

#miduchateau



# Lean Startup & Agile methods

Workshop "How to Start: Practical tips & tricks"

Michel Duchateau

#miduchateau

**STARTUPS.be**

# Introduction

## **Michel Duchateau**

Civil Engineer in Telecom

1997 : Mini-entreprises

2004 : Altasys SPRL (Start Academy)

2005 : Consultant by Alten

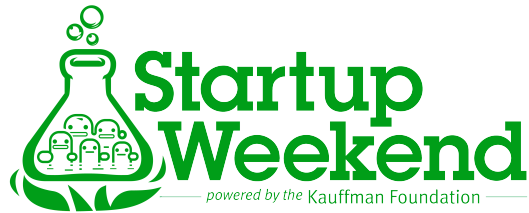
- Belgacom, Electrabel, GDF-SUEZ , Orange Business Services

2010 : FreeMyMove SPRL

2012 : CreaDelta

- Training in Project Management best practices (PRINCE2, Agile SCRUM, Lean, ITIL, PMI...)
- Coaching for SMB and enterprises
- Entrepreneurship & Innovative projects

# Involved in



Organizer & Facilitator  
Mons, Brussels, Liège



Coach & Jury

## StartupDigest

Curator for Brussels



Advisor & Alumni co-  
responsible

## STARTUPS.be

Ambassador

# The context

Change management handled with projects

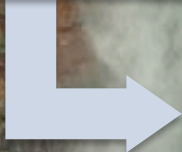
Initiate



Define



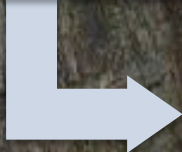
Design



Build



Implement



Close

**Typical team:**

- Project Manager
- Architect
- Analysts
- Designers
- Experts (Dev, ...)
- Testers



**Actors:**

- Steering Committee
- Business Project Leader
- Service Delivery Manager





How the customer explained it



How the Project Leader understood it



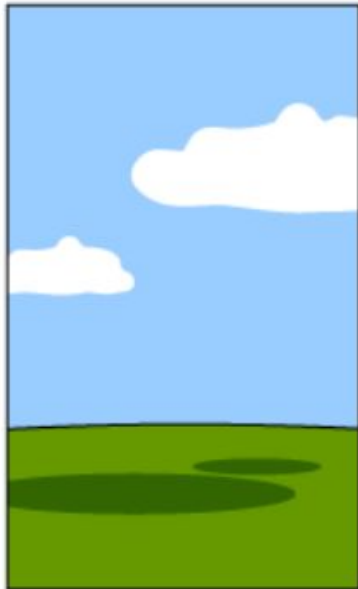
How the Analyst designed it



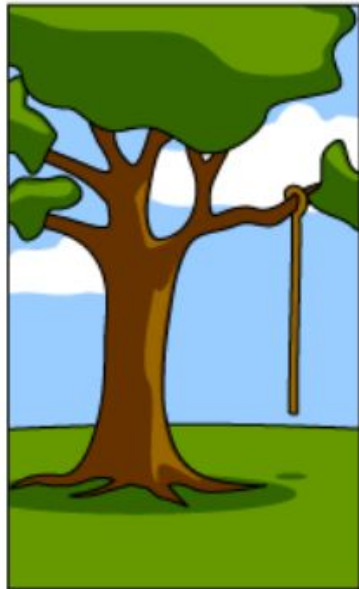
How the Programmer wrote it



How the Business Consultant described it



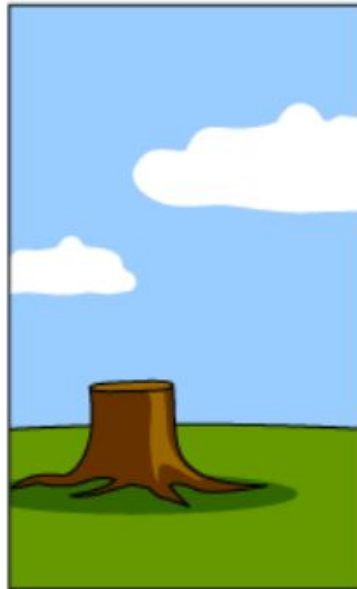
How the project was documented



What operations installed



How the customer was billed

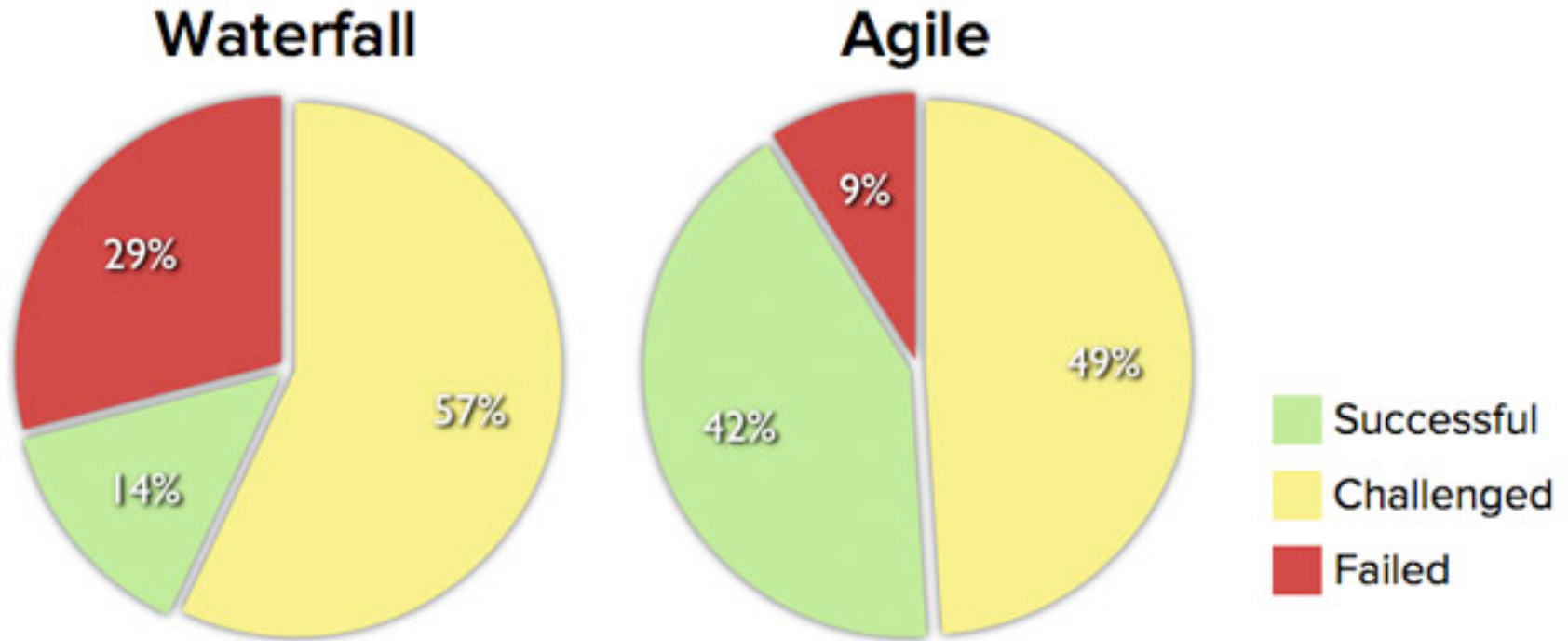


How it was supported



What the customer really needed

# Project Management methodologies



Source: The CHAOS Manifesto, The Standish Group, 2012.

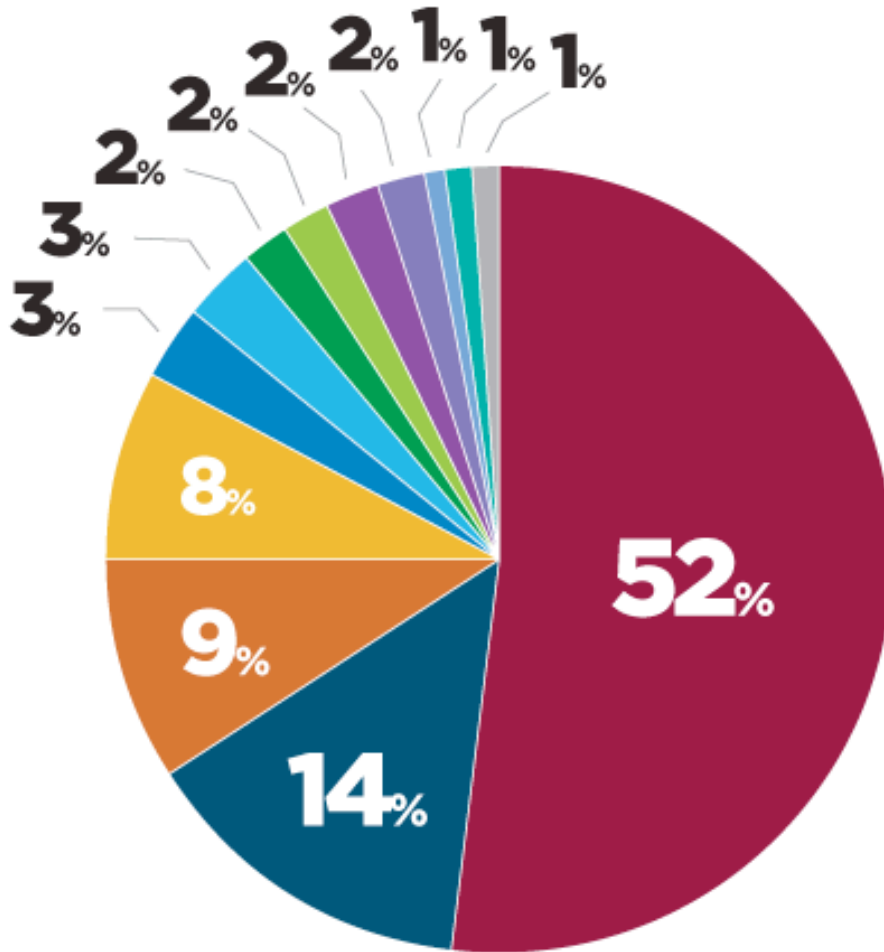




# Agile methods

## AGILE METHODOLOGY USED

Scrum or Scrum variants continue to make up more than two-thirds of the methodologies being used, while Kanban has entered the scene this year as a meager player. The only category that saw growth this year was Custom Hybrids (9% up from 5%).



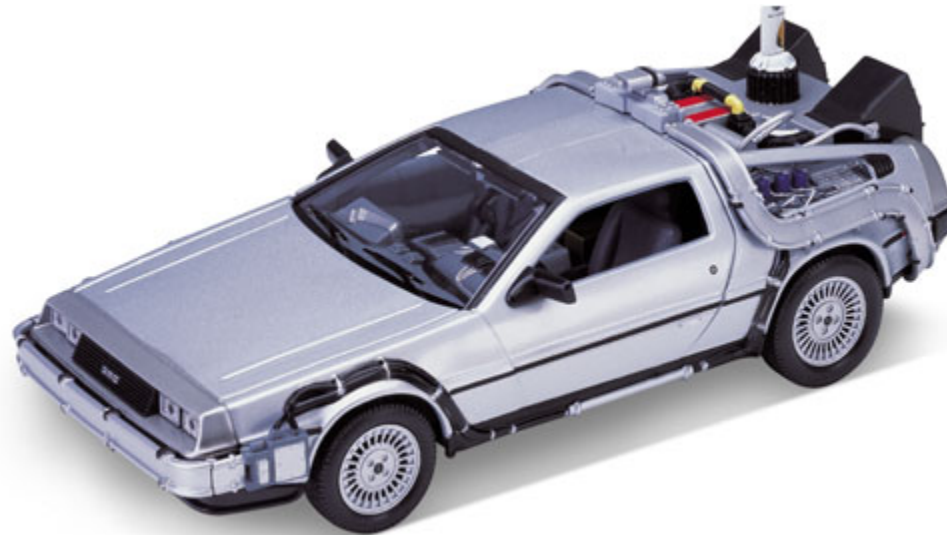
- Scrum
- Scrum/XP Hybrid
- Custom Hybrid
- Don't Know
- Kanban
- Scrumban
- Feature-Driven Development
- Extreme Programming XP
- Lean
- Other
- Agile Unified Process (AgileUP)
- Agile Modeling
- Dynamic Systems Development Method

[http://www.versionone.com/state\\_of\\_agile\\_development\\_survey/11/](http://www.versionone.com/state_of_agile_development_survey/11/)

# Agile SCRUM

Used in “Complex environments”

- What is going to happen is unknown
- What happened can be used to take prospective decisions



- Problem known , Solution unknown yet

# Agile SCRUM

## « Tech Team »

- Dedicated team of 9 persons max.

### Typical team:

- Product Owner
- Scrum Master
- Team members

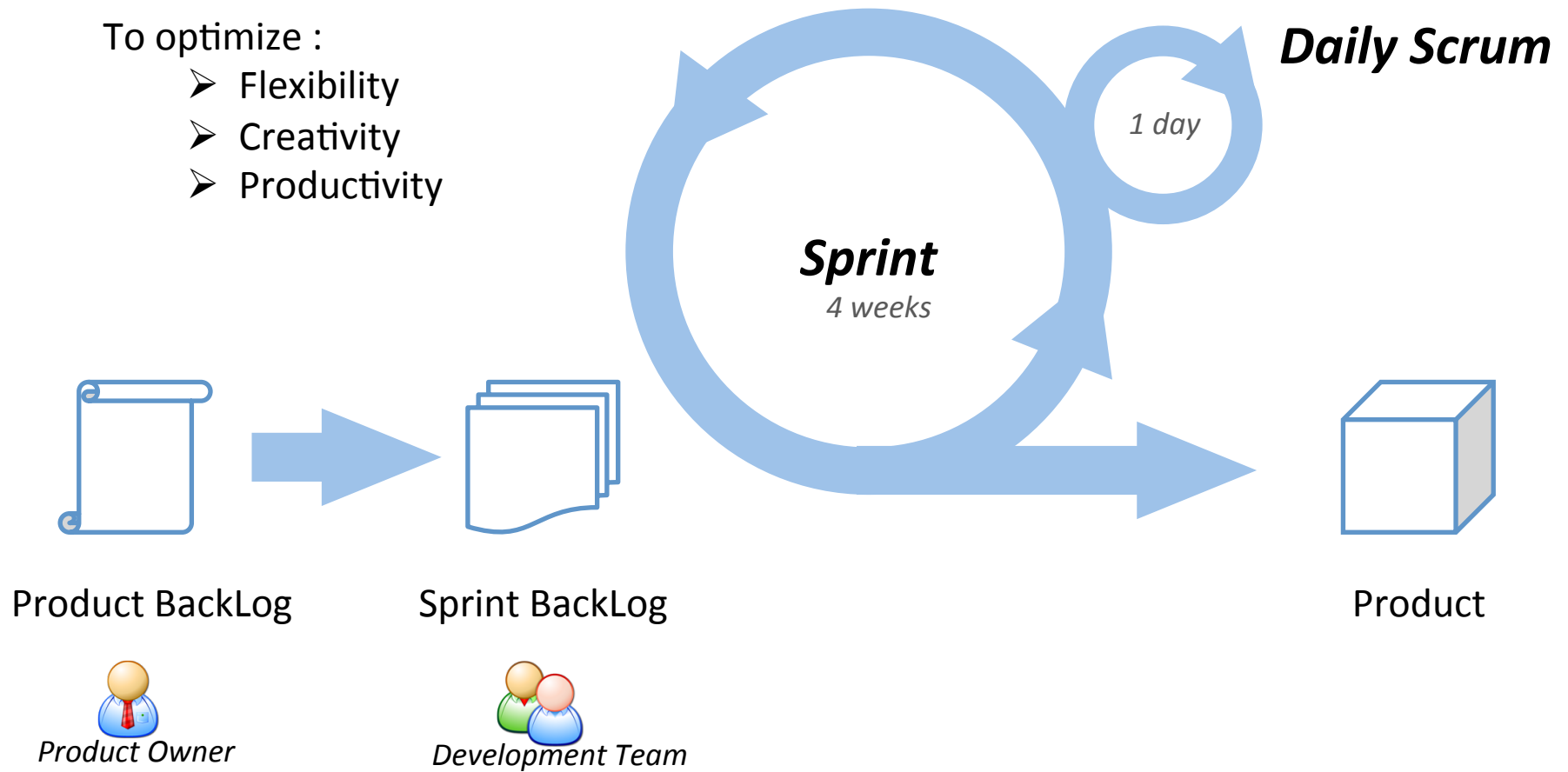


- Iterative development : Continous adapation of product based on requirements changes, that are observed by the user during Design & Build
- Roles
  - **Product Owner** represents customers and users
  - **Scrum Master** guarantees the process ( not a Project Manager )
  - **Team** is self-organizing and multidisciplinary

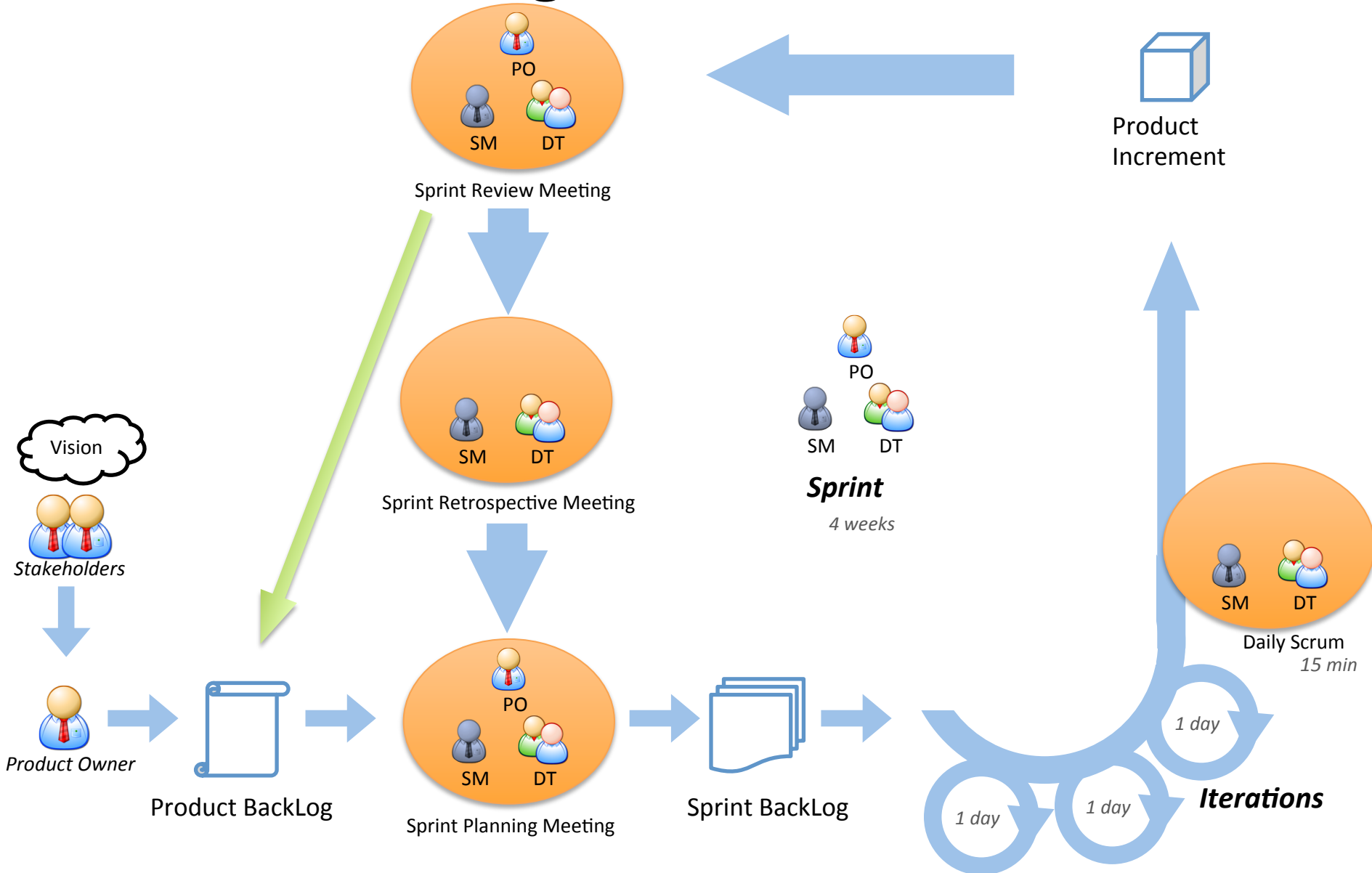
# Schema of Agile SCRUM

To optimize :

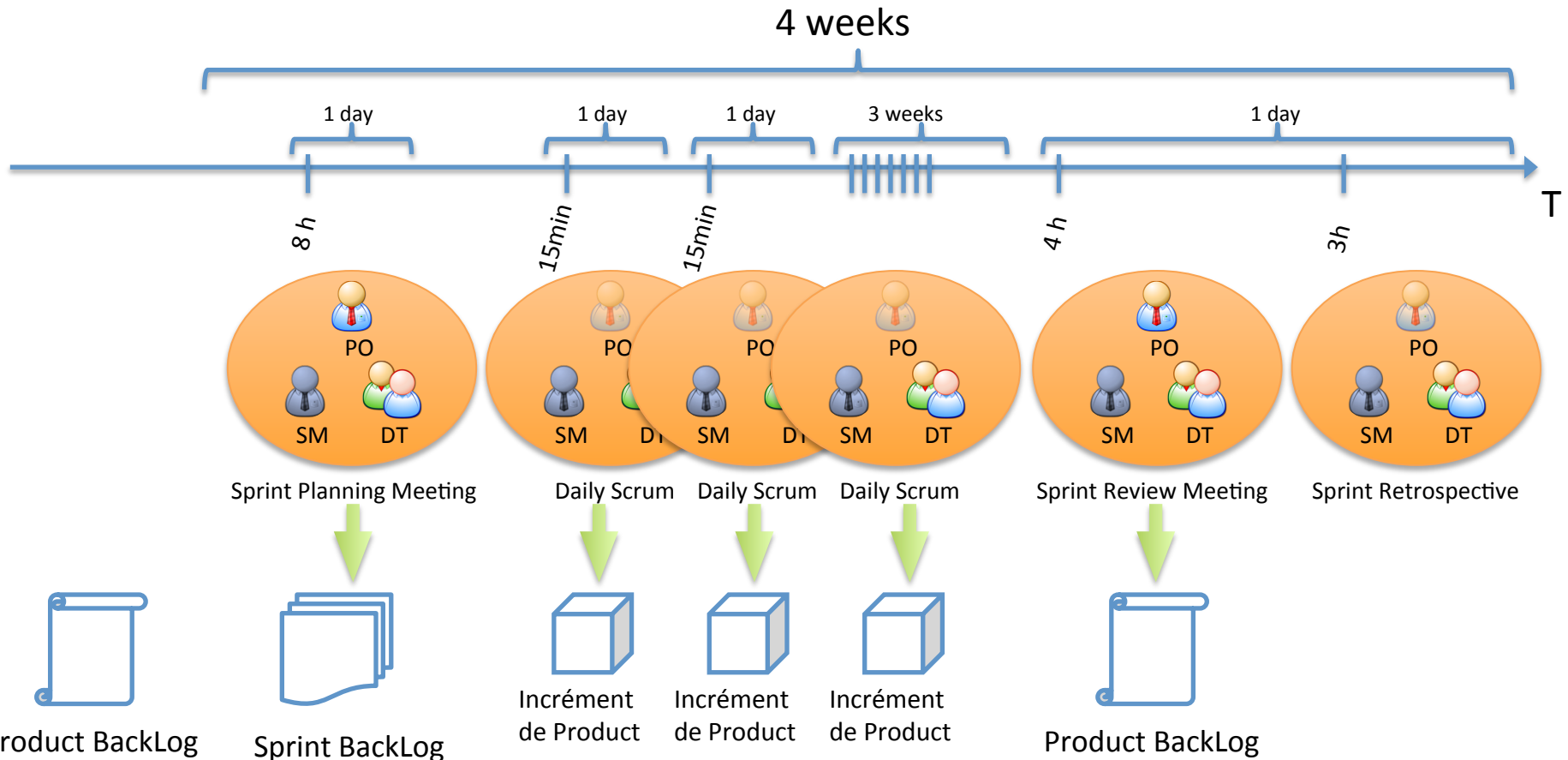
- Flexibility
- Creativity
- Productivity



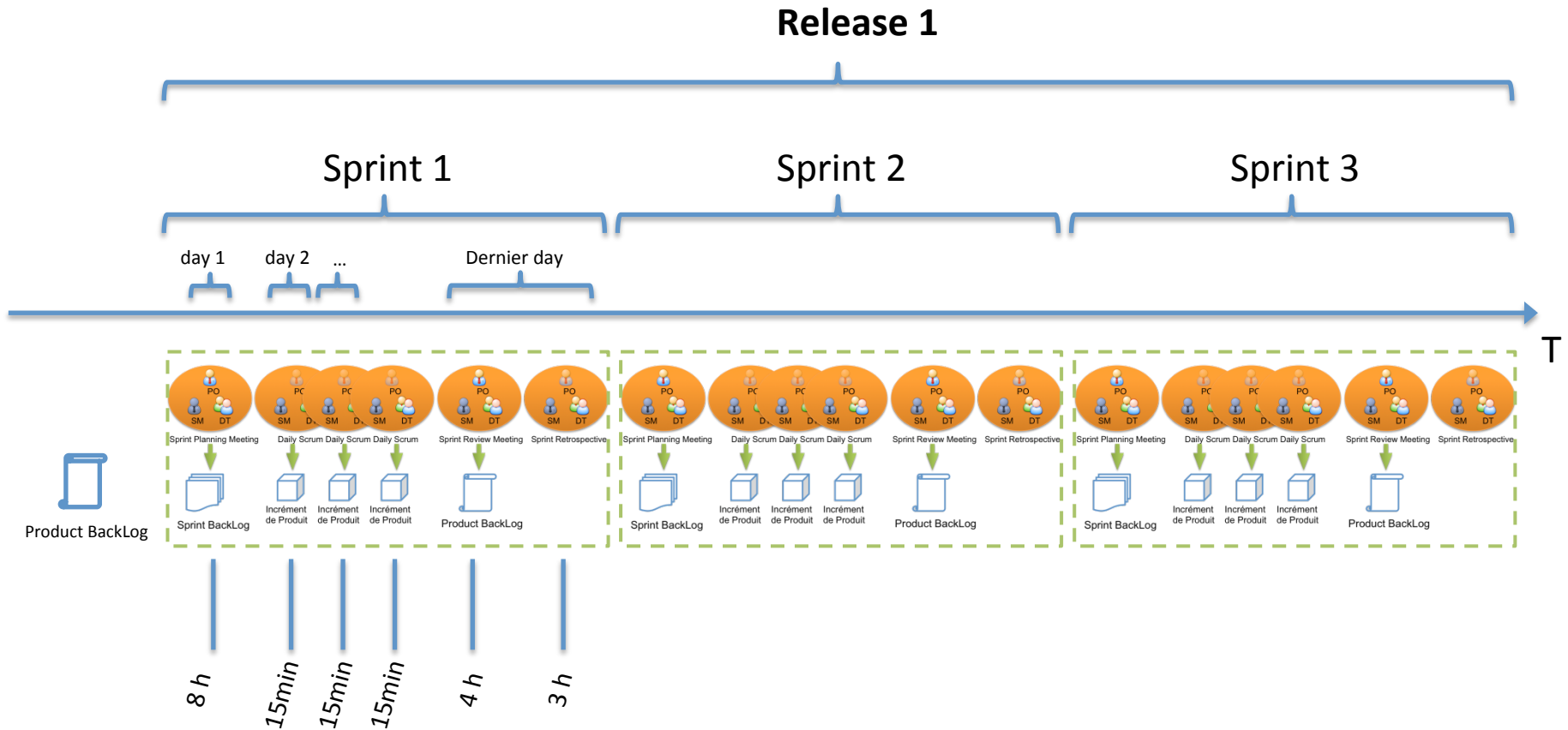
# Agile SCRUM



# Sprint Timeline



# Project Timeline



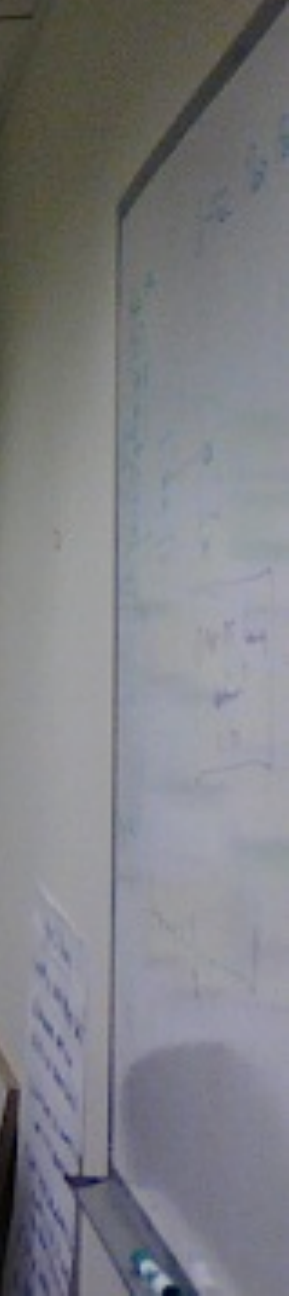
# Scrum Board

Story	To Do	In Process	To Verify	Done
<p>As a user, I... 8 points</p>	<p>Code the... 9</p> <p>Code the... 2</p> <p>Test the... 8</p> <p>Test the... 4</p>	<p>Code the... DC 4</p> <p>Test the... SC 8</p>	<p>Test the... SC 6</p>	<p>Code the... D</p> <p>Test the... SC 8</p> <p>Test the... SC</p> <p>Test the... SC</p> <p>Test the... SC 6</p>
<p>As a user, I... 5 points</p>	<p>Code the... 8</p> <p>Code the... 4</p> <p>Test the... 8</p> <p>Code the... 6</p>	<p>Code the... DC 8</p>		<p>Test the... SC</p> <p>Test the... SC</p> <p>Test the... SC 6</p>



Future Requirements Review    Task    Bug    Pending Items

Ready	Requirements	UI Design	QA Prep	QA, Engineering	UI Engineering	Test Prep	Test Execution	Production	Ready
<p>Support Site CS</p> <p>CS</p> <p>Support Site</p>	<p>Support Site</p> <p>CS</p> <p>Support Site</p>	<p>Support Site</p> <p>CS</p> <p>Support Site</p>	<p>Support Site</p> <p>CS</p> <p>Support Site</p>	<p>Support Site</p> <p>CS</p> <p>Support Site</p>	<p>Support Site</p> <p>CS</p> <p>Support Site</p>	<p>Support Site</p> <p>CS</p> <p>Support Site</p>	<p>Support Site</p> <p>CS</p> <p>Support Site</p>	<p>Support Site</p> <p>CS</p> <p>Support Site</p>	<p>Support Site</p> <p>CS</p> <p>Support Site</p>





Does it work ?

**YES!**



**Ginger, winner of SWBru 2013**

**In 54h :**

- Running Prototype**
- Validated Business model**
- First customer**



## Agile SCRUM

- Problem known, Solution unknown yet

What if the **problem is unknown** ?

# Lean Startup is a movement

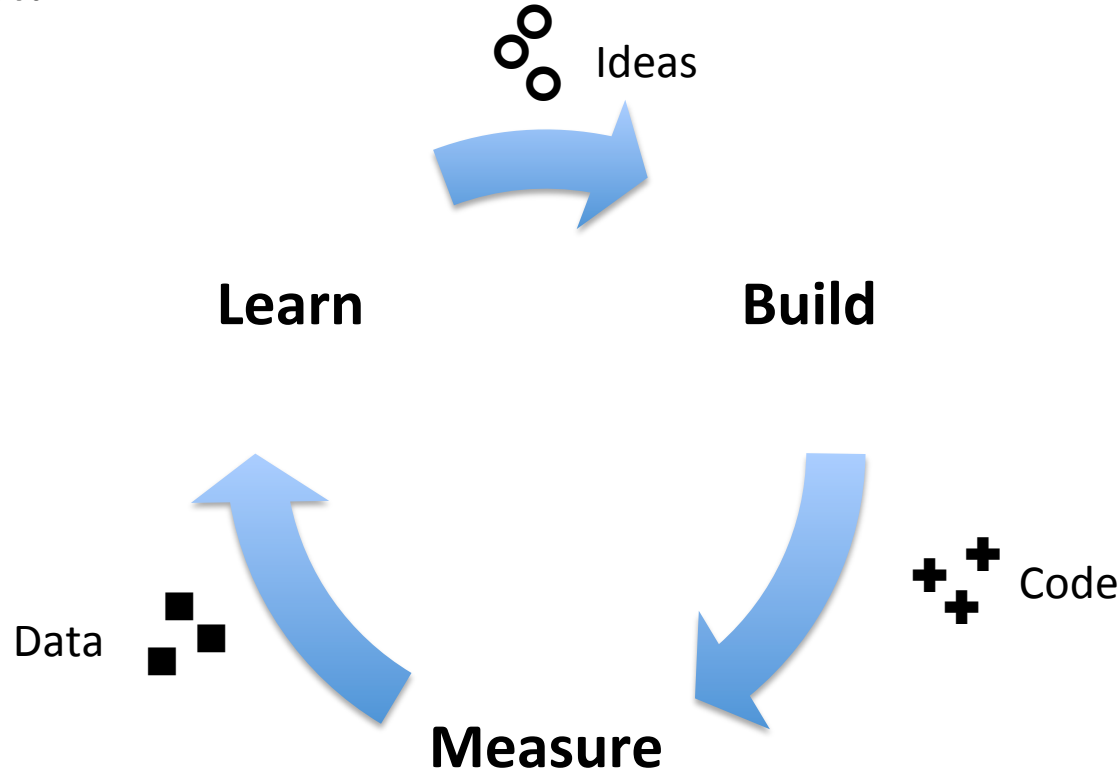


- Not a method
- Not a soft dev framework

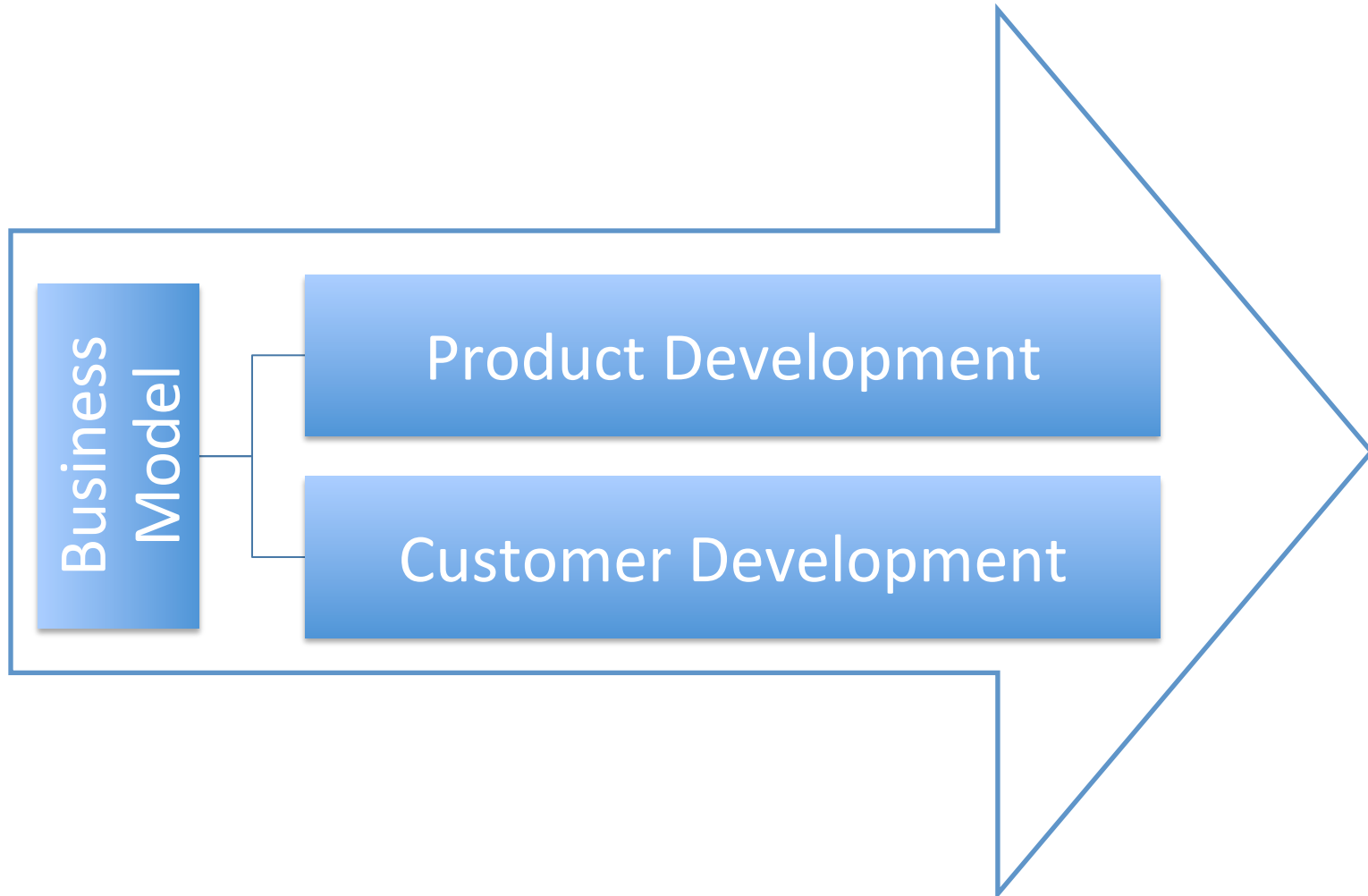
It is a **state of mind** to have when you want to create an **innovative** company, or when you want to put innovation in an existing business.

# Build-Measure-Learn

This basic process is to iterate between 3 steps based on prototyping the Product (or service) with an empirical approach.

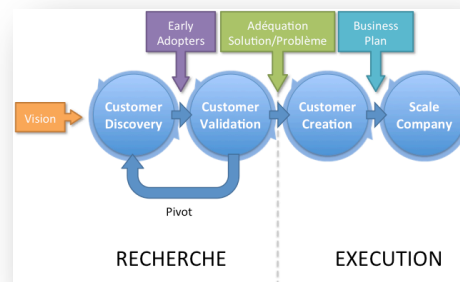
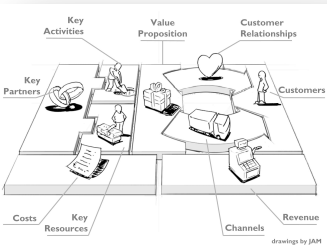
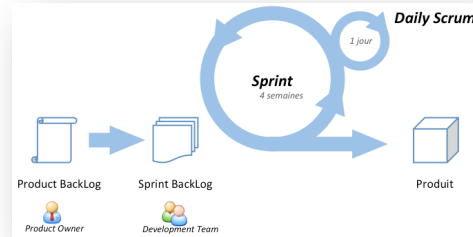


# Lean Startup



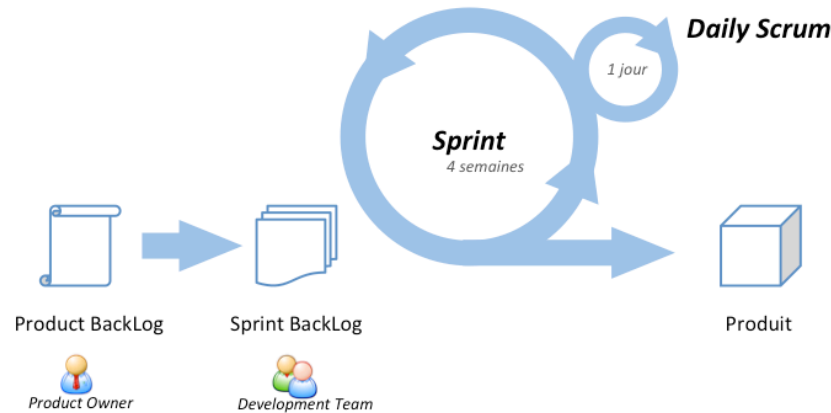


# Lean Startup



# Product Development

## Agile (SCRUM)



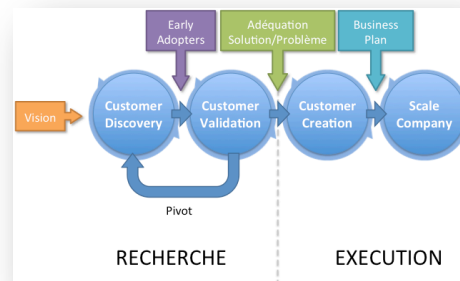
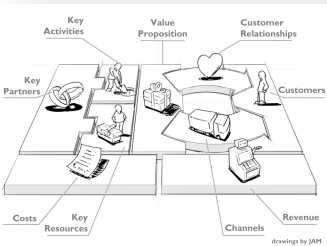
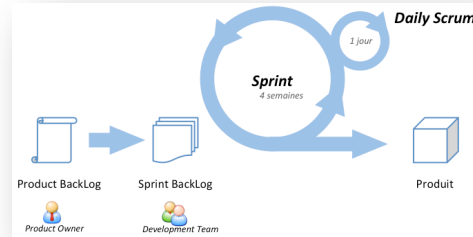
## Product :

### **Minimum Viable Product**

The version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort.

Ex : Customer Interviews, Pitch, Landing Page Test, Powerpoint, Prototype, Demo

# Lean Startup



# Business Model Canvas

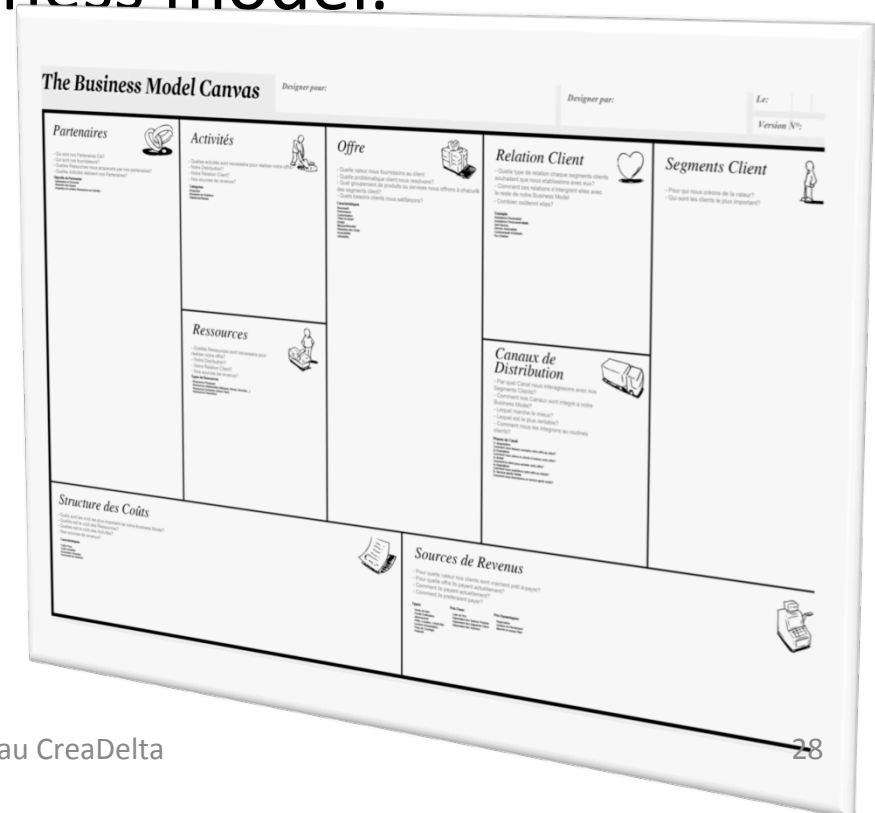
It is a strategic management and entrepreneurial tool. It allows you to describe, design, challenge, invent, and pivot your business model.

How to use

- Multidisciplinary team
- With Post-It
- Living document

Benefits

- Challenge, rethink, change a Business Model rapidly & easily
- Visual, easily communicable



# KEY PARTNERS

- Optimization of economy of scale
- Reduction of risk & uncertainty
- Acquisition of particular resources & activities

What alliances are we using to optimize our business models, reduce risk or acquire resources?

- Strategic alliances btw. non-competitors
- Joint ventures to develop new business
- Buyer-Supplier relationships to ensure reliable supply
- Cooperation - strategic partnership between competitors

# KEY ACTIVITIES

What are the most important things we must do to operate successfully?

- Platform/network management
- Production
- Problem solving

# KEY RESOURCES

What assets are required to offer and deliver our products and services?

- Human
- Intellectual resources
- Physical assets
- Financial

# VALUE PROPOSITION

What elements of the products and services we offer are key to the value we create for customer segments?

- Newness
- Performance
- getting the job done
- Customization
- Price
- brand/status
- design
- Convenience/usability
- Cost reduction
- risk reduction
- Accessibility

# CUSTOMER RELATIONSHIPS

What is the nature of the relationships established and maintained with each customer segment? And driven by what motivation?

- Dedicated personal assistance
- Personal assistance
- Self-Service
- Increasing revenue per customer
- Engaging Communities of members for exchange
- Automated services
- Co-creation of value with customers
- Customer acquisition

# CHANNELS

How do we communicate and distribute our products and services to our customer segments?

- Partner
- Owned
- Sales force
- Partner stores
- Own stores
- Web
- Awareness phase
- value phase
- Purchase phase
- Delivery phase
- After sales phase

# CUSTOMER SEGMENTS

Whose needs are we responding to with our products and services?

- Diversified
- Mass market
- Segmented
- Multi-sided platform
- Niche

# COST STRUCTURE

What expenses do we incur in operating?

- Variable
- Economies of scope
- fixed
- Economies of scale

# REVENUE STREAMS

- Value-driven
- Cost-driven

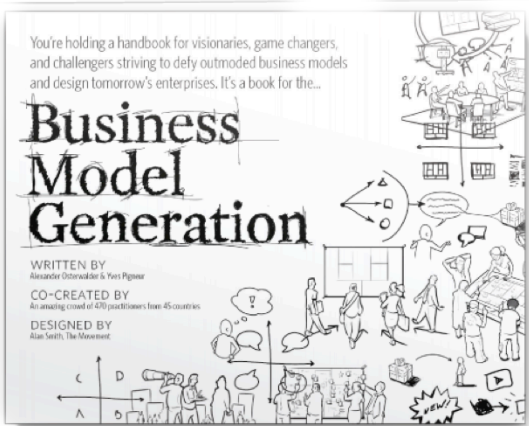
Successfully offering our products and services to customers results in what income generation (type)?

- Direct Sale
- Usage Fee
- Subscription Fee
- Advertising
- Brokerage
- Lending/renting/leasing
- Fixed
- Dynamic

# Business Model Generation

A Handbook for Visionaries, Game Changers, and Challengers  
by Alex Osterwalder

## The book



<http://www.amazon.com/Business-Model-Generation-Visionaries-Challengers/dp/0470876417>

## Web site

Business Model Generation | Toolbox | Book | Canvas | Events | Foundry | Hub

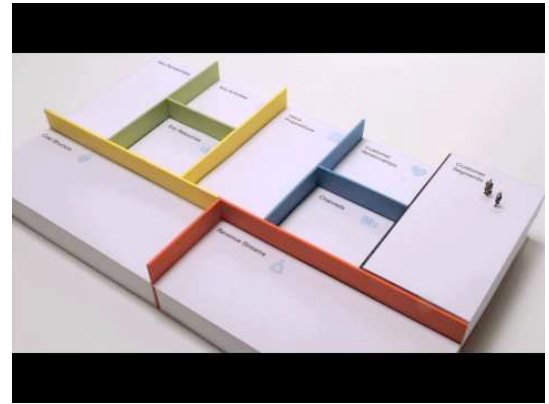
Like the book? Love the web app.

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Tools, videos, and an interface that's easy for anybody.

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The global best-seller that started a movement, now in 26 languages.
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Take your skills to the next level, hands-on with the creators.
- Get the iPad app**  
Sketch businesses on your iPad, and on the go.
- Attend the Summit**  
8 business thought leaders, just 250 tickets.

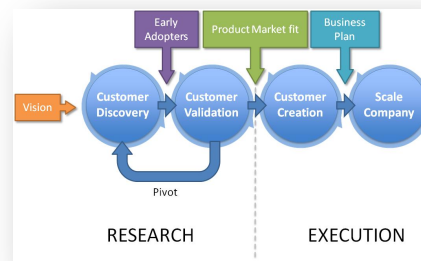
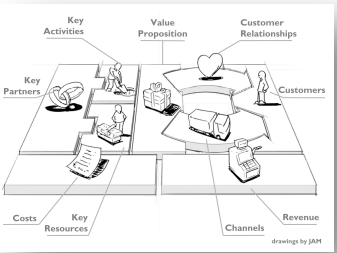
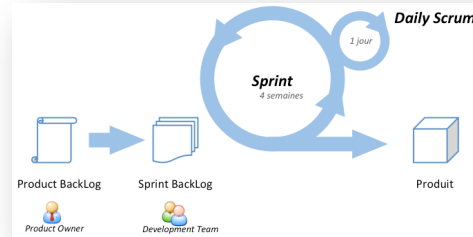
<http://www.businessmodelgeneration.com>

## Youtube's video



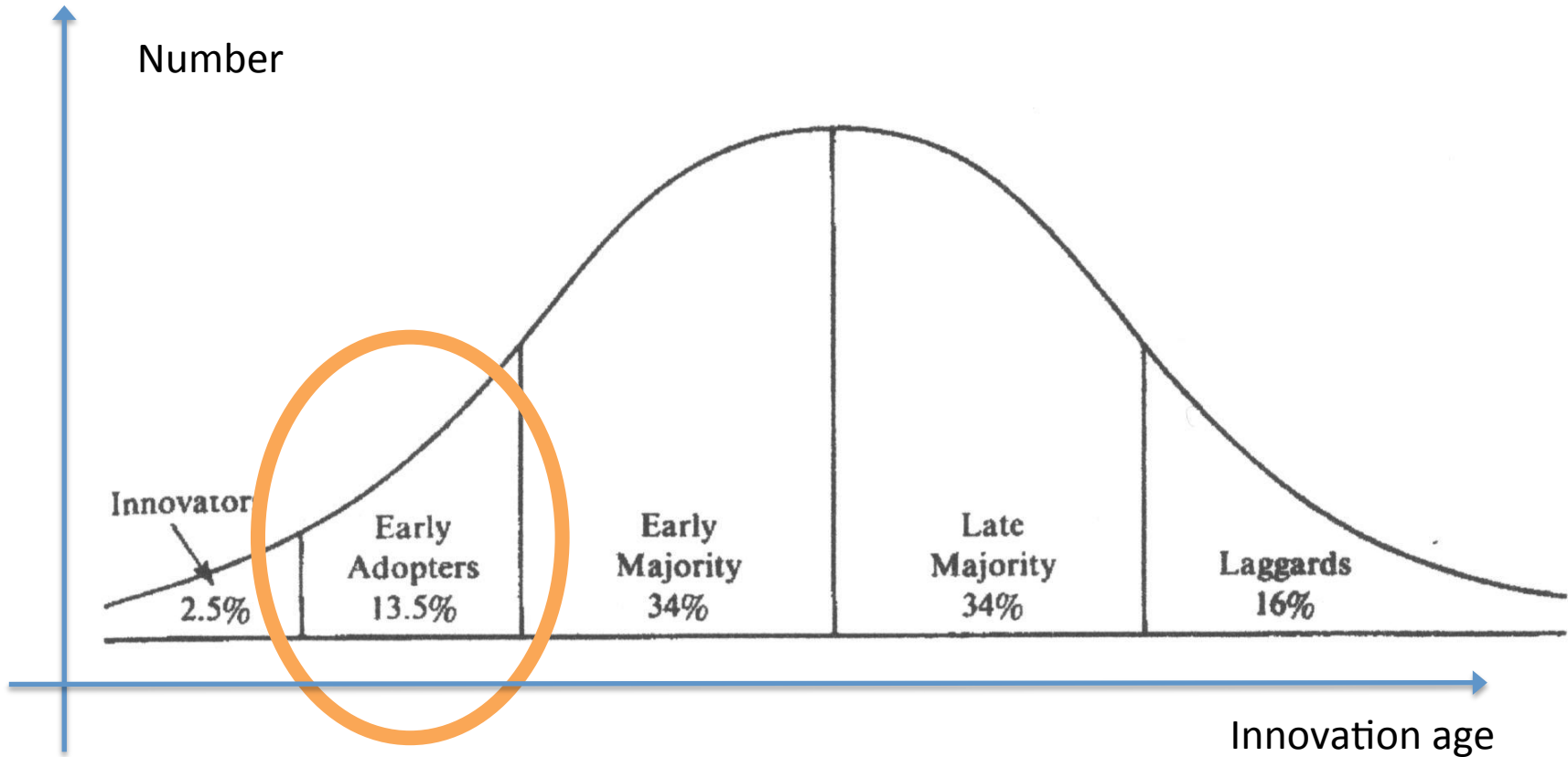
<http://www.youtube.com/watch?v=QoAoZMTLP5s>

# Lean Startup



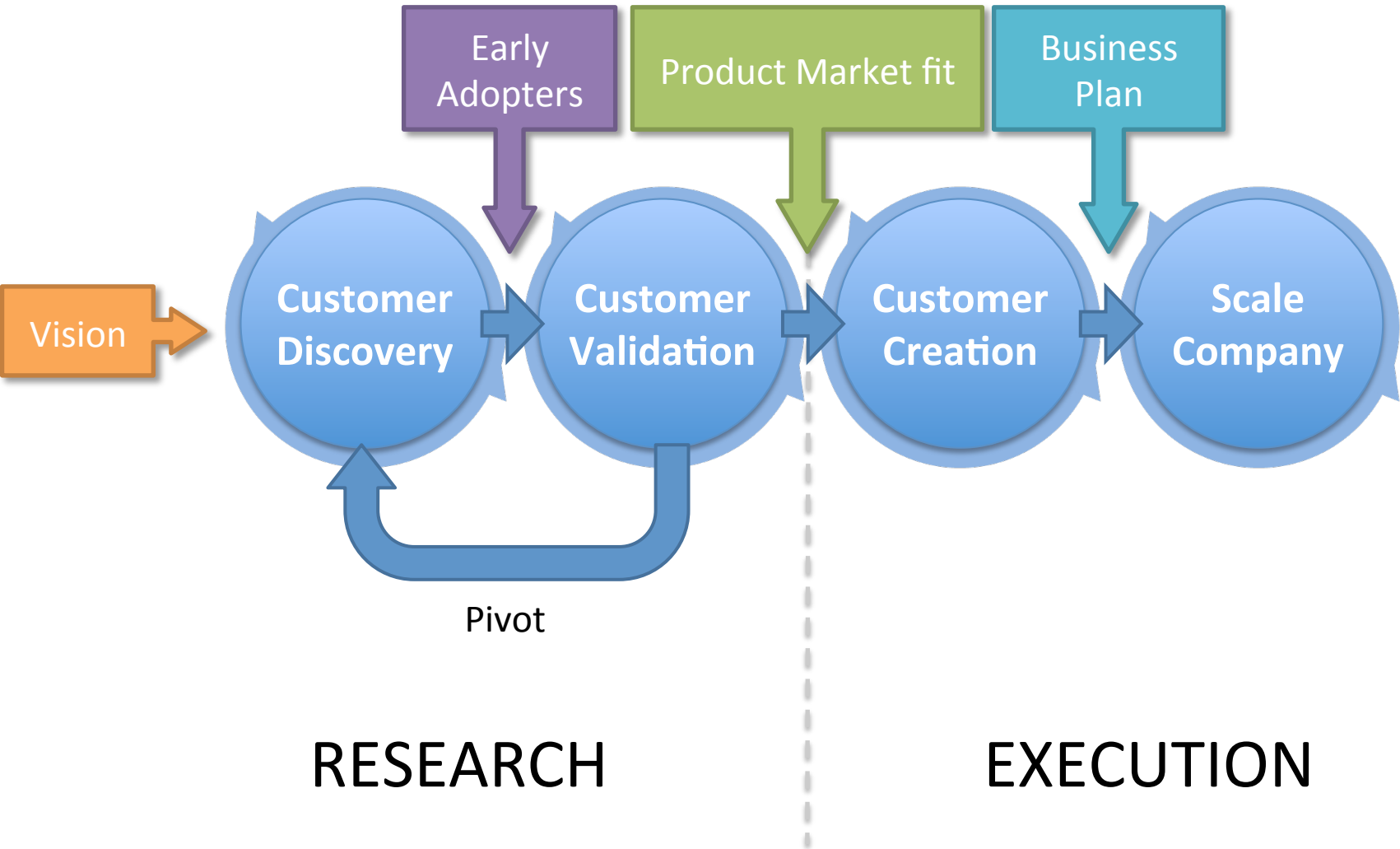
# Innovation curve

Everett Rogers (1962) + Crossing The Chasm





# Customer Development



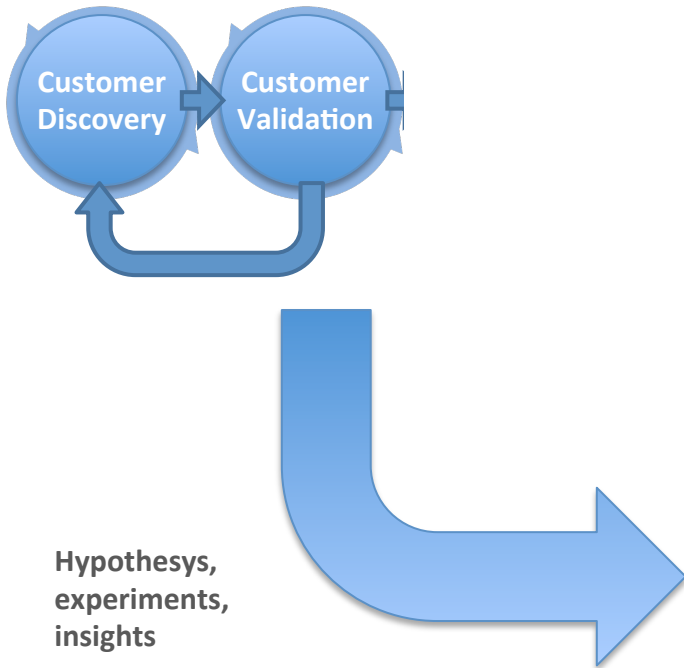
RESEARCH

EXECUTION

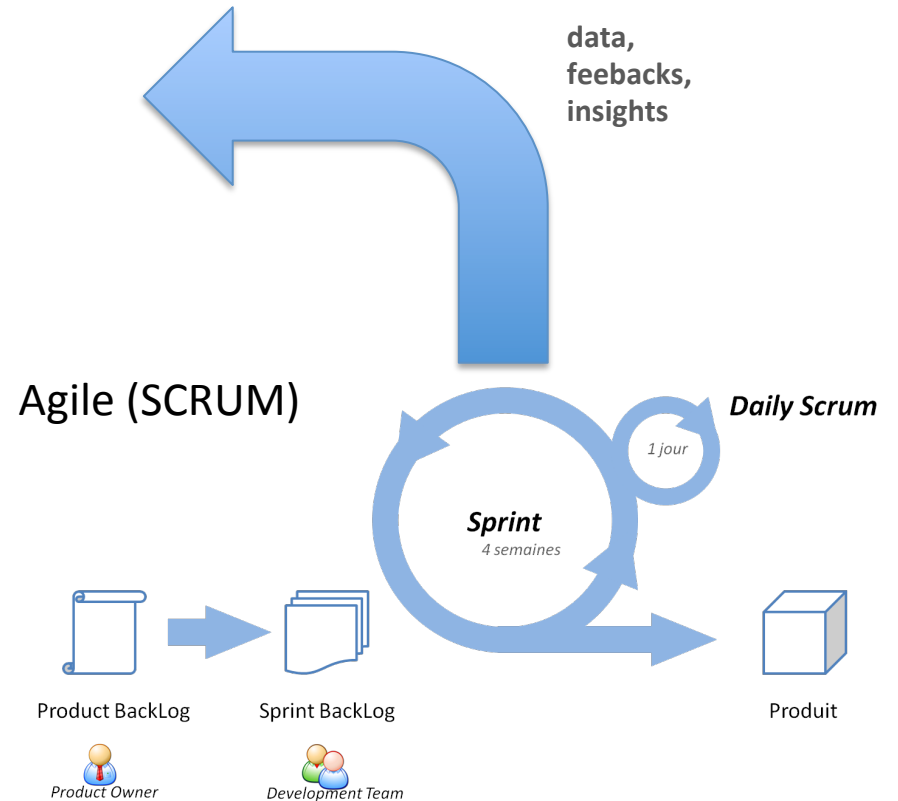
# Product Development with Lean Startup

*Customer & Market are unknown*

## Unknown problem



## Unknown solution





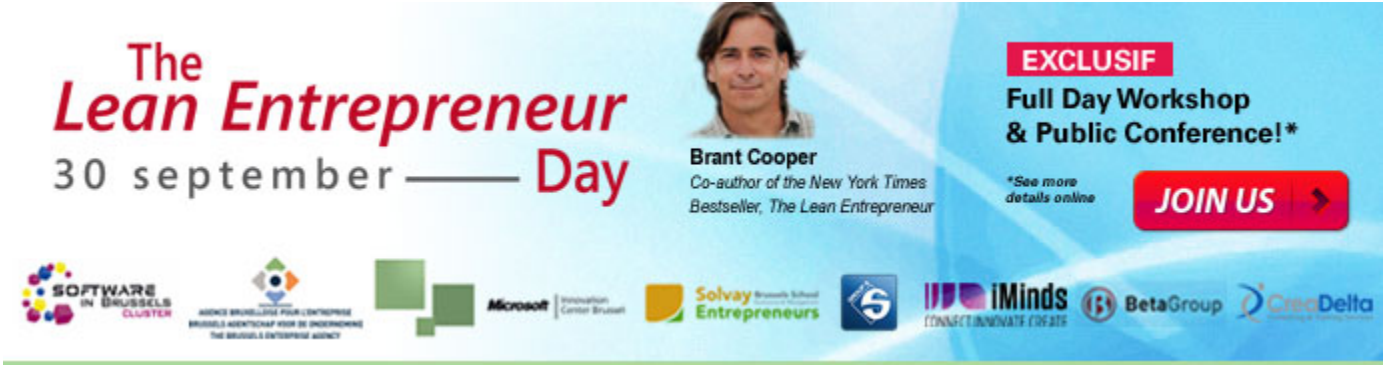
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- 2005 : « The Four Steps to the Epiphany » S. Blank**
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- 1990 : « The Machine That Changed The World », J. P. Womack, D. T. Jones & D. Roos
- 1988 : « Triumph of the Lean Production System », J. Krafcik
- 1936-1980 : Toyota Production System
- 1936 : « Kaizen », Toyota
- 1911 : « Principles of Scientific Management », Taylor

# Wanna try Lean Startup / Agile ?

- 27-29/09 :  **Startup Liège Weekend**  
— powered by the Kauffman Foundation —

- 30/09 : 

**The Lean Entrepreneur**  
30 september — Day

**Brant Cooper**  
Co-author of the New York Times Bestseller, *The Lean Entrepreneur*

**EXCLUSIF**  
Full Day Workshop & Public Conference!\*

\*See more details online

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# Thank you

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