

- METHOD BRIEFING

Learn what customers want before you *build* it

Lean startup shortens product cycles through hypothesis-driven experiments, iterative releases and validated learning, putting customer feedback ahead of intuition and flexibility ahead of planning.

- THREE CASES

Small tests came before big companies

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GROUPON'S FIRST REDEMPTIONS

A pizzeria coupon on a WordPress blog was enough to pivot from The Point.

Source: Wikipedia, Lean startup

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ZAPPOS INVENTORY AT LAUNCH

Nick Swinmurn photographed local store shoes and bought them only after a sale.

50/day

DEPLOYS AT SOME COMPANIES

Ries saw teams ship code to production as often as 50 times a day.

- MEASURE THE RIGHT THING

New users per day can look great
and still *bankrupt you*

01

Vanity metrics

Give the rosiest picture possible but miss the real drivers of the business.

02

Actionable metrics

Lead to informed decisions and a clear next action.

03

Context decides

Page views are vanity for a dashboard tool and revenue for an ad-funded magazine.

If acquisition cost beats revenue per user, growth speeds up the loss.

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- BUILD-MEASURE-LEARN

Ideas, build, product,
measure, data, learn,
then persevere or pivot

A team's effectiveness depends on how fast it can turn an idea into a minimum viable product, measure the market's reaction, and decide what to do next.

Speed is the critical ingredient

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- HOW TO RUN IT

Three tools from the Ries playbook

01 → Ship an MVP

Build the version that collects the most validated learning for the least effort.

02 → Split test properly

Show versions to random groups at the same time, never one week after another.

03 → Pivot with structure

Change the plan to test a new hypothesis about product, strategy or growth engine.



Steve Blank: change the plan, not the executive

- YOUR NEXT STEP

Write your model on a 9-block canvas and test each block

BUSINESS MODEL CANVAS

9 blocks

Alexander Osterwalder,
around 2008

LEAN CANVAS

Ash Maurya, 2010. Swaps in
problem, solution, key metrics and
unfair advantage.

VALUE PROPOSITION CANVAS

2012. Maps customer jobs, gains
and pains to products, gain creators
and pain relievers.

MISSION MODEL CANVAS

2016. For government and other
budget-funded teams.

Source: Wikipedia · en.wikipedia.org/wiki/Lean_startup

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