The lean startup process

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The lean startup process

What is the fundamental principle of lean startup process.

"Initial success can be designed by following the process, which means it can be learned, which means it can be taught."- Eric Ries Lean Startup provides a scientific approach to creating and managing startups and getting a desired product for customer hands faster. The Lean Startup method teaches you how to drive a startup way to drive, when to turn, and when to persevere-and grow a business with maximum acceleration. This is a principle approach to new product development. Too many startups start with an idea for a product that people think they want. They then spend months, sometimes years, perfecting that product without ever showing the product, even in a very rudimentary form, to the potential customer. When they can't reach the wide assumption by customers, it's often because they never talked to potential customers and determined whether the product was interesting or not. When customers finally communicate, through their indifference, that they do not care about the idea, the startup fails. "The Lean Startup method teaches you how to drive a startup-how to drive, when to turn, and when to persevere-and grow a business with maximum acceleration." + The lean start-up process – Diagram "Using the Lean Startup approach, companies can create non-calogue order by providing tools to test a vision continuously." + Continued Innovation "With the time the product is ready to be distributed widely, it will have already established customers." The absence of a tailor-made management process has led to many start-ups or, as Ries says, "a human institution designed to create a new product or service in conditions of extreme uncertainty", to abandon every process. Take a "just do" approach that avoids all forms of management. But this is not the only option. By using the Lean Startup approach, companies can create non-halocity order by providing tools to test a vision continuously. Lean is not just spending less money. Lean is not just failing to make a good price. It is about putting a process, a methodology around the development of a product. Work Smarter no longer difficult The Lean Startup methodology has as a premise that each startup is a great experiment that tries to answer a question. The question is not "Can this product be built?" Instead, the questions are "would this product be built?" and "Can we build a sustainable business around this set of products and services?" This experiment is more than just a theoretical investigation; is a first product. If it succeeds, it allows a manager to start with his campaign: enlist the first adoptives, adding employees to any further experiment or iteration, and eventually start building a product. Since the product is ready to be distributedYou will already have established customers. It will have solved real problems and offer detailed specifications for what needs to be built. + Learn more How we measure progress and offer detailed specifications of what needs to be built. It is the Build-Measure-Learn feedback loop. The first step is to understand the problem that must be solved and then develop a minimum product (MVP) to start the learning process as quickly as possible. Once the MVP is established, a startup can work for the engine setup. This will involve measurement and learning and must include feasible metrics that can demonstrate cause and application effect. Startup will also use an investigative development method called "Five Whys" -asking Simple questions to study and solve problems along the way. When this process of measuring and learning is done correctly, it will be clear that a company is or moving the business model drivers or not. Otherwise, it is a sign that is time to rotate or make a correction of the Structural Course to test a new fundamental hypothesis on the product, strategy and growth engine. Principles You don't have to work in a garage to be at startup. Read more A startup is an institution, not just a product, therefore requires management, a new type of management specifically oriented to its context. Find out more startups exist to not do things, make money, or serve customers. They exist to learn to build a sustainable company. This learning can be validated scientifically, experiments that allow us to test every element of our vision. Read more to improve entrepreneurial results, and to keep entrepreneurs responsible, we must focus on boring things: how to measure progress, how to set up milestones, as a work priority. This requires a new type of accounting, specific for startups. Read more The fundamental activity of a startup is to transform ideas into products, measure how customers respond, and then learn if pivot or persevere. All success start processes should be oriented to accelerate feedback loop. â € œThe start success can be designed following the right process, which means that it can be learned, which means that it can be taught .â € The Lean Startup: How Constant Innovation Create Radically Successful Businesses by Eric Ries is State published in 2011, but its impact in recent years has been enormous. Companies are still getting adhering with the ideas set out in the book, most of which have not been new first. The value of these ideas and methods are perhaps even more valuable for large established organizations than for startups that bring the name of the books. Ries also defines a startup in general like any "human institution designed to create a new product or service in conditions of extreme uncertainty". Let's take a look at how the methodology helps us to innovate and create value for the customer. 1. Build-measure-learn if there is an idea that it has The way we pursue innovation today more than any other, is the idea of using the scientific method to manage uncertainty. This means defining a hypothesis, build a small product or a feature that can test that hypothesis, then then what happens, and adjust accordingly. This simple method is giving amazing results, and allows companies to make small bets on many ideas at once, and allows the results to determine which ideas go through the gates. Build-Measure-Learn can be applied to almost anything, not just new products. You can test a customer service idea, a management review process, website texts and offerings, or a new feature of an existing product. It is important to be able to clearly test and validate the hypothesis â you need to be able to gather enough data or metrics to measure the results of the build. The goal is to find the fastest way to iterate through the Build-Measure-Learn loop. You'll want to find out if it's worth another cycle, or stop and move on to another idea. This means defining a very specific idea to test, and minimum elements to measure. With products, you are trying to verify whether customers want it or need it. "We need to learn what customers really want, not what they say they want or what we think they should want".The Minimal Viable Product (MVP) Developing a traditional product required a lot of initial work to define the specifications of the product, and time and money invested in its construction. The lean startup encourages you to build only the amount of product needed to iterate in a single Build-Measure-Learn cycle. Å"The MVP is the version of the product that allows a complete run of the Build-Measure-Learn cycle with the least effort and the least development time. "You don't have to write a line of code to create an MVP â it could just be a slide platform describing the customer's journey, or a set of design templates. As long as you can test your hypothesis with real clients, and get enough validation to go through another learning cycle. 3. Validated Learning A key requirement for a lean startup is to make sure you test a hypothesis with the right learning in mind. It's wise to focus on so-called vanity metrics, which might make you feel like you're making progress, but actually don't tell you anything about the value of the product. The number of likes on Facebook could be a metric of vanity; perhaps even for Facebook the number of accounts created is a metric of vanity, the real value lies in the average amount of time spent on Facebook per day, per user â this tells us something about the true value and viscosity of the platform. "Among all the accounts, what struck the most investors were two facts about Facebook's initial growth". More than half of the users returned to the site every day. This is an example of how a company can validate its value assumption â that customers find the product valuable. "The author of Startup Eric Ries provides an example taken from your personal experience. IMVU was showing the graph below for their management and investors, painting a good good - recordings were going up like a hockey stick chart. However, it wasn't showing if users actually evaluated service, and it was hiding the marketing costs to acquire new registrations. This was leading to a hypothesis designed to quire validated learning. 4. The accounting innovation of an accounting innovation allows start-ups to objectively demonstrate that they are learning how to grow a sustainable business.Å¢ The process is done with three steps, as follows: Establish the baseline. You can run an MVP test to set some reference data points. This could involve a smoke test, with pure marketing, just to see if there is interest from potential customers. It could involve an online registration form to see if customers would have purchased a product or service. From here you can set the baseline for the first cycle of Build-Measure-Learn; even if the numbers are bad, it is a starting point from which to improve. Tune up the engine. With the benchmark set, the next step is to make a single change that can be tested to improve it. Instead of making many changes at once, you will focus on one thing. This could be the design of the signup form; does it increase the number of conversions? Setting up the engine should be done carefully, testing one hypothesis at a time. Pivot or persevere. After performing several iterations throughout the loop, you should be moving up from the bottom line to the ideal door indicated in the industrial plan. If this is not happening, it should bea obvious because of the elementary learning steps taken along the way. 5. The pivot What differentiates success stories from failures is that successful entrepreneurs had the foresight, the ability and the tools to find out which parts of their plans were working brilliantly and which were misled, and to adapt their strategies accordingly. Making the pivot decision is one of the most difficult aspects of the method startups, because founders and entrepreneurs are emotionally tied to their products, energy and money have been displaced into them. Problems like vanity metrics and not testing the right hypothesis can lead teams on the wrong path; if the ISNA hypothesis t clear, then the failure may seem elusive, because you don t know for sure that this ISNA effort t work. A launch and see what happensÅ¢ always results in a positive outcome: you will really see what happens! A pin isn't necessarily a failure, it means you change one of the fundamental assumptions you started with. There are several variants on the pin: Zoom-in rotation. A unique feature of the product now becomes product. Zoom-out pin. The opposite above. An entire product becomes a unique feature in something much bigger. Customers of the pin segment. The product was right, but the original customer segment wasnâ t; changing to a different customer is necessary, but the product remains the same. Need of the customer of the pin. Pin.Validated learning becomes clear that a more important problem must be solved for the customer with respect to the original. Pivot platform. Platforms often begin as an application, but due to the success that grows to become a platform ecosystem. Pivot of corporate architecture. Geoffrey Moore, an idea to move from a high margin, low volume, low sides, high volume. Acture Pivot value. Changing the way in which the value is basically captured changes all the rest in the business (marketing strategy, cost structure, product, etc.). Growth pivot engine. Startups generally follow one of the viral, sticky or paid growth models, according to Ries. Modify from one to the other may need to feed a rapid growth. Channel pivoto. The Internet has created many other channel options for startups and complex sales or advertising channels are much less dominant. A start has many other options from the Get Go. Technological pivot. A new technology can offer substantial benefits in terms of cost, efficiency or performance and allow you to keep everything else (value creation, customer segment, channel, etc.). Å â,¬ "Points are a permanent fact of life for any growing business. Even after a company reaches the initial success, it must continue to turn in pivot.â â,¬ 6. small lots history goes In which a boy must fill the newsletters in envelopes with the help of his two daughters. Children suggest that first fold all the newsletters, then put the stamps on each letter, then write the address - Make each activity one for one. The father wanted to do it differently, completely completing each envelope before moving to the next. They competed to see which method was faster. The dad's method has won, due to the known approach as Å ¢ â,¬ Å "Single -Flow Flow ", often used in lean production. It seems more efficient to repeat the same task above and more times, because we suppose you will better and fastest in this we go. But individual performance is as important as the general performance of the system. Time is lost between Å ¢ â,¬ Å â,¬ "¢, when you have to cut letters and prepare envelopes. When you consider the whole process as a single batch, you will improve efficiency. Take a look at this video test: another advantage for small lots, it is that you can immediately identify an error. If you started on the other side, and I discovered that after bent all the letters, they don't realize actually in the envelopes, you have to start all over again. The small batch approach would find this error from the beginning. Å ¢ â,¬ "The biggest advantage of working in small lots is that quality problems can be identified much earlier. This is the origin of the famous Toyota andon rope, which allows any to ask for help as soon as they notice some problem, as a defect in a physical part, stopping the entire production line if it cannot be corrected immediately. â€ 7. The Andon cable was just mentioned, the Andon cable was used by Toyota to allow any employee along the production line to callStop the system if a defect is detected. Longer it continues a defect during production, more difficult and expensive will be removed. Immediately identify a problem Åƒ ì highly efficient, although it means stopping the entire production line until it is solved. The method is to the root of historically high quality levels of Toyota. Å «The key to the wire andon is that interrupts the work as soon as an incorrect qualitative problem arises, which forces to investigate. This is one of the most important discoveries of the Lean Manufacturing movement: you can't exchange the quality with time. " Eric Ries explains that the IMVU implemented a detailed set of automatic controls that took place every day, to guarantee the basic operation of the site (as a button â «purchase") still working. This meant that any production errors were detected quickly and automatically, and other changes were made to production until they were resolved. It was the equivalent of programming of the Andon cable. 8. Distribution continues for some can seem a little dated 2016, given the standardization of SaaS applications, but for many, the distribution continues is a scary and unimaginable scenario. The idea is that you constantly update your live production systems, all day, every day. In 2009, IMVU was performing up to fifty updates per day to the production code. This was possible thanks to a significant investment in test scripts â € "about 15,000 test scripts would run more than 70 times a day, simulating all from click user on the browser, for the execution of back-end code in Database. To get an idea of how it was done, read the post on the blog of Timothy FitzÅ ¢ Å|s (Developer IMVU). WEALTHFRONT is another case study in the book (an online investment management tracker). The company operates in a regulated SEC environment, but practices a real continuous development, with more than a dozen production releases per day. You can read more about their configuration on the Wealthfront Engineering Blog. Å «The essential lesson is not that everyone should ship fifty times a day, but that reducing the size of the lots, we can overcome the Feedback Cycle Build-Measure-Learn more quickly than our competitors. The ability to learn more quickly is the essential competitive advantage that start-ups must possess. Kanban Kanban is another technique borrowed from the world of Lean production. Ries provides an example from Grockit (an online tool for improving standardized testing skills). Grockit creates stories' in the product development process; Stories are developed to build a function, which include which are the benefits and results for the end user. These are then validated to see if they work – a split test is used to confirm the improvement of the customer experience. kanban has four states: backlog – elements that are ready to be worked, but not yet started in progress – elements currently in built development - finished the work on the item, it is ready for the validated customer - the object was released and was positively validated if the story failed the validation test, it would be removed from the product. good practice is to set that none of the four stages (dry) can contain more than three projects at any time. if a project has been built, it cannot move to the validated phase until there is no space for this (less than three already there). Similarly the work cannot begin on the backlog elements until the existing bucket is free. a very valuable result of using this method is that teams begin to measure their productivity according to customer validated learning, and not the amount of new features produced. â € "I have implemented this system with different teams, and the initial result is always frustrating: each bucket fills, starting with the bucket â€ – validatedâ€TM benent â€ | pretty soon all get the â€ | button as engineers look for ways to increase their productivity, begin to realize that if they include the validation exercise from the start, the whole team can be more productive. â€ 10. the five technical problems have a human cause in their roots. By oando the technique five whys allows you to approach that main cause. It is deceptively simple, but extremely powerful, and eric ries believes that most of the problems that are discovered tend to result from the lack of adequate training - but on the surface it seems a technical problem, or the error of the individual person. For example, ries provides an empirical case where customers complain about a recent product update: a new version disabled a function for customers. How come? because a particular server has failed. Why did the server fail? because a dark subsystem was oato in the wrong way. Why was he wrong? the engineer who ovated him did not know how to properly hate him. Why didn't you know? because he has never been trained. Why wasn't he trained? because his manager does not believe in the formation of new engineers because he and his team are "o busy." the technique is particularly useful for startups, as it allows them to find the optimal speed to improve improvements. You may invest a huge amount in training, but it may not be the optimal thing to do in that development phase - but by looking at root causes to problems, you can identify if there are key areas that need attention and not just focus on surface issues. We also tend to exaggerate things that happen at the moment, and the five why help us to take a deeper look at what is really happening. There can be a tendency to oate five of the five because the five blamedwith team members trying to tell who was to blame for every step. The goal of the five, is to find chronic problems caused by bad processes, and not bad people. It is also essential that everyone is in the room together when the analysis is done, all mistakes the first time; never allow the same mistake to be made twice. Focus on the level of the system. Most mistakes are due to a faulty system, keeping people focused on solving problems at that level. Face unpleasant truths. The method is going to emerge unpleasant facts about the company, and the effort to solve those first difficult problems is going to be substantial. It can easily turn into the Five Blows. This is where the senior management buy-in is crucial, to act as a referee, ensuring that the process is followed. Start small, be specific. You want to incorporate the process, so start with small problems, small solutions. Concentrate on running the process regularly, involving as many people as possible. Appoint a master of the Five Whys. This person is the main agent of change, so he must have a good degree of authority to do things. They are responsible for follow-up and for judging whether investments in problem prevention are paying off or not. Using the Five Because alone is a great way to move towards a more adaptable organization. But it's deceptively hard â anyone with small children knows how hard it can be! Some of the engineers I've trained to use it believe that all the other Lean Startup techniques can be derived from the Five Why. Together with working in small batches, it provides the foundation a company needs to respond quickly to problems as they arise, without over-investment or over-engineering. "The Lean Startup is one of the best books on innovation and creating new growth in the last decade. It is full of ideas like the list above, which can be implemented alone or in combination with the whole methodology. If you're not using Lean Startup ideas already in your company, you should try to do so soon. Want to know more about lean startup? Listen to the HYPE team discuss it on our book club podcast: Related Posts... Messages...

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