

software pilots

**TRIFORK.**

---

# **The Lean Startup**

validated learning over working software

Troels Richter, Agile Coach

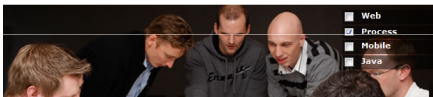
Trifork Agile Excellence

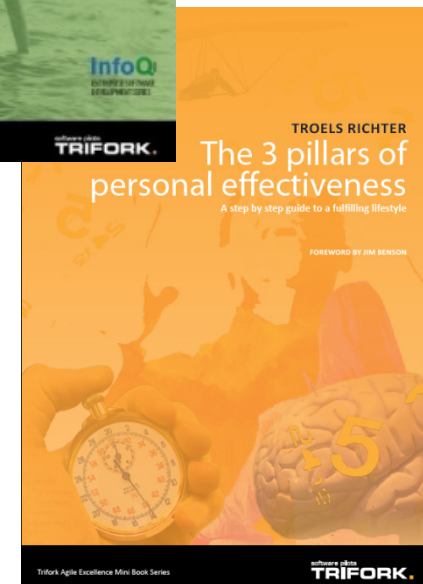
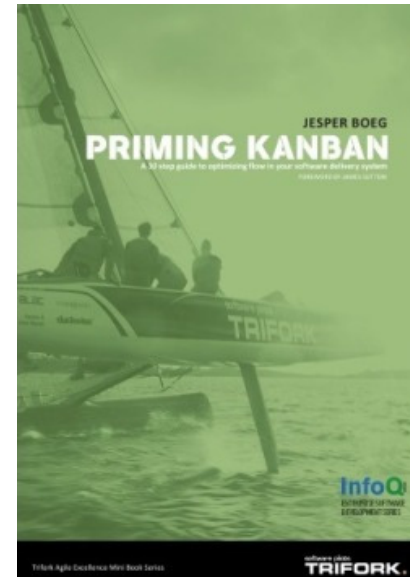
[trc@trifork.com](mailto:trc@trifork.com)

[@troelsrichter](https://twitter.com/troelsrichter)

# Trifork Agile Excellence

goto;  
conference 2012

|   |   |  |  |   |         |           |                  |  |
|---|---|--|--|---|---------|-----------|------------------|--|
|                                        |   |  |  |   | Web     | Aarhus    | Kursus           |  |
|   |   |  |  |   | Process | Malmö     | Free Geek Nights |  |
|   |   |  |  |   | Mobile  | København |                  |  |
|   |   |  |  |   | Java    | Zürich    |                  |  |
|   |   |  |  |   |         | Esbjerg   |                  |  |
| KURSUSKALENDER 2012   |   |  |  |   |         |           |                  |  |
| JAN   | FEB   | MAR  | APR  | MAY   |         |           |                  |  |
| Kickstarting - Kanban<br>Jesper Boeg<br>18. januar, København<br>Process  | The Lean Startup -<br>Validated Learning over<br>working software<br>Troels Richter<br>19. februar, Aarhus<br>Process | TDD Test Driven<br>Development<br>Ole Røstgaard<br>5-6. marts, København<br>Proc | Kanban<br>Jesper Boeg<br>17-18. april, Aarhus<br>Process | Certified ScrumMaster<br>Jeff Sutherland<br>2-3. maj, Aarhus<br>Process |         |           |                  |  |
| Certified ScrumMaster<br>Jens Røstgaard & Jeff Sutherland<br>18-20. januar, København<br>Process                        | Robot Zoologisk Have<br>Ole Røstgaard<br>8. februar, Aarhus<br>Process  | Scn<br>Scn<br>Ridd<br>7. m<br>Proc   |  |   |         |           |                  |  |
| Certified ScrumMaster<br>Jens Røstgaard<br>23-24. januar, Aarhus<br>Process   | Certified ScrumMaster<br>Jeff Sutherland<br>13-14. februar, Zürich<br>Process   | Kan<br>Jens<br>8-9.<br>Proc  |  |   |         |           |                  |  |
| Certified Scrum Product<br>Owner<br>Jens Røstgaard & Sog Effen<br>26-27. januar, København<br>Process                   |   |  | TDD<br>Dev<br>Ole R<br>13-1<br>Proc                      |   |         |           |                  |  |
| The Lean Startup -<br>Validated Learning over<br>working software<br>Troels Richter<br>31. januar, København<br>Process |   |  | Scn<br>Scn<br>Ridd<br>14-1<br>Proc                       |   |         |           |                  |  |



TRIFORK.

# The goal of this talk

---

- Introduce you to "The Lean Startup"
- Maybe start a "Lean Startup Meetup" in denmark?
- Learn from your experiences – how do you manage innovation?

# Why am I here today?

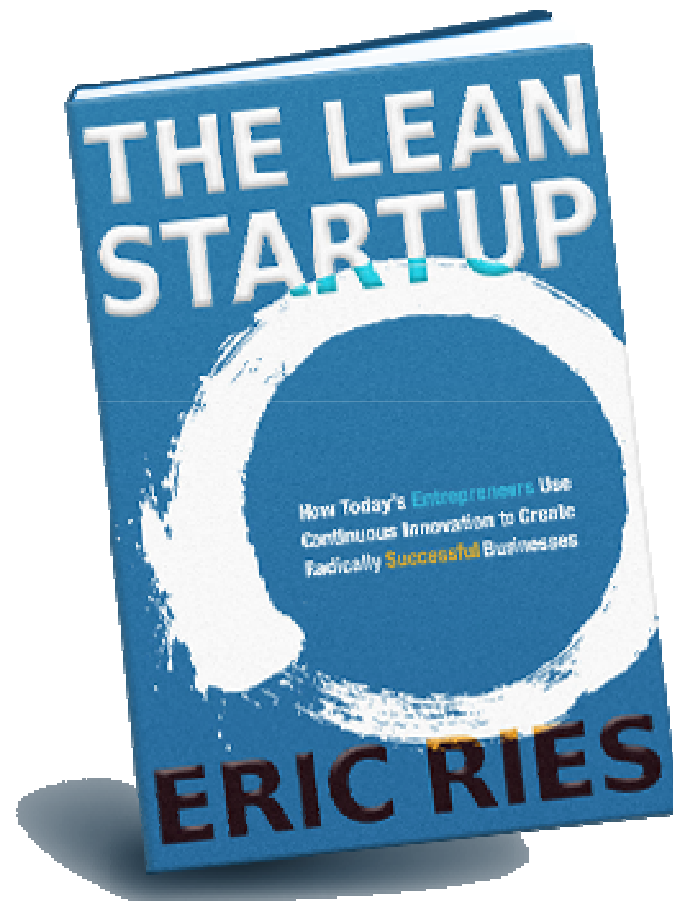
---



I believed in "working software"  
until the lean startup

# Eric Ries and his book

---



<http://theleanstartup.com/book>



<http://www.startuplessonslearned.com/>

# Why The Lean Startup?



licensed under Attribution-NonCommercial-ShareAlike 2.0 Germany | Ludwig Gatzke | <http://flickr.com/photos/stabilo-boss/>  
Adapted for 2009 by Meg Pickard | <http://www.flickr.com/meg/>

TRIFORK.



# LEGO Universe vs. Minecraft



# What is a startup?

---

- *"A **startup** is a **human institution** designed to deliver a new **product or service** under conditions of **extreme uncertainty**"*

*by Eric Ries from the book "The Lean Startup"*



# What is a Lean Startup?

---

- *"having an original vision and then refining and testing it along the way through tightly controlled experiments"*
- *"not about asking what customers wants but testing the original vision based on what customers do"*

[Ash Maurya](#), 2010

# The five principles

---

1. Entrepreneurs are Everywhere
2. Entrepreneurship is Management
3. Validated Learning
4. Innovation Accounting
5. Build-Measure-Learn

# Validated Learning

*a new unit of progress*



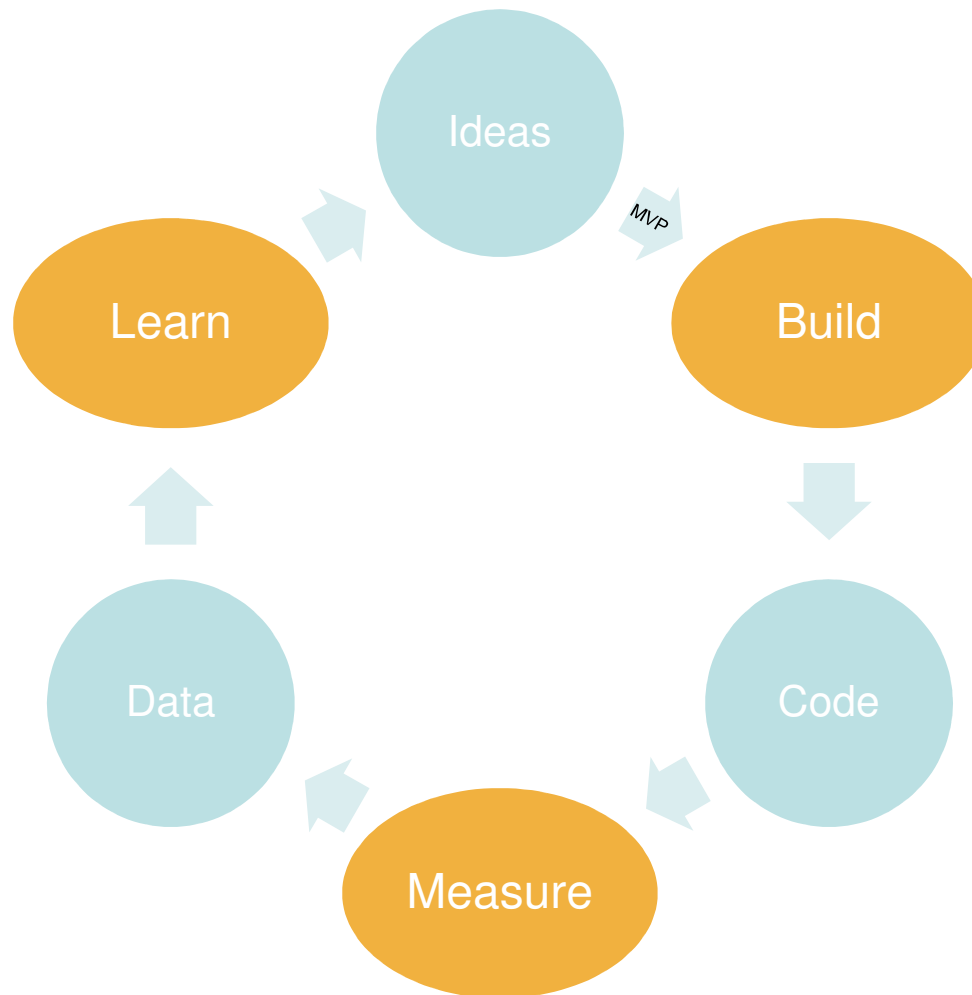
- 
- *“if we do not know who the customer is, we do not know what quality is”*



*the lean startup, ch. 6.*

# Build→Measure→Learn

---



# Minimal Viable Product

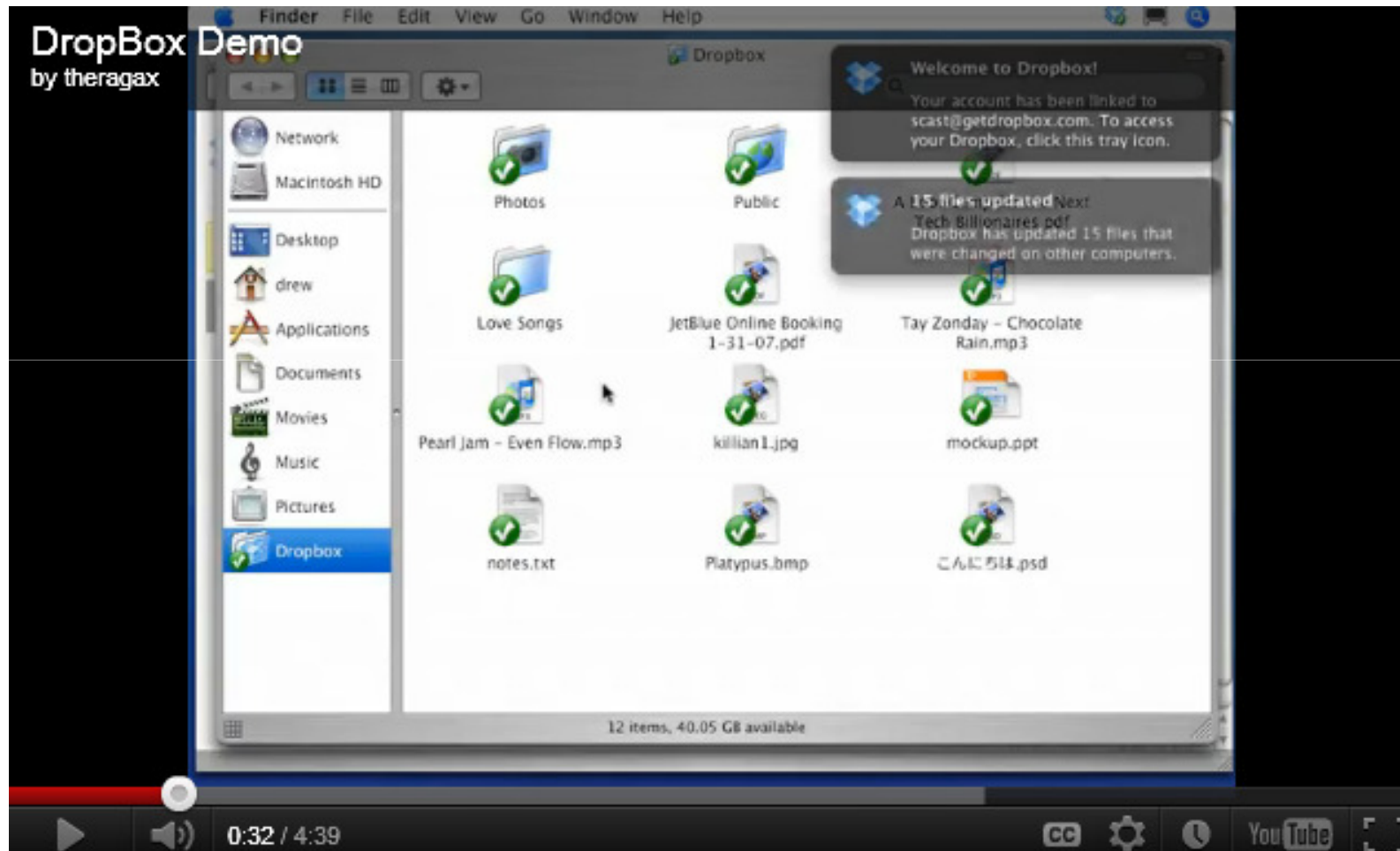
---



*smallest solution to  
get you through the  
build → measure →  
learn feedback loop*



# Dropbox MVP



# Testable hypotheses

---



DILBERT: © Scott Adams/Dist.  
by United Feature Syndicate, Inc.

# Vanity vs. Actionable Metrics



*"Now, keep in mind that these numbers are only as accurate as the fictitious data, ludicrous assumptions and wishful thinking they're based upon!"*

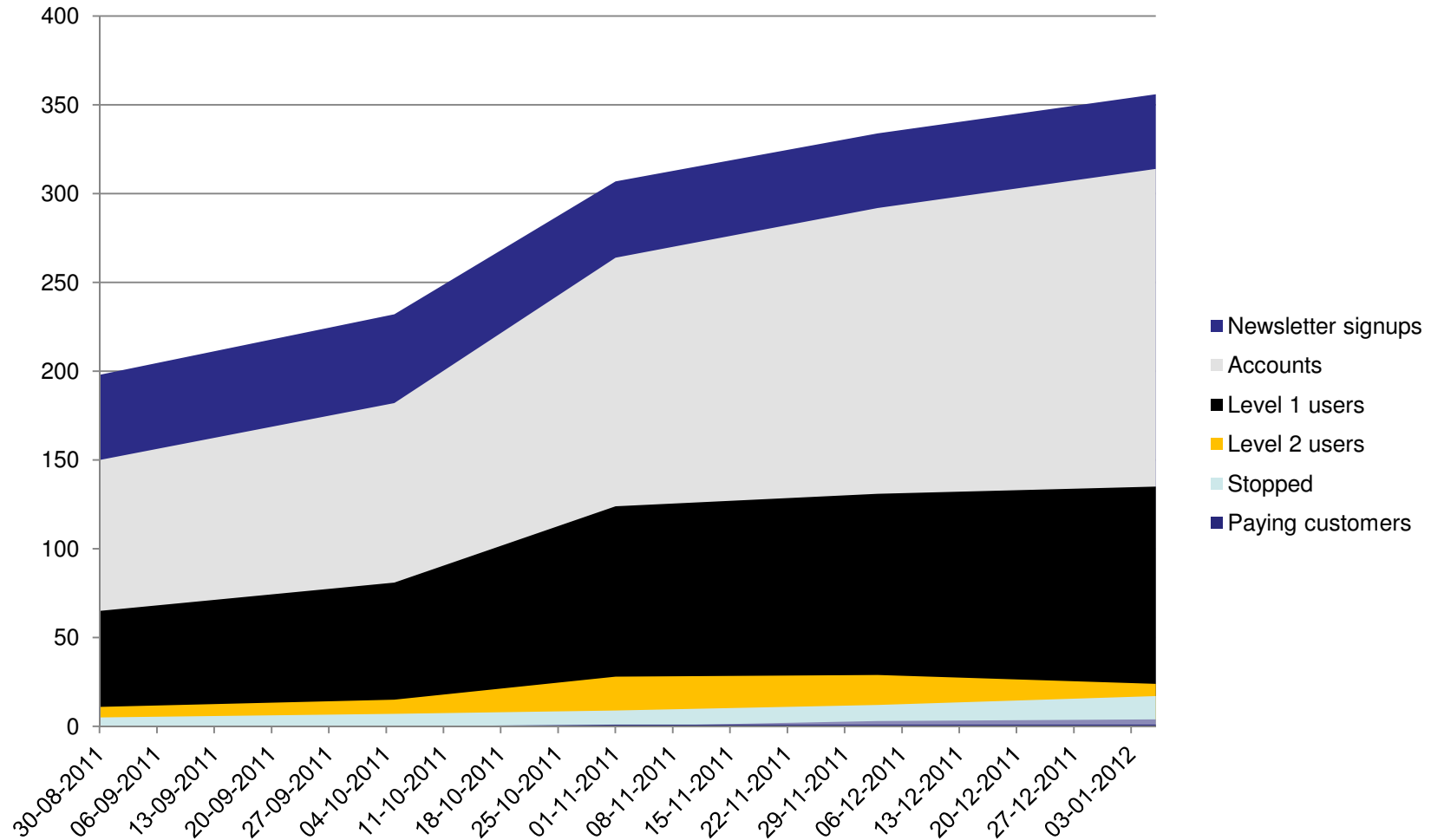
# Vanity vs. Actionable Metrics

---

- *“The only metrics that entrepreneurs should invest energy in collecting are those that help them make decisions”*
- *“Unfortunately, the majority of data available in off-the-shelf analytics packages are what I call Vanity Metrics. They might make you feel good, but they don’t offer clear guidance for what to do”*

[Eric Ries blogpost](#), 2009

# Kanbana Metrics



# Vision vs. Strategy

---





# Leap of faith hypotheses

---



Value hypothesis



Growth hypothesis

# Value proposition

---



- kanbana is a simple graphical task board that helps you visualize and optimize your personal workflow



# Validated value hypothesis?



SURVEY.io

Responses to "What is the primary benefit that you have received from Kanbana?"

Back

## Overview

Good Better Dont Getting Great Just Kanbana Leanki Less More  
None Organized Postit Reducing SCRUM Simple Structure Structuring TODO

 SurveyMonkey™

| Answer   | 1. What was your main motivation for creating an Kanbana account | Create Chart     |
|--|--|------------------|
| 1. A simple, yet *personal* list of tasks                              |  | Response Percent |
| 2. Visual overview of my current work at hand                          | I want to improve my workflow                                    | 9.1%             |
| 3. a sense of achievement, an overview of the tasks have done already. | I want to improve my personal effectiveness                      | 36.4%            |
| 4. stay organized of all my tasks                                      | I want to lower my stress level                                  | 0.0%             |
| 5. If I feel stressed, Kanbana helps me organize my                    | I want to balance my workload                                    | 18.2%            |
| 6. Overview  | I want to balance my worklife and private life                   | 0.0%             |
| 7. Simple TODO tasks   | I need a better overview of my activities                        | 36.4%            |

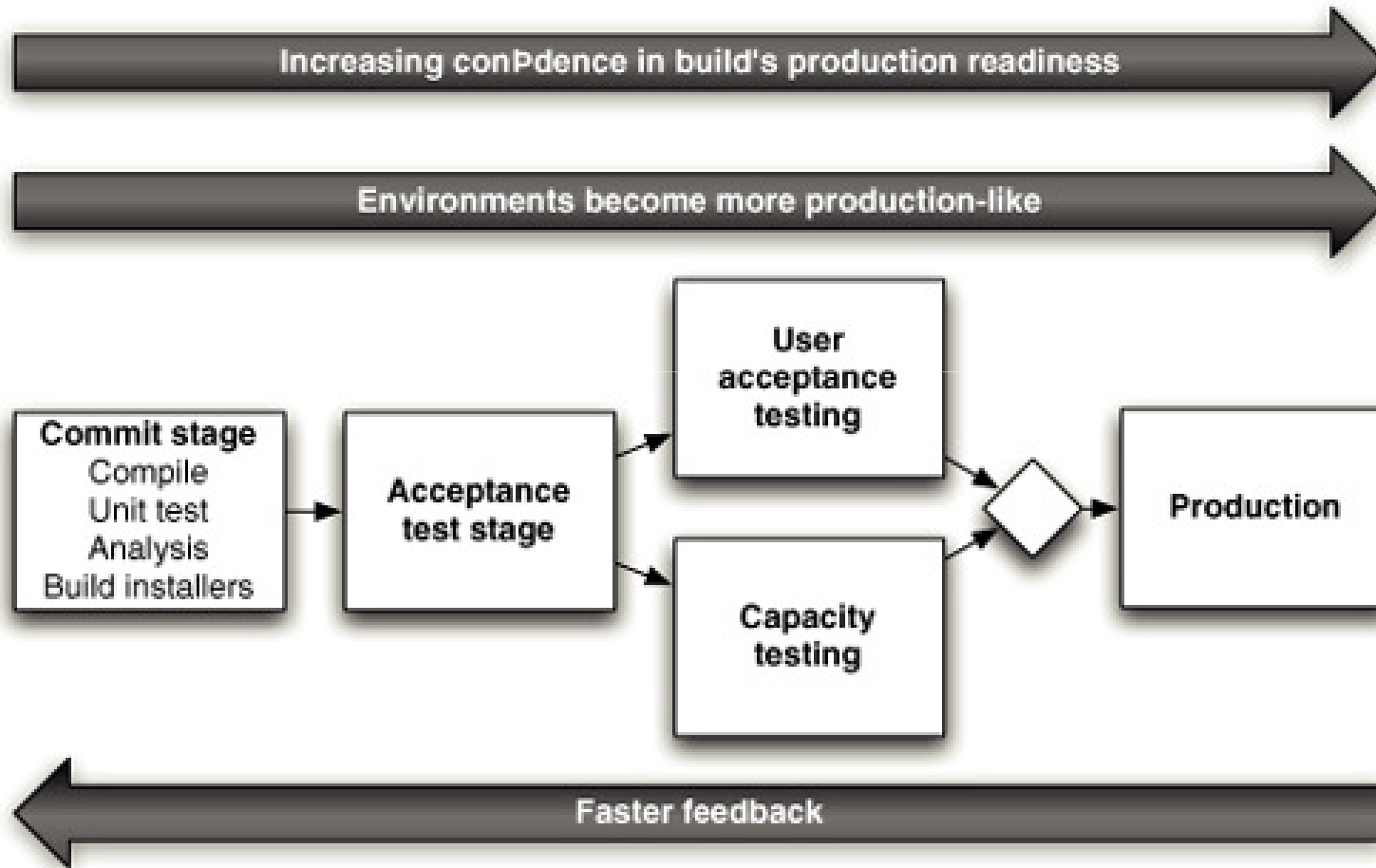
# Pivot or Persevere

---



*"I'm not leaving you. I'm pivoting to another man."*

# Continuous Deployment



# There's much more...



From Web 2.0 Expo SF 2010 by Eric Ries



# The Lean Startup Movement

## Lean Startup Meetup Groups



**Groups**  
**209**

**Members**  
**41,622**

**Interested**  
**6,575**

**Cities**  
**120**

**Countries**  
**26**

<http://lean-startup.meetup.com>

# The end



# Where do I go to learn more?

---

- Lean Startup

- <http://www.ashmaurya.com/>
- <http://www.runningleanhq.com/>
- <http://steveblank.com/>

- Related topics

- <http://www.startupbook.net/>
- <http://www.startupsfortherestofus.com/>

# Where to find me?

software pilots  
**TRIFORK** kompetencer | produkter | referencer | investor | presse | jobs | om os |

**COPENHAGEN**  
INTERNATIONAL  
SOFTWARE DEVELOPMENT  
CONFERENCE 2011

gogo;  
conference

Training: May 9-10 // Conference: May 11-13

www.gotocph.com

**PUBLIC**  
Kvalitet, sikkerhed og effektivitet. Det er nøglen til Trifork Public le-  
verer it-løsninger til den offentlige  
sektor. Med fokus på især sundheds-  
området er vi blandt de førende rådgiv-  
ere og leverandører af it-infra-  
struktur.

**ACADEMY**  
Uddannelse via konferencer, kurser  
og book nights. Trifork Agile  
Excellence tilbyder vi coaching og  
kurser. Vi uddanner tekniske  
kursister indenfor: Java, .NET, Mobile  
og Web og certificerer i Scrum,  
Kanban og Spring.

**FINANCE**  
Dokumentation, kontrol og rap-  
portering er nogle af de udfordringer  
banker og sparekasser står overfor.  
Trifork Finance udvikler software-  
løsninger, effektiviserer og optimerer  
kundernes it-organisation.

**NYHEDER & EVENTS**  
News  
Næsten pris til Trifork Public!  
Vi er stolte af at kunne  
annoncere, at Det Fælles...  
Invitationsarrangement  
Under overskriften  
"Fundamentet for fortsat  
vækst...  
Indkaldelse til ordiner  
generalforsamling  
Der indkaldes hermed til  
ordiner...

trc@trifork.com

rss feed | contact

**Agile Brains**  
simple agile tools for personal use

Agile Brains Products About Latest from developers blog

**Agile Brains**

"Our goal is to provide simple tools that increase your personal productivity and continuously helps you reflect and discover a better way of working."

Agile Brains

Time is our most valuable asset in life and we want you to get the most value out of it. Therefore we are very interested in methodologies that increases personal productivity and helps you reflect upon your own way of working and improve it continuously over time.

**Twitter**

Troels Richter - 18 apr 11 @ 12:11  
"PersonalKanban - Stop Wasting Your Life" still a few seats left 26/4 in Copenhagen http://bit.ly/fqza6Q  
Aarhus is sold out #effectivity

Troels Richter - 13 apr 11 @ 21:10  
Silverlight5 beta released http://bit.ly/fkPrzg - looking forward to use some of the features and improvements in @kanbana

Troels Richter - 1 apr 11 @ 6:40 PM  
give a free talk "PersonalKanban - Stop Wasting Your Life" 4/26 in CPH http://bit.ly/fqza6Q and 04/28 in AAR http://bit.ly/gRPTW [DK]

<http://agilebrains.dk>



**troelsrichter**

"#PersonalKanban - Stop Wasting Your Life" still a few seats left 26/4 in Copenhagen <http://bit.ly/fqza6Q>  
Aarhus is sold out #effectivity

about 23 hours ago via web

topsurt "If you're doing something the same way you have been doing it for ten years, the chances are you are doing it wrong." #kaizen #pkflow

3:04 AM Apr 18th via web  
Retweeted by troelsrichter

#silverlight5 beta released <http://bit.ly/fkPrzg> - looking forward to use some of the features and improvements in @kanbana

2:10 PM Apr 13th via Seismic twittr

Kanbana Sign up for the upcoming beta and get invited to be an early adopter right away. Accounts are limited so hurry up :) <http://kanbana.com>

<http://twitter.com/troelsrichter>

Name Troels Richter  
Location Denmark  
Web <http://troelsrich.dk>  
Bio Scrum Master and Agile  
NET Developer  
<http://agilebrains.dk>  
<http://kanbana.com>  
<http://shelllight.codeplex.com>  
#Silverlight #wp7 #Productivity  
#Pomodoro

115 116 10  
following followers listed

Tweets 279

Favorites

Following

View all...

RSS feed of @troelsrichter's

blog.troelsrichter.dk  
alt mellem bits og bytes

Home Archive Contact Subscribe to My Feed

Search

Tags  
Agile Anug.Dk Behaviors  
Expression Studio Jee  
Ledeiste Nibersnate Podcast  
Pomodoro Shelllight  
Silverlight Silverlight4  
Silverlight4wishlist  
Tomorrow.DK Trifork Wcf  
Webcast Wpf

Categories  
None

Archive

How to add MouseDoubleClick events to Silverlight 4  
tirsdag, 9 november 2010 22:18 by dammer

In Silverlight 4 there is no support for mouse double click events. The best work around from my point of view is to implement a double click behavior that exposes a double click event.

This is how the Xaml will look like if you want something to happen when a user double clicks on a grid:

```
<Grid>  
<Interactivity:Interaction.Behaviors>  
<MouseDoubleClickBehavior MouseDoubleClick="Grid_MouseDoubleClick" />  
</Interactivity:Interaction.Behaviors>  
</Grid>
```

It is by far a beautiful programmer experience but I think it is the best solution as it is right now.

<http://www.blog.troelsrichter.dk/>

**TRIFORK.**

# Extra





# Business Model Canvas



|   |  |   |   |  |
|---|--|---|---|--|
| <b>PROBLEM</b><br>It is hard to get a clear overview of my everyday activities<br>It is hard to balance my workload / (It is hard to say no and respect my own capacity)<br>It is hard to prioritize my activities according to value<br>It is hard to balance my time between different stakeholders and projects<br>(Work related stress)<br>Add Comment   Add Experiment | <b>SOLUTION</b><br>Taskboard to get a clear overview of all your everyday activities<br>Add Comment   Add Experiment<br><b>KEY METRICS</b><br>Recruitment: Conversion rate of level 2 users<br>Retention: Rate of level 2 users that has stopped using the product<br>Number of paying customers<br>Add Comment   Add Experiment | <b>UNIQUE VALUE PROPOSITION</b><br>Kanbana is a simple and easy to use task board that will help get a clear visual overview of all your everyday activities and achieve a stress less day, good decision making and easy prioritization according to your own goals and values<br>Add Comment   Add Experiment | <b>UNFAIR ADVANTAGE</b><br>The owners knowledge and experience in personal effectiveness<br>Kanbana will help you to get started fast and easily<br>1   Add Experiment<br><b>CHANNELS</b><br>Search engine<br>Twitter<br>Personal effectiveness talks<br>Mouth to mouth<br>Add Comment   Add Experiment | <b>CUSTOMER SEGMENTS</b><br>Self-managing office workers juggling with many different kinds of projects, stakeholders and activities at once<br>Students<br>Add Comment   Add Experiment |
| <b>COST STRUCTURE</b><br>List your fixed and variable costs<br>7<br>Add Comment   Add Experiment  |  | <b>REVENUE STREAMS</b><br>List your sources of revenue<br>6<br>Add Comment   Add Experiment   |   |  |

<http://leancanvas.com/>



# Innovation Accounting

---

- If you cannot fail you cannot learn
- Learning milestones instead of product and business milestones

# The Three Learning milestones

---

- Establish the baseline
- Tune the engine
- Pivot or persevere

# The Big Picture

---

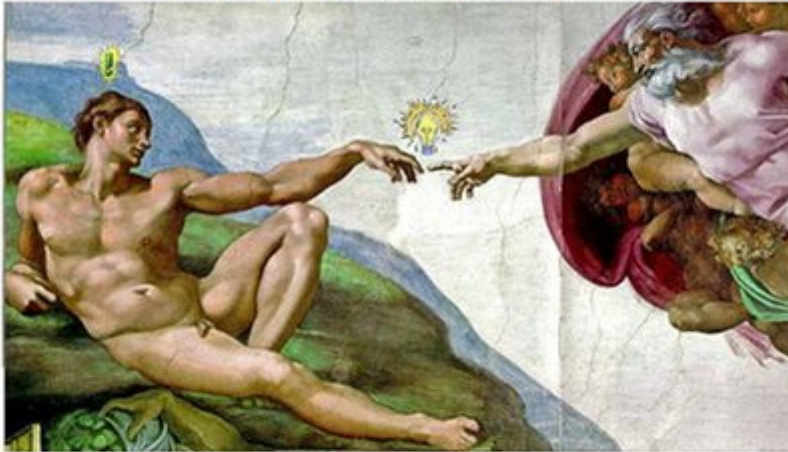
- Waterfall → Scrum → Kanban
- Continuous Integration → Continuous Delivery → Continuous Deployment → Cluster Immune System
- Customer Development → Lean Startup

# Customer Development

---

## **The Four Steps to the Epiphany**

*Successful Strategies for  
Products that Win*



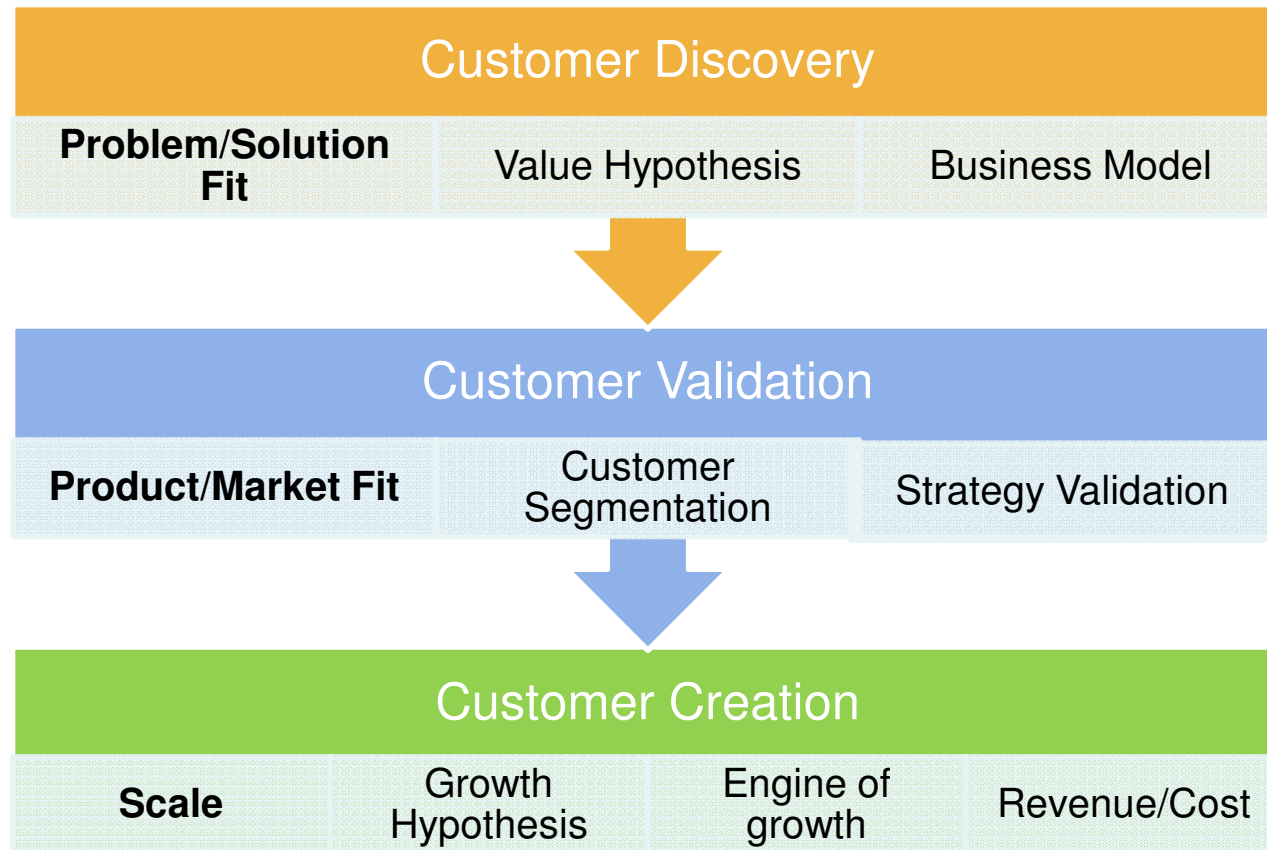
**Steven Gary Blank**



<http://steveblank.com/>

# 3 Stages of a Lean Startup

---



# Product-Market-Fit

---



# Product-Market-Fit

---

- *“In a great market - a market with lots of real potential customers - the market pulls product out of the startup”*
- *“Conversely, in a terrible market, you can have the best product in the world and an absolutely killer team, and it doesn't matter - you're going to fail.*

[Marc Andreessen's post](#), June 25, 2007

# User Story Assumptions

---

- User story assumptions should be a part of the acceptance criterias
- Assumptions should be tested