <div style="flex: 1; padding-left: 20px;"> <b>ACTIVATION</b>  <small>800 80%</small> </div> <div style="flex: 1; padding-left: 20px;"> <b>REFERRAL</b>  <small>200 25%</small> </div> </div>

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?	BUILD	MEASURE	LEARN	EXPERIMENT TITLE 1	EXPERIMENT TITLE 2	EXPERIMENT TITLE 3	EXPERIMENT TITLE 4
				EXPERIMENT TITLE 5	EXPERIMENT TITLE 6	EXPERIMENT TITLE 7	8
EXPERIMENT QUEUE				9	10	11	12
EXPERIMENT TITLE 1	EXPERIMENT TITLE 2	EXPERIMENT TITLE 3	EXPERIMENT TITLE 4				
EXPERIMENT TITLE 5	6	7	8	13	14	15	16

## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>20 CUSTOMERS</p> <p>8 WEEKS FROM NOW</p> </div> <div style="text-align: center;"> <p>200 CUSTOMERS</p> <p>1.5 YEARS FROM NOW</p> </div> <div style="text-align: center;"> <p>2,000 CUSTOMERS</p> <p>3 YEARS FROM NOW</p> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> <div style="display: flex; align-items: center;"> <div style="flex: 1; padding-right: 20px;"> <p>ACQUISITION 1,000 100%</p> </div> <div style="flex: 1; padding-right: 20px;"> <p>ACTIVATION 800 80%</p> </div> <div style="flex: 1; padding-right: 20px;"> <p>REFERRAL 200 25%</p> </div> <div style="flex: 1;"> <p>REVENUE 400 50%</p> </div> <div style="flex: 1;"> <p>RETENTION 200 50%</p> </div> </div>

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
EXPERIMENT QUEUE	BUILD	MEASURE	LEARN	EXPERIMENT TITLE 1	EXPERIMENT TITLE 2	EXPERIMENT TITLE 3	EXPERIMENT TITLE 4
	EXPERIMENT TITLE AUG	EXPERIMENT TITLE JUL 30	EXPERIMENT TITLE JUL 27	EXPERIMENT TITLE 5	EXPERIMENT TITLE 6	EXPERIMENT TITLE 7	EXPERIMENT TITLE 8
EXPERIMENT TITLE 1	EXPERIMENT TITLE AUG	EXPERIMENT TITLE AUG 1		9	10	11	12
EXPERIMENT TITLE 5	6	7	8				

# Communicate Progress



# The Curse of the Specialist

Hold yourself **externally** accountable.

Establish a regular **reporting** cadence.

## Daily standup



Tasks

*Time*



Daily standup



Tasks

Weekly standup

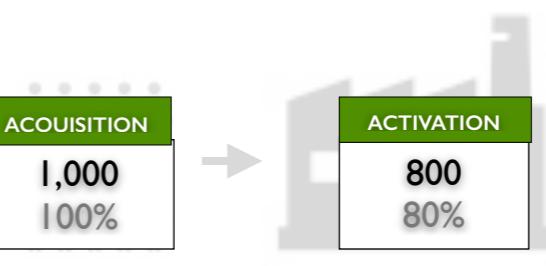


Experiment Report

*Time*

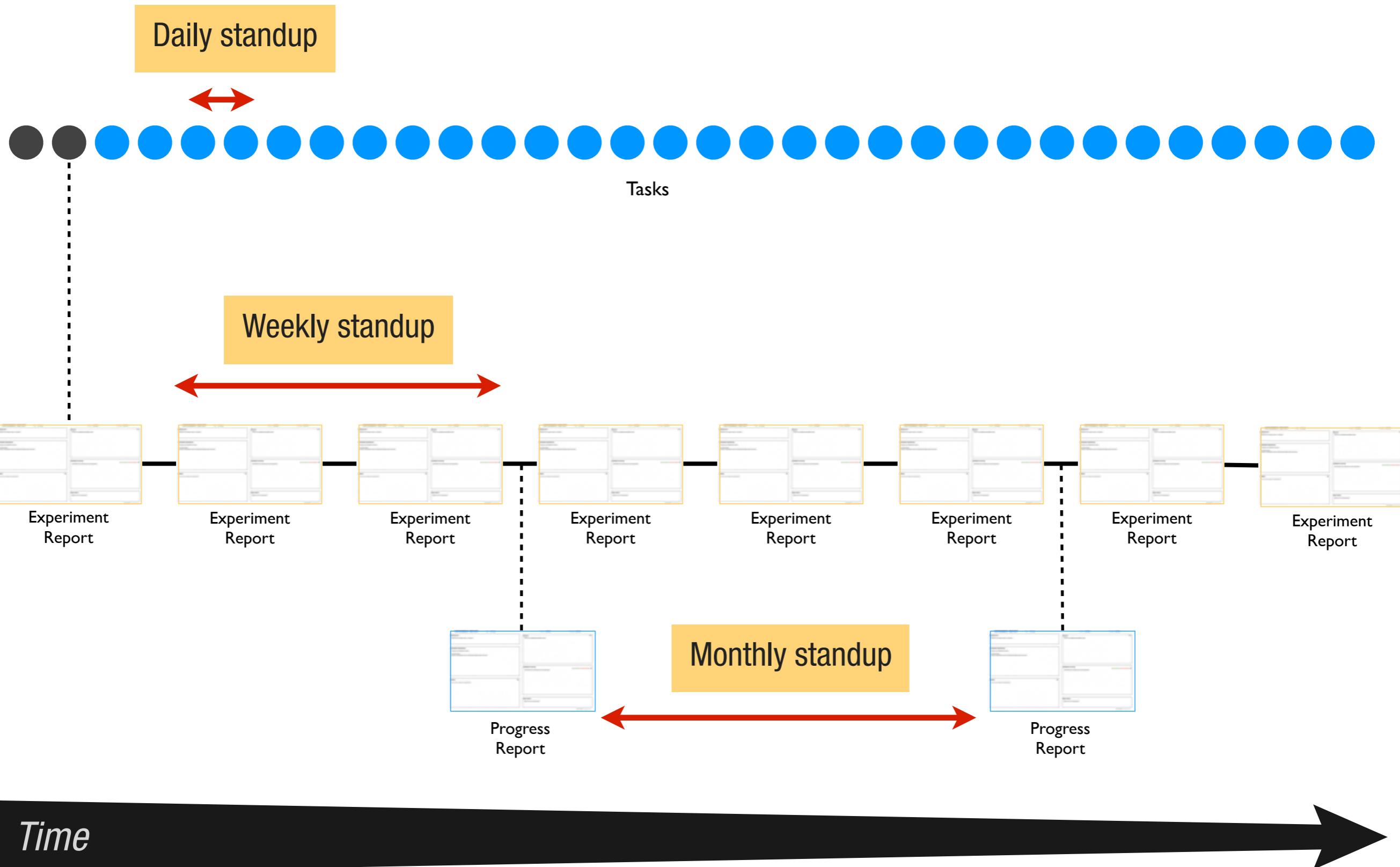


## SUCCESS METRICS

PROBLEM/SOLUTION FIT	PRODUCT/MARKET FIT	SCALE	CURRENT METRICS
<p>How will you determine if this is a problem worth solving? What is your early validation criteria? How many customers does that represent? By when?</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <b>20 CUSTOMERS</b>  <small>8 WEEKS FROM NOW</small> </div> <div style="text-align: center;"> <b>200 CUSTOMERS</b>  <small>1.5 YEARS FROM NOW</small> </div> <div style="text-align: center;"> <b>2,000 CUSTOMERS</b>  <small>3 YEARS FROM NOW</small> </div> </div>	<p>How will you determine if you have built something enough people want? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How will scale your business model? What is your engine of growth? What is your revenue goal? How many customers does that represent? By when?</p>	<p>How is your customer funnel performing? Identify your current stage. List out customer lifecycle (AARRR) metrics.</p> <div style="display: flex; align-items: center;"> <div style="flex: 1; padding-right: 20px;"> <b>ACQUISITION</b>  <small>1,000 100%</small> </div> <div style="flex: 1; position: relative;">  </div> <div style="flex: 1; padding-left: 20px;"> <b>ACTIVATION</b>  <small>800 80%</small> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <b>REVENUE</b>  <small>400 50%</small> </div> <div style="text-align: center;"> <b>RETENTION</b>  <small>200 50%</small> </div> </div>

## EXPERIMENTS

KEY OBJECTIVE	ACTIVE EXPERIMENTS			COMPLETED EXPERIMENTS			
Determine right action, right time. What are your riskiest assumptions or leaps of faiths? What is your next significant goal? How will you get there? By when?	BUILD	MEASURE	LEARN	EXPERIMENT TITLE 1	EXPERIMENT TITLE 2	EXPERIMENT TITLE 3	EXPERIMENT TITLE 4
\$20,000 MRR <small>OCT 1</small>	EXPERIMENT TITLE AUG	EXPERIMENT TITLE JUL 30	EXPERIMENT TITLE JUL 27	EXPERIMENT TITLE 1	EXPERIMENT TITLE 2	EXPERIMENT TITLE 3	EXPERIMENT TITLE 4
EXPERIMENT QUEUE	EXPERIMENT TITLE AUG	EXPERIMENT TITLE AUG 3		EXPERIMENT TITLE 5	EXPERIMENT TITLE 6	EXPERIMENT TITLE 7	8
EXPERIMENT TITLE 1	EXPERIMENT TITLE 2	EXPERIMENT TITLE 3	EXPERIMENT TITLE 4	9	10	11	12
EXPERIMENT TITLE 5	6	7	8	13	14	15	16



01

What you **thought** would happen.

02

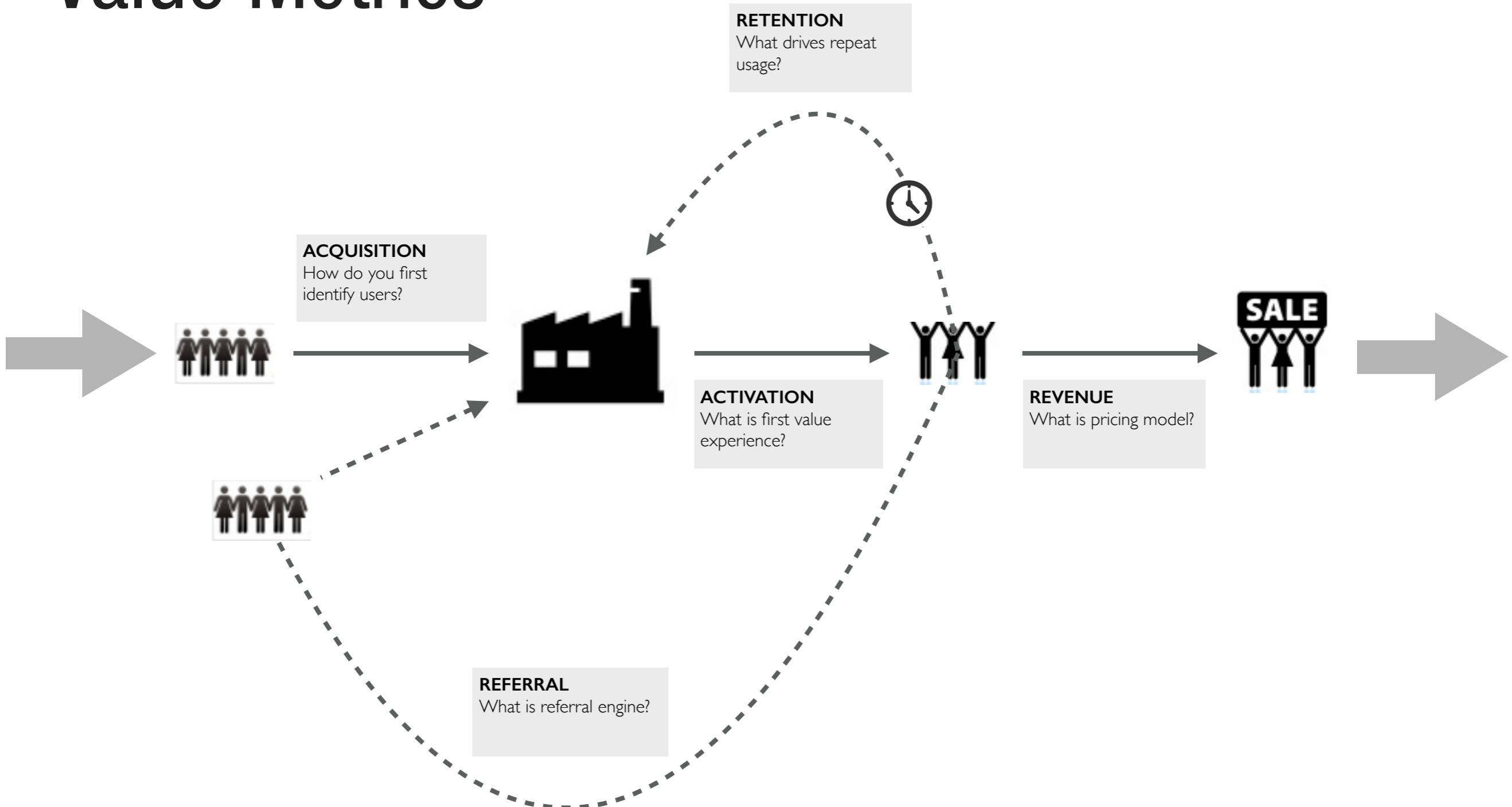
What you **learned**.

03

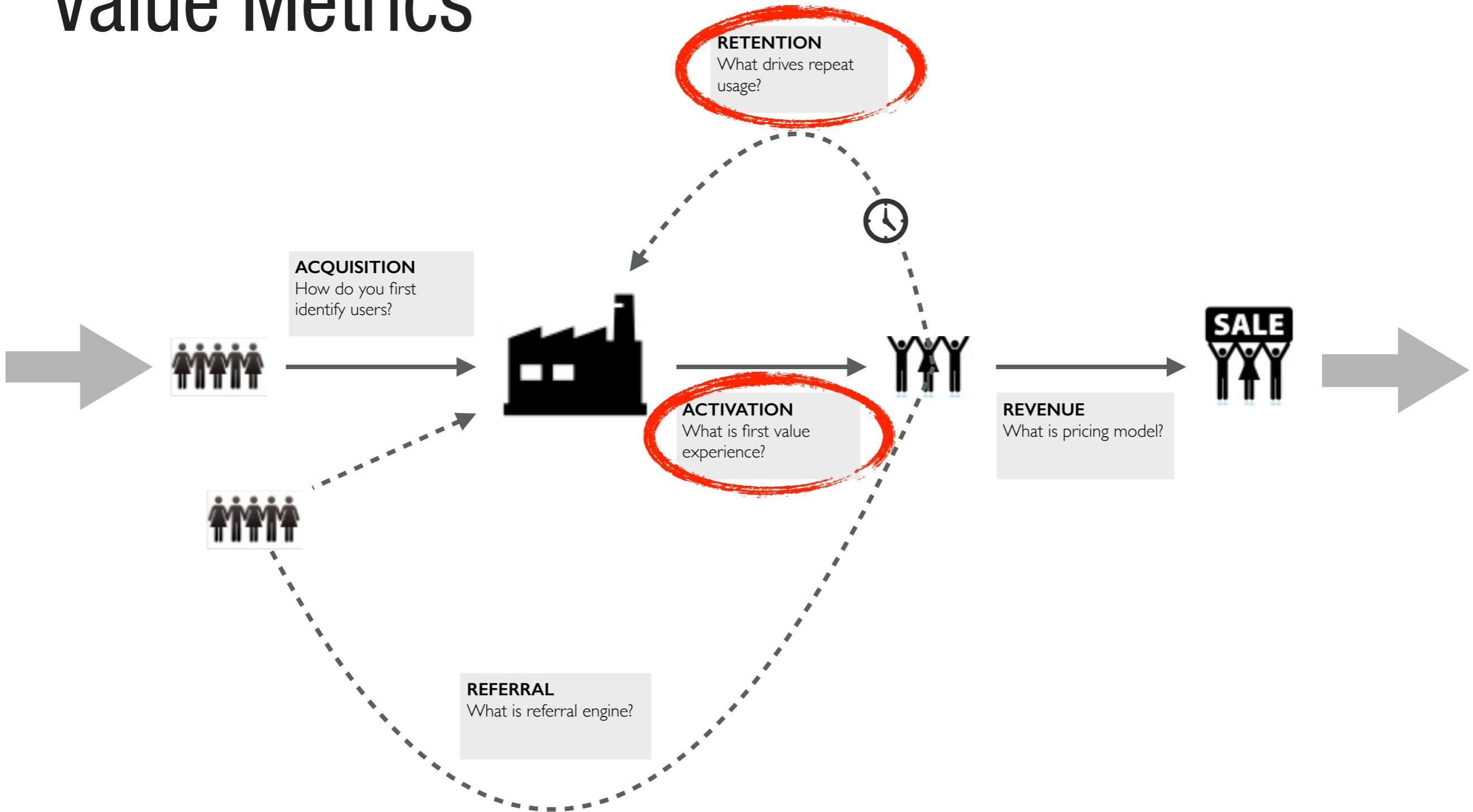
What's next.

Deliver value **before** growth.

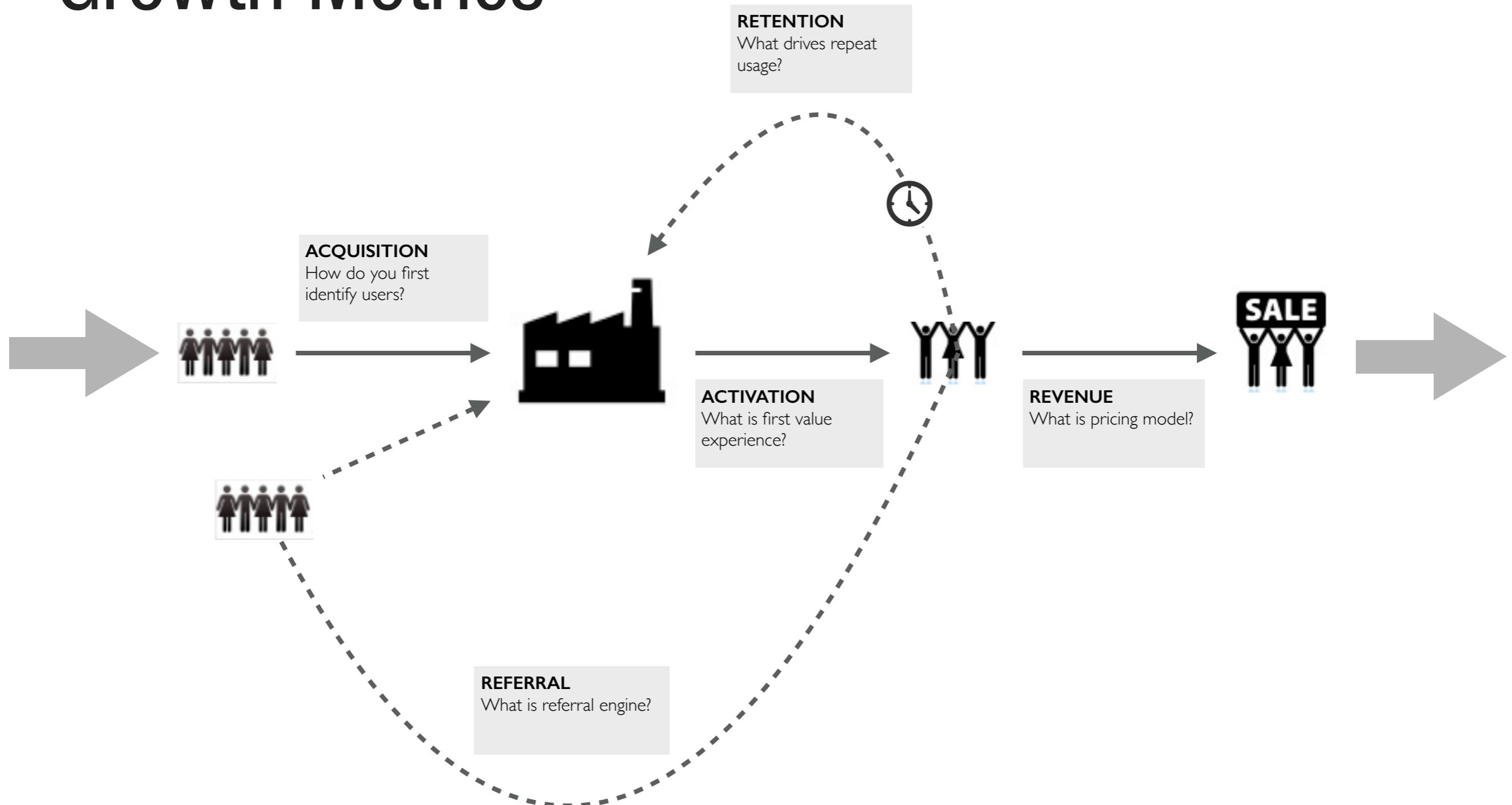
# Value Metrics



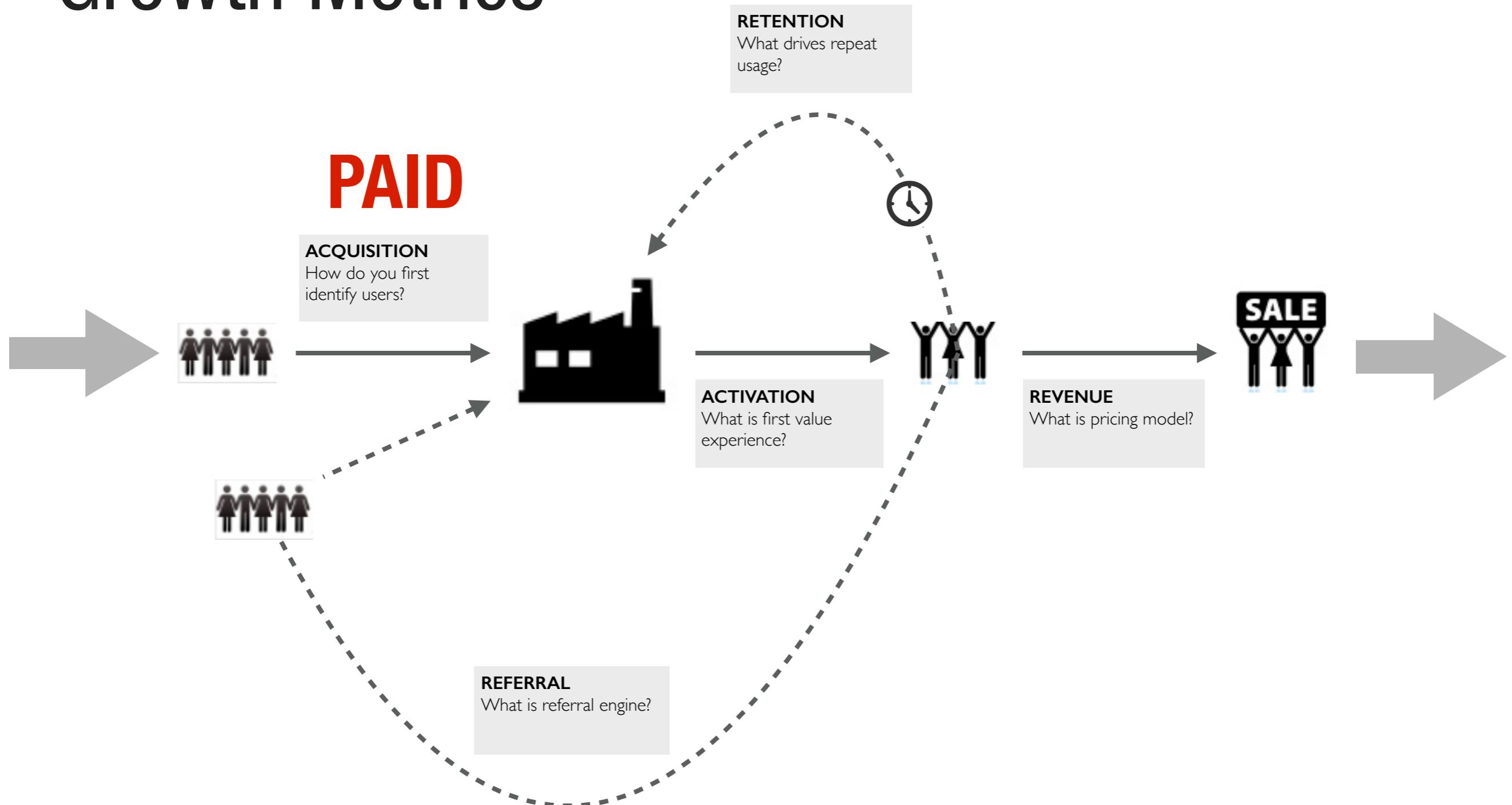
# Value Metrics



# Growth Metrics



# Growth Metrics



# Growth Metrics

**STICKY**

**PAID**

**ACQUISITION**

How do you first identify users?



**ACTIVATION**

What is first value experience?



**REFERRAL**

What is referral engine?

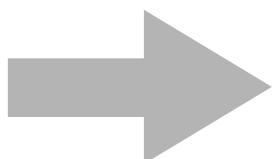
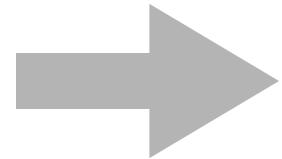
**RETENTION**

What drives repeat usage?



**REVENUE**

What is pricing model?



# Growth Metrics

**STICKY**

**RETENTION**

What drives repeat usage?

**PAID**

**ACQUISITION**

How do you first identify users?



**ACTIVATION**

What is first value experience?



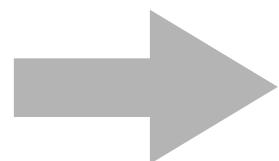
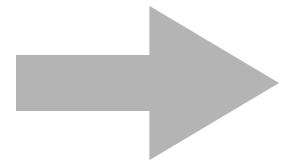
**REVENUE**  
What is pricing model?



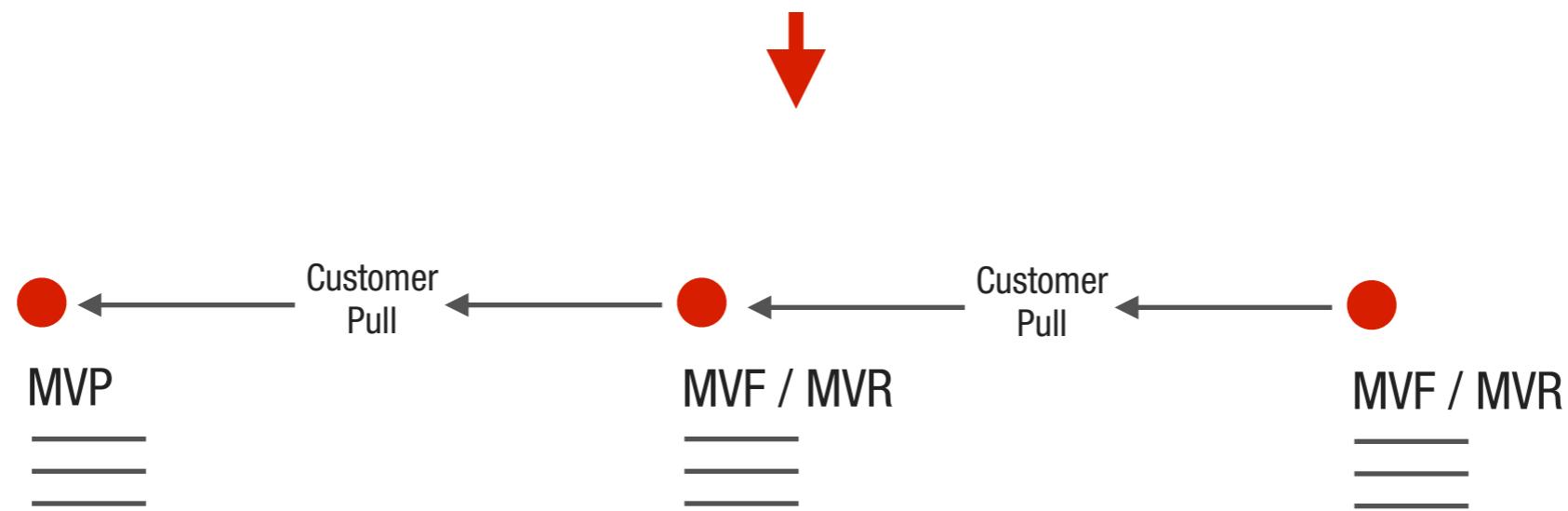
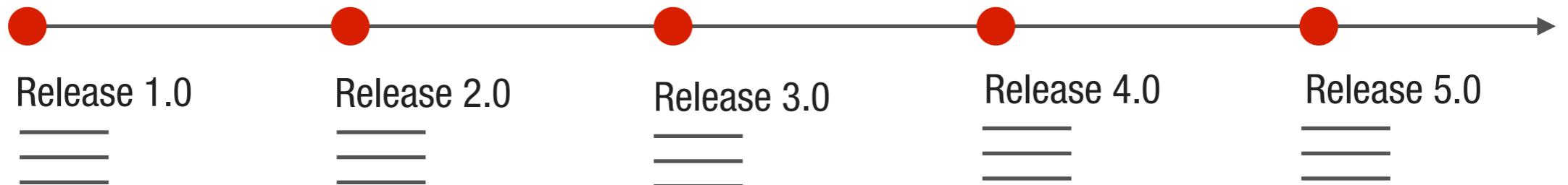
**VIRAL**

**REFERRAL**

What is referral engine?



How to build  
**what customers want**

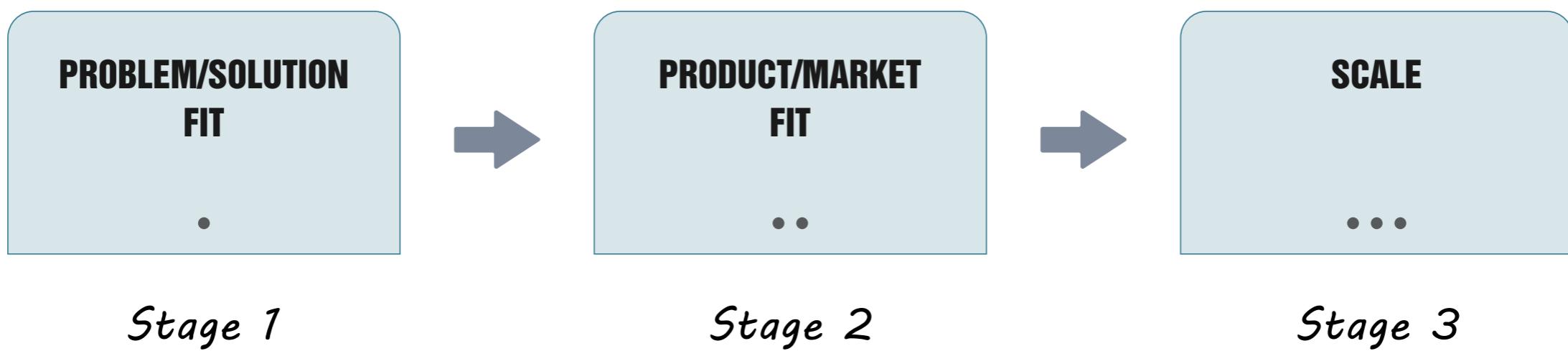


Go **big** on vision but **small** on solution  
(product roadmap).

# 3 Stages of a Product



Release  
3 Stages of a ~~Product~~



01

Every release (experiment) has to end in  
**customer learning.**

**BACKLOG**

**IN-PROGRESS (3)**

**DONE**

**BACKLOG**

**IN-PROGRESS (3)**

**DONE**

**VALIDATED  
LEARNING**

02

Build a **continuous feedback** loop with customers throughout the product development cycle.

**BACKLOG**

**IN-PROGRESS (3)**

**DONE**

**VALIDATED  
LEARNING**

BACKLOG	IN-PROGRESS (3)					DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY



BACKLOG		IN-PROGRESS (3)				DONE		VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY	

READY

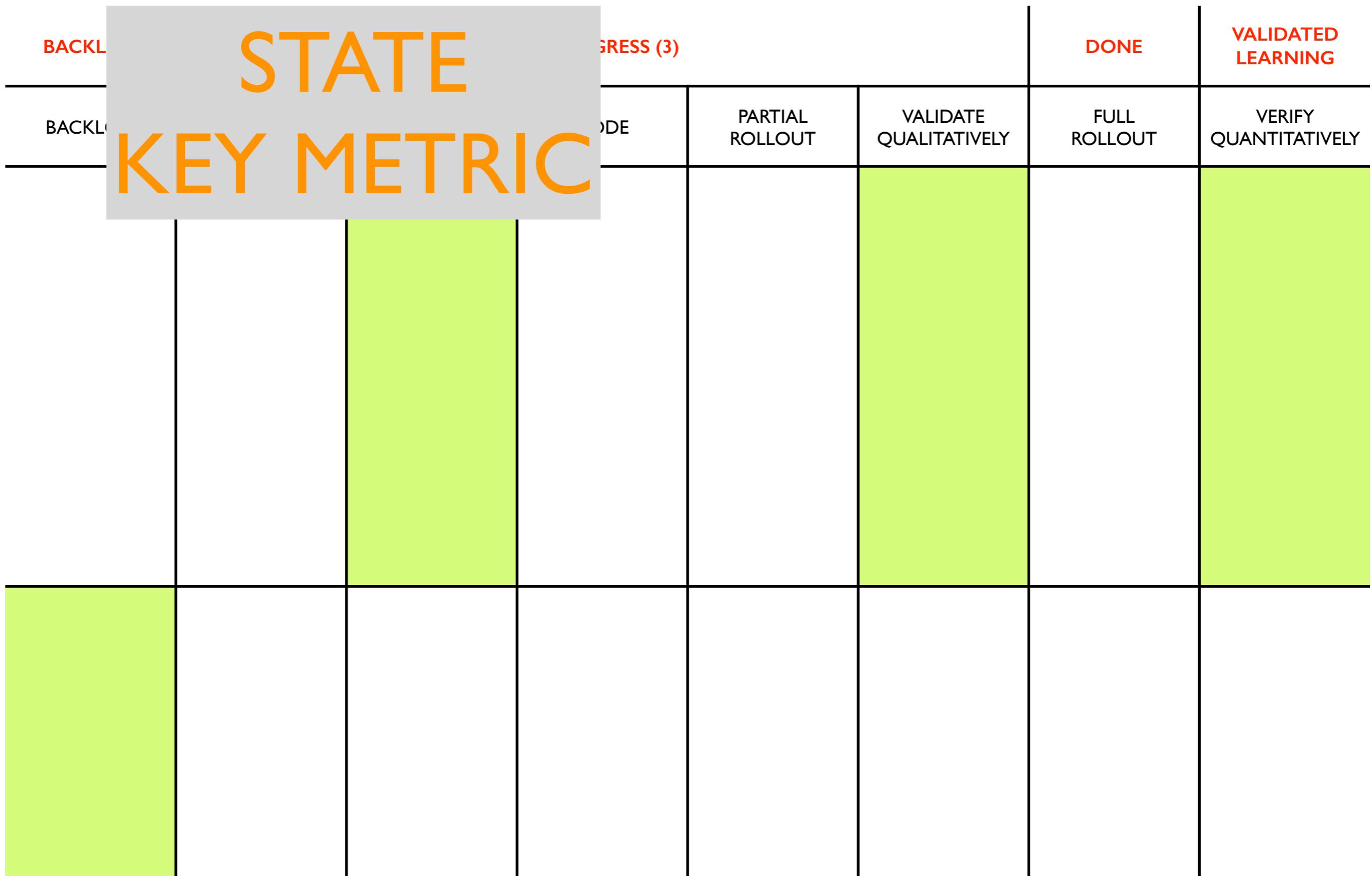
BACKLOG		IN-PROGRESS (3)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY

**CUSTOMER VALIDATION**

03

Prioritize for problems worth solving.

**Goal:** Achieve 60% Activation rate



# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							
					<b>UNDERSTAND PROBLEM</b>		

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							



04

You **don't** need code to **test** a vision.

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
 							

# Goal: Achieve 60% Activation rate

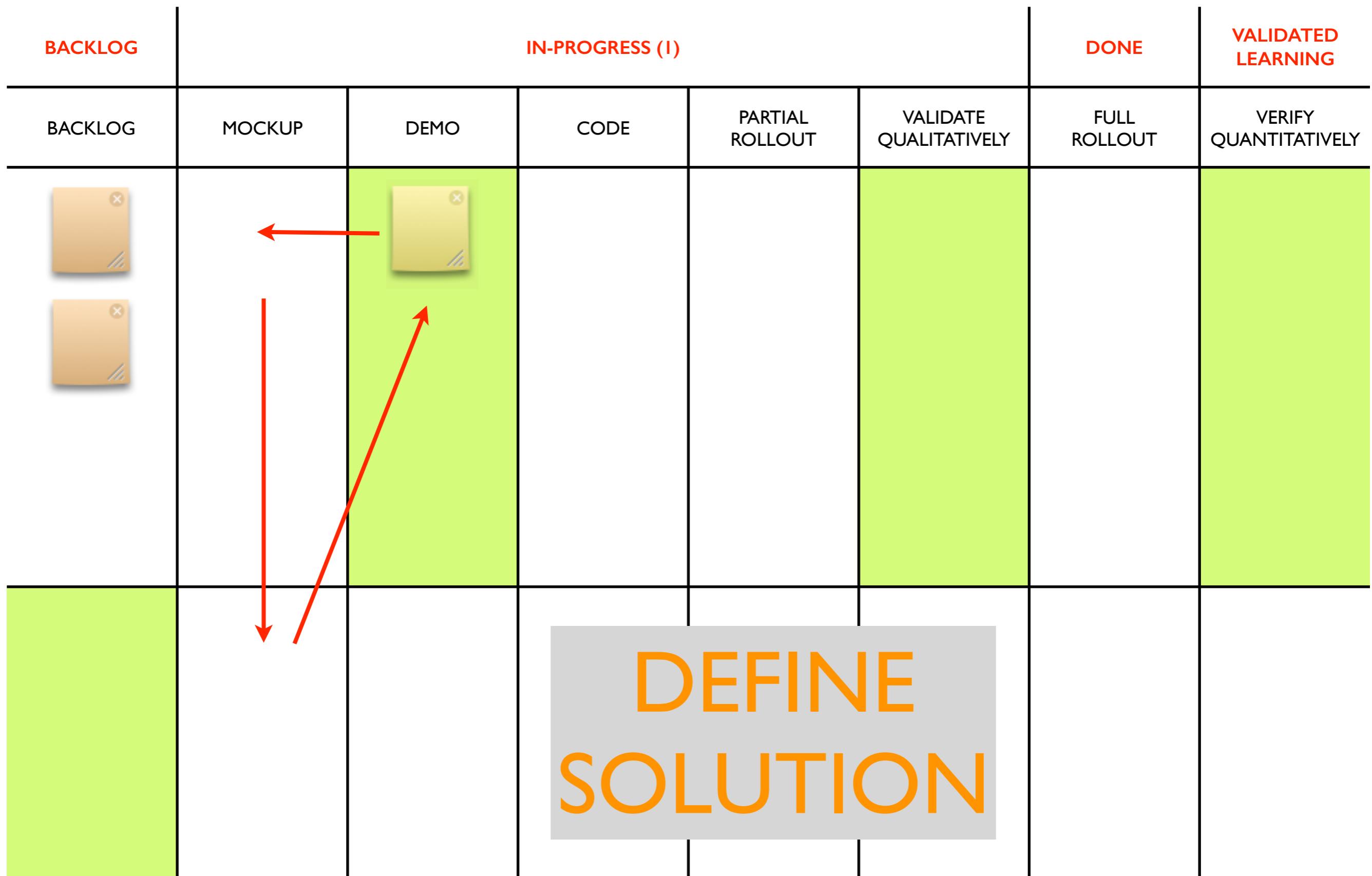
BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY

**DEFINE SOLUTION**

# Goal: Achieve 60% Activation rate



## Week 1 Cohort

Signed-up  
900 (100%)

Downloaded  
750 (83%)

Did key activity  
380 (42%)

Purchased  
95 (11%)

## Week 2 Cohort

Signed-up  
1000 (100%)

Downloaded  
800 (80%)

Did key activity  
500 (50%)

Purchased  
100 (10%)

## Week 3 Cohort

Signed-up  
1100 (100%)

Downloaded  
900 (81%)

Did key activity  
650 (60%)

Purchased  
180 (16%)

## Week 4 Cohort

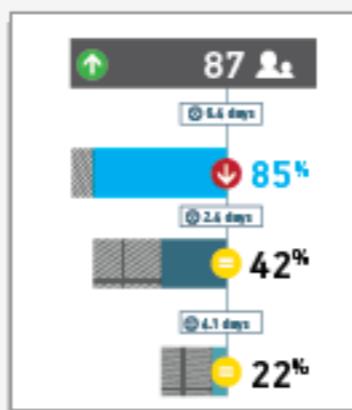
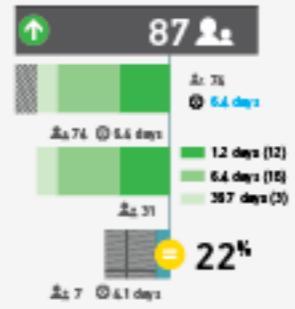
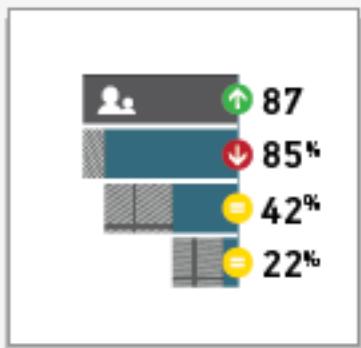
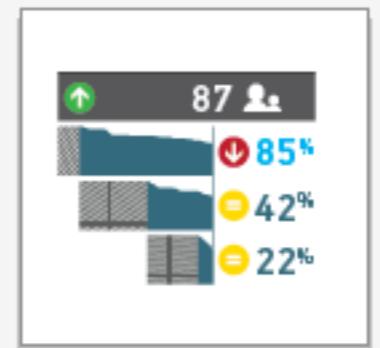
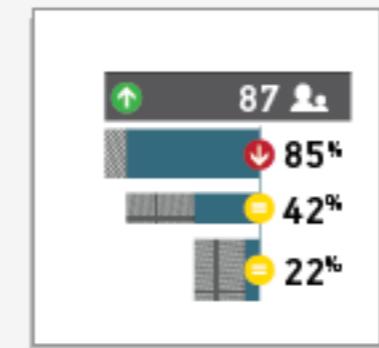
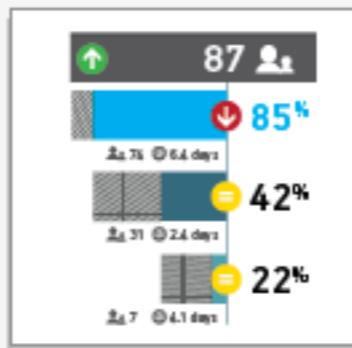
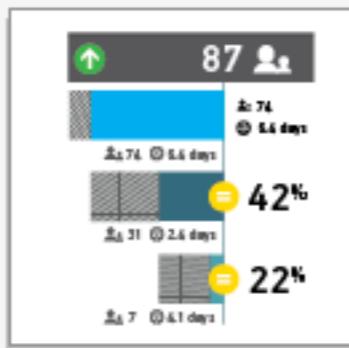
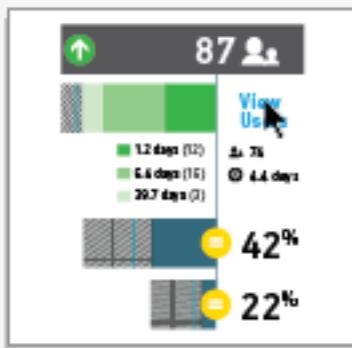
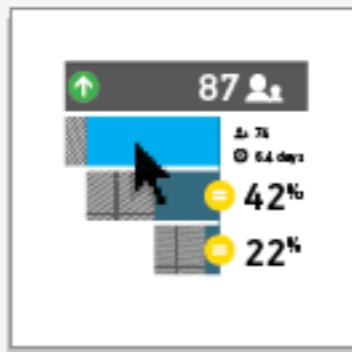
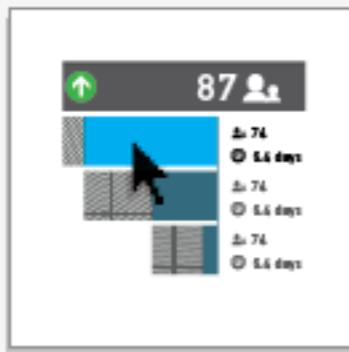
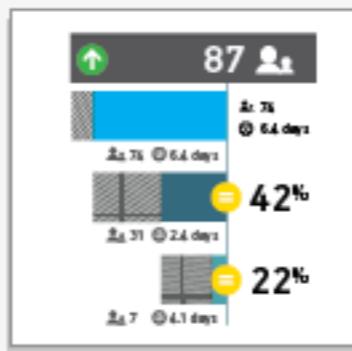
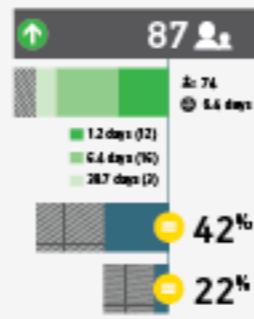
Signed-up  
1200 (100%)

Downloaded  
950 (80%)

Did key activity  
350 (30%)

Purchased  
0 (0 %)

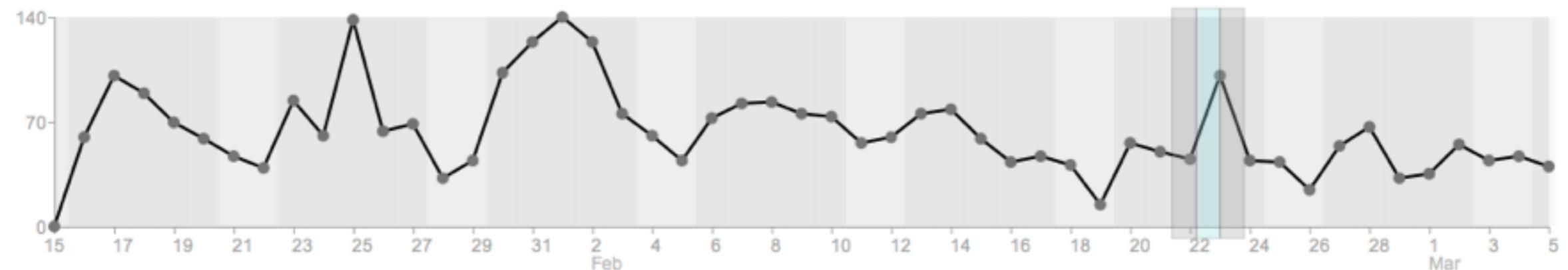
How can we make this **better**?



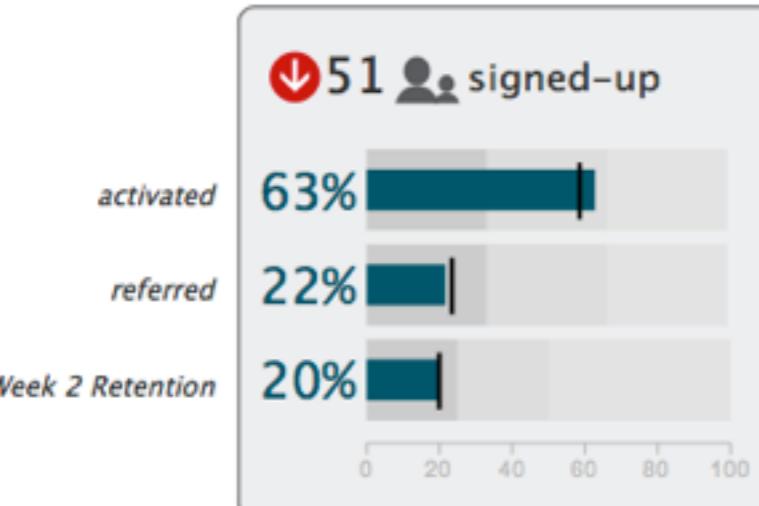
Days **not** weeks or months.

[LeanCanvas](#) ▾[Dashboard](#)[Auto-responders](#)[Daily](#) [Weekly](#) [Monthly](#)

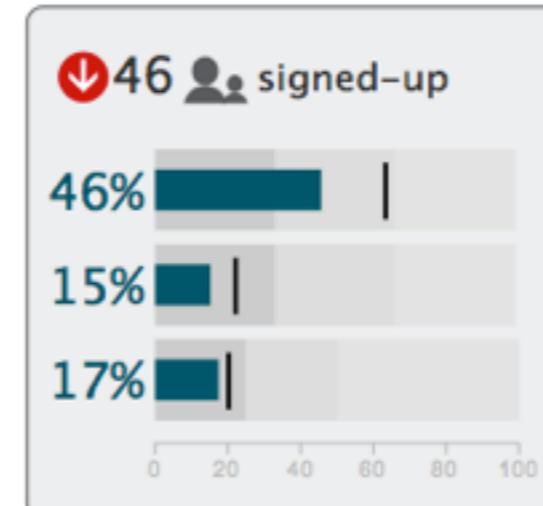
## Signups



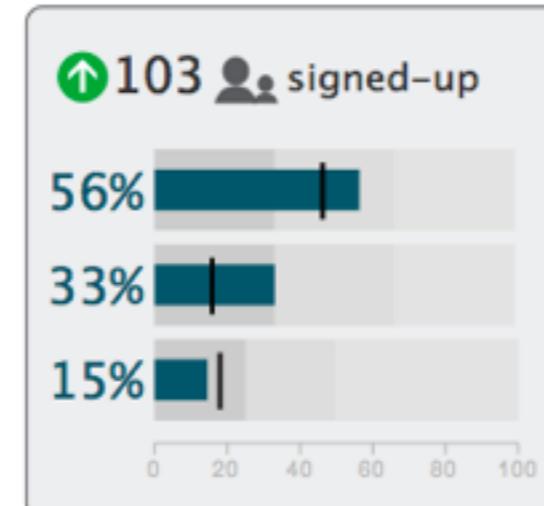
Tue Feb 21



Wed Feb 22



Thu Feb 23



LeanCanvas ▾

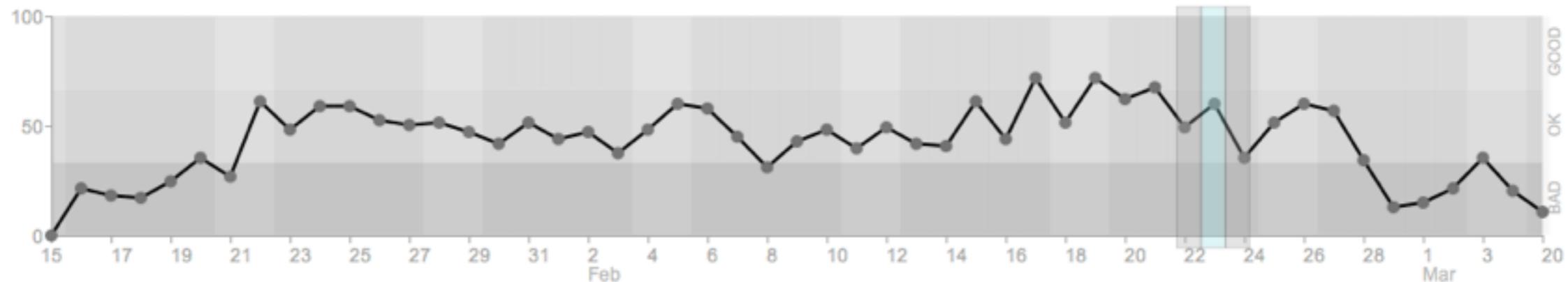
Dashboard

Auto-responders

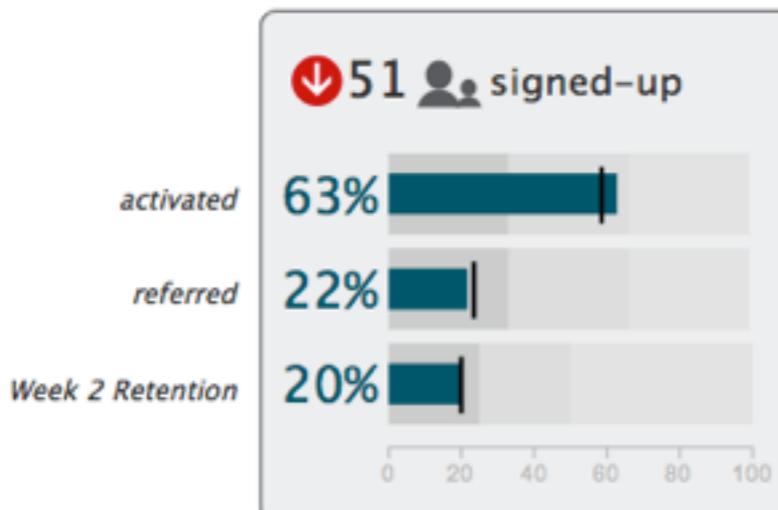


Daily Weekly Monthly

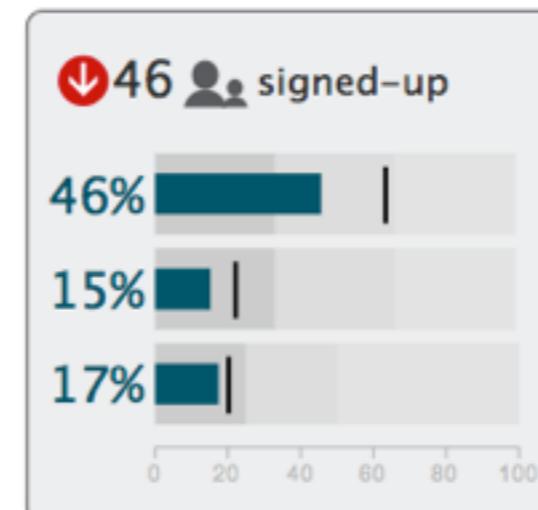
## Activation Rate



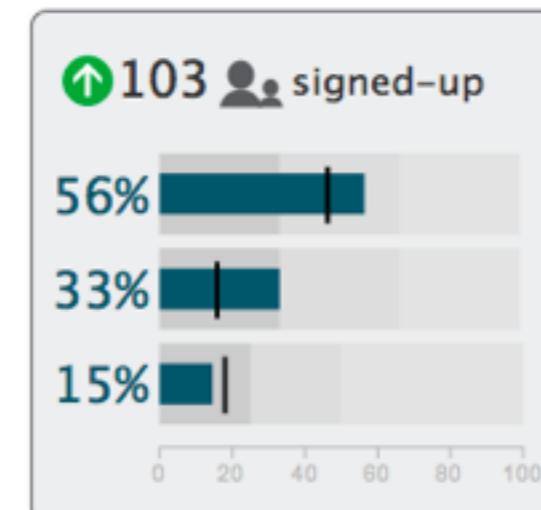
Tue Feb 21

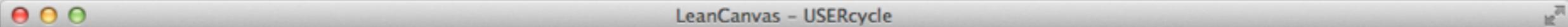


Wed Feb 22



Thu Feb 23





LeanCanvas ▾

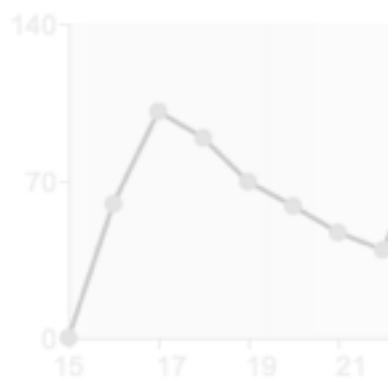
Dashboard

Auto-responders



Daily Weekly Monthly

## Signups



Tue Fe

51

activated

63%

referred

22%

Week 2 Retention

20%

## Activation Subfunnel

Thu Feb 23



103

*Signed Up*

77

*Created canvas*

63

*Populated problem*

58

*Populated customer segments*

53

*Populated value proposition*

49

*Populated solution*

48

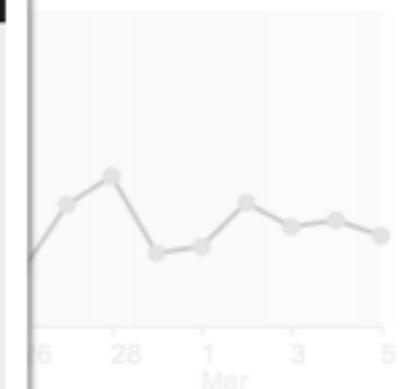
*Populated revenue streams*

58

*users activated*

Activated Users Show Dropped Users

	leonora.obrien@pharmapod.ie	0 days
	jonny@thisismercurydigital.c...	0 days
	heeyato21c@gmail.com	0 days
	yvonnejearl@gmail.com	
	nd23sheehan@gmail.com	0 days
	padraigoleary@gmail.com	0 days
	btyoder@hotmail.com	0 days
	stephanie@the-netwerk.com	0 days
	paulo.marques@grupopc.co...	0 days
	garth.smitman@gmail.com	0 days

[Create auto-responder](#) | [Export to CSV](#)

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							
							
							

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
 							

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							
							

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							
							

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							
							

# Goal: Achieve 60% Activation rate

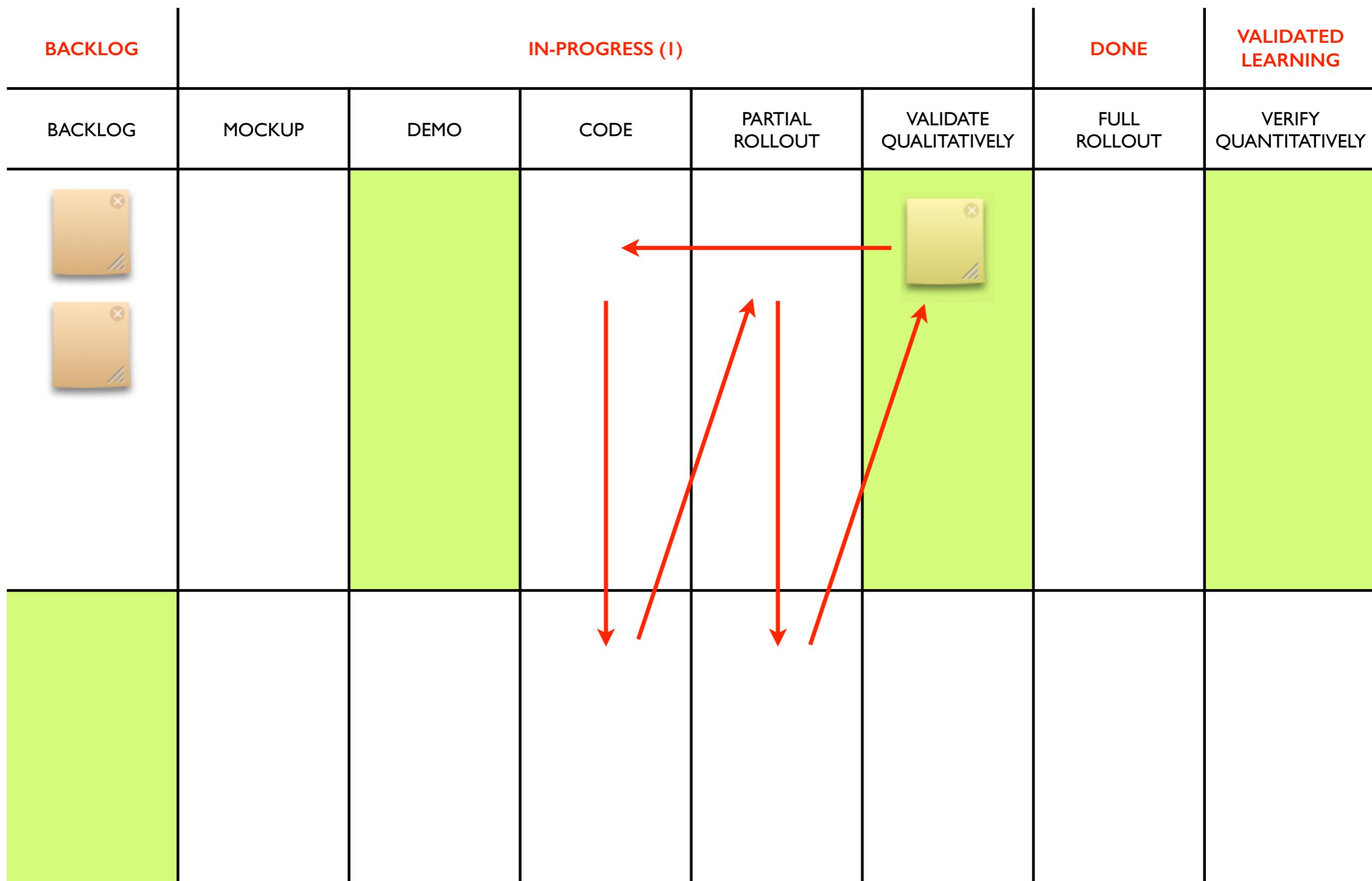
BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							

**VALIDATE  
QUALITATIVELY**

05

You **don't** need lots of users to **learn**.  
Just a few **good** customers.

# Goal: Achieve 60% Activation rate



# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							
							

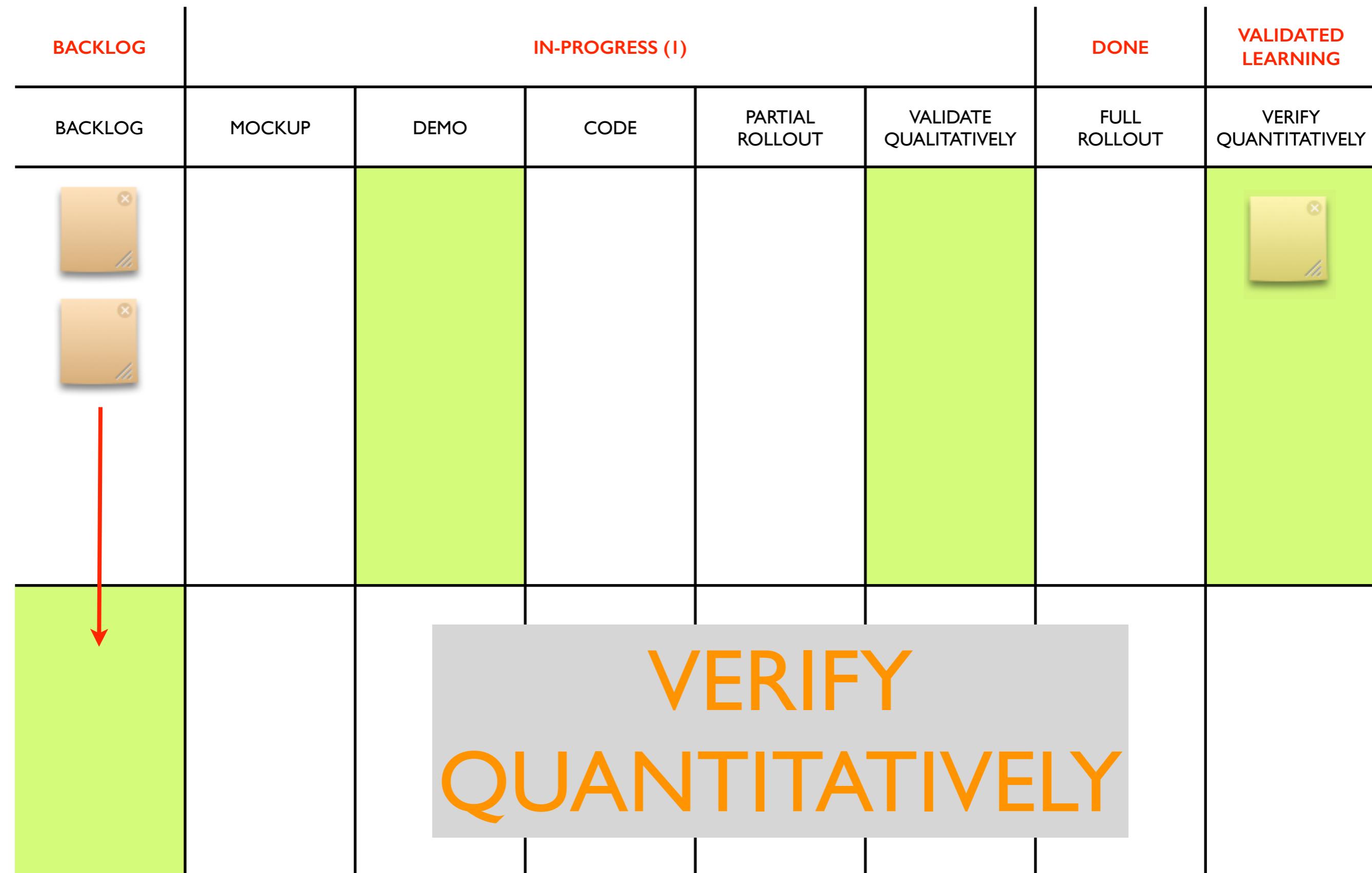
# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							
							

# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							
							

# Goal: Achieve 60% Activation rate



# Goal: Achieve 60% Activation rate

BACKLOG		IN-PROGRESS (1)				DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
							
							
							

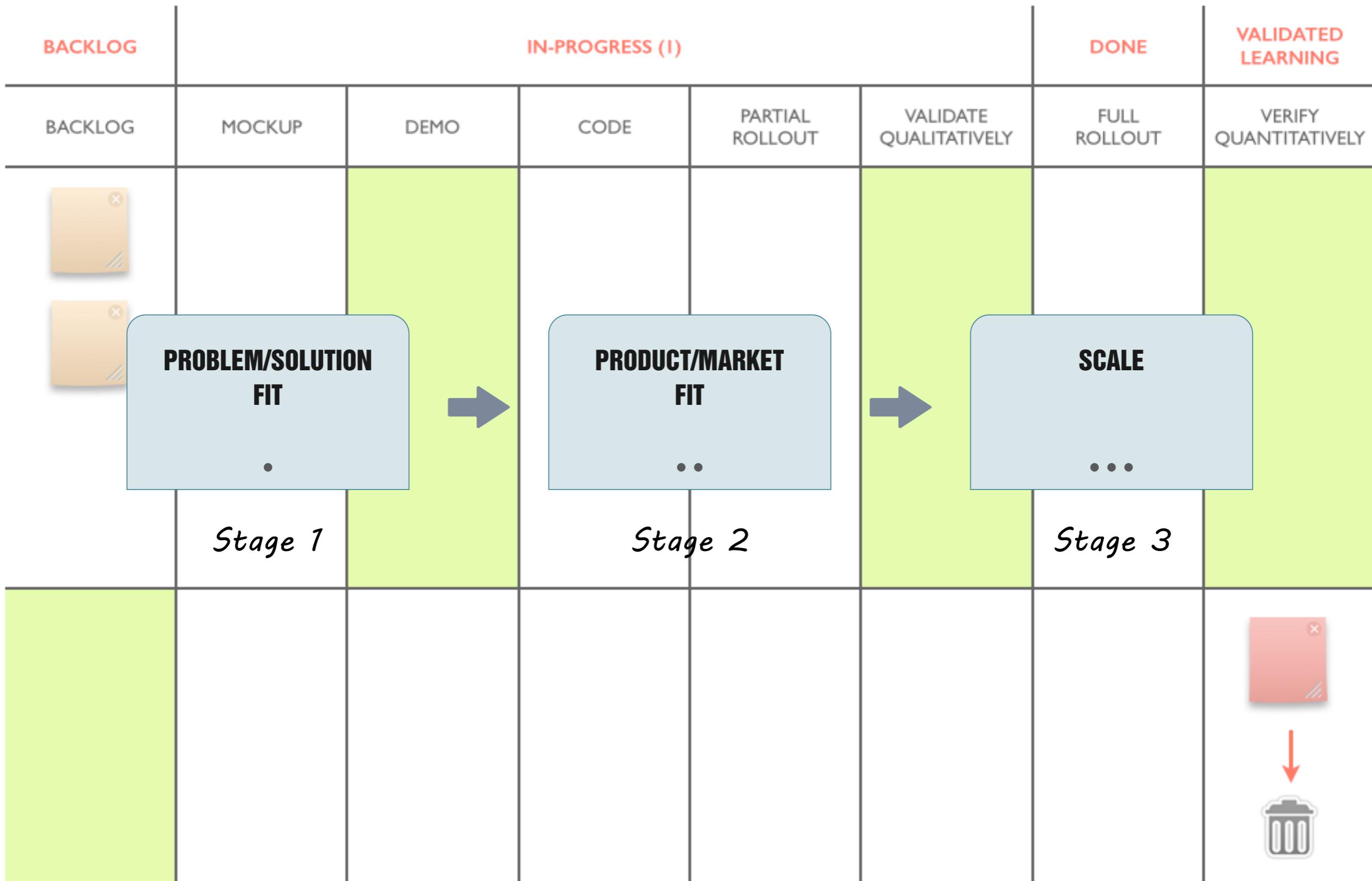
# Goal: Achieve 60% Activation rate

BACKLOG	IN-PROGRESS (I)					DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
 							
							  

# Goal: Achieve 60% Activation rate

BACKLOG	IN-PROGRESS (I)					DONE	VALIDATED LEARNING
BACKLOG	MOCKUP	DEMO	CODE	PARTIAL ROLLOUT	VALIDATE QUALITATIVELY	FULL ROLLOUT	VERIFY QUANTITATIVELY
 							
							  

# Goal: Achieve 60% Activation rate



Get the workshop kit here:

URL: <http://PracticeTrumpsTheory.com/workshop-access>

Password: **RL-2013**

Ash Maurya | ashmaurya.com | spark59.com | @ashmaurya

*Life's too short to build something **nobody** wants.*