Hello,

I help organizations visualize and test new business ideas in the market using Business Model Innovation, Lean Startup and Design Thinking.

I’m about to share the same tools and techniques that I use to help teams launch new businesses around the world.

I believe it is the future of entrepreneurship.

David J Bland, Founder & CEO
Fortune 500 Companies

Corporate Incubators
Corporate Accelerators
Venture Groups
Innovation Labs
R&D Labs
LEAN STARTUP
WHAT IS LEAN STARTUP?

“Lean Startup is a scientific approach to creating and managing startups and get a desired product to customers' hands faster.”

- Eric Ries, The Lean Startup
The Lean Startup
Eric Ries
BUILD

Adapted from Eric Ries
Adapted from Eric Ries
Adapted from Eric Ries

BUILD

LEARN

MEASURE
Adapted from Eric Ries
Start with **LEARN**
What do we need to **LEARN**?
Do they?

LEARN

Adapted from Eric Ries
Do they?

Should we?

LEARN

Adapted from Eric Ries
Do they? Should we? Can we?

Adapted from Eric Ries
Do they?
Should we?
Can we?

LEARN

MEASURE

Adapted from Eric Ries
What do we need **MEASURE** to **LEARN**?
Do they?
Should we?
Can we?

LEARN

MEASURE

Qualitative

Adapted from Eric Ries
Do they? 
Should we?  
Can we? 

LEARN 

MEASURE 

Qualitative 
Quantitative 

Adapted from Eric Ries
LEARN

MEASURE

Do they?
Should we?
Can we?

Qualitative
Quantitative

Adapted from Eric Ries
Do we need to **BUILD** to **MEASURE** to **LEARN**?
Do they?

Should we?

Can we?

Interviews

BUILD

LEARN

MEASURE

Qualitative

Quantitative

Adapted from Eric Ries
Adapted from Eric Ries

Do they?

LEARN

Should we?

Can we?

MEASURE

Interviews
Landing Page

Qualitative
Quantitative
Adapted from Eric Ries

Do they? Should we? Can we?

BUILD

LEARN

MEASURE

Interviews
Landing Page
MVP

Qualitative
Quantitative

PRECO
@davidbland
Adapted from Eric Ries
Adapted from Eric Ries

Do they?

Should we?

Can we?

BUILD

Interviews
Landing Page
MVP

LEARN

MEASURE

Qualitative
Quantitative
Adapted from Eric Ries

Do they?

Should we?

Can we?

Interviews
Landing Page
MVP

Qualitative
Quantitative

BUILD

LEARN

MEASURE
Adapted from Eric Ries

Do they?
Should we?
Can we?

BUILD

MEASURE

LEARN

Interviews
Landing Page
MVP

Qualitative
Quantitative

@davidjbland
OUR IDEA FOR TODAY’S WORKSHOP
BUZZ GROUP
AUGMENTED REALITY FOR

STAND UPS
RETROSPECTIVES
USER STORIES
TEAM HEALTH
SPRINT DEMOS
SPRINT PLANNING
YOUR IDEA HERE
AUGMENTED REALITY FOR

STAND UPS
RETROSPECTIVES
USER STORIES
TEAM HEALTH
SPRINT DEMOS
SPRINT PLANNING
YOUR IDEA HERE
DESIGN THINKING
WHAT IS DESIGN THINKING?

“Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

- Tim Brown, CEO of IDEO
Design Thinking
Nigel Cross
viability

will people want it?

feasibility

can you deliver it?

can you make money with it?

desirability
Feasible

Desirable

Viable
ASSUMPTIONS
Individually tailored eyewear measured & designed on your iPhone

Start Your Fit Assessment

Custom-fit eyewear starting at $545 (including Rx lenses)

We accept most vision insurance & HSA/FSA
Leap of Faith Assumptions?
We believe people who wear eye glasses will trust a virtual fitting.
We believe people will pay $545 for custom eye glasses.
We believe we can scale the creation of customized eye glasses
Feasible
Total Funding Amount $118.5M
Here’s Why Juicero’s Press is So Expensive

Hidden away in Juicero’s bad week of press is one of the most powerful lessons we preach to hardware startups: unconstrained development is lethal.
Desirable

- Landing Page
- Online Ad
- Social Media / Content Post
- Problem Interview
- Solution Interview
- Survey
- A/B Value Proposition Test
- Kickstarter
- Call to Action
- Pretend-to-Own
- Feature Fake
- 404 Test
- Wizard of Oz MVP
- Concierge MVP
LANDING PAGE
FEATURE FAKE
PRETEND TO OWN
Desirable

Feasible

Viable

Adapted from Larry Keeley, Doblin Group & IDEO
Viable

- Landing Page
- Online Ad
- Solution Interview
- Sean Ellis Test
- A/B Price Test
- Kickstarter
- Presale / Preorder
- Letter of Intent
- Purchase Order
- Wizard of Oz MVP
- Concierge MVP
- Referral Program

Adapted from Larry Keeley, Doblin Group & IDEO
CROWDFUNDING
Opal Nugget Ice Maker

Finally, an affordable nugget ice maker for your home.

PROJECT OWNER

FirstBuild
Louisville, United States
4 Campaigns | More

$2,768,650 USD total funds raised
1698% funded on August 26, 2015

STORY  UPDATES (26)  COMMENTS (957)  BACKERS (6,478)
PRICE TESTING
Adapted from Larry Keeley, Doblin Group & IDEO
Feasible

- Paper Prototype
- Clickable Wireframe
- 3D Printing
- XP Spike
- Proof of Concept
- Letter of Intent
- Wizard of Oz MVP
- Concierge MVP
WIZARD OF OZ MVP
CONCIERGE MVP
**DESIRABILITY**
- Landing Page
- Online Ad
- Social Media / Content Post
- Problem Interview
- Solution Interview
- Survey
- A/B Value Proposition Test
- Kickstarter
- Call to Action
- Pretend-to-Own
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**VIABILITY**
- Landing Page
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**FEASIBILITY**
- Paper Prototype
- Clickable Wireframe
- 3D Printing
- XP Spike
- Proof of Concept
- Letter of Intent
- Wizard of Oz MVP
- Concierge MVP
EXPERIMENT TEMPLATE
Experiment Name: __________________  Start: ___/___ End: ___/___

Assumption

☐ Desirability  ☐ Viability  ☐ Feasibility

We believe that

Experiment Details

To test our assumption we will

Evidence

We will know we are right when
Each table, create ONE EXPERIMENT to test your Augmented Reality for Agile idea.

<table>
<thead>
<tr>
<th>DESIRABILITY</th>
<th>VIABILITY</th>
<th>FEASIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Landing Page</td>
<td>• Landing Page</td>
<td>• Paper Prototype</td>
</tr>
<tr>
<td>• Online Ad</td>
<td>• Online Ad</td>
<td>• Clickable Wireframe</td>
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<td>• 3D Printing</td>
</tr>
<tr>
<td>• Problem Interview</td>
<td>• Sean Ellis Test</td>
<td>• Extreme Programming Spike</td>
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<td>• Referral Program</td>
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<tr>
<td>• Feature Fake</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 404 Test</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Wizard of Oz MVP</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7m 00s
How to think about experiment flow
UNCERTAINTY

TIME
UNCERTAINTY

TIME

FIDELITY
HOW DOES THIS FIT WITH AGILE?
STORY BACKLOG
As a <user>
I want <feature>
So that <benefit>
As a <user>
I want <feature>
So that <benefit>
As a <user>
I want <feature>
So that <benefit>

Do we know?

Desirable
Feasible
Viable
As a **user**
I want **feature**
So that **benefit**

Do we know?

Desirable

Feasible

Viable

Can we build it?
As a <user> I want <feature> So that <benefit>

Do we know? Desirable
Can we build it? Feasible
Is it impactful? Viable
CEREMONIES
DAILY STANDUP

Frequency: Daily

Who: Team

Topics: What’s our daily goal? Who needs help? What’s in our way?
DAILY STANDUP

Frequency: Daily

Who: Team

Topics: What’s our daily goal?
Who needs help?
What’s in our way?
...with our experiments
RETROSPECTIVE

Frequency: Bi-Weekly

Who: Team

Topics: What is going well?
What needs improved?
What do we want to try?
RETROSPECTIVE

Frequency: Bi-Weekly

Who: Team

Topics: What is going well?
        What needs improved?
        What do we want to try?
        ...with our experiments
SPRINT DEMO

Frequency: Bi-Weekly

Who: Team

Topics: Demo potentially shippable product
SPRINT DEMO

Frequency: Bi-Weekly

Who: Team

Topics: Demo potentially shippable product

Outcomes from previously shipped stories
SPRINT PLANNING

Frequency: Bi-Weekly

Who: Team

Topics: What stories should we include?
SPRINT PLANNING

Frequency: Bi-Weekly

Who: Team

Topics: What stories should we include?
What is our learning goal?
What experiments should we run?
TOOLS
Experiment Tracking in Trello

Experiment Template

**Background**
What are you trying to learn?

**Falsifiable Hypothesis**
If we provide [capability],
To [customer],
It will result in [outcome]

**Experiment Method**
Call-to-Action, Landing Page, Minimum Viable Product, Concierge, Feature Fakes, Pre-Sales, Problem Interview, Solution Interview

**Experiment Measures**
(example: 8/10 people interviewed... 75% conversion of email signups)

**Experiment Results**
[Add here]

**Validated Learning**
We know our hypothesis is true because [qualitative data] [quantitative data]

**Next Steps**
- Hypothesis
- Experiment (as a result of experiment)
Experiment Tracking in Jira
“What’s the biggest obstacle to working this way in your organization?”
“What’s the biggest obstacle to working this way in your organization?”

2m 00s
LEADERSHIP
Accountability

• the condition of being accountable
• the ability to be able to give an account
LEADERSHIP

HEROIC
- Transactional
- Holding Accountable
- Me / Myself / I
- Leads With Answers

ANTI-HEROIC
- Transformational
- Giving Account
- We / Our / Us
- Leads With Questions
“Start with learn”
“Look for the assumptions in your work”
“Run experiments to de-risk your backlog”
“Modify existing agile ceremonies for discovery”
UPCOMING BOOK!

@davidjbland @alexosterwalder
QUESTIONS
CONTACT
DAVID@PRECOIL.COM
EXPERIMENT TEMPLATE
<table>
<thead>
<tr>
<th>Assumption</th>
<th>Desirability</th>
<th>Viability</th>
<th>Feasibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>We believe that</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Experiment Details**

To test our assumption we will

**Evidence**

We will know we are right when
ASSUMPTIONS MAPPING GUIDE
Assumptions Mapping Worksheet
by David J Bland

Behind every new product or service hides a leap of faith assumptions. If proven false, these important and yet unknown assumptions can make or break your initiative. This worksheet is designed to deconstruct these assumptions as a team down into specific areas to help focus your experimentation.

Desirable - Do they want this?
Before scaling to a million customers, do you have evidence that even a hundred customers have this problem? The proof is outside of the building. (Roles: Designers and User Researchers)

Viable - Should we do this?
In addition to uncovering the problem, you have to ask yourselves if this is viable and if so, provide evidence. How can you reach customers? What is your business model? (Roles: Product Managers, Product Owners and Business Stakeholders)

Feasible - Can we do this?
Here is where we typically spend all of our time, proving that it is possible. In addition to experimenting in code and hardware, do you have any legal or regulatory hurdles? (Roles: Engineering, Development and Legal)

Your answers below should be as specific as possible to the best of your knowledge, based on what you know today and be written on orange, green and blue sticky notes.
# EXPERIMENT STACK

<table>
<thead>
<tr>
<th>Type</th>
<th>Tool</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition</td>
<td>Google Adwords</td>
<td><a href="https://adwords.google.com">https://adwords.google.com</a></td>
<td>Search Only = Pull, Partner Sites = Push</td>
</tr>
<tr>
<td></td>
<td>Facebook &amp; Instagram Ads</td>
<td><a href="https://www.facebook.com/business/">https://www.facebook.com/business/</a></td>
<td>Can target both FB and IG through Facebook Ads, low cost per click</td>
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<td>Twitter Ads</td>
<td><a href="https://ads.twitter.com/">https://ads.twitter.com/</a></td>
<td>Good for driving people to a whitepaper, video or eBook</td>
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<td>Bing Ads</td>
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<td>Like Adwords but not as popular</td>
</tr>
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<td>LinkedIn Ads</td>
<td><a href="https://business.linkedin.com/marketing-solutions/ads#">https://business.linkedin.com/marketing-solutions/ads#</a></td>
<td>Great for B2B validation but cost per click can be expensive at times</td>
</tr>
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<td>B2C visual ad acquisition</td>
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<td>Amazon Ads</td>
<td><a href="https://advertising.amazon.com/">https://advertising.amazon.com/</a></td>
<td>Great acquisition channel for physical products</td>
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<td><a href="http://unbounce.com/">http://unbounce.com/</a></td>
<td>Drag and drop landing page creating with basic analytics &amp; a/b testing</td>
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<td><a href="https://www.optimizely.com/">https://www.optimizely.com/</a></td>
<td>Advanced A/B testing tool you can plug into any site</td>
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<td>Basic in site customer chat</td>
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<td><a href="https://www.intercom.com/">https://www.intercom.com/</a></td>
<td>Advanced in site customer chat and engagement tools</td>
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<td><a href="https://qualaroo.com/">https://qualaroo.com/</a></td>
<td>In site customer chat that can be triggered in specific ways</td>
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<td>Analytics</td>
<td>Google Analytics</td>
<td><a href="https://www.google.com/analytics/">https://www.google.com/analytics/</a></td>
<td>Go to analytics solution that's deep, but not easy to use.</td>
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<td>Event based analytics for building advanced funnels</td>
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<td>Heatmapping</td>
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<td>LuckyOrange</td>
<td><a href="http://luckyorange.com/">http://luckyorange.com/</a></td>
<td>Recording, Heatmapping, Chat and Funnels</td>
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<tr>
<td>Rapid Prototyping</td>
<td>Pop app</td>
<td><a href="https://marvelapp.com/pop/">https://marvelapp.com/pop/</a></td>
<td>Create quick clickable tests from sketches and mockups</td>
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<td><a href="https://validately.com/">https://validately.com/</a></td>
<td>Quick user testing that also assesses value</td>
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<td></td>
<td>Zurb</td>
<td><a href="https://solidifyapp.com/">https://solidifyapp.com/</a></td>
<td>Advanced clickable tests with analytics</td>
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<td>Interview Sourcing</td>
<td>UserInterviews</td>
<td><a href="https://www.userinterviews.com/">https://www.userinterviews.com/</a></td>
<td>Easy &amp; cheap way to source 1:1 interviews for online or in person</td>
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<td>Craigslist</td>
<td><a href="https://www.craigslist.org/">https://www.craigslist.org/</a></td>
<td>Coupled with a Google Survey to screen applicants, it's a good source for interviews</td>
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<td></td>
<td>mTurk</td>
<td><a href="https://www.mturk.com/">https://www.mturk.com/</a></td>
<td>Amazon's version of microsourcing tasks which can be used to get interviews</td>
</tr>
</tbody>
</table>