


**Pathagat Yarma** Validated learning

Learn by fast prototypes Joys of designing Agile solutions

Mihaly IS Flow Complexity  Design thinking

New NPD  
↓↓↓ Apply Competency → Dbl-loop learning

Saturated + emerging markets  
Knowledge-based, small startups  
Open innovation, feedback-based  
User needs - driven design  
Fast upgrade cycles  
Long tail, \$0 businesses

Continuous Innovation   
Unvalidated assumptions  
Poor collaboration