

ZURICH

For Leaders

LEAN INNOVATION,
LEADERSHIP & MANAGEMENT

CONFERENCE 2013

goto;
conference

Presentation: Lean Innovation through



Time: 11.04.2013; 10:20

Location: Pendulum

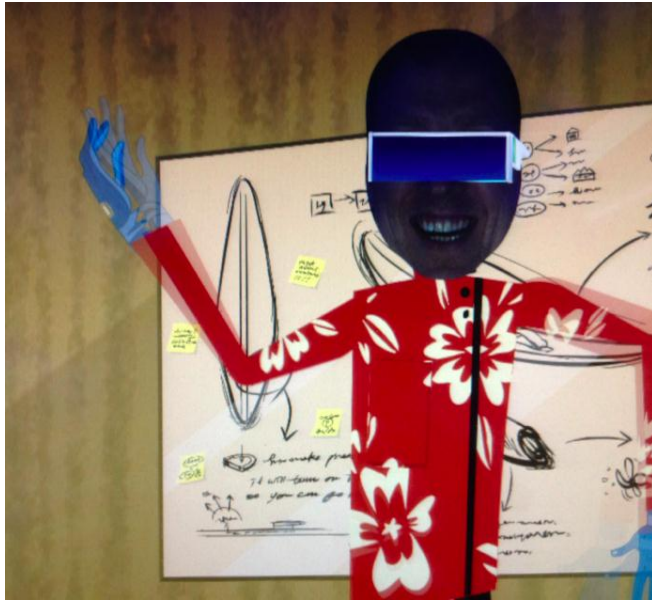
Speaker: Matthias Pohle



www.facebook.com/speedcreation

www.twitter.com/speedcreation

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



www.xing.com/profile/MatthiasMD_Pohle



www.linkedin.com/pub/dir/Matthias/Pohle



<https://www.facebook.com/matthias.m.pohle>

A green road sign with the word "Experience" written in white, set against a blue sky with white clouds. The sign is tilted and mounted on a wooden post.

Experience

How focusing on Customer Experience forced us to be more agile in Product- & Service Development

**How much does work
weigh?**

Initial Situation

Pain 1

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.

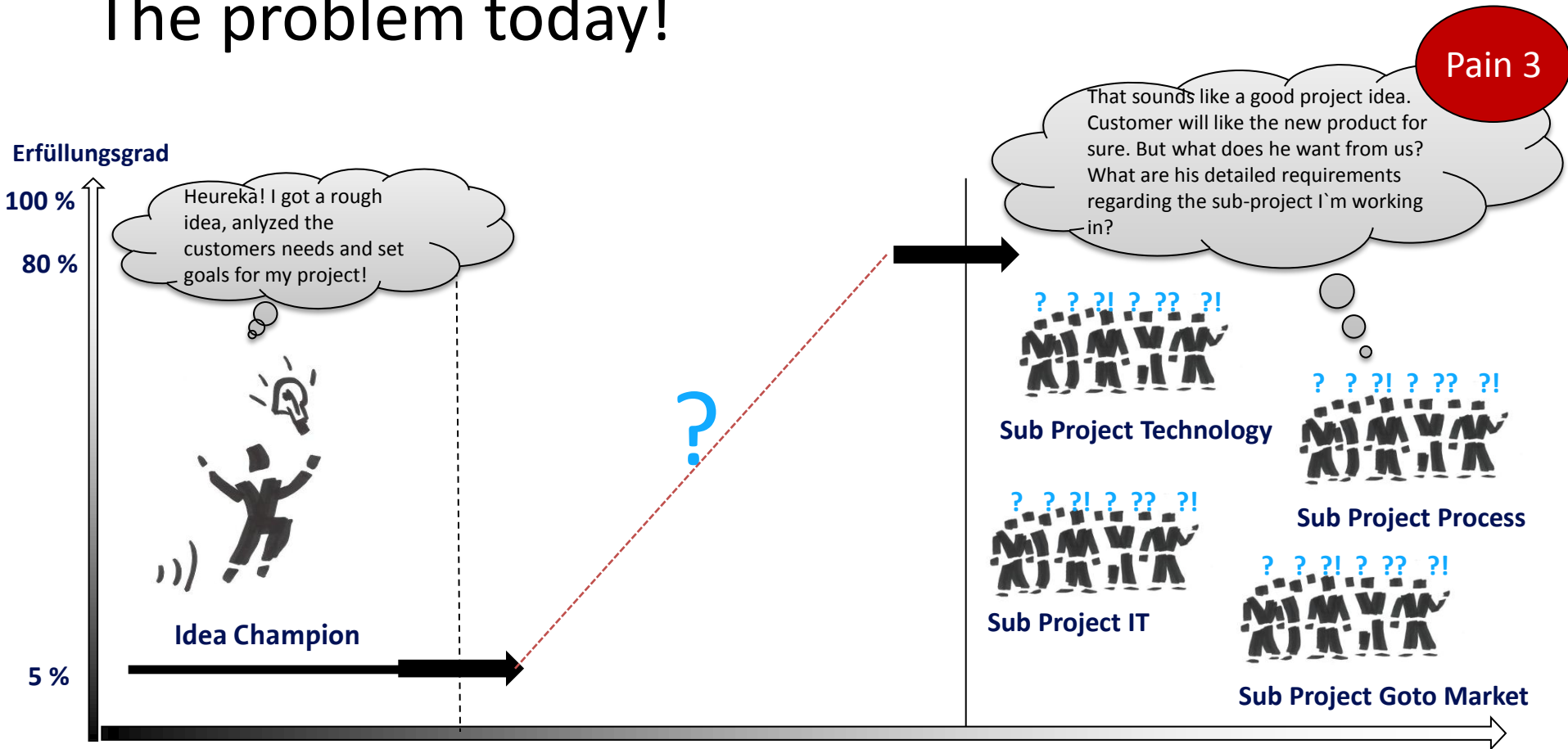
Pain 2

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

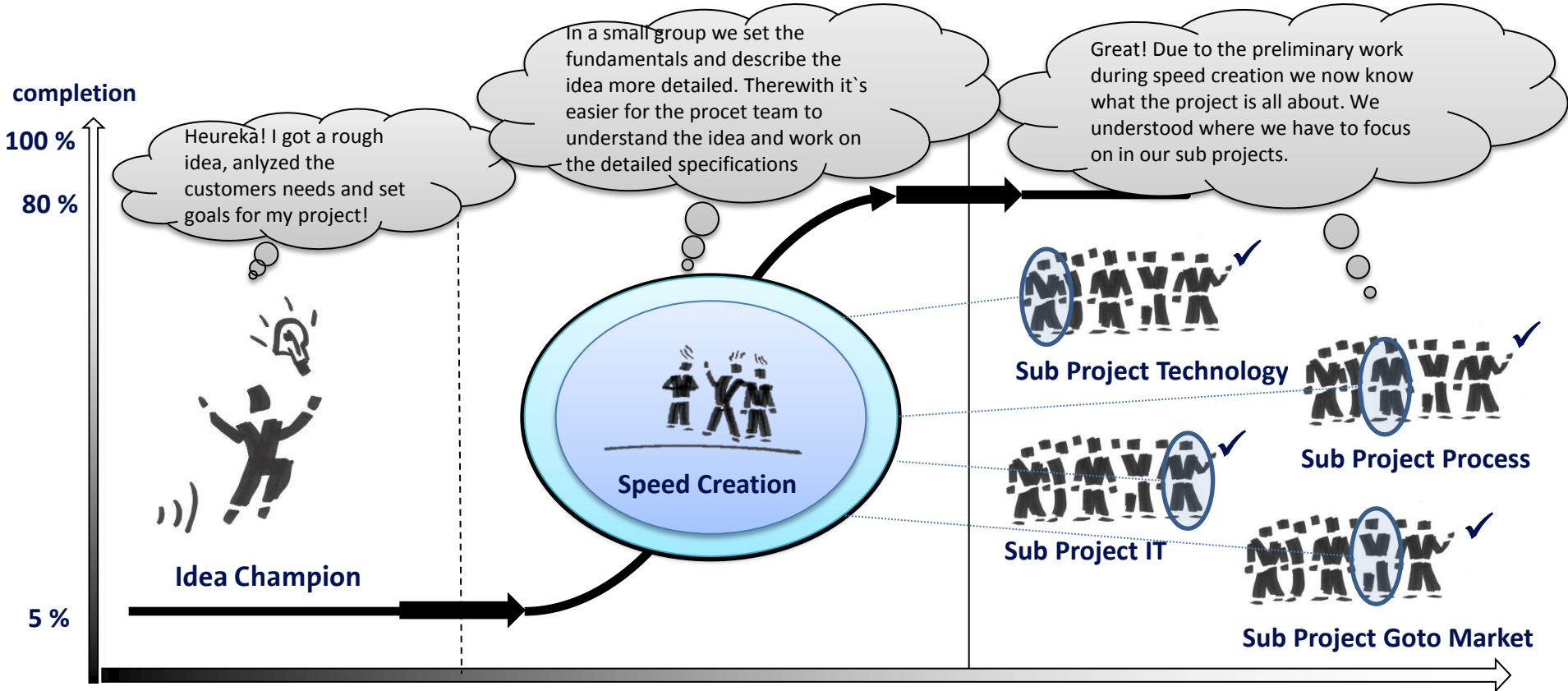


This leads to an efficiency loss and longer project development cycles. Workshops need to be repeated, project members get replaced. There`s a lot of travel time... At the end the project hauls 5-7 month for the business requirements instead of the planned 2.

The problem today!



The new story for Development Projects!



Talking in pictures



Speed Coaches guide through the workshop

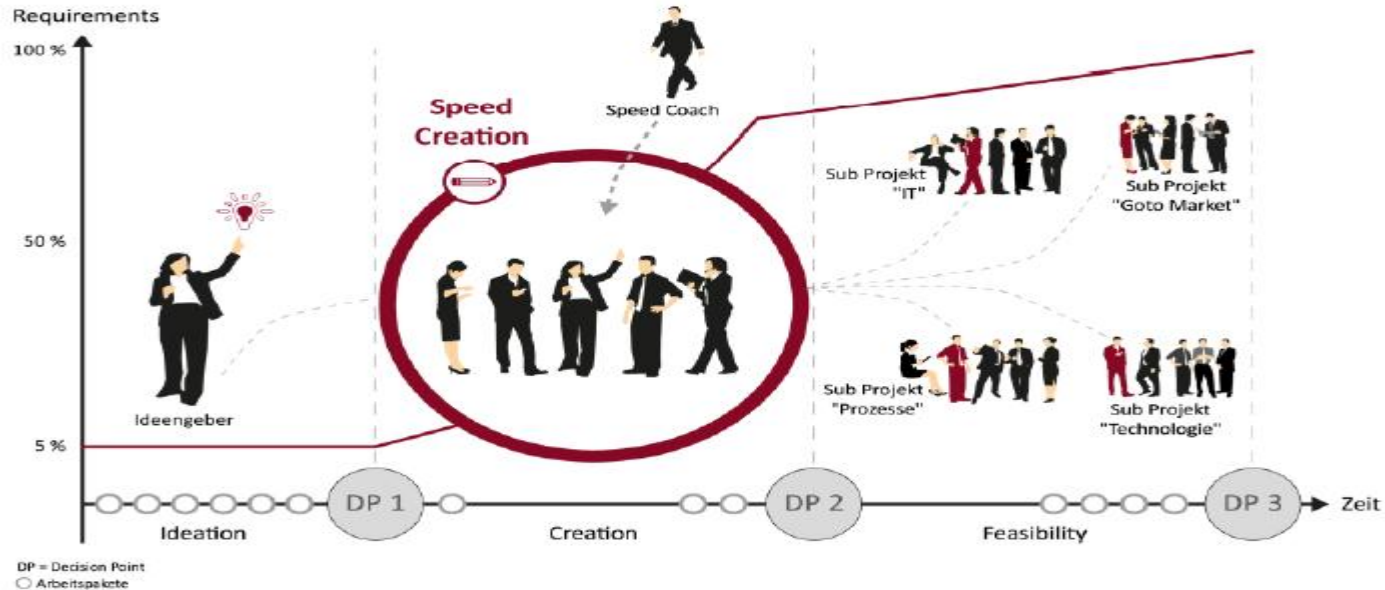


It's the project strategy part, have an inspiring location out of office, not to be distracted by «daily colleagues»



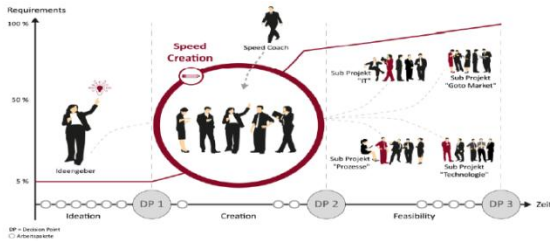
Team has fun, don't have to prepare the workshop, focus on the matter, not formalism, make paper prototypes.

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 they invite other stakeholders as a jury to get feedback

Collaboration Model vs. Toolkit

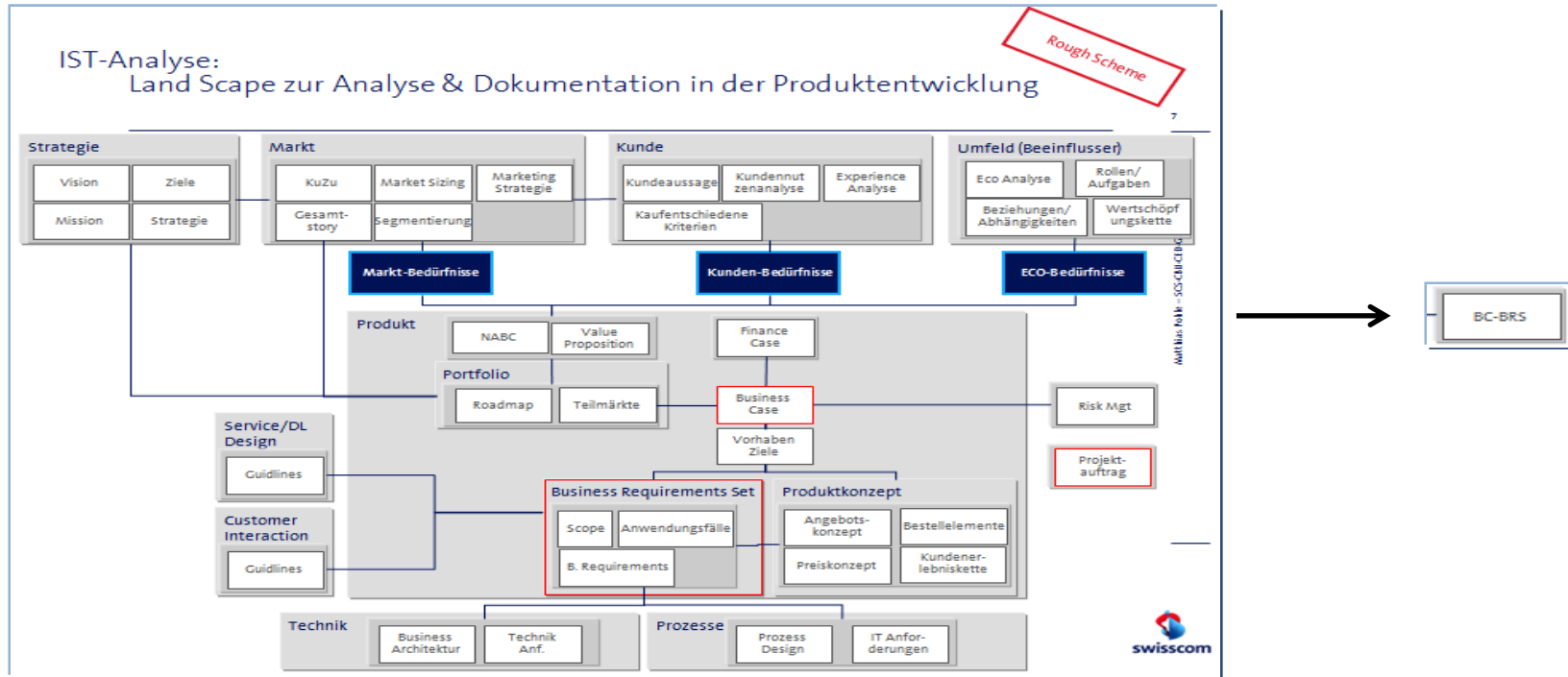


The Collaboration Model describes **how** people can collaborate very efficient in complex project environments and who is doing what (Coach, Champion, Participant, Jury)



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

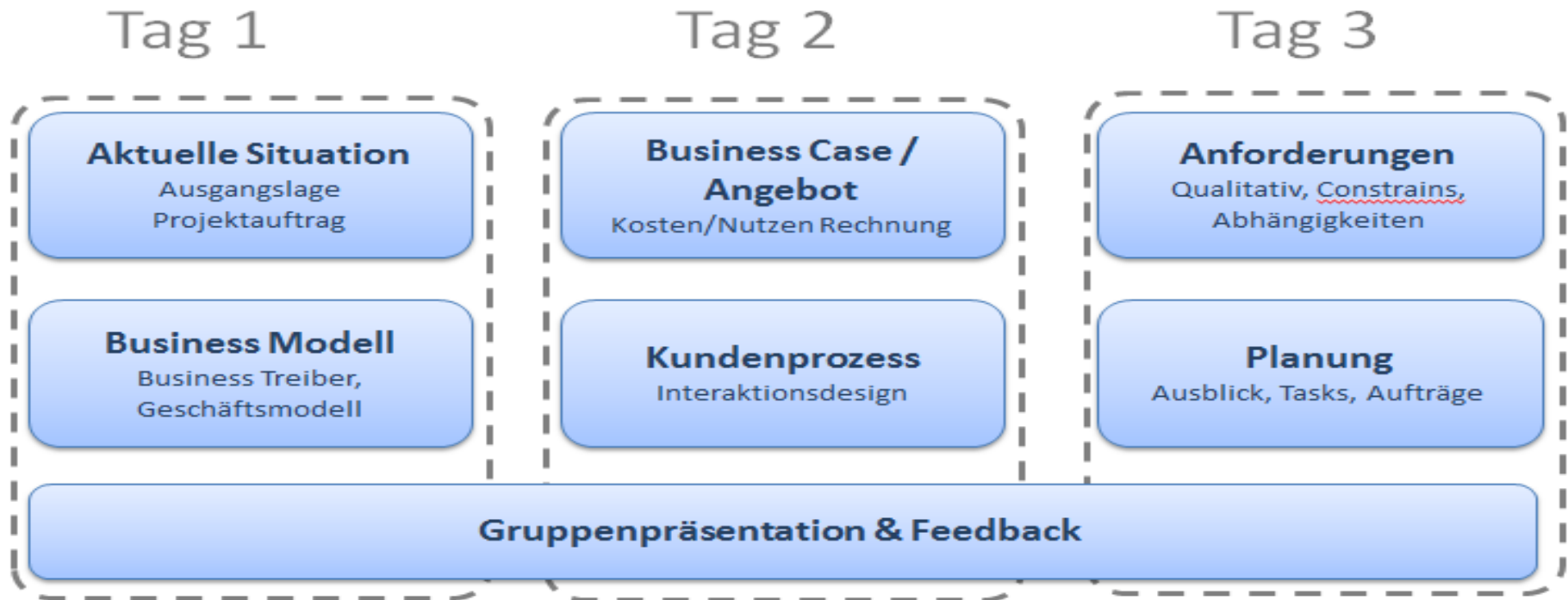
Day 2

- ❖ 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



NABC a tool to further structure your Value Proposition

Need

- What is the customers need?
- How does the market develop?
- Which internal need/pains does the company have

Approach

- Is there already an idea how to adress the need?
- Are there alternatives?
- Which experience do we want to create for the customers?

Benefit

- Which benefits does the customer have?
- Which benefits do the company and/or their suppliers and partners have

Competition

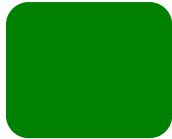
- Are there alternatives?
- What happens if we do nothing?

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 they like, what didn't they understand? What could you make better and specify more detailed?

Workshop Module „Scoping“

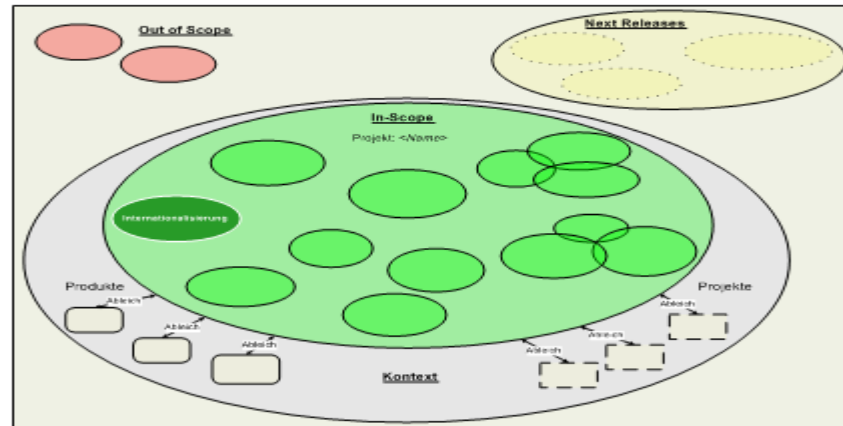
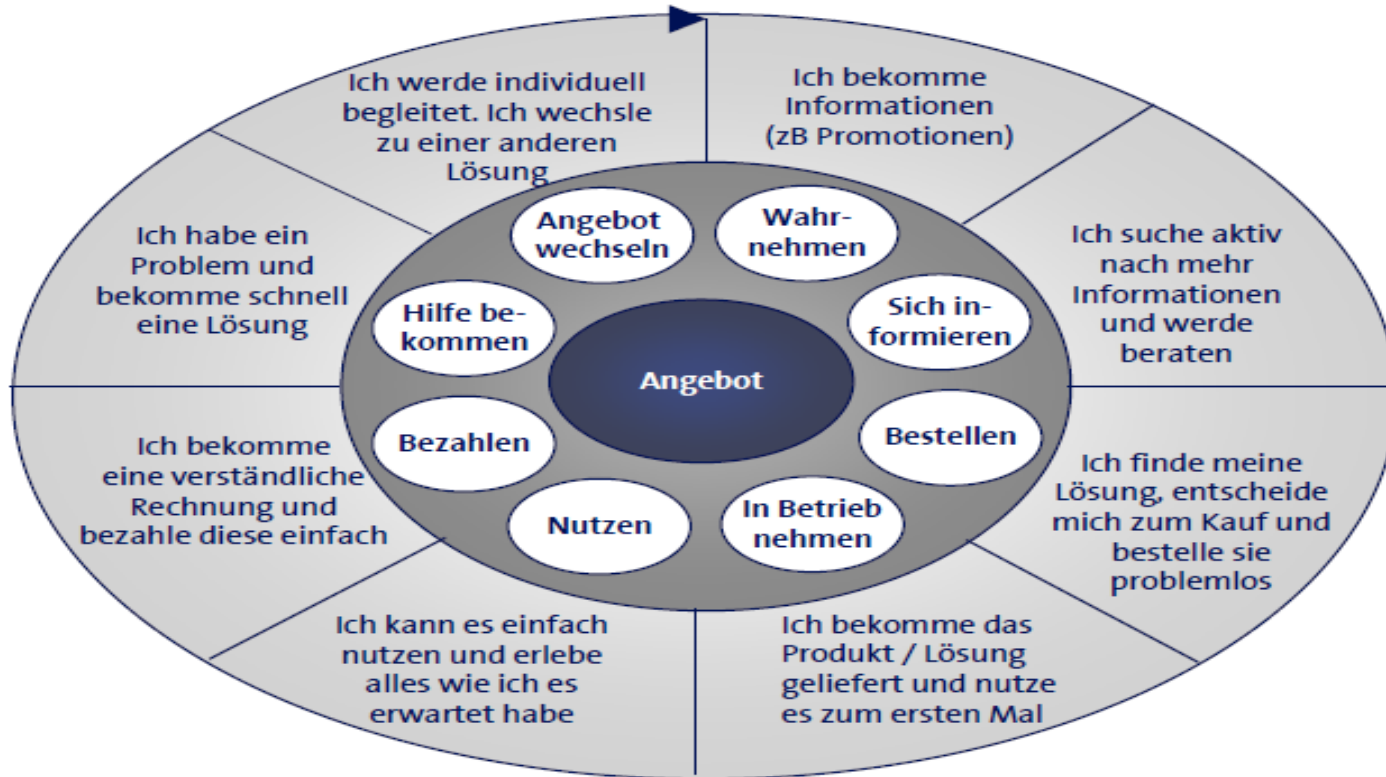


Abbildung 1 Scope & Kontextmodellierung

Beschreibung des Rahmen-/Gültigkeitsbereiches

Name	Beschreibung	Mapping zu Zielen
In Scope		Zwingend
Internationalisierung	Das Angebot soll nicht nur in der CH, sondern auch international vermarktet werden. Siehe auch Checkliste in Kapitel 1.6.3	
Next Release		Optional
Out of Scope		

The Customer Experience Chain



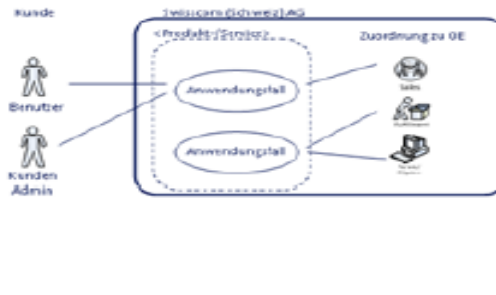
Fusion Modeling

the common denominator for interdisciplinary teams

1. Kundenerlebniskette



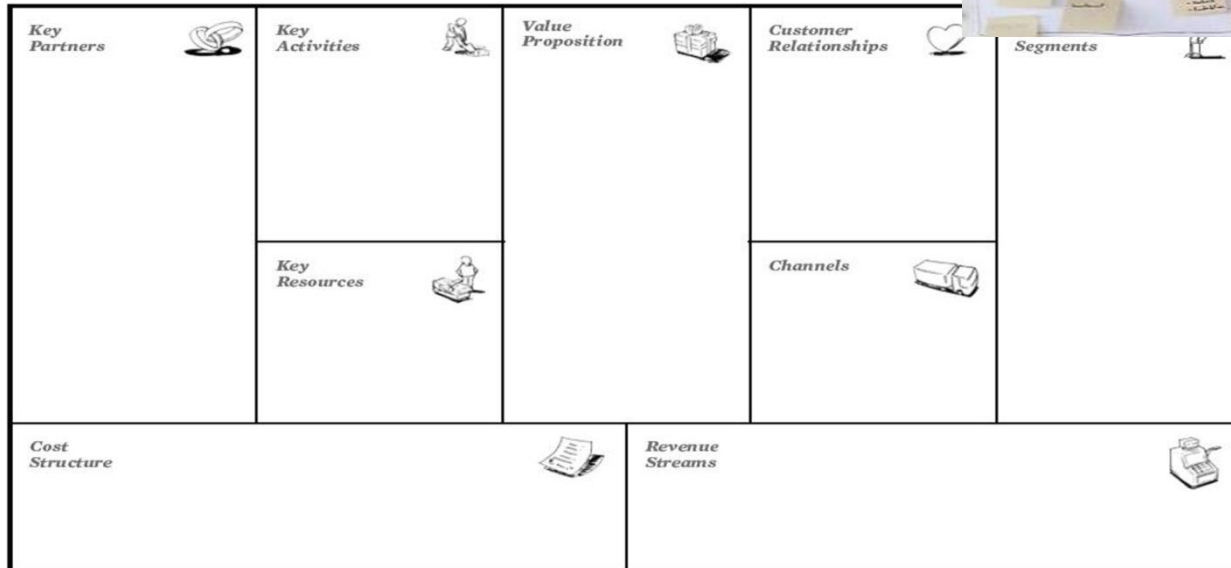
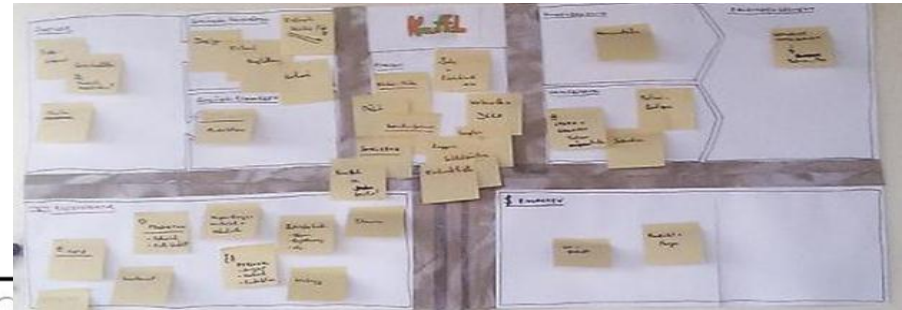
2. Modellierung



3. Spezifikation

Name	Anwendungsfall ID Informationen erhalten
Akteur	Einläufer
Auslösendes Ereignis	Interesse erhalten durch Teaser
Kurzbeschreibung	Der Kunde möchte Informationsmaterial erhalten
Voraussetzung	Teaser
Essentielle Schritte	1. Interne Bearbeitung 2. Rückmeldung 3. Weitere Interesse abfragen 4. Beraten (inkl. Offert)
Nachbedingung	Direktprozess
Qualitative und technische Anforderungen	Siehe Sales Charta
Ausnahmefälle	Abopfung

Business Modell Canvas



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

http://www.youtube.com/watch?feature=player_embedded&v=QoAOzMTLP5s

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



1. 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



2. 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

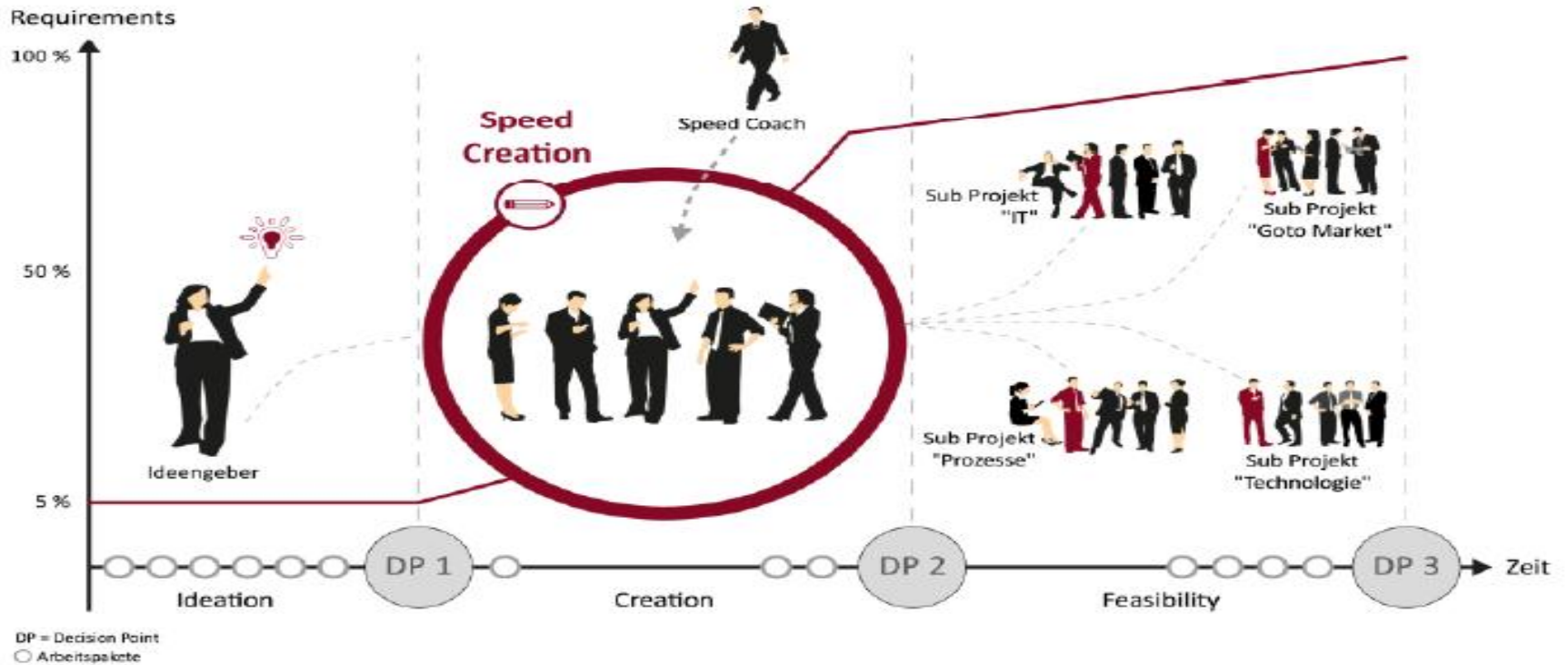


1. We increase cross-organizational collaboration ✓

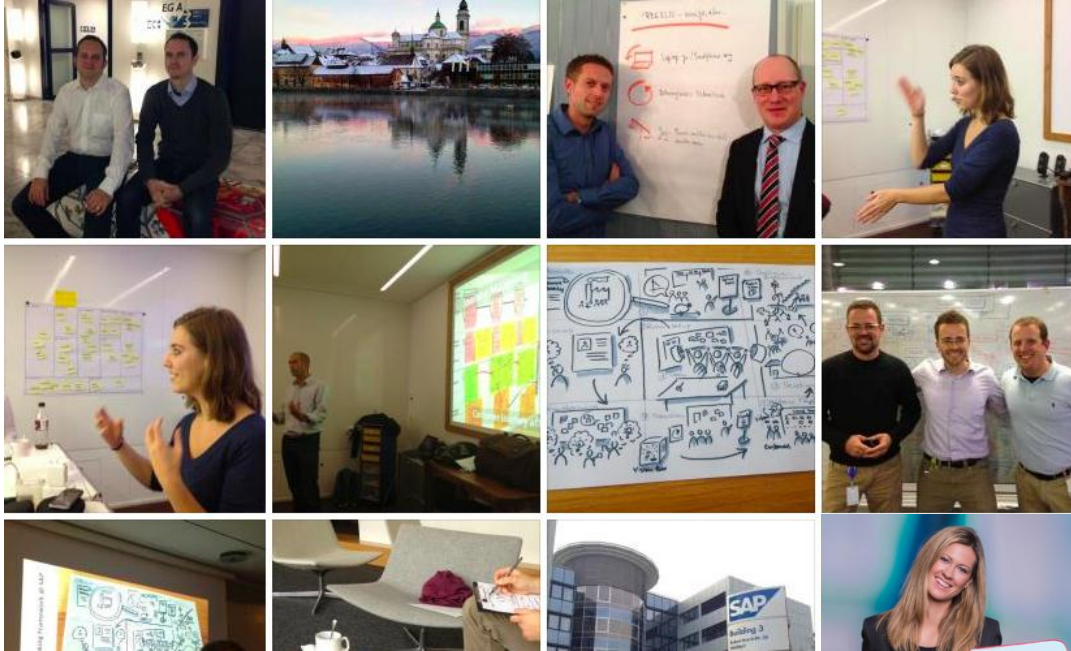
Speed-Creation teams are interdisciplinary. Due to the work hard/play hard approach we foster teambuilding in matrix organisations

Critical Success Factors

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



Open Innovation Project



www.facebook.com/speedcreation

www.twitter.com/speedcreation

www.speedcreation.org (coming soon)

Design Thinking verfügt auch über ein ganzes Arsenal von Techniken, mit denen man kreative Ideen hervorkitzeln und Teamwork fruchtbar machen kann. Speed Creation, Customer Journeys und Spielmechaniken standen im Mittelpunkt von drei Workshops beim CX-Forum 6. Losgelöst von konkreten Fallstudien liess sich hervorragend Know-how sammeln! Unter anderem darüber, wie man interdisziplinäre Teams zusammenschweisst.

CR METHODEN

Nicht nur der Wahnsinn
hat Methode!

METHODE 1: SPEED CREATION
MATTHIAS POHLE, SWISSCOM
SVEN KRAUSE, ZÜRICH

SPEED CREATION

ZUSAMMEN
SIND WIR STARK



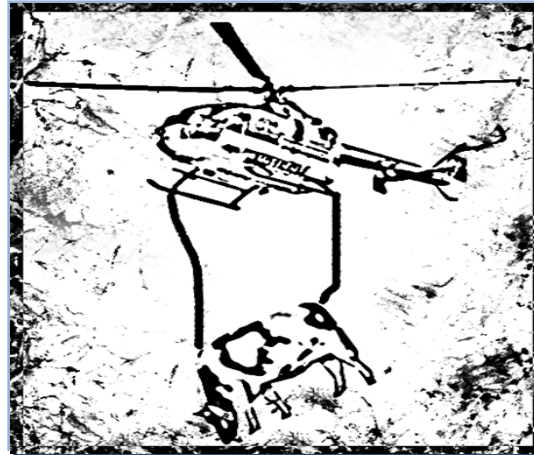
SESSIONS I

SWISSCOM
& ZÜHLKE

METHODE
SCHWÄCHEN ZU STÄRKEN MÄCHEN!
FUSION MODELLING + SPEED CREATION

MATTHIAS POHLE & SVEN KRAUSE

«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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The End



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