

To be Lean or not to be?

生存还是毁灭，这是个问题

Julien Mazloum (祝亮)

Who am I?

■ Julien Mazloum (祝亮)

- 1979-1989: Beirut, Lebanon
- 1989-2007: Montreal, Canada
- 2007-now: Beijing, China



- Software engineering background.
- Co-founder and Consulting Director of OutSofting.
- Agile training, coaching and consulting.
- Loves helping organizations to become Agile.

Goal

- Have a basic understanding of Lean / Lean startup / Kanban
- Connecting the dots between Lean / Lean startup / Kanban.



Goal ATDD style: Fill this!

Lean principle 精益核心	My notes on the principle	Lean startup	Kanban
Value delivery using waste removal 交付价值通过消除浪费			
Respect people 尊重员工			
Relentless improvement using scientific method 改进无涯通过科学方法			
Watch the baton not the runner 关注接力棒，而不是跑者			
Stop the line 停生产线			





TOYOTA



Taiichi Ohno Father of the Toyota Production System (TPS)

TPS became known as
“Just-in-time” and later as
“Lean manufacturing”.

There are some underlying principles to this and that can be applied out of manufacturing and this is why we can talk about “Lean”.

Key Lean principles

Value delivery (交付价值)

- Value is something the customer is willing to **pay** for.
- Provides the highest value asap to the customer.
 - PULL system based on what customer wants.
- On an assembly line, value is achieved **through seeing and eliminating wastes (消除浪费)**.

Key Lean principles

Respect people (尊重人)

- **Respect the employee, grow the people**, let the people who do the work decide on how to do it.
- **Respect the customer** by providing him the **best value** for what he pays.

TPS => Thinking People System

“Only after American carmakers had exhausted every other explanation for Toyota’s success – an undervalued yen, a docile workforce, Japanese culture, superior automation – were they finally able to admit that Toyota’s real advantage was its ability to harness the intellect of ‘ordinary’ employees.”

– Gary Hamel, HBR, 2006.

Key Lean principles

Relentless improvement(改进无涯)

- Culture of continuous improvement (Kaizen) based on the scientific method (科学方法):
 - Planning the experiment (PLAN),
 - Executing the experiment (DO),
 - Checking the result of experiment and learning (CHECK).
 - New hypothesis (ACT).



Important Lean ideas

Watch the baton not the runners!

(关注接力棒, 而不是跑者)

- Focus on the progress that really matters
- Flow efficiency and NOT resource efficiency.



Important Lean ideas

Stop the Line (停生产线)

- Stop everything when a defect is found and fix the root cause.
- Expose the problems with no work-arounds.
- Focus on quality (Build quality in).



Connect the dots



What is Lean Startup?

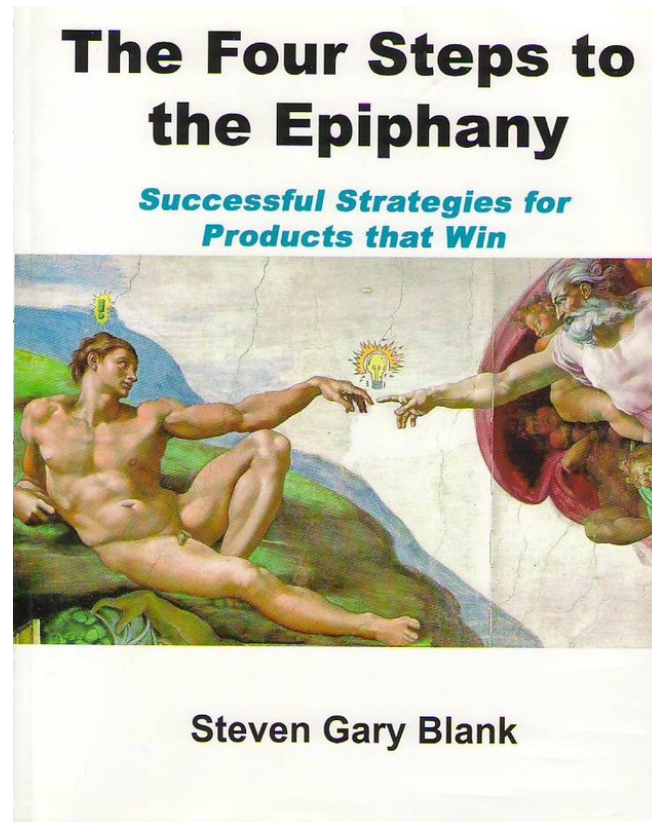
What is a startup?

A startup is a human institution designed to create a new product or service under conditions of extreme uncertainty.

Video introduction on startups

Steve Blank on startups:

http://www.youtube.com/watch?v=8Xa_lAp75ig from (00:57 to 2:57)



Meet the market

YOU

MARKET



Mike Tyson's absolute truth on life

**« Everybody has a
plan until they
get punched in
the face! »**



Problem: unknown

Solution: unknown



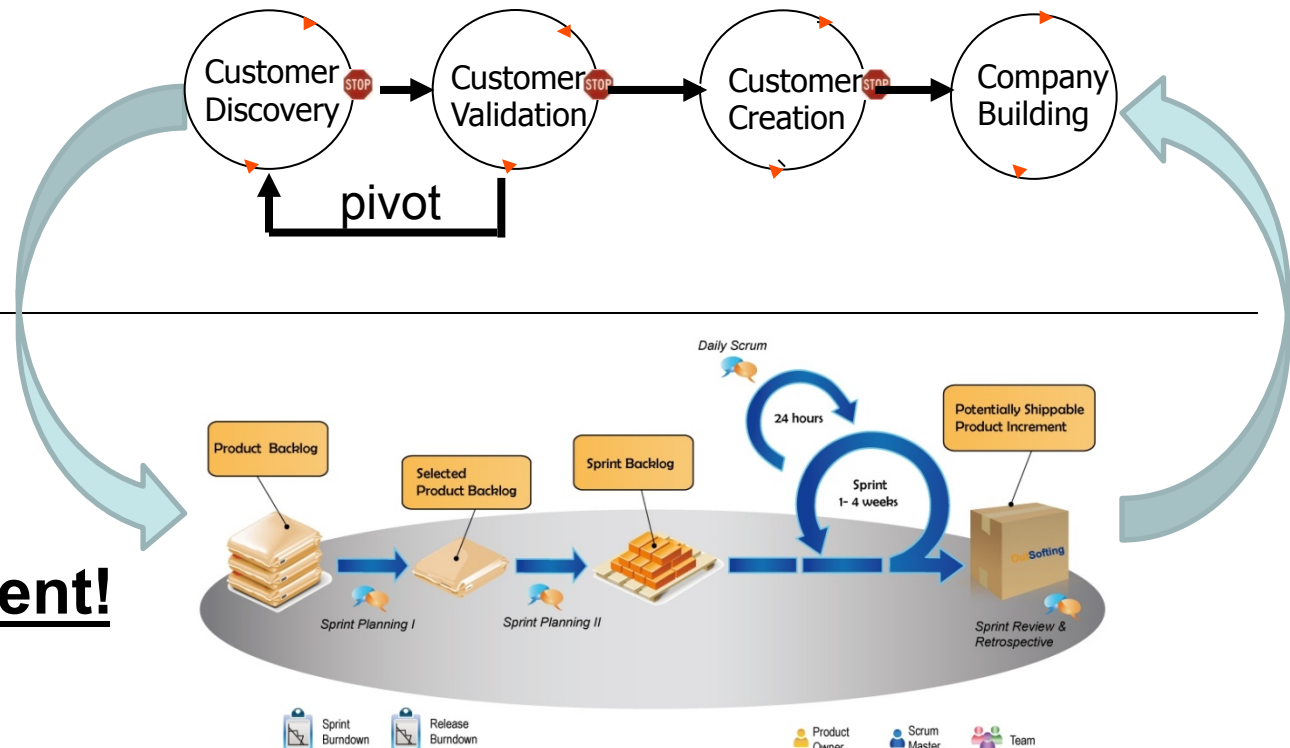
Lean startup

Customer development!

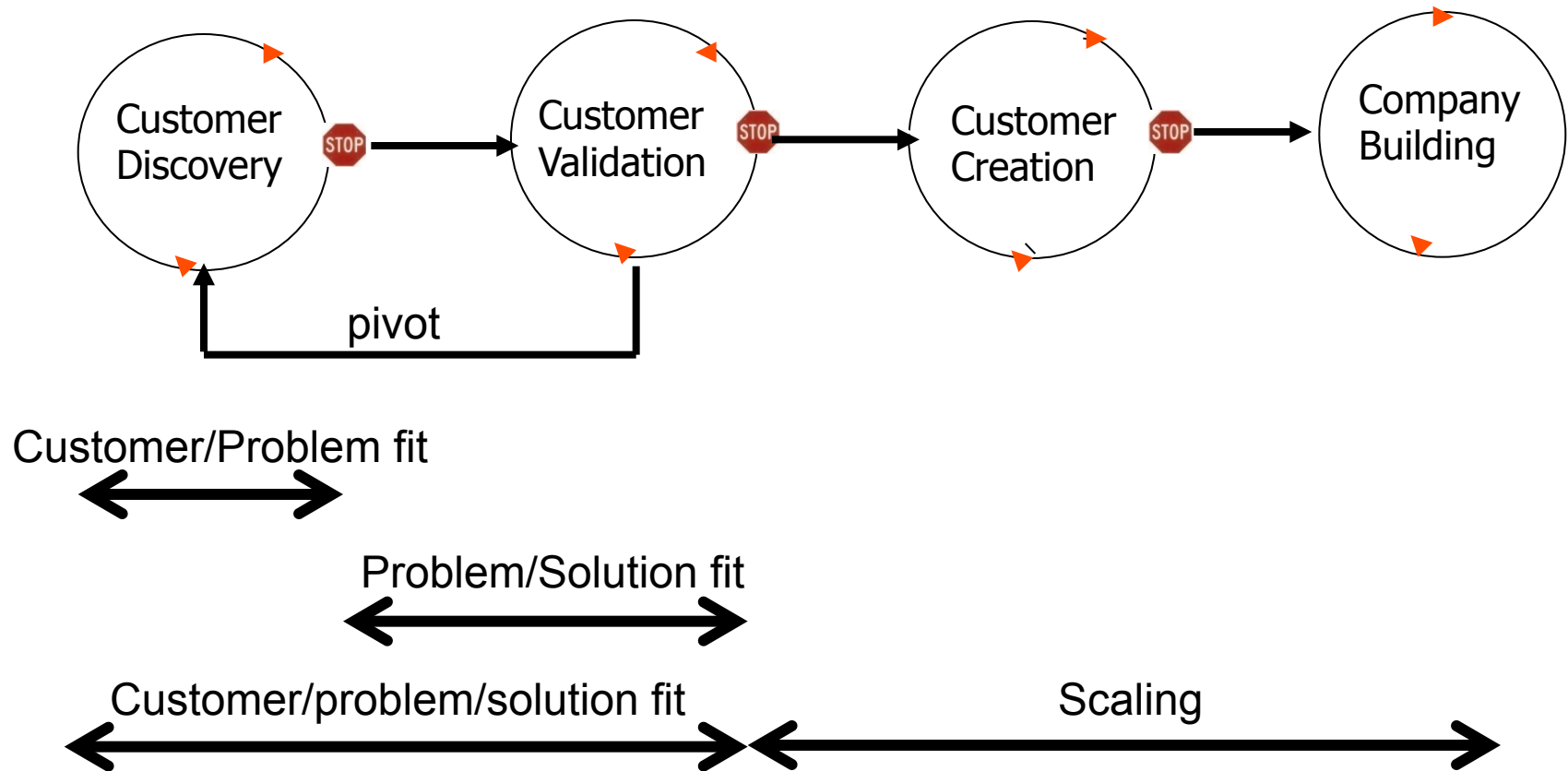
Problem: unknown

Solution: unknown

Agile development!



Customer development, the big picture!



From the book : “The four steps to the epiphany”.

Startup truths

Startups are ALL about dealing with uncertainties!

The goal of the startup is to find a business model that would allow it to transform into a sustainable business.

The failure of a startup is.... to stay a startup!

Therefore a startup is NOT a micro-company!

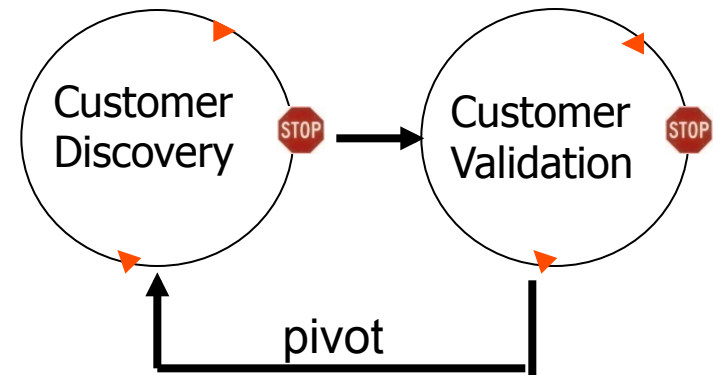
The key of customer discovery and validation.

Any business model relies on assumptions.

The key is to validate these assumptions as quickly as possible (based on facts).

Pivot or persevere.

Speed of the pivot is key!

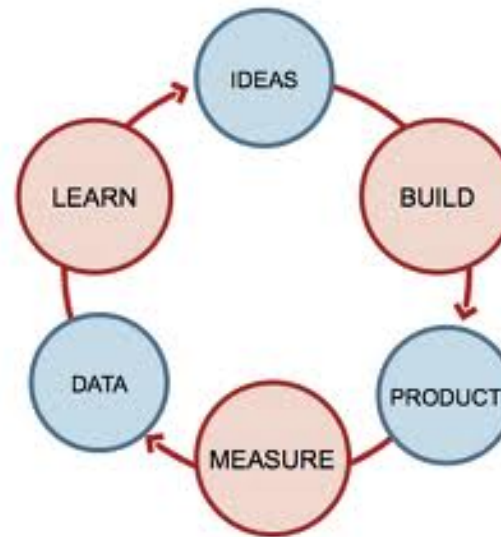


Pivot or persevere



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

Let's use science!

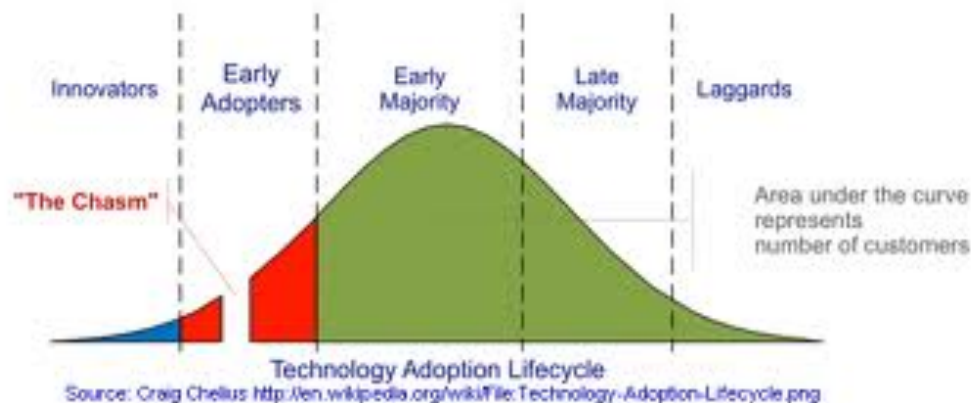


Experimenting to learn on our assumptions is the key.

Minimum Viable Product (MVP)

Minimum Viable Product (MVP) is the smallest possible product to test your assumptions.

Early adopters are the customers who feel the strongest need for the product.



MVP versus perfection

**We do not know what
quality is, if we do not
know who the
customer is.**

Learning

- **Validated learning is the essential unit of progress for a startup.**
- **Validated learning is backed by empirical data collected from real customers.**

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.		Experiments	1	2	3	4	5
Who is your customer? Time Limit: 5 Min		Customer	People buying Vespas on Craigslist	People with difficult commute NYC	People with difficult commute NYC		
What is the problem? Phrase it from your customer's perspective. Time Limit: 5 Min		Problem	Relying on products that use oil	Understanding safety & time saving of Vespa	Vespa too expensive for identity risk		
Define the solution only after you have validated a problem worth solving. Time Limit: 5 Min		Solution		Vespa One-Pager + Trial	Rent Vespa & Return It If Not Fit		
List the assumptions that must hold true, for your hypothesis to be true. Time Limit: 10 Min		Riskiest Assumption	Care about environment	No friends Vespa	Pay \$250/month		
Need help? Use these sentences to help construct your experiment.		Success Criterion	INTERVIEW: 5/20 buying Vespa bc environment important	INTERVIEW: 8/10 don't have friend with Vespa	SELL: 15 email addresses in 2 hours		
To form a Customer/Problem Hypothesis: I believe <u>my customer</u> has a problem <u>achieving this goal</u> .	To form a Problem/Solution Hypothesis: I believe <u>this solution</u> will result in <u>quantifiable outcome</u> .						
To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.		GET OUT OF THE BUILDING!					
To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...		Result & Decision	0/20 PIVOT!	5/10 PIVOT!	50+ in 2 hours PERSEVERE!		
Determine how you will test it: The least expensive way to test my assumption is...		Learning	- Skinny Tie! - Buying for lifestyle	- "I'm not a scooter person" - Lifestyle is a risk	- People typing in ALL CAPS - Jumping out of seat to try		

Example

- **IMVU (founder of Lean Startup).**
 - 3D Avatar plugin that can work on any of 7 different IMs.
 - Many Venture Capitalists and strategists said it is absolutely great idea.
- **Hidden assumptions:**
 - Adults would be interested to try it.
 - Users do not want to use a new IM.
 - Users would invite their existing IM contacts.
 - Users agree to install the plugin to their existing IM.

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.

Who is your customer?

Time Limit: 5 Min

Adults

What is the problem? Phrase it from your customer's perspective.

Time Limit: 5 Min

No good 3D avatar experience

Define the solution only after you have validated a problem worth solving.

Time Limit: 5 Min

Use this sticky to start your experiment. Adults have interest in it

Need help? Use these sentences to help construct your experiment.

To form a Customer/Problem Hypothesis:
I believe my customer has a problem achieving this goal.

To form a Problem/Solution Hypothesis:
I believe this solution will result in quantifiable outcome.

To form your Assumptions:
In order for hypothesis to be true, assumption needs to be true.

To identify your Riskiest Assumption:
The assumption with the least amount of data, and core to the viability of my hypothesis is...

Determine how you will test it:
The least expensive way to test my assumption is...

Determine what success looks like:
I will run experiment with # of customers and expect a strong signal from # of customers.

Experiments	1	2	3	4	5
Customer	People buying Vespas on Craigslist	People with difficult commute NYC	People with difficult commute NYC		
Problem	Relying on products that use oil	Understanding safety & time saving of Vespa	Vespa too expensive for identity risk		
Solution		Vespa One-Pager + Trial	Rent Vespa & Return It If Not Fit		
Riskiest Assumption	Care about environment	No friends Vespa	Pay \$250/month		
Success Criterion	INTERVIEW: 5/20 buying Vespa bc environment important	INTERVIEW: 8/10 don't have friend with Vespa	SELL: 15 email addresses in 2 hours		
GET OUT OF THE BUILDING!					
Result & Decision	0/20 PIVOT!	5/10 PIVOT!	50+ in 2 hours PERSEVERE!		
Learning	- Skinny Tie! - Buying for lifestyle	- "I'm not a scooter person" - Lifestyle is a risk	- People typing in ALL CAPS - Jumping out of seat to try		

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.

Who is your customer?

Time Limit: 5 Min

Experiments

1

2

3

4

5

Customer

Adults

People with
difficult
commute
NYCPeople with
difficult
commute
NYC

What is the problem? Phrase it from your customer's perspective.

Time Limit: 5 Min

Problem

No good 3D avatar experience

Define the solution only after you have validated a problem worth solving.

Time Limit: 5 Min

Solution

Vespa One-
Pager +
TrialRent Vespa
& Return It
If Not FitRiskiest
Assumption

Adults have interest in it

Care about

No friends

Pay

Need help? Use these sentences to help construct your experiment.

To form a Customer/Problem Hypothesis:
I believe my customer has a
problem achieving this goal.

To form a Problem/Solution Hypothesis:
I believe this solution will result
in quantifiable outcome.

Success
CriterionINTERVIEW:
5/20 buying
Vespa bc
environment
importantINTERVIEW:
8/10 don't
have friend
with VespaSELL:
15 email
addresses
in 2 hours

GET OUT OF THE BUILDING!



To form your Assumptions:
In order for hypothesis to be
true, assumption needs to
be true.

To identify your Riskiest Assumption:
The assumption with the least
amount of data, and core to the
viability of my hypothesis is...

Result &
Decision

0/20

PIVOT!

5/10

PIVOT!

50+ in 2 hours

PERSEVERE!

Determine how you will test it:
The least expensive way to
test my assumption is...

Determine what success looks like:
I will run experiment with # of
customers and expect a strong
signal from # of customers.

Learning

- Skinny Tie!
- Buying for
lifestyle

- "I'm not a
scooter
person"
- Lifestyle is
a risk

- People typing
in ALL CAPS
- Jumping out
of seat to try

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.

Who is your customer?

Time Limit: 5 Min

What is the problem? Phrase it from your customer's perspective.

Time Limit: 5 Min

Define the solution only after you have validated a problem worth solving.

Time Limit: 5 Min

Experiments

1

2

3

4

5

Customer

Adults

People with difficult commute NYC

People with difficult commute NYC

Problem

New mode of avatar experience

Solution

Rent Vespa & Return It If Not Fit

Rent Vespa & Return It If Not Fit

Riskiest Assumption

Adults have interest in it

Success Criterion

INTERVIEW: 5/20 buying Vespa bc environment important

INTERVIEW: 8/10 don't have friend with Vespa

SELL: 15 email addresses in 2 hours



GET OUT OF THE BUILDING!



Result & Decision

0/20
PIVOT!

5/10
PIVOT!

50+ in 2 hours
PERSEVERE!

Learning

- Skinny Tie!
- Buying for lifestyle

- "I'm not a scooter person"
- Lifestyle is a risk

- People typing in ALL CAPS
- Jumping out of seat to try

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Who is your customer?

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What is the problem? Phrase it from your customer's perspective.

Time Limit: 5 Min

Define the solution only after you have validated a problem worth solving.

Time Limit: 5 Min

Experiments

1

2

3

4

5

Customer

Teenagers

People with difficult commute NYC

Problem

No good 3D avatar experience

Solution

Vespa One-Pager + Trial

Rent Vespa & Return It If Not Fit

Riskiest Assumption

Teenagers have interest in it

Care about

No friends

Pay

Success Criterion

INTERVIEW: 5/20 buying Vespa bc environment important

INTERVIEW: 8/10 don't have friend with Vespa

SELL: 15 email addresses in 2 hours



GET OUT OF THE BUILDING!



Result & Decision

0/20
PIVOT!

5/10
PIVOT!

50+ in 2 hours
PERSEVERE!

Learning

- Skinny Tie!
- Buying for lifestyle

- "I'm not a scooter person"
- Lifestyle is a risk

- People typing in ALL CAPS
- Jumping out of seat to try

Need help? Use these sentences to help construct your experiment.

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What is the problem? Phrase it from your customer's perspective.

Time Limit: 5 Min

Define the solution only after you have validated a problem worth solving.

Time Limit: 5 Min

Experiments

1

2

3

4

5

Customer

Teenagers

People with difficult commute NYC

Problem

No good 3D avatar experience

Solution

Vespa One-Pager + Trial

Rent Vespa & Return It If Not Fit

Riskiest Assumption

Teenagers have interest in it

Call out

No friends

Pay

Success Criterion

INTERVIEW: 5/20 buying Vespa bc environment important

INTERVIEW: 8/10 won't have friend with Vespa

SELL: 15 email addresses in 2 hours



GET OUT OF THE BUILDING!



Result & Decision

0/20
PIVOT!5/10
PIVOT!50+ in 2 hours
PERSEVERE!

Learning

- Skinny Tie!
- Buying for lifestyle

- "I'm not a scooter person"
- Lifestyle is a risk

- People typing in ALL CAPS
- Jumping out of seat to try

Need help? Use these sentences to help construct your experiment.

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Start here. Brainstorm with stickies, pull it over to the right to start your experiment.

Who is your customer?

Time Limit: 5 Min

What is the problem? Phrase it from your customer's perspective.

Time Limit: 5 Min

Define the solution only after you have validated a problem worth solving.

Time Limit: 5 Min

Users are willing to invite their existing friends to the application.

Need help? Use these sentences to help construct your experiment.

To form a Customer/Problem Hypothesis:
I believe my customer has a problem achieving this goal.

To form a Problem/Solution Hypothesis:
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Determine what success looks like:
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Experiments

1

2

3

4

5

Customer

Teenagers

People with difficult commute NYC

Problem

No good 3D avatar experience

Solution

A 3D avatar plugin that can work on multiple IM

Riskiest Assumpt

Users do not like to install a new IM

Success Criterion

INTERVIEW:
5/20 buying Vespa bc environment important

INTERVIEW:
8/10 don't have friend with Vespa

SELL:
15 email addresses in 2 hours



GET OUT OF THE BUILDING!



Result & Decision

0/20
PIVOT!

5/10
PIVOT!

50+ in 2 hours
PERSEVERE!

Learning

- Skinny Tie!
- Buying for lifestyle

- "I'm not a scooter person"
- Lifestyle is a risk

- People typing in ALL CAPS
- Jumping out of seat to try

Start here. Brainstorm with stickies, pull it over to the right to start your experiment.

Who is your customer?

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Time Limit: 5 Min

Define the solution only after you have validated a problem worth solving.

Time Limit: 5 Min

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Experiments

1

2

3

4

5

Customer

Teenagers

People with difficult commute NYC

Problem

No good 3D avatar experience

Solution

A 3D avatar plugin that can work on multiple IM

Riskiest Assumpt

Users do not want to install a new IM

Success Criterion

INTERVIEW:
5/20 buying Vespa bc environment is importantSELL:
15 email addresses
in 24 hours

GET OUT OF THE BUILDING!

Result & Decision

5/10
PIVOT!50%
PERSEVERE

Learning

- Skinny Tie!
- Buying for lifestyle- "I'm not a scooter person"
- Lifestyle is a risk- People typing in ALL CAPS
- Jumping out of seat to try

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Define the solution only after you have validated a problem worth solving. Time Limit: 5 Min		Solution	A new IM with 3D avatar inside it and with important functions to bring existing friends				
List the assumptions that must hold true, for your hypothesis to be true. Time Limit: 10 Min		Riskiest Assumpt	Users are willing to invite their existing friends to the application.				
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Define the solution only after you have validated a problem worth solving. Time Limit: 5 Min		Solution	A new VM with 3D avatars inside it and with important functions to bring existing friends				
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		GET OUT OF THE BUILDING!					
To form your Assumptions: In order for <u>hypothesis</u> to be true, <u>assumption</u> needs to be true.	To identify your Riskiest Assumption: The assumption with the least amount of data, and core to the viability of my hypothesis is...	Result & Decision		5/10 PIVOT!	50% PERSEVERE		
Determine how you will test it: The least expensive way to test my assumption is...	Determine what success looks like: I will run experiment with <u># of customers</u> and expect a strong signal from <u># of customers</u> .	Learning	- Skinny Tie! - Buying for lifestyle	- "I'm not a scooter person" - Lifestyle is a risk	- People typing in ALL CAPS - Jumping out of seat to try		

Connect the dots



Lean/Lean startup connected

Lean principle	Lean Startup
Value delivery using waste removal	The biggest waste is building a product that nobody wants.
Respect people	Limit wasted employee time on time developing something nobody would use. Customers get products that suits their needs better.
Relentless improvement using scientific method	The product and business model is constantly refined and improved (customer/problem/solution fit for instance).
Watch the baton not the runner	The measure of progress (baton) is: validated learning on our product and business model. We improve it by using MVPs.
Stop the Line	Pivot always to stop, re-examine and change direction.

What is Kanban?

Kanban origins?

- **From Toyota.**
- **A card to signal availability to do some work.**
- **A way to implement PULL.**

Kanban for product development?

■ Visualize the workflow

- Split the work into pieces, write each item on a card and put on the wall.
- Use named columns to illustrate where each item is in the workflow.

■ Limit Work In Progress (WIP)

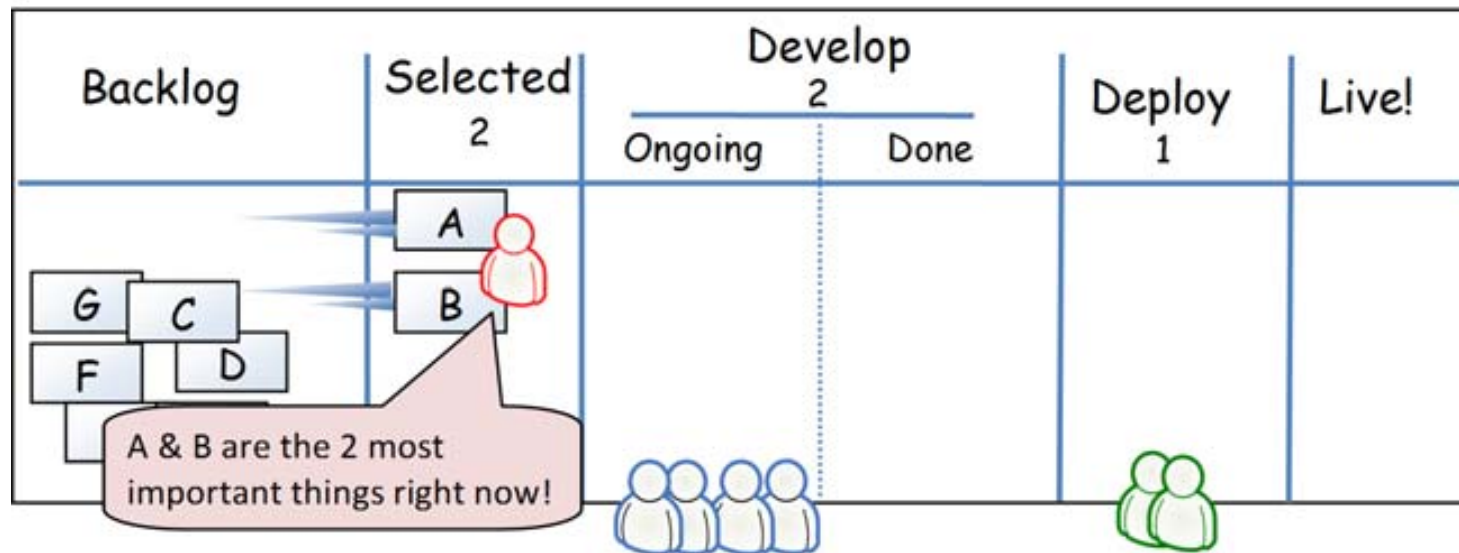
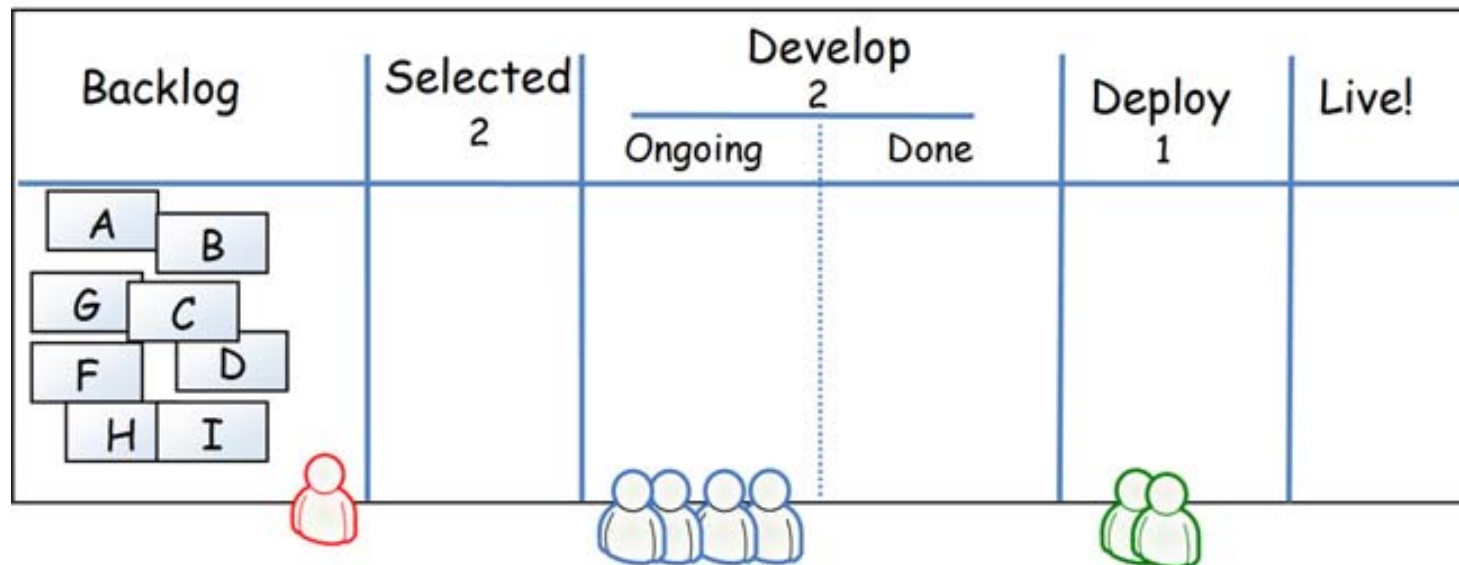
- Assign explicit limits to how many items may be in progress at each workflow state.

■ Measure the lead time and improve it

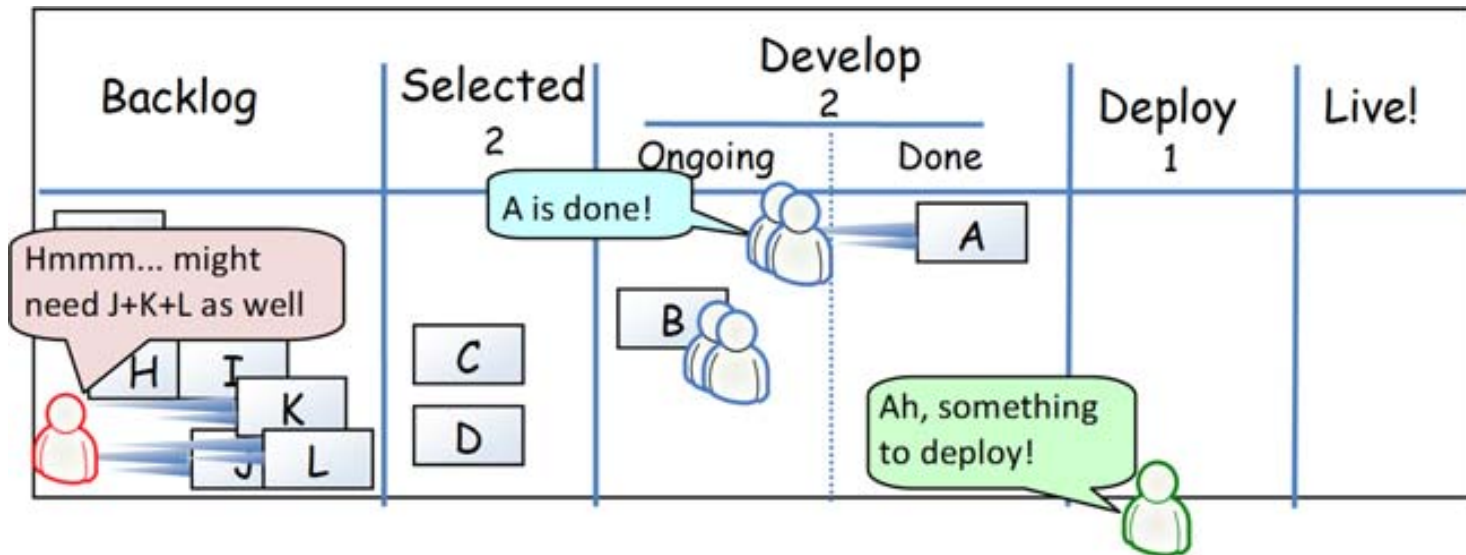
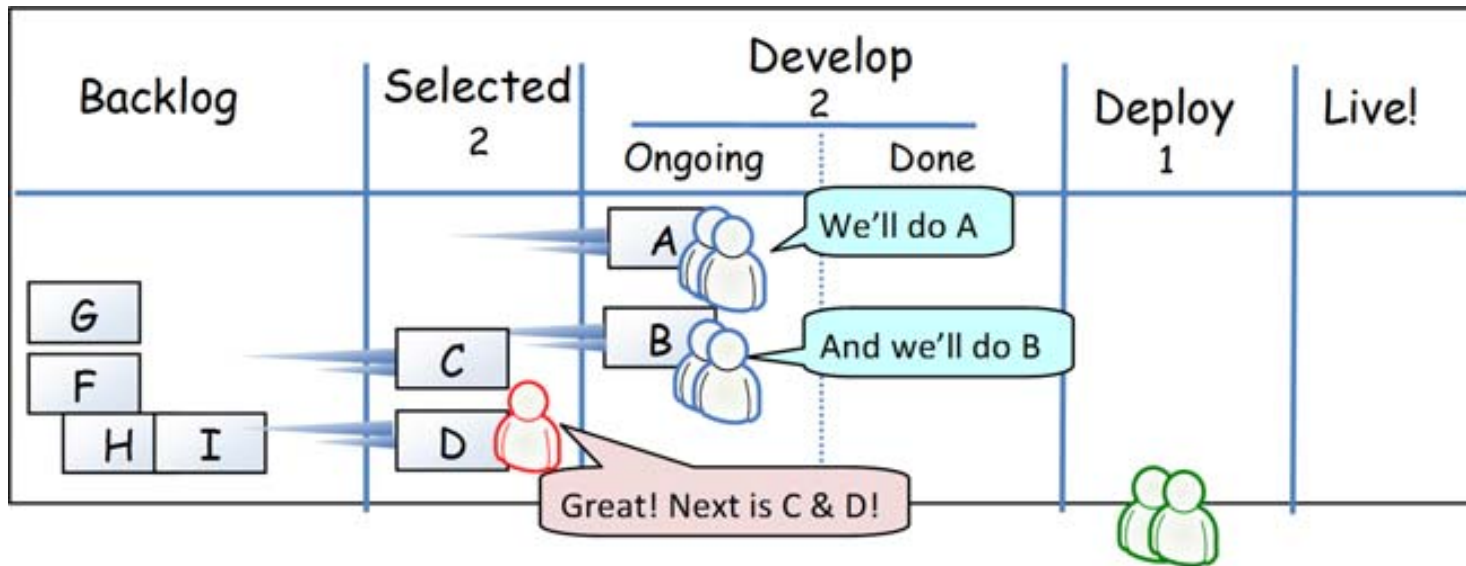
- It is the average time to complete one item and sometimes called “cycle time”.
- Optimize the process to make lead time as small and predictable as possible.

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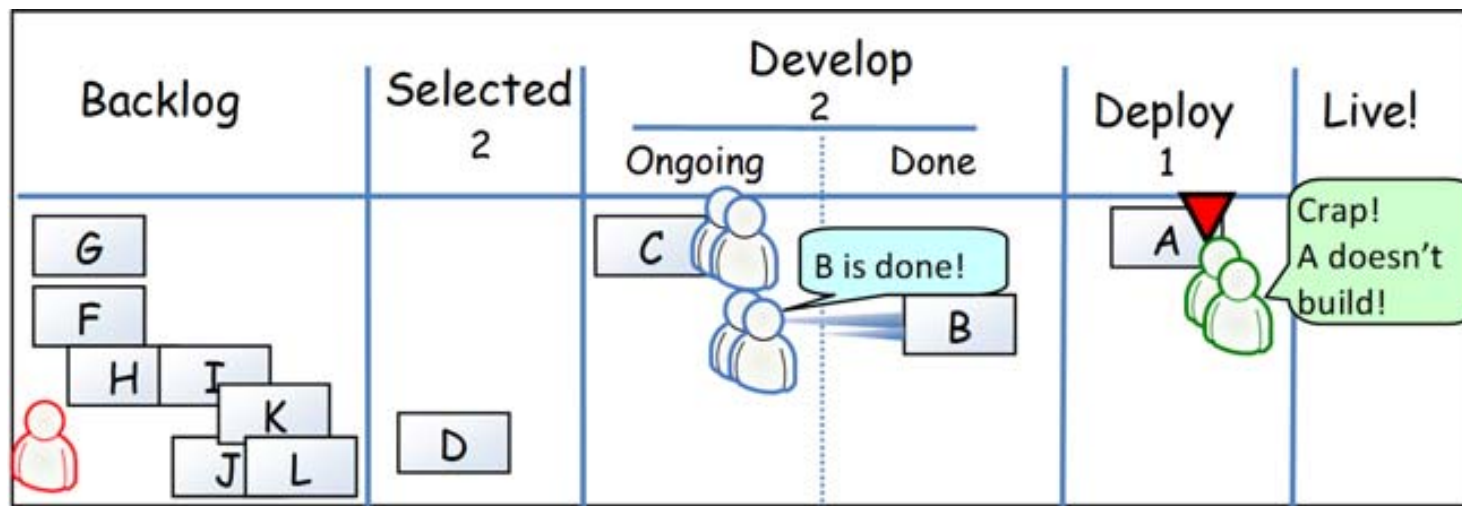
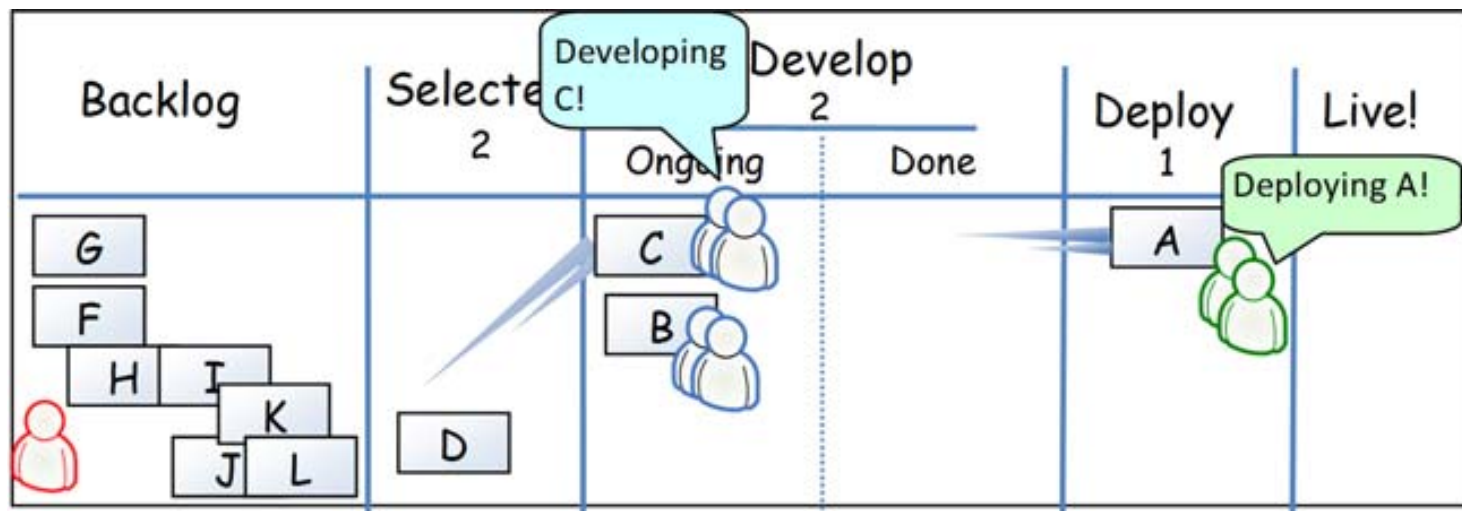
[illegible]



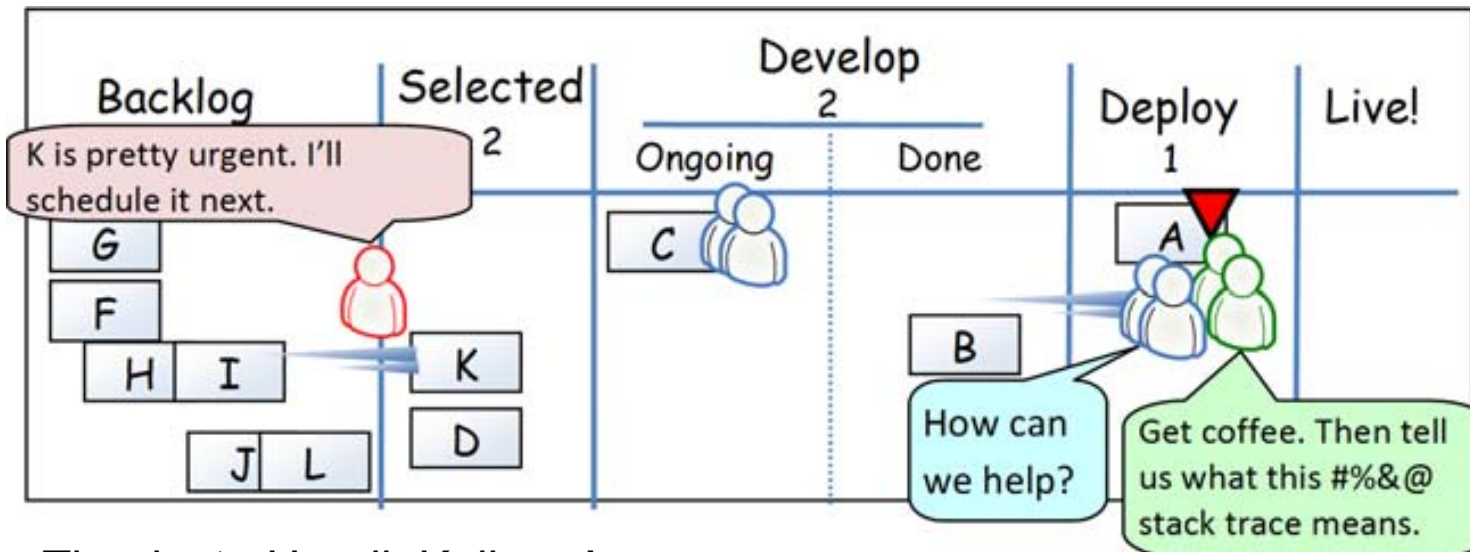
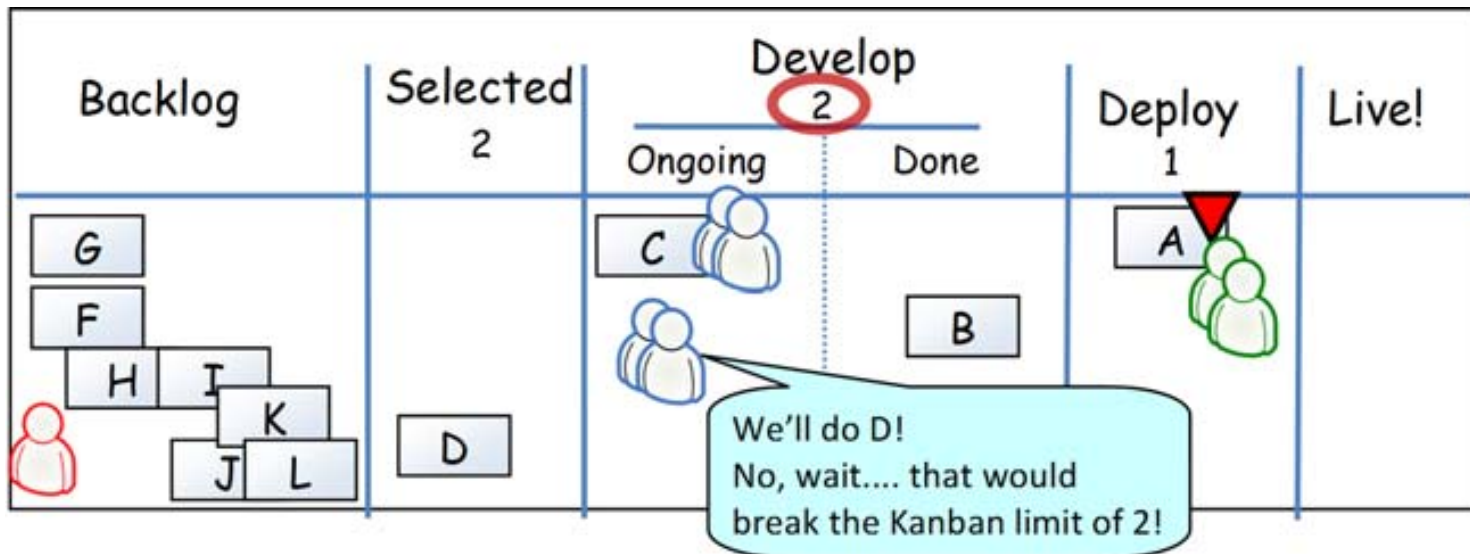
Thanks to Henrik Kniberg!



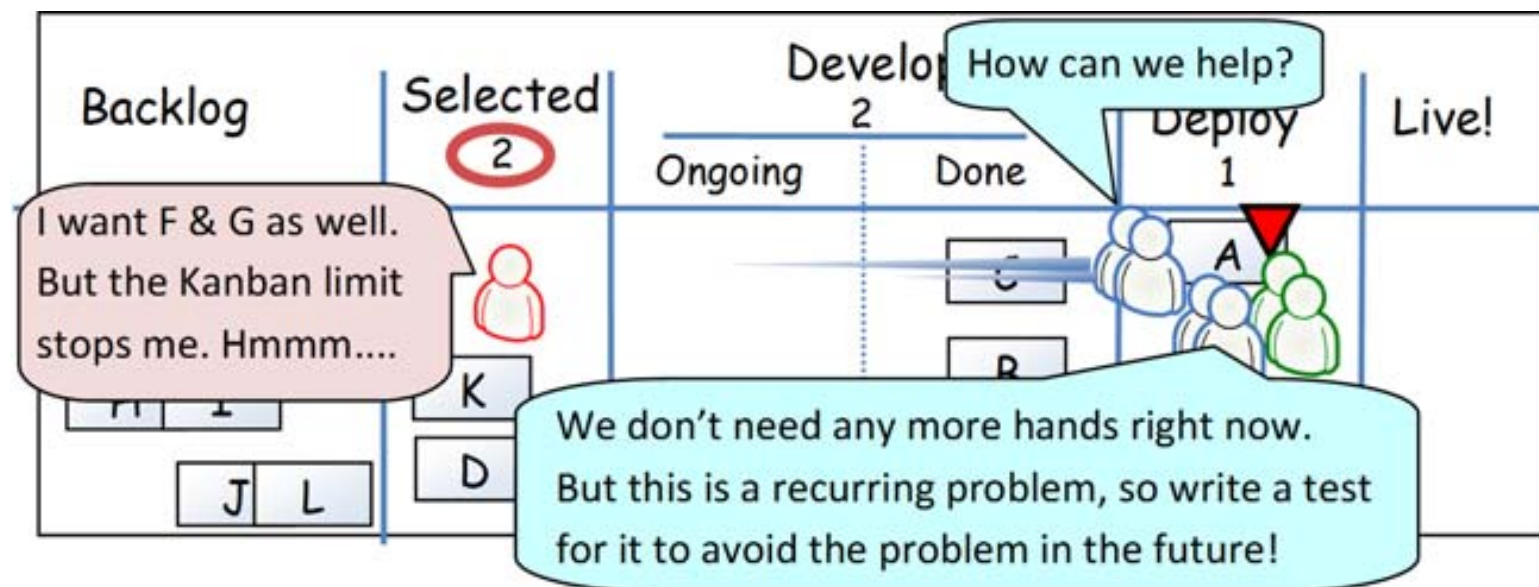
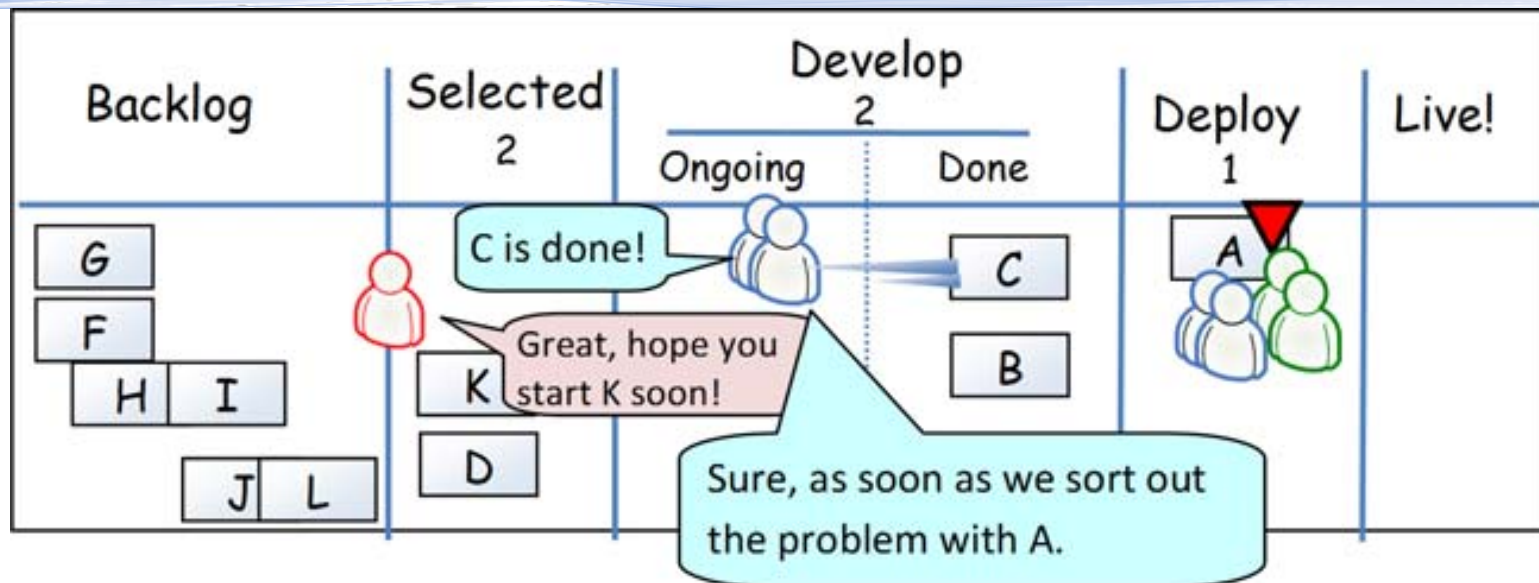
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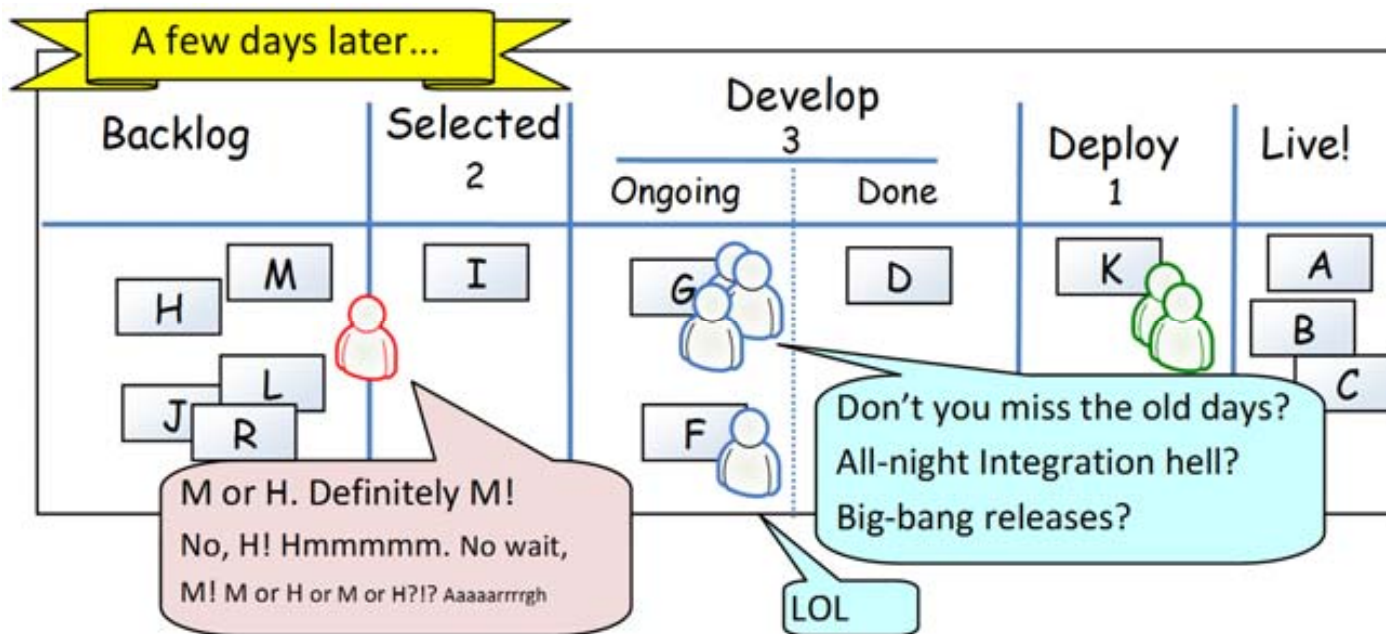
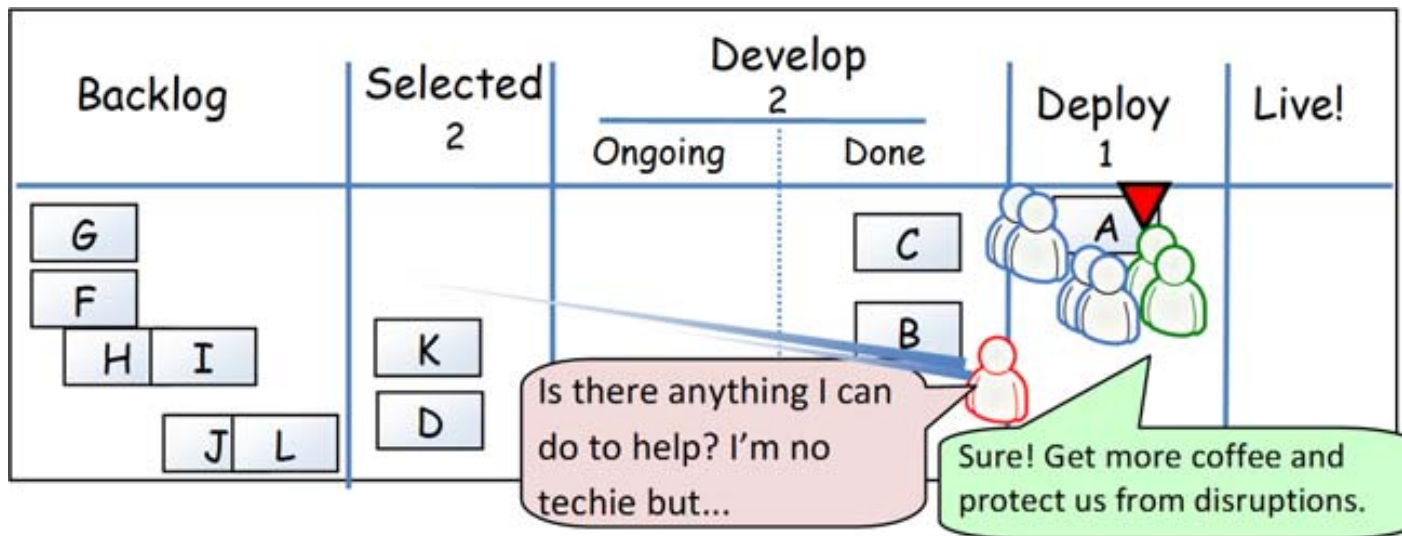
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Connect the dots



Lean/Lean startup/Kanban connected

Lean principle	Lean Startup	Kanban
Value delivery using waste removal	The biggest waste is building a product that nobody wants.	The biggest waste is to have valuable work waiting to be finished (Work In Progress(WIP))
Respect people	Limit wasted employee time on time developing something nobody would use. Customers get products that suits their needs better.	Employee understands better his contribution to the product success. Customer gets what he wants faster.
Relentless improvement using scientific method	The product and business model is constantly refined and improved (customer/problem/solution fit for instance).	Improvement happens by always trying to reduce WIP in order to augment time-to-market.
Watch the baton not the runner	The measure of progress (baton) is: validated learning on our product and business model. We improve it by using MVPs.	The measure of progress (baton) is time-to-market. We improve it by looking at flow efficiency ($1 - (\text{waited time} / \text{total time})$).
Stop the Line	Pivot always to stop, re-examine and change direction.	A reached WIP limit can force you to stop working on an item and improve the process.

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- **The Slides are here**

<http://www.outsofting.com/mydownload/ToBeLeanOrNotToBeFeb2014.pdf>





Lean&Kanban Club



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