Presentation: Lean Innovation through Time
Location: Pendulum
Speaker: Matthias Pohle

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About Matthias

- Head of Process & Production Engineering New Business, Swisscom Switzerland AG
- Lecturing Entrepreneurship & Innovation, Swiss Distance University of applied Science (FFHS)
- Speaker & Coach regarding Innovation & Product Development
- Co-Founder, International Speed Creation Association (ISCA)
- Self employed Business Consultant
- Project Manager and Post Merger Integration, film.de AG
- Start-Up CEO, CINEware GbR

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How focusing on Customer Experience forced us to be more agile in Product- & Service Development
How much does work weigh?
Initial Situation

People often work on several projects simultaneously. In addition they have meetings with their boss, team meetings, courses, etc. This concludes that they have only few time for every project in any given work week.

Also in today`s time knowledge is spread. Project members come from different locations and different fields of work.

This leads to an efficiency loss and longer project development cycles. Workshops need to be repeated, project members get replaced. There's a lot of travel time… At the end the project hauls 5-7 month for the business requirements instead of the planned 2.
The problem today!

Heureka! I got a rough idea, analyzed the customers needs and set goals for my project!

That sounds like a good project idea. Customer will like the new product for sure. But what does he want from us? What are his detailed requirements regarding the sub-project I’m working in?

Customer will like the new product for sure. But what does he want from us? What are his detailed requirements regarding the sub-project I’m working in?

Matthias Pohle, Sven Krause
The new story for Development Projects!

In a small group we set the fundamentals and describe the idea more detailed. Therewith it’s easier for the process team to understand the idea and work on the detailed specifications.

Great! Due to the preliminary work during speed creation we now know what the project is all about. We understood where we have to focus on in our sub projects.

Heureka! I got a rough idea, analyzed the customers needs and set goals for my project!

5 %

80 %

100 %

Idea Champion

Speed Creation

Sub Project Technology

Sub Project Process

Sub Project IT

Sub Project Goto Market

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Talking in pictures

Speed Coaches guide through the workshop

It’s the project strategy part, have an inspiring location out of office, not to be distracted by «daily colleagues»

Team has fun, don’t have to prepare the workshop, focus on the matter, not formalism, make paper prototypes.
The Role Model for structured agility & stakeholder involvement

- During the Speed Creation a small team is working very agile on a draft
- To secure the quality of their work every evening the invite other stakeholder as a jury to get feedback
Collaboration Model vs. Toolkit

The Collaboration Model describes how people can collaborate very efficiently in complex project environments and who is doing what (Coach, Champion, Participant, Jury).

The simplified Toolkit describes what the team is actually doing (agenda & workshop modules) and which methodology they’re using.
An agile collaboration model needs a lean and simple toolkit
The Speed Creation Process

Day 1
- Project introduction - Pitch & Feedback
- Workshop I (Initial Situation & Customer Needs)
- Workshop II (Project Goals)
- Workshop III (In Scope / Out of Scope)
- Jury presentation & Feedback

Day 2
- Workshop IV (commercial offering, pricing)
- Workshop V (Use-Case Overview)
- Workshop VI (Use-Case table specifications )
- Management jury & Feedback

Day 3
- Workshop VII (General Requirements)
- Final presentation
- Speed Coach Feedback & next steps in Project Management
A modified Speed Creation Process

Tag 1
- Aktuelle Situation
  - Ausgangslage
  - Projektauftrag

- Business Modell
  - Business Treiber,
    Geschäftsmodell

Tag 2
- Business Case / Angebot
  - Kosten/Nutzen Rechnung

- Kundenprozess
  - Interaktionsdesign

Tag 3
- Anforderungen
  - Qualitativ, Constraints, Abhängigkeiten

- Planung
  - Ausblick, Tasks, Aufträge

Gruppenpräsentation & Feedback

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NABC a tool to further structure your Value Proposition

<table>
<thead>
<tr>
<th>Need</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What is the customers need?</td>
<td>• Is there already an idea how to address the need?</td>
</tr>
<tr>
<td>• How does the market develop?</td>
<td>• Are there alternatives?</td>
</tr>
<tr>
<td>• Which internal need/pains does the company have</td>
<td>• Which experience do we want to create for the customers?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Competition</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Which benefits does the customer have?</td>
<td>• Are there alternatives?</td>
</tr>
<tr>
<td>• Which benefits do the company and/or their suppliers and partners have</td>
<td>• What happens if we do nothing?</td>
</tr>
</tbody>
</table>
Feedback „Watering Hole“

Getting Feedback for quick iterations
Based on the Idea of Edward de Bonos „Thinking hats“

After you made a quick first draft. Ask others what they think of it. They shall give „green“ and „red“ feedback

- What did they like about your idea and presentation.
- What point do you absolutely have to keep?

- What didn‘t the like, what didn‘t they understand? What could you make better and specify more detailed?
Workshop Module „Scoping“

Abbildung 1: Scope & Kontext Modellierung

<table>
<thead>
<tr>
<th>Name</th>
<th>Beschreibung</th>
<th>Mapping zu zielon</th>
</tr>
</thead>
<tbody>
<tr>
<td>In Scope</td>
<td></td>
<td>Zwingend</td>
</tr>
<tr>
<td>Internationalisierung</td>
<td>Das Angebot soll nicht nur in der CH, sondern auch international vermarktet werden. Siehe auch Checkliste in Kapitel 3.6.2</td>
<td>Optional</td>
</tr>
<tr>
<td>Next Release</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Out of Scope</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Customer Experience Chain
Fusion Modeling
the common denominator for interdisciplinary teams

1. Kundenerlebniskette
2. Modellierung
3. Spezifikation

Matthias Pohle, Sven Krause
The “Canvas“ developed by Alexander Osterwalder is meant to forecast Business Innovation.

Using it you can also establish a new collaborative working pattern, sketching first ideas and evolve them in iterations just by rewriting or repositioning post-ist.

Also we made good results experimenting with the canvas tool and accidentally using it not only for product/service development but also for team and department workshops.
Wins - Why do we do Speed Creation Sessions?

1. **We accelerate Projects ✓**
   Detailed requirements and documentation are roughly available in 1 Session instead of 5-6 month. The 72hrs working mode includes a good time management for the workshop including preparation and wrap up documentary. The project team members can focus and therefore save time.

2. **We build a common understanding ✓**
   Due to the focused work we achieve a common understanding within the involved project members and also preserve this knowledge right away and document it (typical documentation but also new ones like video pitching).

3. **We optimize the feasibility ✓**
   After a speed creation everyone know on what to focus for the feasibility and the realisation. A compliance can be done very fast based on the specified requirements during the speed creation.

4. **We increase cross-organizational collaboration ✓**
   Speed-Creation teams are interdisciplinary. Due to the work hard/play hard approach we foster teambuilding in matrix organisations.

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Critical Success Factors

1. Expectation Management
2. Customized Speed-Creations
3. Concentrated Work without distraction
4. Feedback from the jury
5. Interdisziplinary Team
6. The Project Managers responsibility for the BC-BRS
Open Innovation Project

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www.speedcreation.org (coming soon)
“Scientists tell us that the fastest animal on earth – with a top speed of 120 feet per second – is a cow that has been dropped out of a helicopter” (Dave Barry)
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