



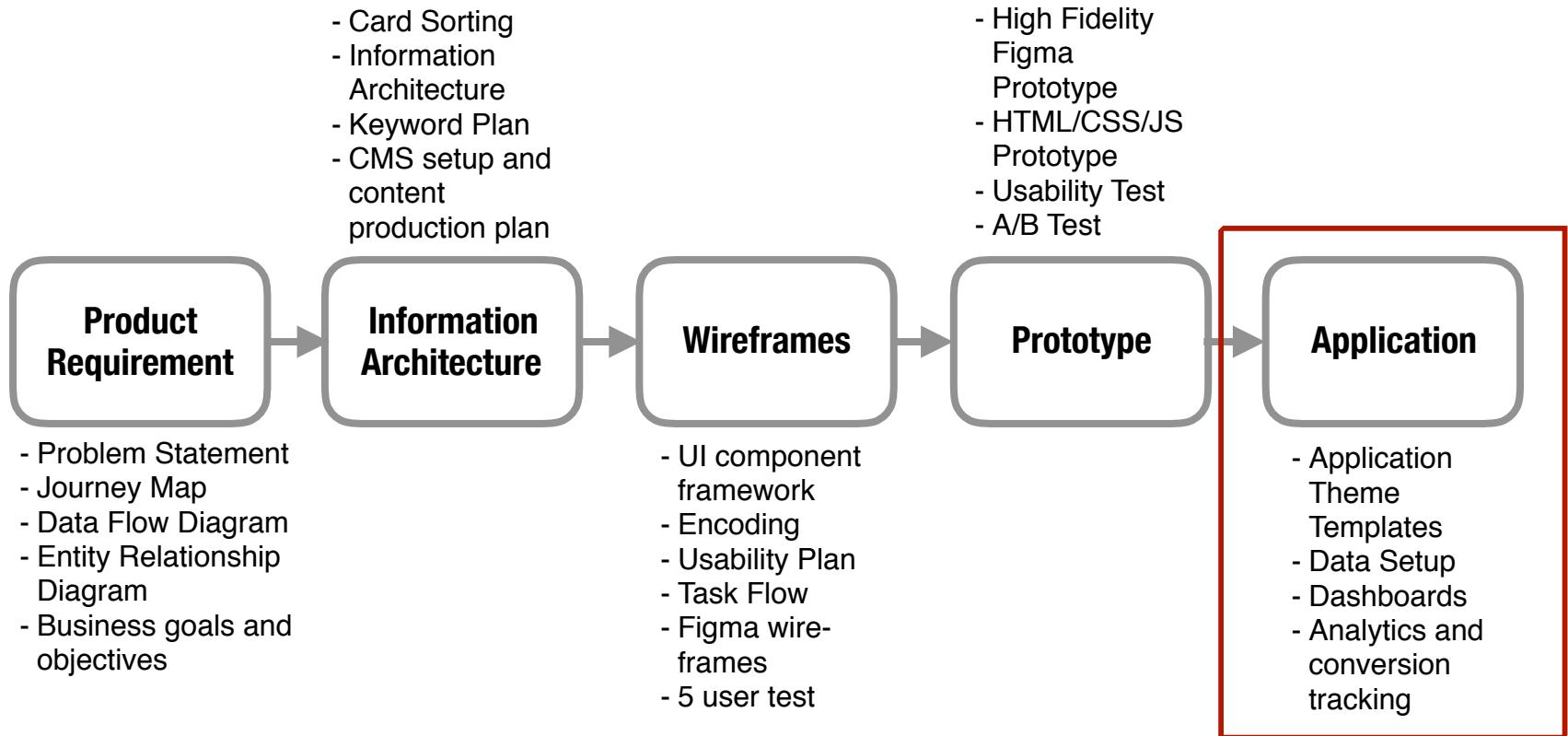
COM5940: NEW MEDIA BUSINESS MODEL & INNOVATION ACHIEVE PRODUCT-MARKET FIT IN AGILE DEVELOPMENT

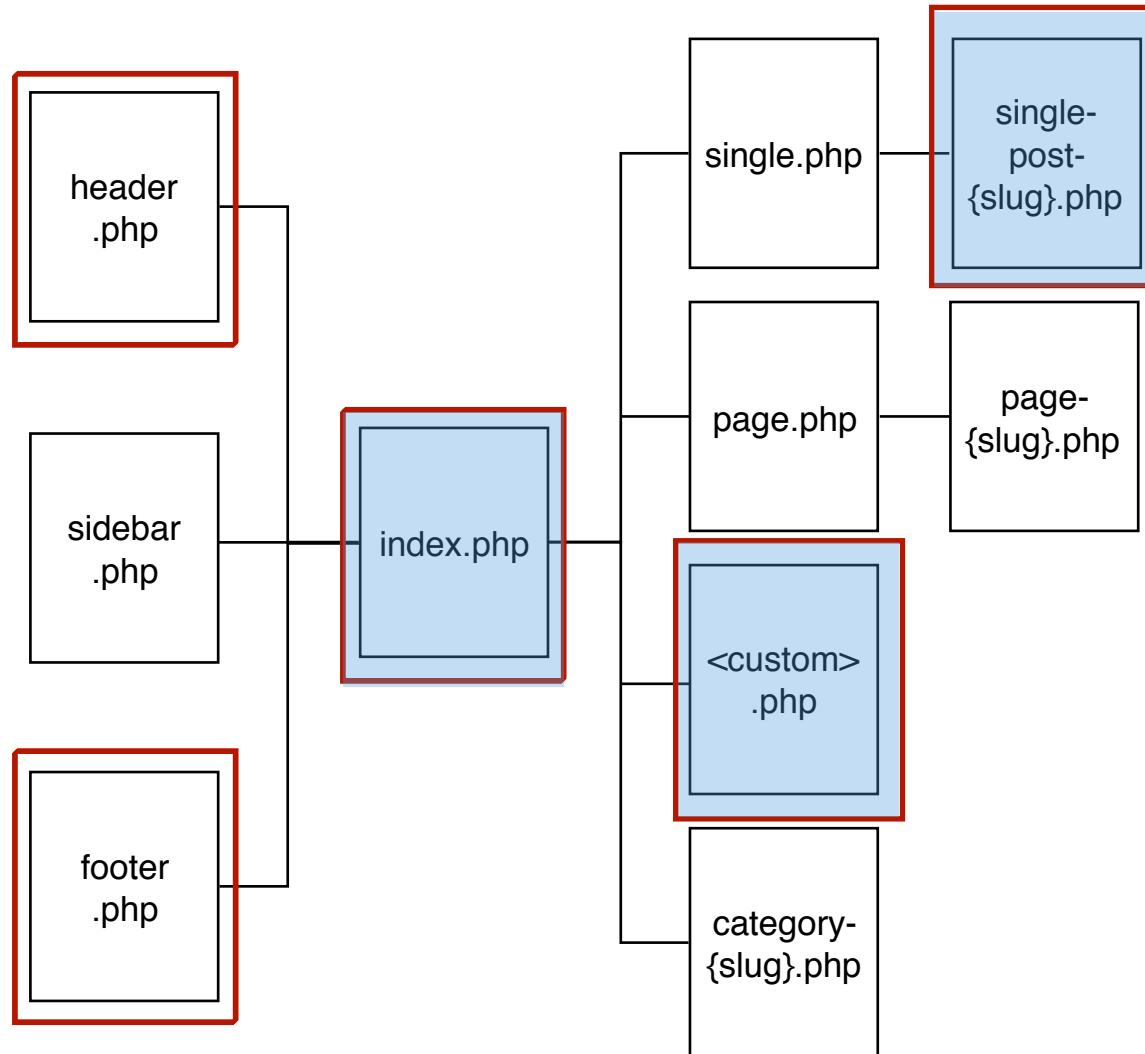
Bernard Suen
Center for Entrepreneurship
Chinese University of Hong Kong

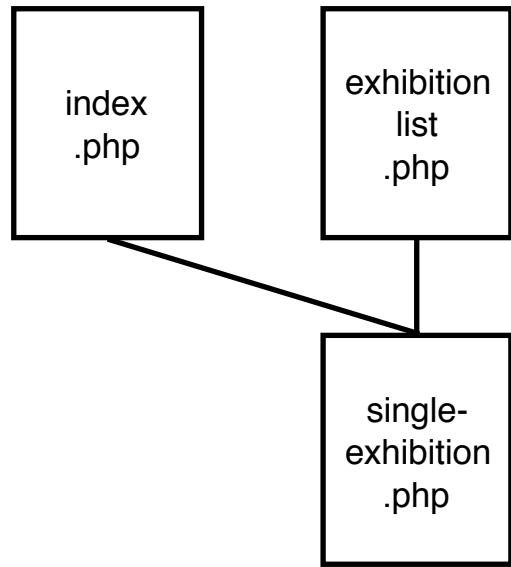


Center for
Entrepreneurship

Recap







<custom template>

<single post>

Post Type Args (i.e. parameters)

Copied from

EasyQuery

```
<?php
$paged = (get_query_var('paged')) ? get_query_var('paged') : 1;
$args = array(
    'post_type' => array('exhibition'),
    'post_status' => 'publish',
    'order' => 'DESC',
    'orderby' => 'date',
    'posts_per_page' => 3,
    'paged' => $paged,
);
}

{
    'post_type': array('exhibition'),
    'post_status': 'publish',
    'order': 'DESC',
    'orderby': 'date',
    'posts_per_page': 3,
    'paged': $paged
} // JavaScript Object or
// Python Dictionary style
```

// WP_Query

```
$eq_query = new WP_Query( $args );?>
<main id="main">
```

```
<!-- ===== 近期热门 ===== -->
<section id="browsing" class="browsing">
    <div class="container">
        <div class="section-title">
            <h1>热门推荐</h1>
            <p><a href="all.html" style="font-size: 20px">查看全部展览</a></p>
        </div>
        <div class="row justify-content-center">
```

```
<?php if ($eq_query->have_posts()) : // The Loop
?>
<?php
while ($eq_query->have_posts()): $eq_query->the_post();
?>
```

```
<div class="col-lg-4 col-md-4 col-sm-12 justify-content-center">
    <div class="media menu-item">
        <a href="<?php the_permalink(); ?>" target="_self">
            <?php the_post_thumbnail(); ?>
        <div class="media-body">
            <h5 style="margin-top:10px"><?php
                $chi_name = get_post_meta(get_the_ID(), 'chinese_title', true);
                $venue = get_post_meta(get_the_ID(), 'venue', true);
                $genre = get_post_meta(get_the_ID(), 'genre', true);
                print $chi_name; ?></h5>
                <p><?php print $venue; ?></p>
                <p><?php print $genre; ?></p>
            </div>
        </a>
    </div>
</div>

<?php endwhile; wp_reset_query(); ?>
<?php include(EQ_PAGING); ?>
<?php endif; ?>
```

Assign args
to looping
variable (i.e.
eq_query)

Exhibition List

The Loop

```

<?php get_header();
$wp_query->current_post;
$pod = pods( 'exhibition', get_the_id() ); ?>
<main id="main">

<!-- ===== Breadcrumbs ===== -->
<section id="breadcrumbs" class="breadcrumbs">
<div class="container">

<ol>
<li><a href="index.html">首页</a></li>
<li>热门推荐</li>
</ol>
<h2><?php print $pod->field('chinese_title'); ?></h2>
<h2><?php print $pod->field('post_title'); ?></h2>

</div>
</section><!-- End Breadcrumbs -->

<!-- ===== Portfolio Details Section ===== -->
<section id="portfolio-details" class="portfolio-details">
<div class="container">

<div class="portfolio-details-container">

<div class="owl-carousel portfolio-details-carousel col-lg-6">



</div>

<div class="portfolio-info col-lg-6">
<h3>基本信息</h3>
<?php print $pod->field('post_content'); ?>
</div>

</div><!--portfolio-details-container-->

<div class="portfolio-description">
<h2>展览详情</h2>
<p>
<?php print $pod->field('exhibition_details'); ?>
</p>
</div>

</div><!--container -->
</section><!-- End Portfolio Details Section -->

</main><!-- End #main -->
<?php wp_footer(); ?>
<?php get_footer() ?>

```

Exhibition Detail (Single)

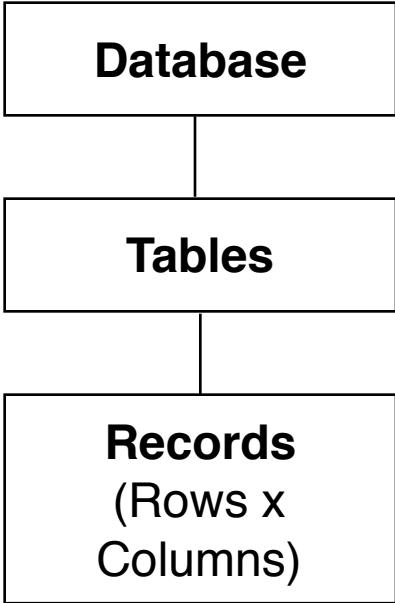
Today's Agenda

1. Basic MySQL database setup and use of SQL commands in DBMS operations.
2. Introducing Google Design Sprint in the context of Agile Development.
3. 9 business models for hypothesis testing in customer discovery.

**MySQL
&
SQL**

**Lean & Agile
Development**

**9 Types of
Business Model**



“A **database** is a collection of **tables** which relate to each other for storing and processing **records** that are defined by rows and columns (**fields**).”

A database can be used for representing and tracking people, things, events. and transactions.

- **People** (e.g. students, employees, customers, donors, volunteers)
- **Things** (e.g. properties, stocks, products, books)
- **Events** (e.g. campaigns, courses, conferences)
- **Transactions** (e.g. billings, orders, tasks, donations)



Product Blocks Templates Universe Pricing Sign in [Sign up](#)

Create, your way

Part spreadsheet, part database, and entirely flexible, teams use Airtable to organize their work, their way.

Enter your email address

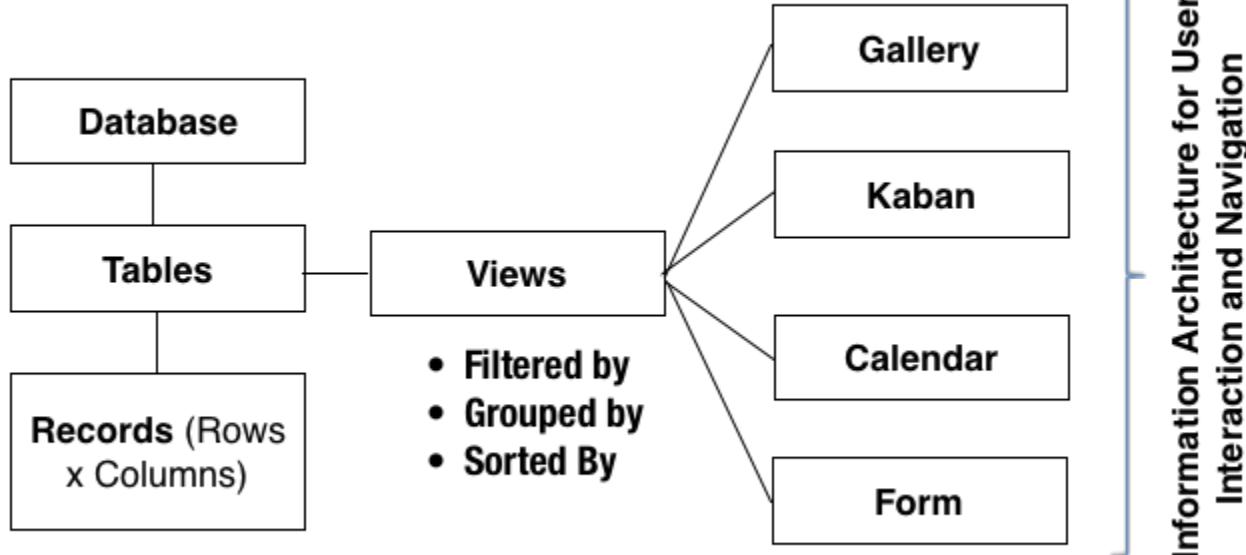
[Get started](#)

Already using Airtable? [Sign in](#)



The Field Types Found in Airtable

- | | | |
|---------------------|--------------------|------------------|
| 1. Single Line Text | 9. Attachment | 17.Created Time |
| 2. Long Text | 10.Checkbox | 18.Modified Time |
| 3. Date | 11.Multiple Select | 19.Formula |
| 4. Phone Number | 12.Single Select | 20.Autonumber |
| 5. URL | 13.Collaborator | 21.Count |
| 6. Number | 14.Rating | 22.Link |
| 7. Currency | 15.Duration | 23.Lookup |
| 8. Percent | 16.Email | 24.Rollup |
| | | 25.Barcode |



Setting up MySQL on MAMP

phpMyAdmin

Recent | Favorites

Filter databases by name or

New

- acehub
- BucketList
- campus_prdev
- cellar
- ci
- com5940
- csdemo
- d734_e
- d739
- d744
- d744a
- d750a
- d751_a
- d753e
- d753f
- d753g
- d754_e

Server: localhost:3306

Databases SQL Status Users Export Import Settings Replication VariablesCharsets Engines

General Settings

Server connection collation: utf8mb4_unicode_ci

Appearance Settings

Language: English

Theme: Original

Font size: 82%

More settings

Database server

- Server: Localhost via UNIX socket
- Server type: MySQL
- Server version: 5.5.42 - Source distribution
- Protocol version: 10
- User: root@localhost
- Server charset: UTF-8 Unicode (utf8)

Web server

- Apache/2.2.29 (Unix) mod_wsgi/3.5 Python/2.7.10 PHP/5.6.10 mod_ssl/2.2.29 OpenSSL/1.0.2h DAV/2 mod_fastcgi/2.4.5 mod_perl/2.0.9 Perl/v5.22.0
- Database client version: libmysql - mysqldnd 5.0.11-dev - 20120503 - S: 3c686b6bbc30d36a3ec34fdd4b7b5b787fe5555 \$
- PHP extension: mysqli
- PHP version: 5.6.10

phpMyAdmin

- Version information: 4.4.10
- Documentation
- Wiki
- Official Homepage
- Contribute
- Get support
- List of changes



phpMyAdmin

CONVERT DATA FORMAT FROM CSV TO SQL

<https://www.convertcsv.com/csv-to-sql.htm>

Structured Query Language (SQL)

“Language (commands) for instructing the database to perform data operations.”

Structured Query Language (SQL) is divided into:

- Data Definition Language (**DDL**)
- Data Manipulation Language (**DML**)
- Data Query Language (**DQL**)
- Data Control Language (**DCL**)

Lab exercise continues at:

<https://www.dofactory.com/sql/syntax>

MySQL by Examples for Beginners

https://www3.ntu.edu.sg/home/ehchua/programming/sql/MySQL_Beginner.html

Data Definition Language (DDL)

Set Up Database (Schema)

CREATE DATABASE database name
DROP DATABASE database name
SHOW DATABASES

Data Definition Language (**DDL**)

Set Up Table (Schema)

CREATE TABLE IF NOT EXISTS table name
SHOW TABLES

Data Manipulation Language (**DML**)



Insert a Record

INSERT INTO table name **VALUES** (first field value, ..., last field value)

Update a Record

UPDATE table name **SET** field name = {value|NULL|DEFAULT}, ...
WHERE condition

Delete a Record

DELETE FROM table name **WHERE** condition

Export a Database

mysqldump -u root -p root > “<database name>.sql”

Data Control Language (DCL)

Grant and Revoke Rights

GRANT privileges
ON table name
TO user

REVOKE privileges
ON table name
FROM user

privileges

SELECT	Ability to perform SELECT statements on the table.
INSERT	Ability to perform INSERT statements on the table.
UPDATE	Ability to perform UPDATE statements on the table.
DELETE	Ability to perform DELETE statements on the table.
REFERENCE	Ability to create a constraint that refers to the table.
ALTER	Ability to perform ALTER TABLE statements to change the table definition.
ALL	ALL does not revoke all permissions for the table. Rather, it revokes the ANSI-92 permissions which are SELECT, INSERT, UPDATE, DELETE, and REFERENCES.

e.g. **GRANT SELECT, UPDATE, INSERT ON** products **TO** johnchan

Data Query Language (**DQL**)***

*** **DQL** used most frequently in analytics.

Retrieve Record

```
SELECT FROM table name WHERE condition  
GROUP BY field name  
ORDER BY field name ASC | DESC
```

1. **Sort** single or multiple fields as sorting criteria.
2. **Group** entries by a single field or multiple fields to create data segments.
3. **Filter** entries by single or multiple fields as searching conditions.

Use sort, group, and filter to search for information in a table.

Retrieve Records by Aggregate/Statistic Functions

SELECT COUNT (field name)
FROM table name GROUP BY field name WHERE condition

SELECT SUM (field name)
FROM table name GROUP BY field name WHERE condition

SELECT AVG (field name)
FROM table name GROUP BY field name WHERE condition

SELECT MAX | MIN (field name)
FROM table name GROUP BY field name WHERE condition

Orbit Model Community CRM

[HELP](#) [?](#) [SHARE](#) [AUTOMATIONS](#) [APPS](#)
[Members](#)
[Activity History](#)
[Activity Types](#)
[Add or import](#)
[VIEWS](#)
[Grouped by Location](#)
[...](#)
[18 hidden fields](#)
[Filter](#)
[Grouped by 1 field](#)
[Sorted by 2 fields](#)
[Color](#)
[...](#)
[Share view](#)
[SEARCH](#)
[Find a view](#)

[All Members](#)
[Grouped by Orbit Level](#)
[Grouped by Company](#)
[Grouped by Location](#)

[High Love in San Francisco](#)
[Ambassadors and Fans in Ne...](#)
[All Fields](#)
[Form](#)
Create a view
[Grid](#)

[Form](#)

[Calendar](#)

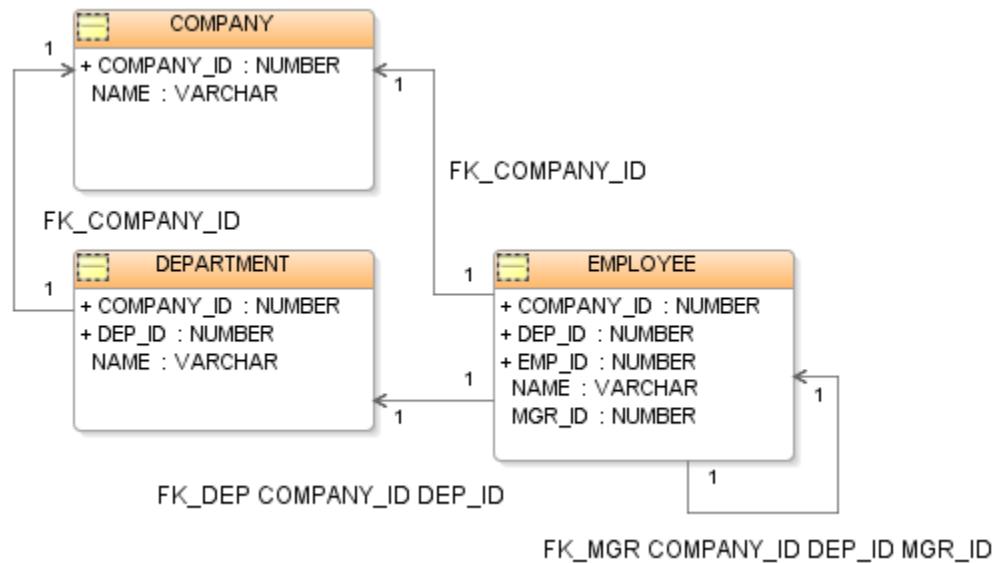
[Gallery](#)

[Kanban](#)


	Name	Orbit Level Suggestion	Love	Reach	Activity Score
LOCATION	Paris	Count 4	Sum 19	Avg 9	Sum 31
1	Neil Rees	3 - Users	6	4	18
2	Dan Blake	3 - Users	4	10	4
3	Dorothy Black	3 - Users	4	10	4
4	Tim Bond	4 - Observers	4	10	4
	+				
LOCATION	San Francisco	Count 9	Sum 40	Avg 7	Sum 59
5	Michelle Winslow	1 - Ambassadors	9	10	19
6	Justin Jenkins	1 - Ambassadors	8	10	17
7	Kyle Wang	2 - Fans	6	10	6
8	Jason Bean	3 - Users	5	4	6
50 records			Sum 211	Avg 7	Sum 345

Building relationships between tables by using foreign keys.

- Every entry in a table should be uniquely defined by a **primary key**.
- Build relationships between tables by making one of the fields in the table as a **foreign key** linked to the **primary key** of another table.



Source: commons.wikimedia.org

Retrieve Records Through SQL Join (e.g. inner, outer, left, right)

```
SELECT tableName1.fieldName1,tableName2.fieldName2,  
tableName1.fieldName3, tableName2,fieldName4  
FROM tableName1  
INNER JOIN tableName2 WHERE tableName1,fieldName  
= tableName2.fieldName;
```

Example:

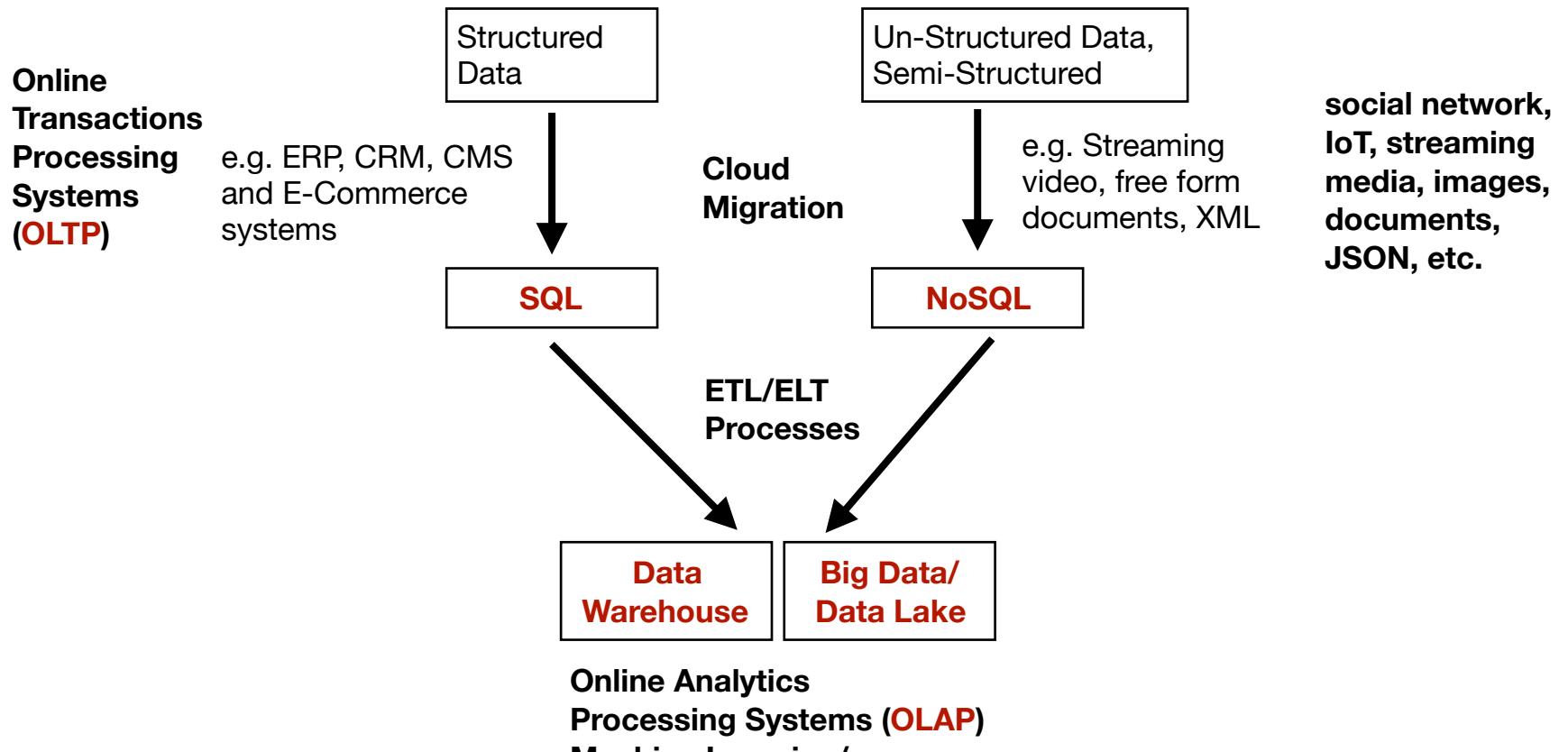
```
SELECT Orders.OrderID, Customers.CustomerName, Orders.OrderDate  
FROM Orders  
INNER JOIN Customers ON Orders.CustomerID=Customers.CustomerID;
```

SQL VS. NOSQL

Storing data

DATABASE DESIGN



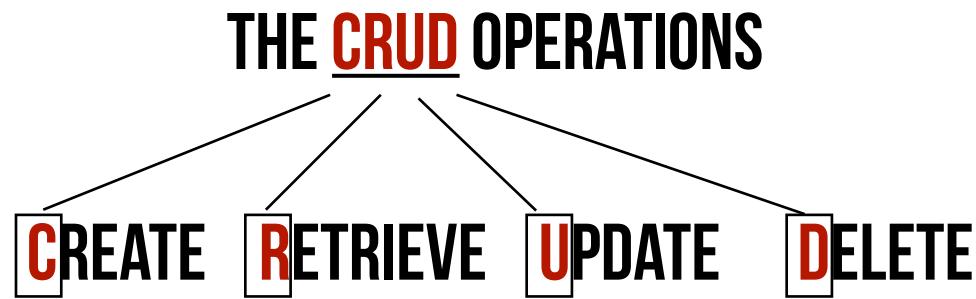


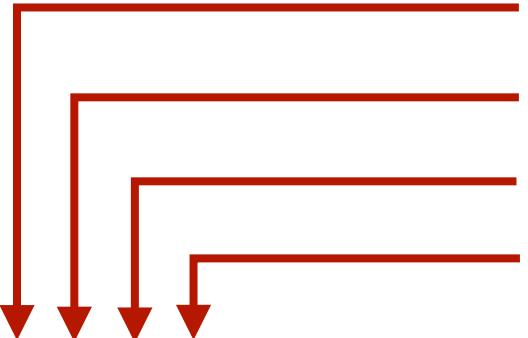
ETL - Extract, Transform, Load

ELT - Extract, Load, Transform

Perform CRUD Operations in Jupyter Notebook Using PyMysql

Data Manipulation Language (DML)

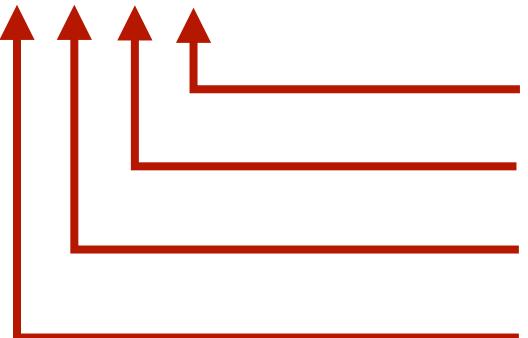




Create
Retrieve
Update
Delete

“where” filter can be appended to CRUD operations.

CRUD Operations in MySQL equivalent codes



delete from <table>
update <table> set <column> = ...
select * from <table>
insert into <table> values
(<columns>...)

Add Plugins

[Upload Plugin](#)[Help ▾](#)[Search Results](#) [Featured](#) [Popular](#) [Recommended](#) [Favorites](#)[Keyword ▾](#) [X](#)1,669 items [«](#) [«](#) [1](#) of 47 [»](#) [»](#)

Classic Editor

Enables the previous "classic" editor and the old-style Edit Post screen with TinyMCE, Meta Boxes, etc. Supports all plugins that extend thi...
...

By [WordPress Contributors](#)

★★★★★ (919)

5+ Million Active Installations

Last Updated: 1 month ago

✓ Compatible with your version of WordPress

[Activate](#)[More Details](#)

Pods – Custom Content Types and Fields

Pods is a framework for creating, managing, and deploying customized content types and fields.

By [Pods Framework Team](#)

★★★★★ (321)

100,000+ Active Installations

[Activate](#)[More Details](#)

which template file

Show the name of the php file of your theme used to display the current...

By [Gilles Dumas](#)

★★★★★ (3)

2,000+ Active Installations

Last Updated: 1 month ago

Untested with your version of WordPress

[Activate](#)[More Details](#)

Simple Custom CSS and JS

Easily add Custom CSS or JS to your website with an awesome editor.

By [SilkyPress.com](#)

★★★★★ (72)

300,000+ Active Installations

Last Updated: 2 months ago

✓ Compatible with your version of WordPress

[Activate](#)[More Details](#)

Easy Query – WP Query Builder

Create a custom WordPress query in seconds with Easy Query.

By [Darren Cooney](#)

★★★★★ (5)

1,000+ Active Installations

[Activate](#)[More Details](#)

File Manager

file manager provides you ability to edit, delete, upload, download, copy and paste files and...

By [mndpsingh287](#)

★★★★★ (965)

600,000+ Active Installations

Last Updated: 4 months ago

Untested with your version of WordPress

[Activate](#)[More Details](#)

Cache Cleaner – Scheduled

Clean UP your Cache Folders. Scheduled Cache Cleaner with Email Notification.

By [Lumiverse Dynamic](#)

★★★★★ (1)

500+ Active Installations

Last Updated: 3 months ago

Untested with your version of WordPress

[Activate](#)[More Details](#)

WP Super Cache

A very fast caching engine for WordPress that produces static html files.

By [Automattic](#)

★★★★★ (1,263)

2+ Million Active Installations

[Activate](#)[More Details](#)

WP Data Access

Local and remote data administration, publication and app development tool available directly from the WordPress dashboard.

By [Passionate Programmers](#)

★★★★★ (35)

7,000+ Active Installations

Last Updated: 2 weeks ago

✓ Compatible with your version of WordPress

[Active](#)[More Details](#)

Howdy, master

COM5940 11 0 New Delete Cache

Dashboard Posts Media Pages Comments Custom CSS & JS Exhibitions Restaurants Appearance Plugins Users Tools Settings Pods Admin

WP Data Access

Data Explorer Design new table

Database: pantheon Favourites: Show all Bulk Actions Apply

Import data/Execute script(s) Import CSV Data Backup wp_post search

28 items 1 of 3

Name	Type	#Rows	Increment	Engine	Size
_pantheon_heartbeat	base table	1		InnoDB	16.00 KB
wp_commentmeta	WordPress table	0	1	InnoDB	48.00 KB
wp_comments	WordPress table	1	2	InnoDB	96.00 KB
wp_easy_query	base table	1	2	InnoDB	16.00 KB
wp_links	WordPress table	0	1	InnoDB	32.00 KB
wp_options	WordPress table	231	2461	InnoDB	1.08 MB
wp_podsrrel	base table	9	22	InnoDB	80.00 KB
wp_postmeta	WordPress table	1625	3558	InnoDB	288.00 KB
wp_posts	WordPress table	45	124	InnoDB	2.08 MB
wp_query_override_terms	base table	0		InnoDB	16.00 KB

Cache Cleaner WP File Manager Collapse menu

The screenshot shows the WP Data Access interface for the 'pantheon' database. The 'wp_posts' table is highlighted with a red box. In the top right, there's another red box around the 'wp_post' entry in the 'Import data/Execute script(s)' dropdown.

[Visit Development Site](#)[Site Admin](#)[Public](#)[Connection Info](#)[Clear Caches](#)

</> Code

[Merge](#)[Status](#)[Database / Files](#)[Errors](#)[Domains / HTTPS](#)[Backups](#)[Security](#)[New Relic](#)

Development Mode

[SFTP](#)[Git](#)

Bernard Suen <bsysin@gmail.com>

Add a commit message

500 file changes are ready to commit to the **dev** environment.
Click here or start typing a commit message to see details.

There are no updates

This site is running the latest version of WordPress. When updates are available...

Last checked: a few seconds ago [Check Now](#)

Commit Log



"Applying pantheon.yml file"

From Root, 9 days ago | [See Diff](#)

"Initial Commit"

From Root, 9 days ago | [See Diff](#)

Git

SSH clone URL:

`git clone ssh://codeserver.dev.59c`

Database

Command Line:

`mysql -u pantheon -pe18e1c97a3`

Host:

`dbserver.dev.5995f08f-5fce-4ffc-8`

Username:

`pantheon`

Password:

`[REDACTED]`

42d

Port:

`12748`

d3f

DB Name:

`pantheon`

```
In [1]: 1 !pip install pymysql
```

```
Requirement already satisfied: pymysql in /Users/yssuen/opt/anaconda3/lib/python3.7/site-packages (0.9.3)
```

```
In [8]: 1 import pandas as pd
2 import pymysql.cursors
3 connection = pymysql.connect(host="dbserver.dev.5995f08f-5fce-4ffc-8e46-9a8dac259636.drush.in",
4                               user="pantheon",           # your username
5                               passwd="                  ", # your password
6                               db="pantheon",            # name of the data base
7                               charset='utf8mb4',
8                               port=12748,
9                               cursorclass=pymysql.cursors.DictCursor)
10
11 with connection.cursor() as cursor:
12     # Read a single record
13     sql = "SELECT * FROM wp_posts WHERE post_type='exhibition'"
14     cursor.execute(sql)
15     # result = cursor.fetchone()
16     result = cursor.fetchall()
17     dataset = []
18     temp = {}
19     i = 0
20     for row in result:
21         temp[i] = row
22         dataset.append(temp[i])
23         i = i + 1
24     print(dataset)
25 cursor.close()
26 connection.close()
27 df = pd.DataFrame(dataset)
28 df
```

ID	post_author	post_date	post_date_gmt	post_content	post_title	post_excerpt	post_status	comment_status	ping_status	...	pinged	post_modified	post_gmt
0	62	1	2021-01-17 10:20:45	2021-01-17 10:20:45 \r\n \t起止日期: 2020.11....	A Room That Can Move		publish	closed	closed	...		2021-01-19 03:10:28	
1	75	1	2021-01-17 14:54:35	2021-01-17 14:54:35 \r\n \t起止日期: 2020.7.1...	More, More, More		publish	closed	closed	...		2021-01-19 03:11:12	
2	118	1	2021-01-19 04:04:24	2021-01-19 04:04:24 \r\n \t起止日期: 2020.9.1...	Public • Park		publish	closed	closed	...		2021-01-19 04:06:10	

3 rows × 23 columns

Demonstration in Real Application

<https://bernardsys.pythonanywhere.com/venues#album>

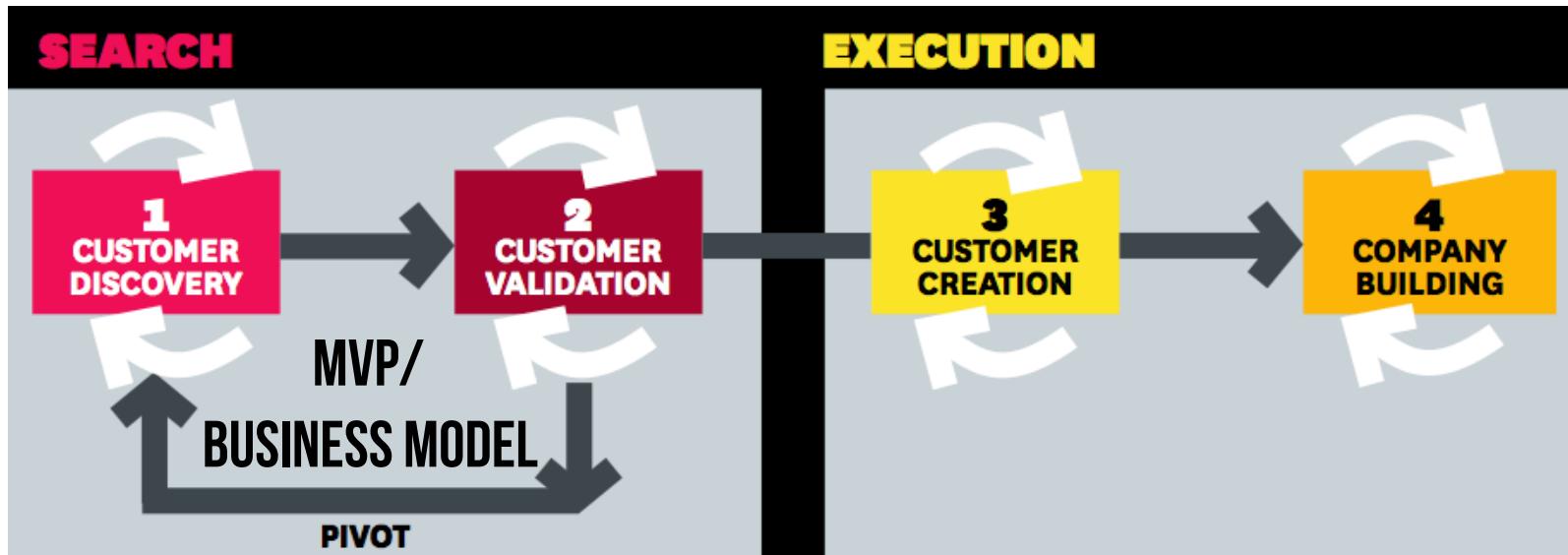
**MySQL
&
SQL**

**Lean & Agile
Development**

**9 Types of
Business Model**

The **Lean Startup** Approach

BUILD-MEASURE-LEARN CYCLE IN SEARCH OF PRODUCT-MARKET FIT

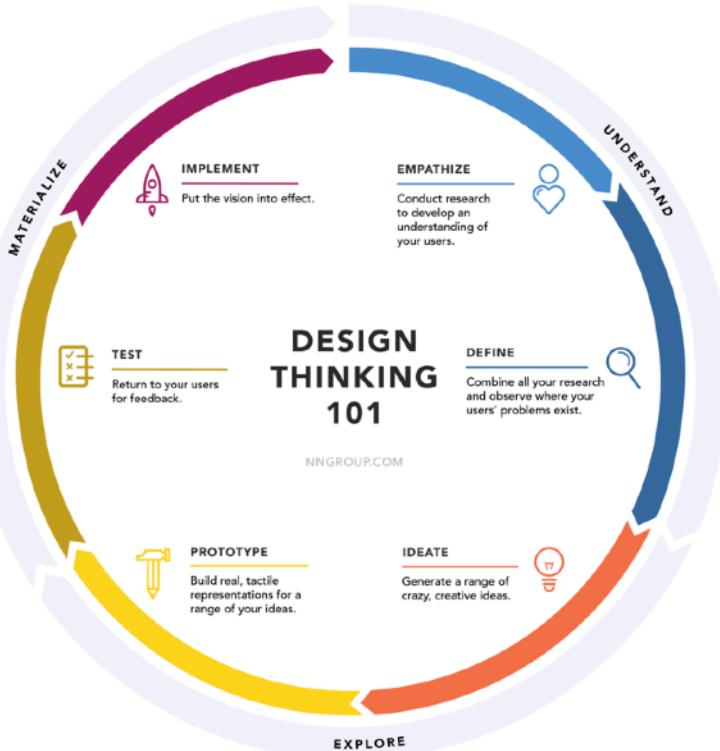


Source: "Why Lean Start-up Changes Everything" by Steve Blank, Harvard Business Review May 2013

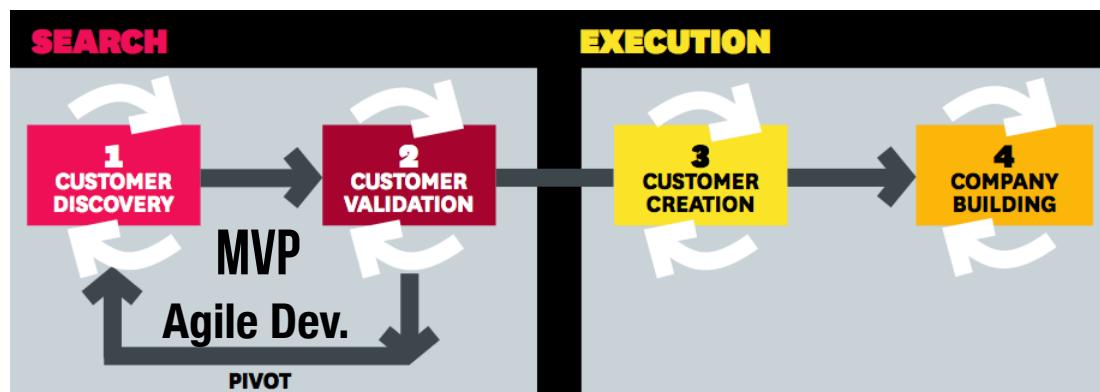
Can Design Thinking and the Lean Method Work Together?

The Google Design Sprint: Combining Lean and Design Thinking with Agile Development





USE DESIGN SPRINT IN AGILE TO SUPPLEMENT MVP ITERATION



Source: “Why Lean Start-up Changes Everything” by Steve Blank, Harvard Business Review May 2013

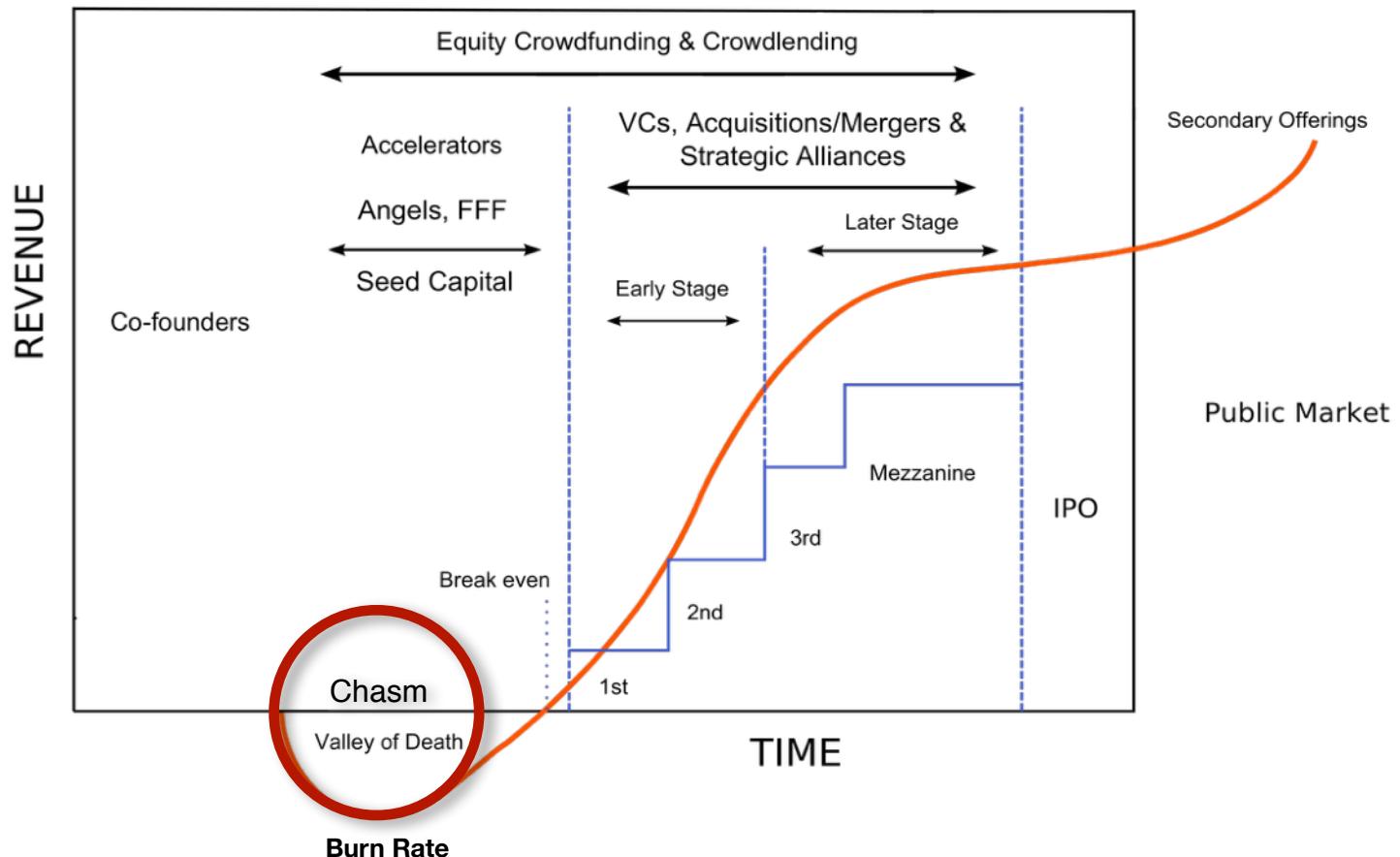
Source: Sarah Gibbons,
Design Thinking 101
Nielsen Norman Group

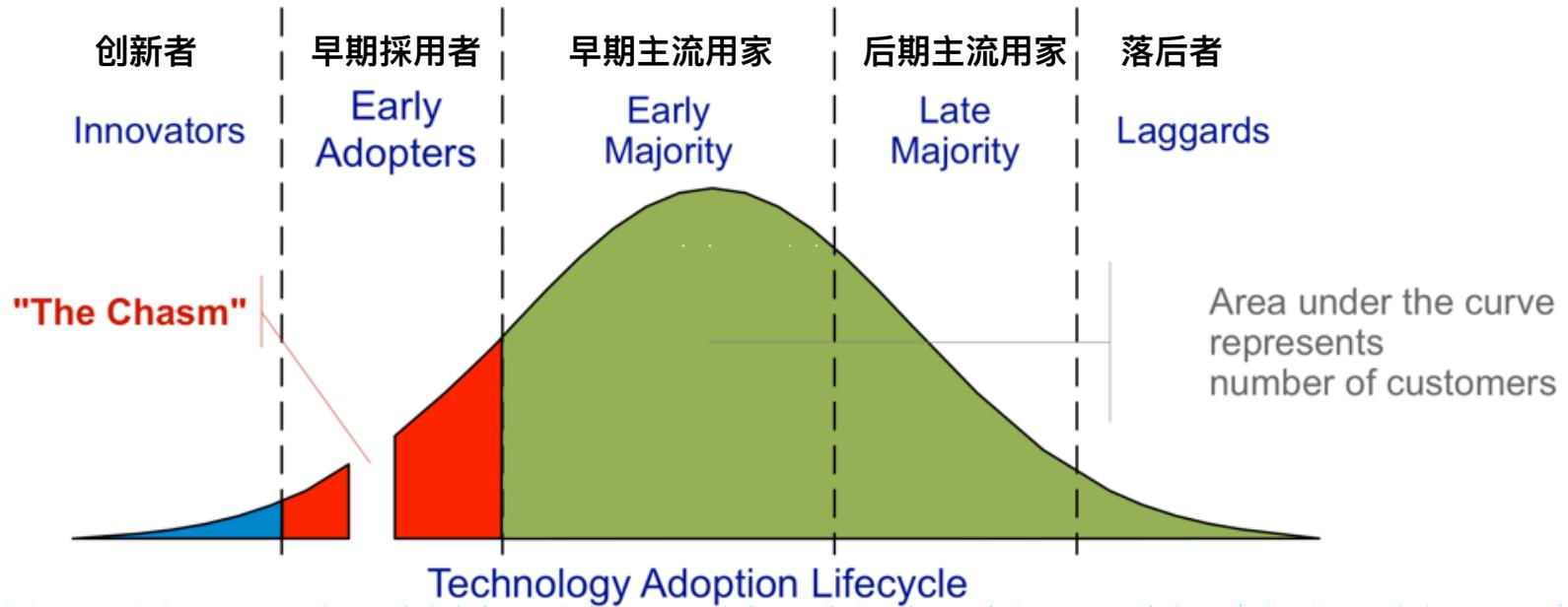
From converting user to customer and transforming prototype into minimum Viable Product, startups aim to control unnecessary wastage, create sustainable value and scale up the business rapidly.



Source: "Why Lean Start-up Changes Everything" by Steve Blank, Harvard Business Review May 2013

Startup Financing Cycle



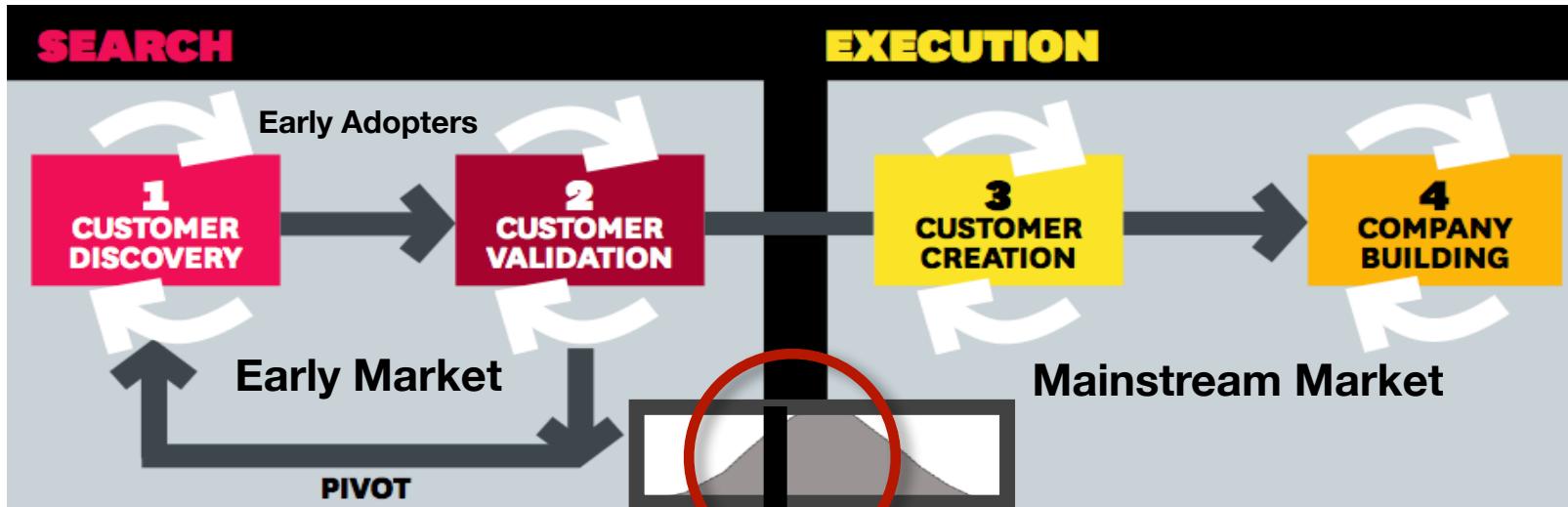


Source: From Wikimedia Commons, the free media repository
“Crossing the Chasm” is the book title by the author **Geoffrey Moore**



Who are Facebook's early adopters?

Source:



PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
KEY METRICS			CHANNELS	
COST STRUCTURE		REVENUE STREAMS		

How much

现金流的计算

The LEAN method is used to test out the hypothesis hidden in the business model.

最小化可行产品 MVP(Minimum Viable Product)



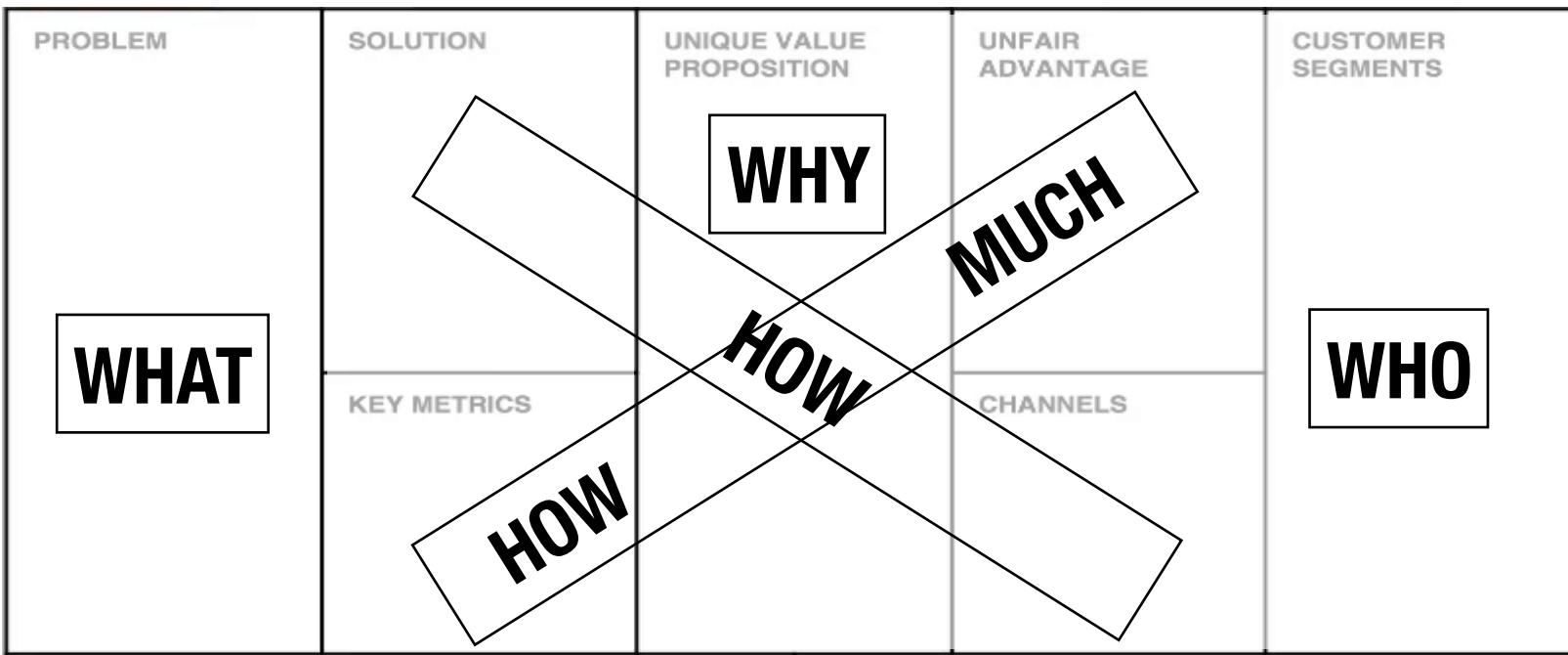
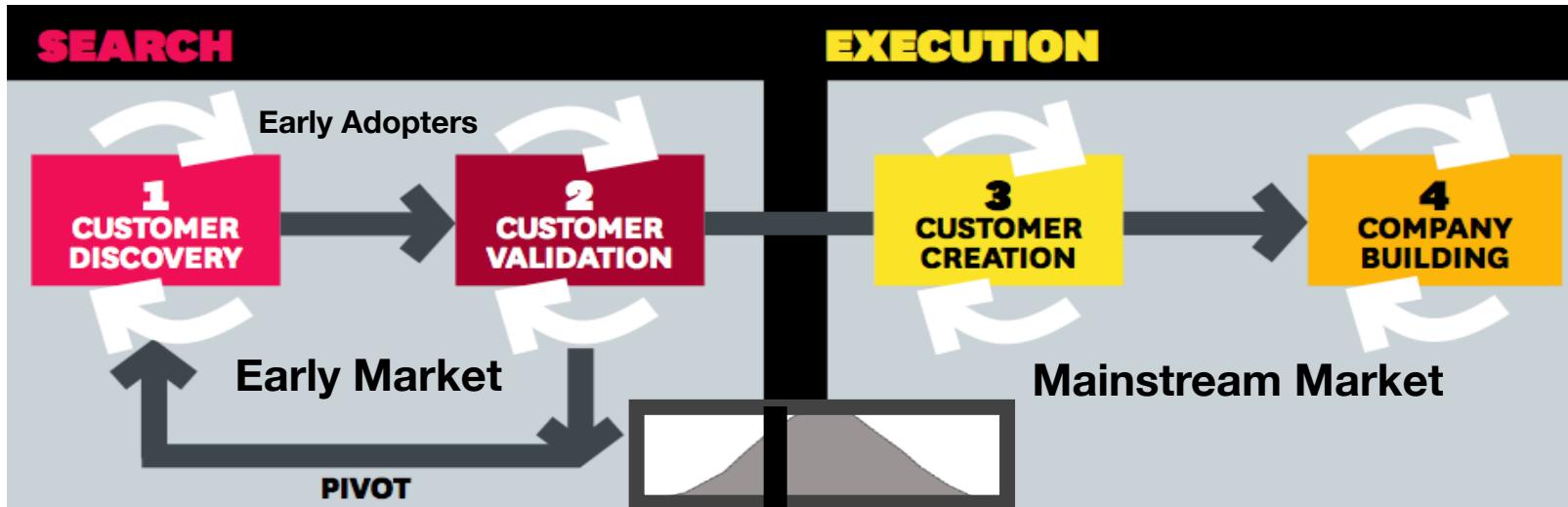
HYPOTHESIS TESTING

验证假设



Which Business Model and How to Test It ?

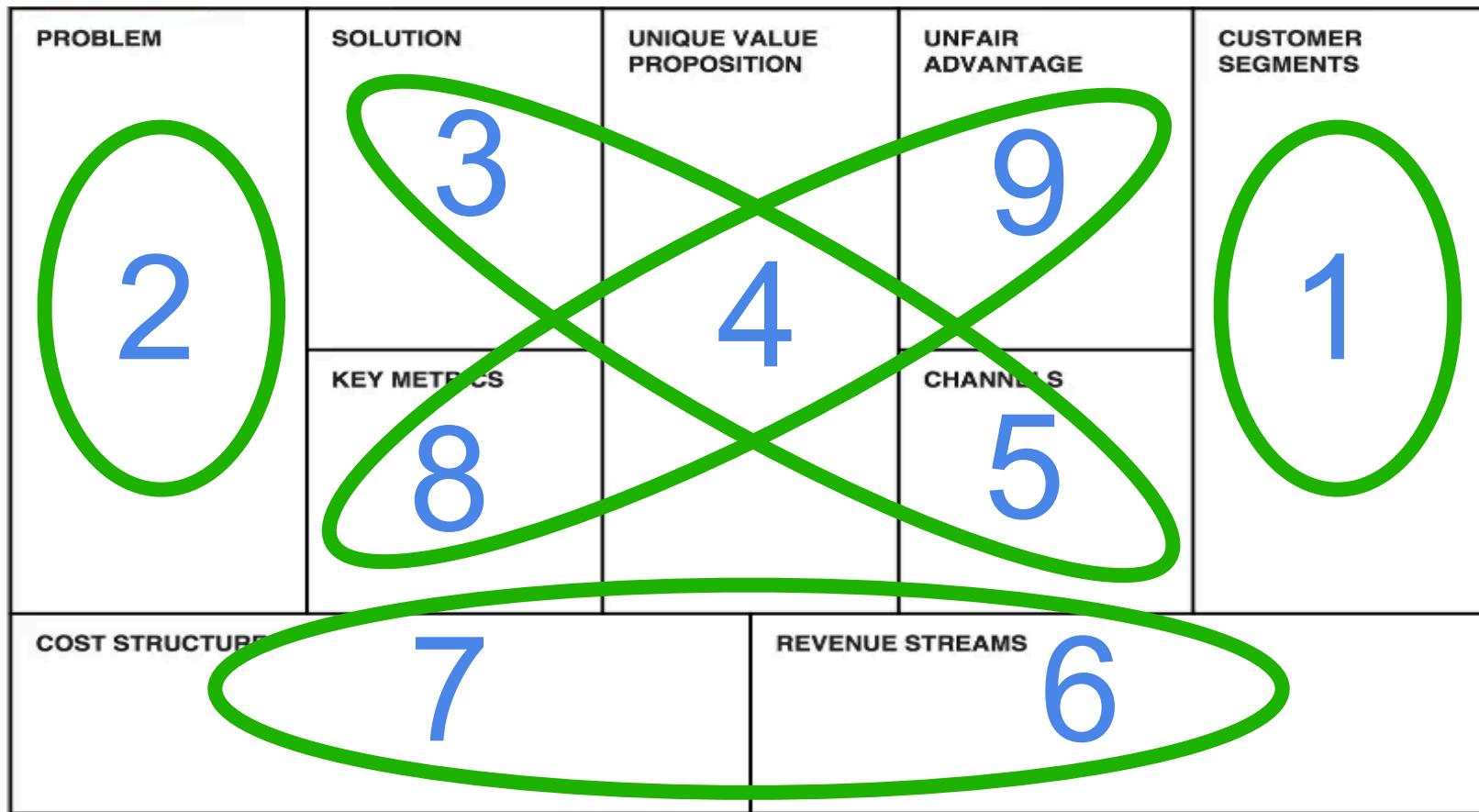
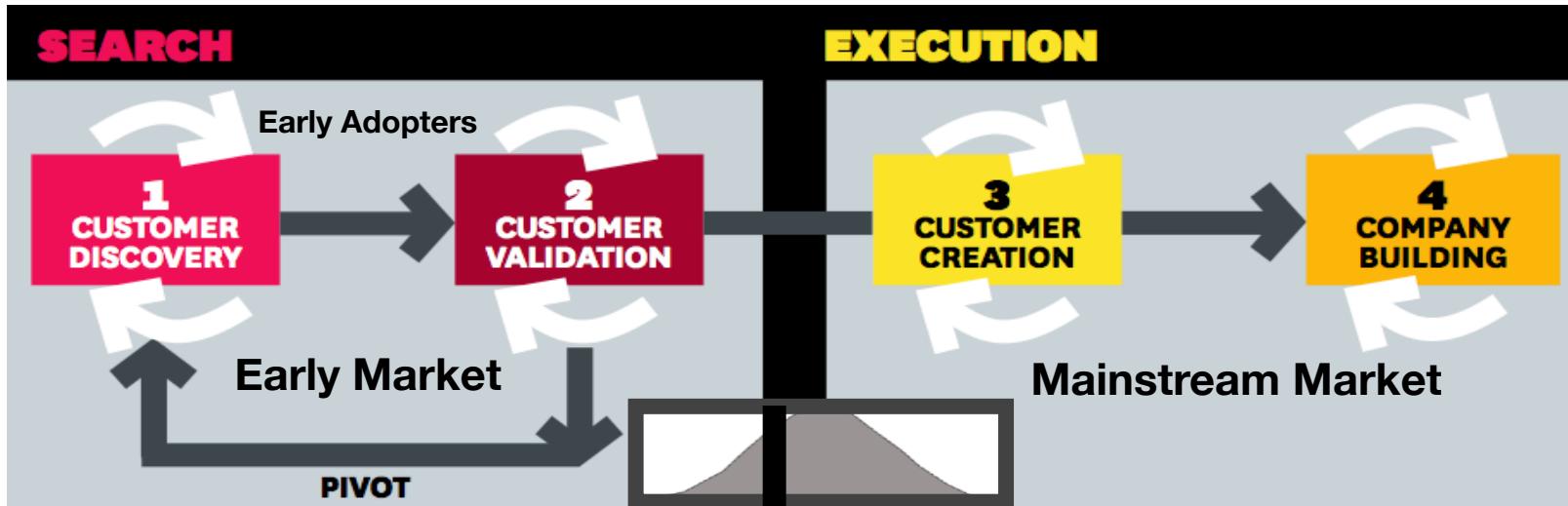
Adapted from Alex Osterwalter

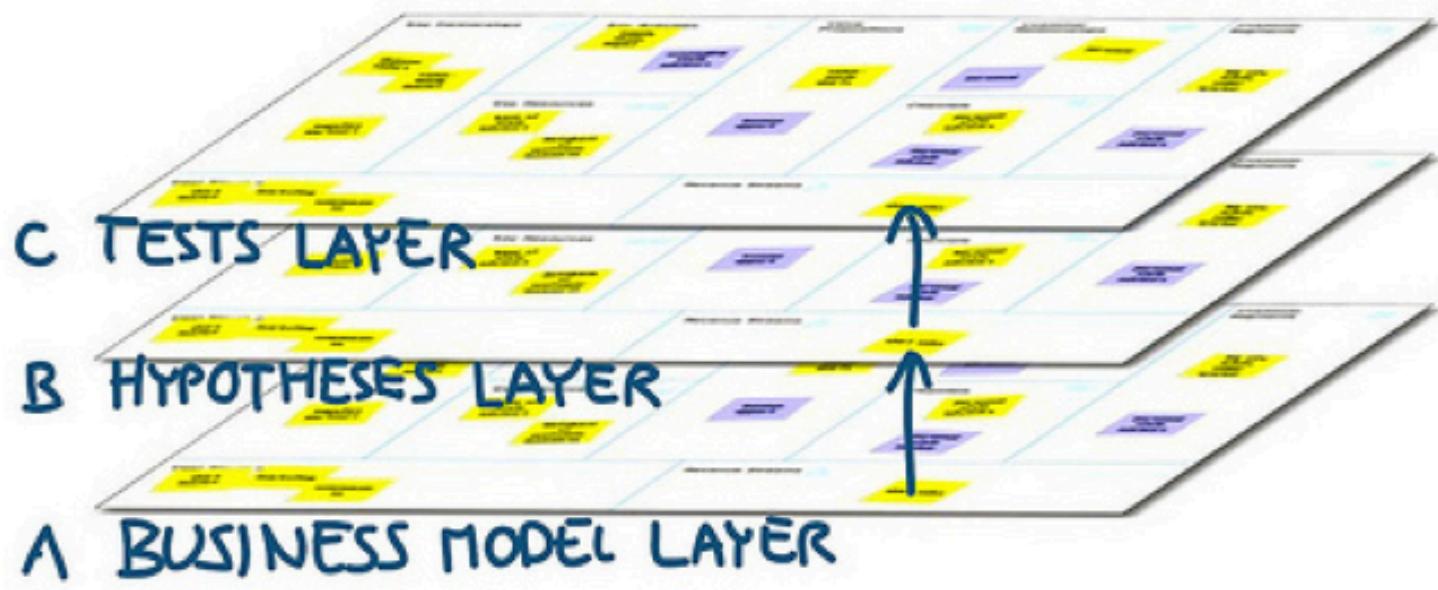


HOW MUCH

心法：
2 H 1 T

心法：
一右一左，過三關
右收左出，度門檻

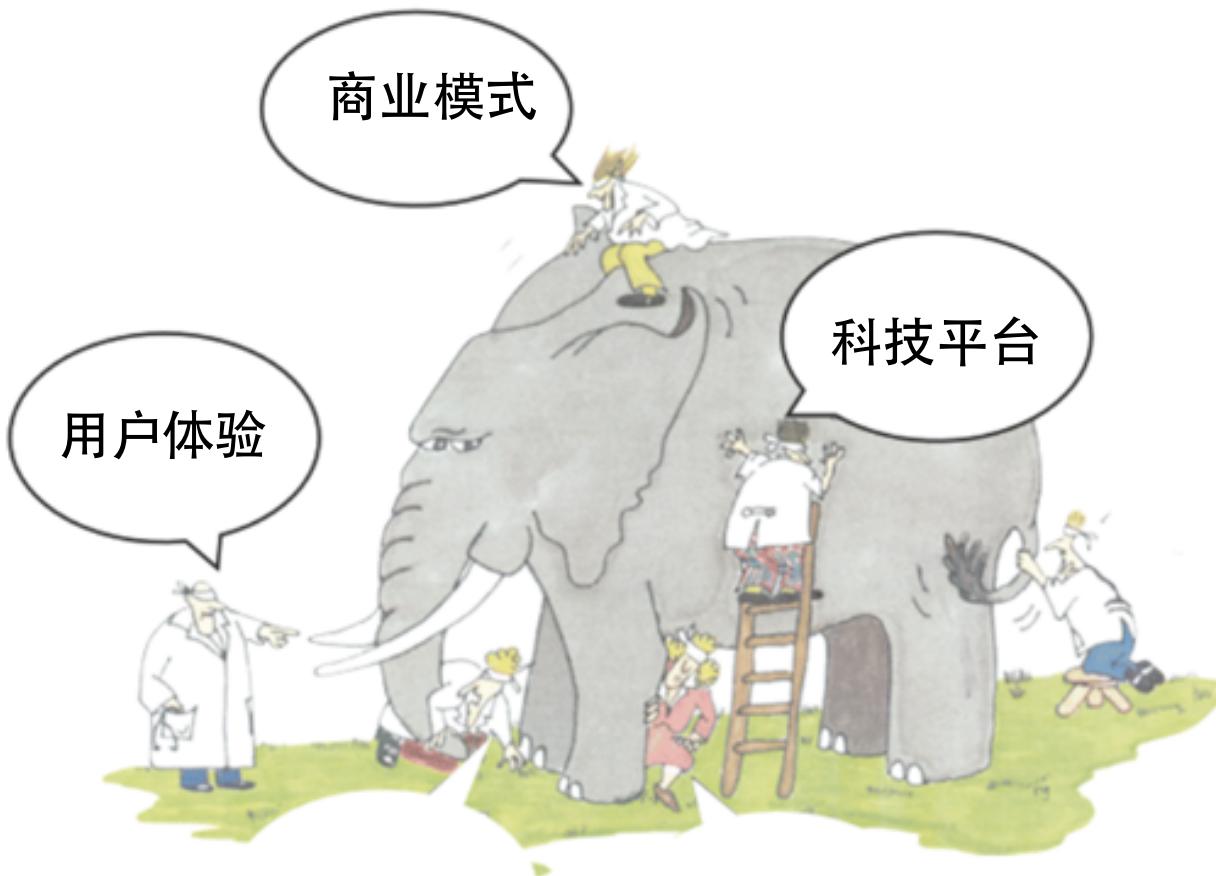


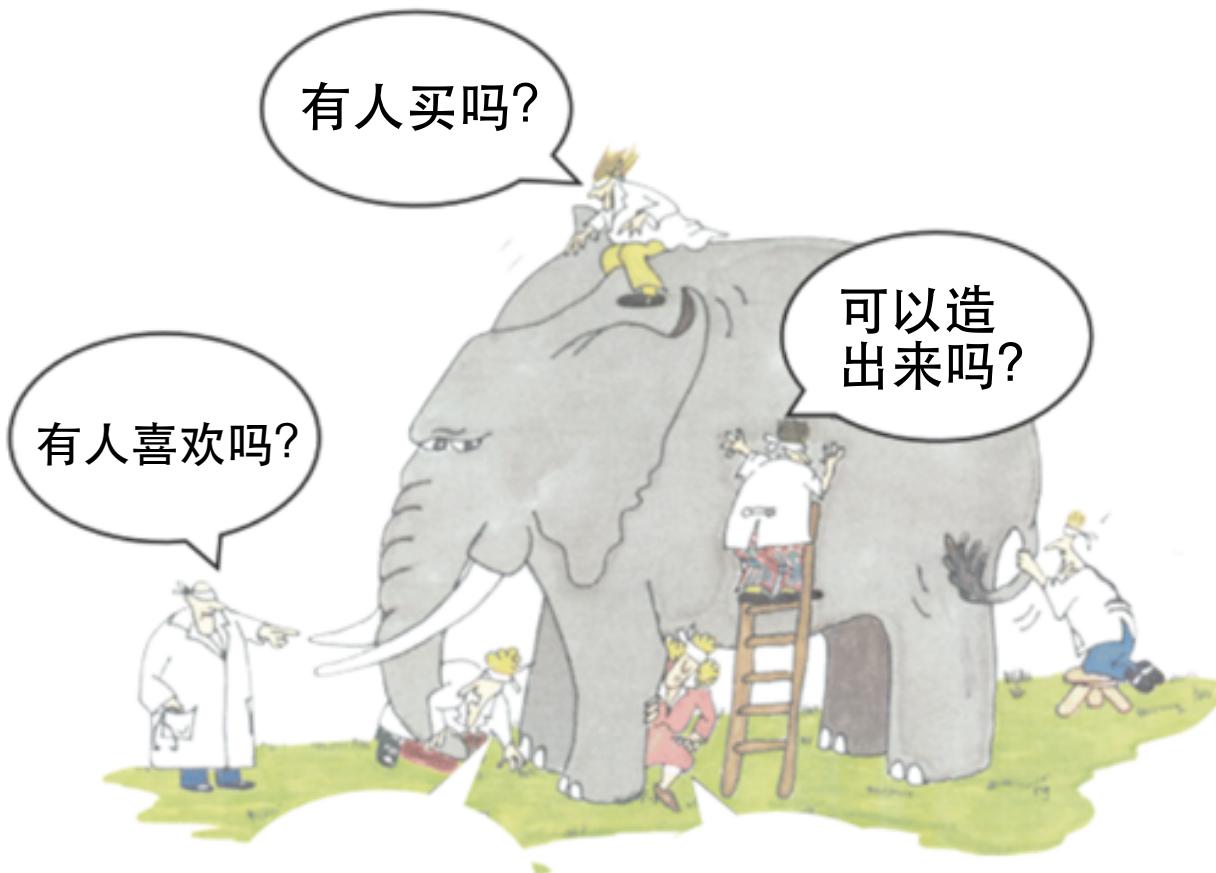


Which Business Model and How to Test It ?

Adapted from Alex Osterwalter

“No problem solution will be workable without the technical and organisational know-how to implement it. At the same time, mere know-how and solution without a customer willing to pay for it will also be unsustainable...”





最小化可行产品 **MVP**(Minimum Viable Product)



最小化可行架构 MVA (Minimum Viable Architecture)



为何要有最小化可行架构?

以最低成本支援验证

Develop the most basic infrastructure for validating the market and **deploying the MVP (**surely github is not enough**). Implication: —> **Move to the cloud with minimum investment.****

How?

Agile Development

腾讯与敏捷开发

在这风起云涌的年代，最为人们津津乐道的国内互联网三巨头无疑是腾讯、百度和阿里巴巴，比较凑巧，鄙人曾在其中两家的研发部门任职。因为已离开Tencent，所以现在可以站在另一个角度冷静思考，梳理回忆当年的所见所感，让众人一睹Tencent研发的峥嵘。

Tencent的产业布局主要在IM即时通讯、互联网增值业务、网络游戏、无线应用、网络媒体、电子商务和广告业务，QQ注册用户超过7亿、活跃用户超过3亿，依托QQ、Qzone、游戏等平台优势，单一产品月收入过千万的比比皆是，像会员、Qzone、宠物、QQShow等，盈利能力超乎想像的强，年Revenue达38亿、市值超150亿美金，称其为吸金机器一点不为过，所以股价一直坚挺，在其他科技股纷纷低迷，却被证券市场成熟的香港投资人持续追捧，这都说明大众非常看好Tencent的业务前景和盈利能力。

说完商业表现再说研发背后，Tencent现有员工约4K，其中约一半为研发，研发岗位主要有产品经理、项目经理、开发工程师、UI工程师、测试工程师、运维工程师以及项目管理工程师、SQA和CMO等，开发语言和工具以C++、PHP、Linux和MySQL为主。现有服务器超1W台，其中QQ同时在线约4KW，Qzone同时在线约500W，ITIL可用性指标超99.9%，以其中约300人的事业部门为例，同时研发/运营100个以上子产品，每月发布30个以上版本。

回想起来，对Tencent研发影响深远的有两家公司，一家是Google，它影响的是Tencent的研发文化；另一家是ThoughtWorks，它影响的是Tencent的研发管理。至于Tencent是如何引入并发扬，且听后续慢慢道来。

Google是互联网的传奇，其独特的开放和创新风格，奠定了它的世界级霸主地位。研究Google的人士都知道Google员工管理的十大黄金定律——

- (1) 组织委员会严把招聘关
- (2) 满足员工的所有需要
- (3) 拉近员工距离
- (4) 使合作简单协调
- (5) 身体力行，使用自己的产品
- (6) 鼓励创新
- (7) 尽可能统一意见
- (8) 不作恶
- (9) 数据决定决策
- (10) 有效地沟通交流

Source: huidaoli (2014-02-16)
<https://www.cnblogs.com/huidaoli/p/3551169.html>

事实证明这是管理知识型员工的最佳方式。当年Tencent CTO Tony曾带队赴美国Google总部，亲身感受Google的文化魅力，回来后大加褒奖，立志效仿引进。在鄙人看来，Tencent吸纳了Google文化的精髓主要有四点：宽松文化、创新文化、体验文化和精英文化。

那么Tencent和ThoughtWorks两个不同类型的公司又是如何结下渊源的呢，话要从2006年说起，那时Tencent规模已经开始膨胀，开发模式急需规范和标准化，到底走IPD（集成产品开发）还是Agile（敏捷）的开发路线，公司管理层也在为拿不定主意而犯愁，之后研发管理部开始与ThoughtWorks公司接触，逐渐将敏捷产品开发引入进来，并正式命名为TAPD（Tencent Agile Product Development）。

接触是从一次3天15W的培训开始的，ThoughtWorks派来了一个4人讲师团队，三天的课程让人印象深刻，由此也诞生了Tencent日后推行敏捷的第一批种子。后来一想，这次培训本身就是敏捷的一次真实案例，成员临时抽调，有来自北京，也有来自西安；课程设置应我们临时要求即时调整，五天压缩成三天；讲解过程大量应用白纸、小纸条、图钉和白板等简单工具；关注学员的心情曲线等。这是一个拥抱变化的团队，从他们身上折射出沟通、简单、反馈和勇气的敏捷价值观。

简言之，Tencent的TAPD是吸收了XP+SCRUM+FDD三者特点的并行迭代开发模式，涉及范畴包括敏捷项目管理和敏捷[软件开发](#)。

一、敏捷项目管理：

(1) Iteration

[软件开发](#)模型经历了从瀑布到螺旋再到敏捷的过程，迭代不是敏捷独有的创造，无论在RUP还是在MSF中迭代都是其核心特性之一。而在Tencent特别强调的是并行迭代，即多个版本并行，最大程度发挥资源的效率。

Release（发布）可理解成当实现的产品Feature累积到一定用户价值时的正式发布，它是比Iteration更大的概念；Iteration（迭代）是在固定时间内开发Feature的过程，Release一般包括多次Iteration。

PROCESS

AGILE DEVELOPMENT



EXTREME
PROGRAMMING

ITERATION

PROCESS

AGILE DEVELOPMENT



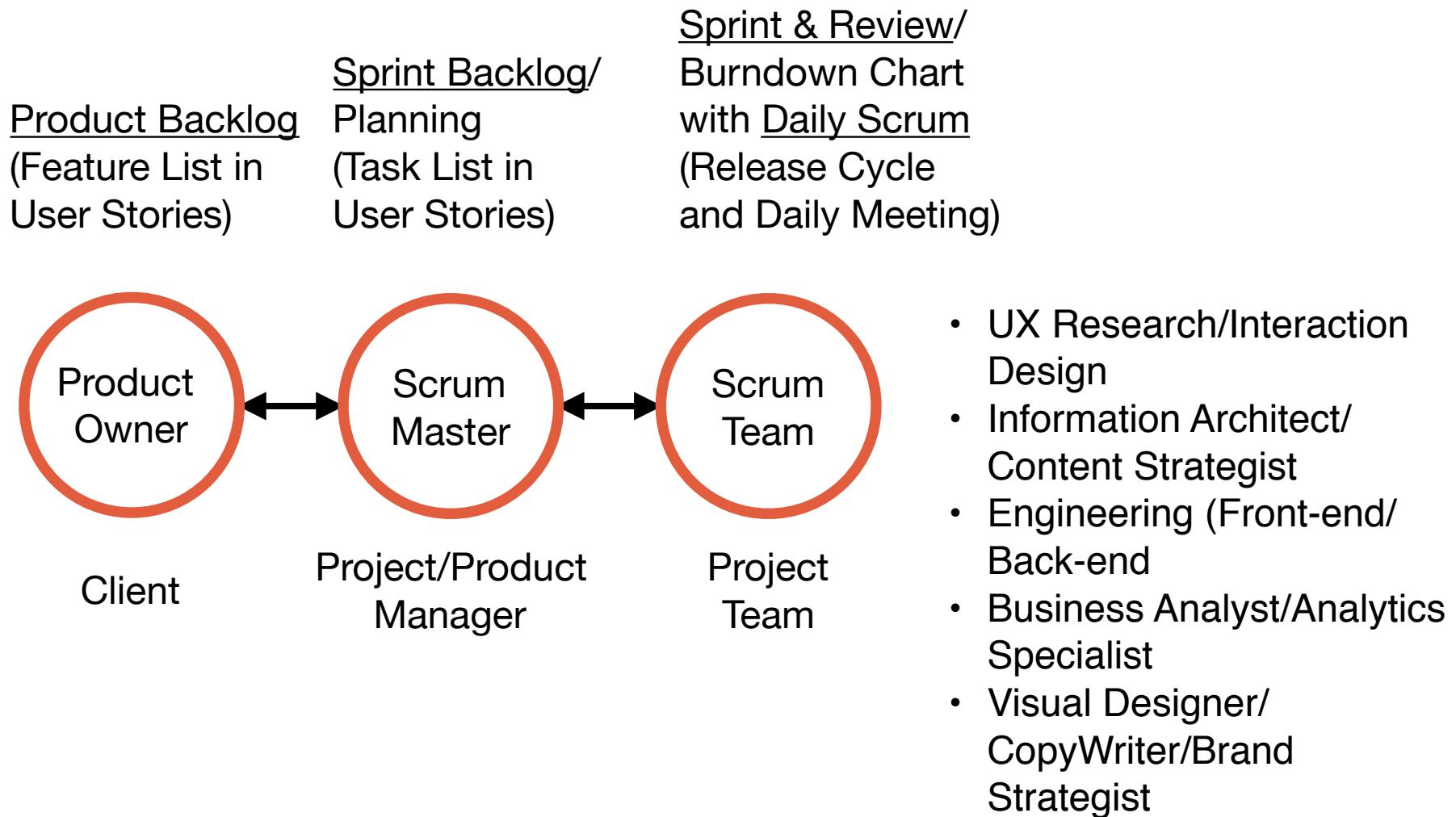
“How does this work?”

EXTREME
PROGRAMMING

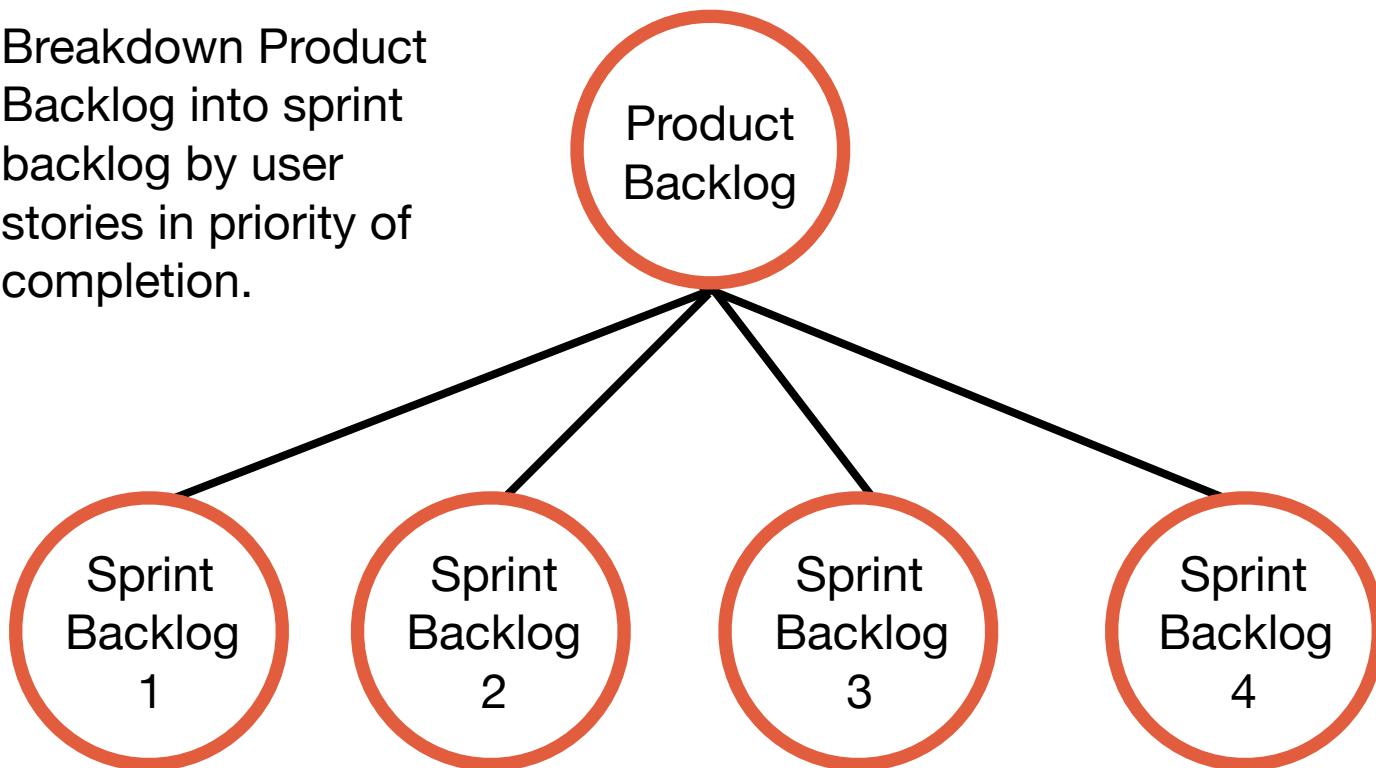


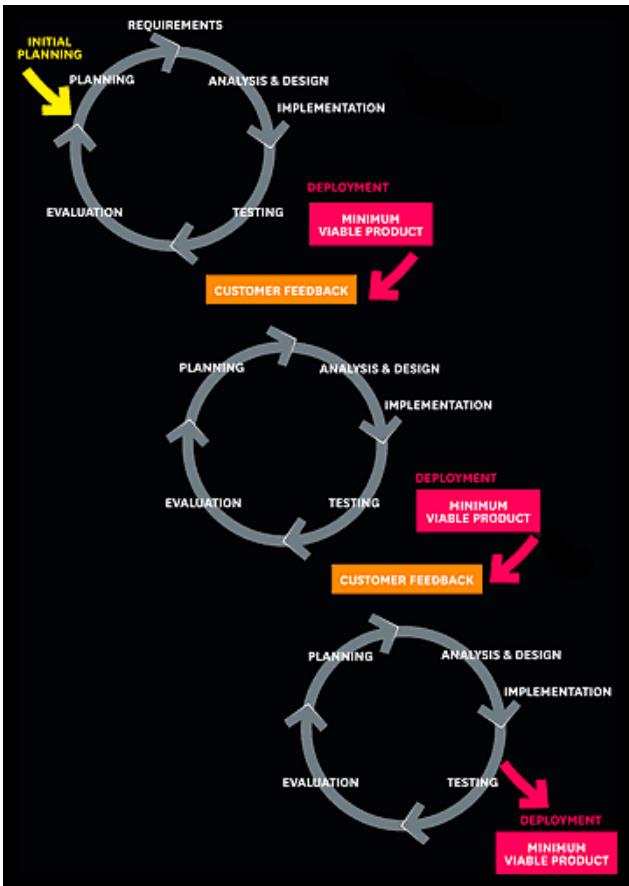
Practice Using SCRUM Methodology for Agile Software Development





Breakdown Product Backlog into sprint backlog by user stories in priority of completion.





Sprint Planning (Release Planning)



Sprint Review (Release Review)

Daily Scrum (Daily Meeting)

Each build-measure-learn cycle (ends with a review) is called a “sprint” usually measured in 1 to 3 weeks.

Source: “Why Lean Start-up Changes Everything”
by Steve Blank

转

敏捷开发中用户故事地图(User Story Mapping)学习

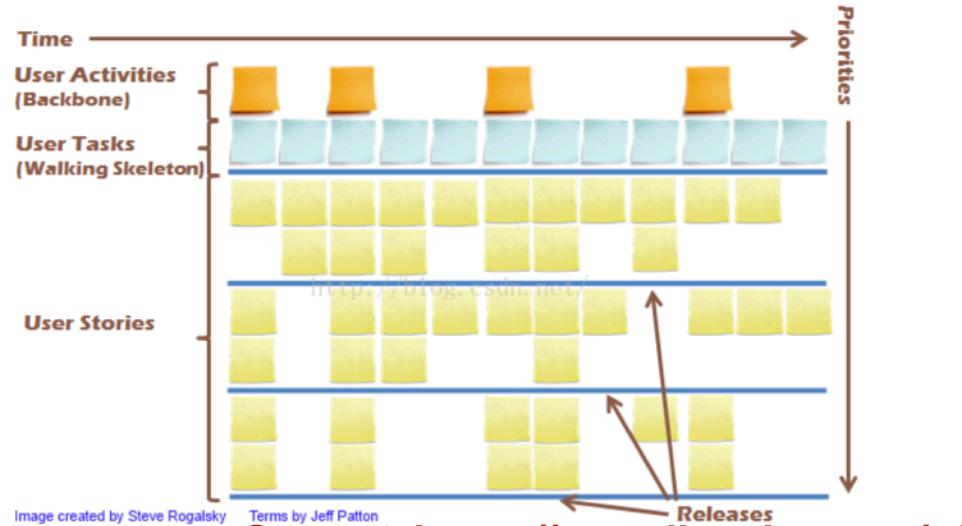
2016年09月25日 20:07:11 佚名-2018 阅读数: 3485

1. 用户故事地图

User Story是敏捷开发和管理的核心，User Story是从用户的角度对系统的某个功能模块所作的简短描述。一个User Story描述了项目中的一个小功能，以及这个功能完成之后将会产生什么效果，或者说能为客户创造什么价值。

用户故事地图，英文名为User Story Mapping。用户故事地图已经成为敏捷需求规划中的一个流行方法。用户故事地图可以将你的 backlog（待办事项）变成一张二维地图，而不是传统的简单列表。

2. 用户故事地图编写模板



Source: <https://www.jianshu.com/p/2ebff1093f55>



Airtable Bases Templates Universe HELP ? 🔔 🙏

Templates

Use these starter bases to get a jump start on your project. For inspiration from community-published bases, check out Universe.

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CATEGORIES

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- Creative
- Event Planning
- Everyday Life
- Groups, Clubs & Hobbies
- HR & Recruiting
- Legal
- Local Business
- Marketing
- Nonprofit
- Personal
- PR & Communications
- Product, design, and UX
- Project Management
- Publishing
- Real Estate



Agile Workflow

#PRODUCT, DESIGN, AND UX

Even if you don't want to adopt the entire Agile manifesto, shifting your workflow to incorporate aspects of the Agile methodology—a small-a "agile" workflow—is a good idea for virtually any software development team.

By taking an agile approach to the development process, you let customer needs direct the features and improvements you're working on. By tailoring your product development to focus on the user, you waste less effort on irrelevant or unnecessary features than you do with traditional approaches.

Our blog post here walks you through how to use this template to apply agile processes to suit your team's needs. Hand it off to the scrum master to build your next sprint, schedule standups for your team, and make a note of stories for future sprints in one database that is easily shareable between your entire team. By tagging every potential feature or improvement in a project with the function it serves, the utility it provides to the customer, and its prioritization in the product, this base helps you gather steam and keep rolling into the next sprint after each completed project.

Backlog Sprints Standups People

Main Story View Hide fields Filter Group Sort ...

Story Name	Priority	Function	Sprint	Status
Story 1	High	User Authentication	Sprint 1	In Progress
Story 2	Medium	Dashboard	Sprint 1	Planned
Story 3	Low	Profile Settings	Sprint 2	Planned
Story 4	Medium	Forgot Password	Sprint 2	Planned

[https://airtable.com/templates/product-design-and-ux/exp\\$29rjSzaWD5UD7/agile-workflow](https://airtable.com/templates/product-design-and-ux/exp$29rjSzaWD5UD7/agile-workflow)

Agile Workflow

HELP ? 🔍 🔔 🚫

Backlog Sprints Standups People +

Main Story View Hide fields Filter Group Sort Color ...

	Story Name	Priority	Function	Sprint	Status	Use Case	Notes	story_id	Sprint Release Date
1	S1 : Remote login	★★★	Remote login	Mobile	In Progress	I can login to the app from where...		1	2/19/2018
2	S2 : SSO	★★★★★	SSO	Mobile	Done (Needs Review)	I can use my Google account to lo...		2	2/19/2018
3	S3 : More color options	★★★★★	More color options	UI	Not Started	I can customize the colors to my li...		3	3/14/2018
4	S4 : Customizable referral link	★★★	Customizable referral link		Not Started	I can send more effective referral ...		4	
5	S5 : Zapier integration	★★★★★	Zapier integration	Integrations	Finished	I can build 3rd-party utilities usin...		5	2/1/2018
6	S6 : Bitcoin support for transactio...	★★★	Bitcoin support for transactions	Integrations	Finished	I can spend my BTC with your app		6	2/1/2018
7	S7 : Night reading mode	★★★★★	Night reading mode	UI	Not Started	I don't hurt my eyes using the app...		7	3/14/2018
8	S16 : Multiple timezone support	★★	Multiple timezone support		Not Started	I can use the app from around the...		16	
9	S17 : Cleaned up mobile icon	★★★	Cleaned up mobile icon	UI	Not Started	I can enjoy looking at the app on ...		17	3/14/2018
10	S18 : Export as PDF option	★★★	Export as PDF option		Not Started	I can send content to my boss thr...		18	
11	S19 : Import feature	★★	Import feature		Not Started	I can add my own content to the a...		19	
12	S20 : Search feature	★★★★★	Search feature			I can more easily find the pages I ...		20	
13	S21 : Search bar on homepage	★★★★★	Search bar on homepage			I can more easily find the pages I ...		21	
+									

SHARE 🔍 🔔 🚫 BLOCKS 🔍 🔔 🚫

Story View

UI

UX

Design

Code

Test

Deployment

Analytics

Feedback

Help

Agile Workflow

HELP ? 🔍 🔔 🚫

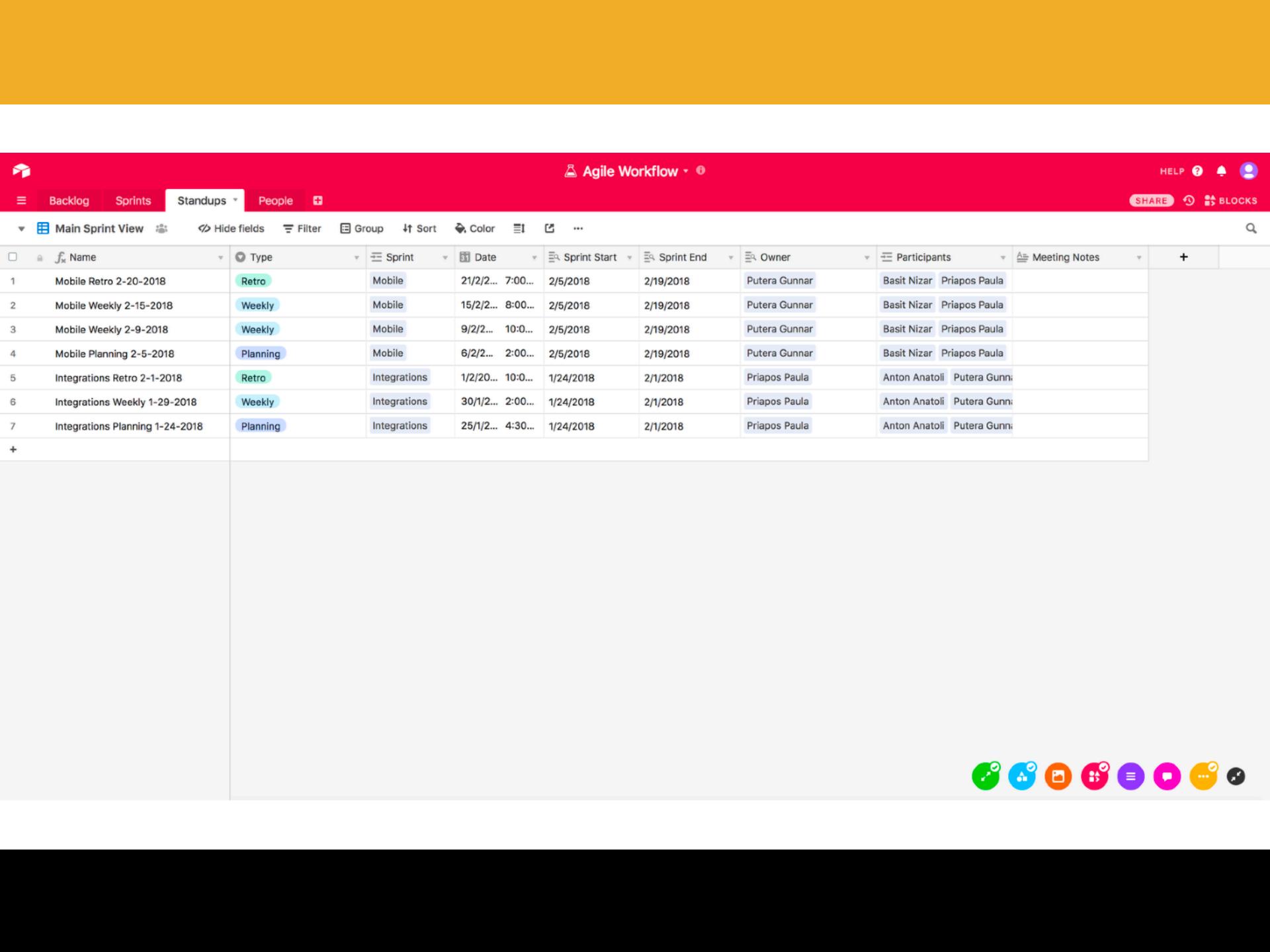


Backlog Sprints Standups People +

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	Name	Status	Goal	Target Release Date	Stories	Notes	Standups	Start
1	Mobile	In Progress	Enhance functionality of app on mobile	2018-02-19	S2 : SSO S1 : Remote login		Mobile Weekly 2-9-2018	N 2018
2	Integrations	Completed	Build out more 3rd-party integrations	2018-02-01	S6 : Bitcoin support for transactions S5 : Zapier integration		Integrations Planning 1-24-	2018
3	UI	Planning	Improve look and feel of app	2018-03-14	S17 : Cleaned up mobile icon S7 : Night reading mode S3 : Mor			
+								







Agile Workflow

HELP ? 🔍 🔔



Backlog Sprints Standups People +

SHARE 🔍 BLOCKS



Grid view Hide fields Filter Group Sort Color ...

	Name	Stories	Sprints	Standups	+ New
1	Putera Gunnar	S1 : Remote login S2 : SSO	Mobile	Integrations Planning 1-24-	
2	Basit Nizar	S7 : Night reading mode S17 : Cleaned up mobile icon S3 : More color options		Mobile Planning 2-5-2018	
3	Priapos Paula	S4 : Customizable referral link S5 : Zapier integration	Integrations	Mobile Planning 2-5-2018	
4	Hamid Febe	S18 : Export as PDF option S19 : Import feature			
5	Anton Anatoli	S6 : Bitcoin support for transactions S16 : Multiple timezone support		Integrations Planning 1-24-	
+					



Agile Workflow

HELP ? 🔍

SHARE ⏪ BLOCKS



Backlog Sprints Standups People

Kanban Stacked by Status Customize cards Filter Sort Color ...



Uncategorized

S20 : Search feature

★ PRIORITY



S21 : Search bar on home...

★ PRIORITY



2 records



Not Started

S3 : More color options

★ PRIORITY



S7 : Night reading mode

★ PRIORITY



S4 : Customizable refer...

★ PRIORITY



S17 : Cleaned up mobile...

★ PRIORITY



S18 : Export as PDF opti...

★ PRIORITY



S16 : Multiple timezone ...

★ PRIORITY



7 records



In Progress

S1 : Remote login

★ PRIORITY



1 record



Done (Needs Review)

S2 : SSO

★ PRIORITY



1 record



Finished

S5 : Zapier integration

★ PRIORITY



S6 : Bitcoin support for tr...

★ PRIORITY



2 records



+ New stack

Examples from Previous Students' Projects

**Python Flask
&
SQL**

**Lean & Agile
Development**

**9 Types of
Business Model**

Y-COMBINATOR'S 9 BUSINESS MODEL PATTERNS

THE Y-COMBINATOR'S COMPANIES

1. Airbnb
2. DoorDash
3. Stripe
4. Cruise
5. Instacart
6. Dropbox
7. Coinbase
8. Zapier

<https://www.ycombinator.com/topcompanies/>

Enterprise

SAAS

Usage-based

Subscription

Transactional

Marketplace

E-Commerce

Advertising

Hardware

Source: Anu Hariharan - Y Combinator (<https://www.youtube.com/watch?v=PTg3RZPXgLg>)

**Enterprise
(e.g. IBM)**

- ▶ **Bookings (signed contract)**
- ▶ **Total Customers**
- ▶ **Revenue**

- SaaS (e.g.
Zoom)**
- ▶ **MRR (Monthly Recurring Revenue)**
 - ▶ **ARR (Annual Recurring Revenue)**
 - ▶ **Gross MRR Churn**
 - ▶ **Paid CAC (Customer Acquisition
Cost Per Customer)**

*** SaaS - Software as a Service

- Subscription (e.g. Netflix)**
 - ▶ **MRR (Monthly Recurring Revenue)**
 - ▶ **MRR CMGR (MRR Compound Monthly Growth Rate)**
 - ▶ **Gross User Churn**
 - ▶ **Paid CAC (Cost per customer)**

- Transactional** ▶ **Gross Transaction Volume (Total payment dollar volume)**
- ▶ **Net Revenue (Portion of GTV e.g. transaction fee)**
- ▶ **User Retention (Percent of customers who go on make at least one purchase in month 2)**
- ▶ **Paid CAC**

Usage-Based
(e.g. AWS Lambda)

- ▶ **Monthly Revenue**
- ▶ **Revenue CMGR**
- ▶ **Revenue Retention**
- ▶ **Gross Margin**

- MarketPlace
(e.g. Airbnb)** ▶ **GMV (Gross Merchandise Value)**
- ▶ **Net Revenue (Portion of GMV)**
- ▶ **Net Revenue CMGR**
- ▶ **User Retention (e.g. Track searching behaviour)**
- ▶ **Paid CAC (e.g. Acquire hosts)**

- E-Commerce (e.g. Taobao)**
 - ▶ **Monthly Revenue**
 - ▶ **Revenue CMGR**
 - ▶ **Gross Margin (* Beware hidden costs)**
 - ▶ **Paid CAC (Cost per customer)**

Advertising (e.g. YouTube)

- ▶ **Daily Active Users (* Definition of being active is key)**
- ▶ **Monthly Active Users**
- ▶ **Percent Logged-In**

Hardware
(e.g.
Xiaomi)

- ▶ **Monthly Revenue**
- ▶ **Revenue CMGR**
- ▶ **Gross Margin**
- ▶ **Paid CAC**

BM TYPE	B-to-B	B-to-C	Revenue Focus	Cost Focus	Example
Enterprise	X		Contract Fee	Personel Support	IBM
SAAS	X	X	Licensing Fee	CAC, Infrastructure	Zoom
Usage-based	X		Usage-on-demand	Infrastructure	AWS Lambda
Subscription		X	Subscription Fee	CAC, Infrastructure	Netix
Transactional	X	X	Transaction Fee	CAC, Infrastructure	Alipay
Marketplace	X	X	Service Fee to Renter Booking Fee to Host	CAC, Infrastructure	Airbnb
E-Commerce		X	Service Fee Value-added Fee	CAC, Customer Support	Taobao
Advertising		X	Advertising Charges	Storage/Bandwidth	YouTube
Hardware		X	Product Sales	CAC, Production & Shipping Cost	Xiaomi

Other housekeeping matters.

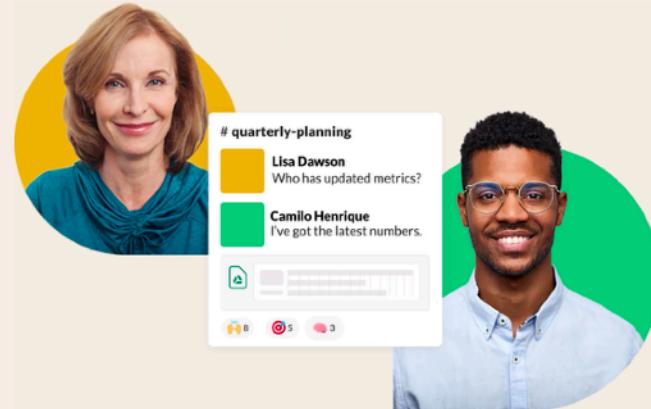
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#project-eagle
Share your progress and stay in the loop.

Harry Boone 9:30 AM
Just so everyone knows, I'm consolidating all of our ideas from the brainstorming session.

Lisa Zhang 9:37 AM
That's great! [@Jagdeep Das](#), did you start the pitch deck?

Jagdeep Das 9:59 AM
Got it right here. [@Harry Boone](#) feel free to drop in your work:

A better way to communicate

Unlike email, conversations in Slack are easy to follow. And they're more than conversations — you can make calls, share files, and even connect with other apps.

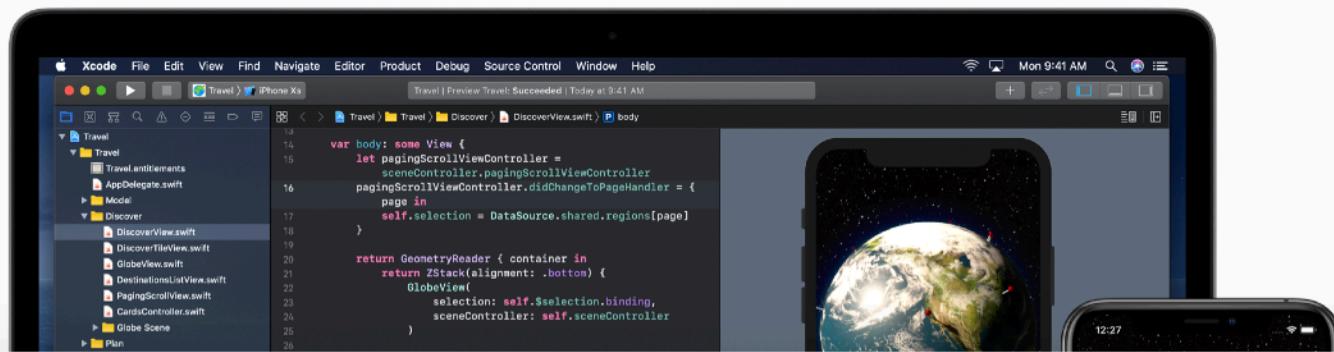
<https://slack.com/intl/en-hk>

Xcode

Xcode 11 SwiftUI IDE Features What's New Resources

Xcode 11

Xcode 11 includes everything you need to create amazing apps and to bring your apps to even more devices. Take advantage of SwiftUI, an all-new user interface framework with a declarative Swift syntax. Start bringing your iPad app to Mac with just a click. And with support for Swift packages, Xcode 11 lets you share code among all of your apps or use packages created by the community.





Get started.

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Android Studio

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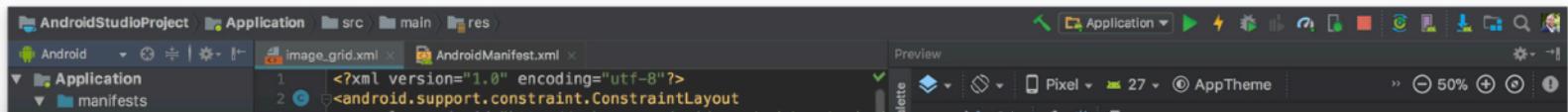
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Support for
offline scenarios



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device APIs

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	 Source Code node-v14.15.4.tar.gz

[Windows Installer \(.msi\)](#)

[Windows Binary \(.zip\)](#)

[macOS Installer \(.pkg\)](#)

[macOS Binary \(.tar.gz\)](#)

[Linux Binaries \(x64\)](#)

[Linux Binaries \(ARM\)](#)

[Source Code](#)

32-bit	64-bit
32-bit	64-bit
64-bit	
64-bit	
64-bit	
ARMv7	ARMv8
node-v14.15.4.tar.gz	

Additional Platforms

SmartOS Binaries

64-bit

<https://nodejs.org/en/download/>



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PhoneGap Desktop Beta 0.4.5

hermwong released this on 3 Aug 2017 · 22 commits to master since this release

[#831] removed unused variables that were used to track project creation duration

Assets 6

PhoneGap-Desktop-Beta-0.4.5-mac.zip	96.1 MB
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Source code (zip)	
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0.4.4
294b3a7

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PhoneGap Desktop Beta 0.4.4

hermwong released this on 2 May 2017

Add "valid-identifier" to package.json

<https://github.com/phonegap/phonegap-app-desktop/releases>



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