An Agile Startup is More Than a Lean Startup

Jurgen Appelo
Management 3.0
Leading Agile Developers, Developing Agile Leaders
Jurgen Appelo

How to Change the World
Jurgen Appelo

Managing for Happiness
Games, Tools & Practices to Motivate Any Team
Jurgen Appelo

Happy workers are productive workers and managers should enjoy their jobs too!

http://jurgenappelo.com/free
Product Vision
Innovation Cycle
The Design Thinking Process (d.school)

- Conceptualize
- Empathize
- Synthesize
- Hypothesize
- Build
- Measure
- Learn

https://dschool.stanford.edu/resources/getting-started-with-design-thinking
The Design Thinking Process (Design Council)

The Design Thinking Process is a problem-solving methodology that involves five key stages:

1. **Empathize**
2. **Synthesize**
3. **Hypothesize**
4. **Build**
5. **Learn**

These stages are often visualized using a double diamond model, which emphasizes the iterative nature of design thinking. The process involves:

- **Discover**: Gaining insight into the problem.
- **Define**: Identifying the area to focus upon.
- **Develop**: Creating potential solutions.
- **Deliver**: Reaching solutions that work.

For more information, visit: [https://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond](https://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond)
The Lean Startup

- Conceptualize
- Empathize
- Synthesize
- Hypothesize
- Build
- Measure
- Learn

http://theleanstartup.com/
Innovation Cycle

- Conceptualize
- Empathize
- Synthesize
- Hypothesize
- Build
- Measure
- Learn
Lean Personas
**PERSONA CANVAS**

**Priority**  
[ ] PRIMARY  
[ ] SECONDARY

**Personality**  
EXTROVERT  
INTROVERT
SENSING  
INTUITION
THINKING  
FEELING
JUDGING  
PERCEIVING
PASSIVE  
ACTIVE

**Technology expertise**  
IT & INTERNET  
SOFTWARES
MOBILE APPS  
SOCIAL NETWORKS
INTERNET OF THINGS & VIRTUAL REALITY

**Where to reach me**  
TRADITIONAL ADS & DIRECT MAIL  
ONLINE ADS & EMAIL
BLOGS & SOCIAL MEDIA  
REFERRALS
PHYSICAL LOCATION/EVENTS

**What makes me got involved**  
INCENTIVE  
FEAR
ACHIEVEMENT  
GROWTH
POWER  
SOCIAL

**Goals**  

**Pain points**  

**Fave brands/apps/influencers**  

**Top reason to use your product/service (USP)**  

**Device(s) and platforms**  

**Dealbreaker**  

**Relationship with your product/service**  

---

**Statement/behaviour**

**Name**  

**Age**  

**Occupation**  

**Location**  

**Status**  

---

**Bio**
Jobs To Be Done
**OBSERVATION OF THE SITUATION**
When He/She.....
Describe as much as possible the context where the job to be done has to be executed. All about circumstances...

**FUNCTIONAL OUTCOME**
He/She wants to ...
What are the most central tasks that must be accomplished in getting the job done?

**EMOTIONAL ASPIRATIONS**
So He/She can ...
Understand Why your customer do this.
- REDUCE ANXIETY
- REWARDS ME
- NOSTALGIA
- DESIGN
- AESTHETIC
- BADGE VALUE
- WELLNESS
- THERAPEUTIC VALUE
- FUN/ENTERTAINMENT
- ATTRACTIVENESS
- PROVIDE ACCESS

**LIFE CHANGING ASPIRATIONS**
So He/She can ...
Understand Why your customer do this.
- PROVIDES HOPE
- SELF-ACTUALISATION
- MOTIVATION
- HEIRLOOM
- AFFILIATION/BELONGING

**SOCIAL IMPACT ASPIRATIONS**
So He/She can ...
Understand Why your customer do this.
- SAVE TIMES
- SIMPLIFIES
- MAKE MONEY
- REDUCE RISK
- ORGANISES
- INTEGRATES
- CONNECTS
- REDUCES EFFORT
- AVOID HASSLES
- REDUCES COST
- QUALITY
- VARIETY
- SENSORY APPEAL
- INFORMS
- SELF-TRANSCENDENCE
Jobs To Be Done

Alberto & Patricia want to help teams be more Agile so that...
Pains & Gains
Pains & Gains

Pains
Too many islands of competing ideas
Coaches are always understaffed
Evidence needed of successful transformation

Gains
Make coaching services scalable
Value Proposition Wheel
Value Proposition Wheel

EMERGENT POINTERS

DEFINED DIRECTIONS

SHARE LEARNINGS

ACT

PULL VISITS

INPUT POINTS

MIND SETTLERS

FIND IDEAS

PLAN

TRACK VALUE CHECK

TAKE STEPS

DO

OUTPUT MARKS

UNKNOWN ASKS

KNOWN DONES

AGILITY SCALES

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Management 3.0

Change and Innovation Practices

What is the definition of leadership?

Can anyone be a leader? Can anyone manage a team? We believe management is not only the manager’s responsibility. It’s everyone’s job! Leadership pursues the goal of growing and transforming organizations that are great places to work for, where people are engaged, the work is improved and clients are simply delighted.

What is Management 3.0?

We’ve realized that almost every industry is ripe for change and ready for a new view on management. Management 3.0 is that future of management.

Tags

- Value 4
- Reward 3
- Celebration 3
- Appreciation 3
- Feedback 2
- Empowerment 2
- Team 2
- Delegation 2
- Learning 2
- Kudo 2
- Culture 2
- Storytelling 2
- Behavior 2
- Role 2
- Role Assignment 2
- Happiness 2
- Metrics 2
- Alignment

Practices

- Feedback Wrap
- Delegation Poker
- Celebration Grids
- Kudobox
Management 3.0 Level 1

In this track, you get familiar with the five most basic Management 3.0 practices.

If you try all five practices at least once, you will be a Management 3.0 Basic Practitioner.

To complete this track and earn the title, mark your progress and experiences with the following practices.

Jurgen Appelo - Creator

My progress

13 Jul

1/5 🌟
Retrospective Action - Agility Scales ...

Having conducted a team retrospective at our latest face-to-face meeting in Copenhagen we have identified several items we either need to start or complete more often to facilitate team wide improvement.

When you finish this track, you will earn the Eat your own dog food badge.

To complete this track and earn the badge, mark your experiences with the following practices.

Iain Thackrah - Creator

My progress

IN PROGRESS (8)

- Give Kudos 2/5
- Share your Work 8/5
- Bug Hunt 3/2
- Share Learnings 2/2
- Play Together 1/1

COMPLETED (2)

- Iain Thackrah - 95%
- Jurgen Appelo - 65%
- Dariusz Baciński - 65%
- Mathias Daus - 65%
Multiple Demos

Gave 11 demos already today, more to come. Everyone is very positive; some suggest potential partnerships.
Remote Team
Mathias Daus
290

Member of the Agility Scales team. Developer and agile worker.

Harald Paul
240

Agility Scales - Strategy, Commercial and Business Development

Dariusz Baciński
167

Android Developer @ Agility Scales

Journeys

66% Welcome to Tracks and journeys 2/3
65% Retrospective Action - Agility Scales Team 15/23
52% Remote Team Working 12/25
71% Becoming Agile - Level 1 5/7
39% Retrospective Action - Agility Scales Team 9/23
0% Welcome to Tracks and Journeys 0/3
65% Retrospective Action - Agility Scales Team 15/23
9% Daily Work-Life Optimizer 9/100
4% Remote Team Working 1/25
Paula Cassin
394
Empathy, Integrity, Enthusiasm.
MORE
Personal Productivity 14  Content 9
Marketing 6  Focus 5  Planning 5
MORE

Iain Thackrah
436
Owning products and playing games, not always in
that order.
MORE
Fast Feedback 42  Product Owner 37
Gamification 36  Synchronization 33
Remote Team 30
MORE

Pedro Medas
228
Searching for challenges and new tracks to explore.
MORE
Remote Team 37  Remote Working 12
Planning 8  Lean Development 7
Learning 7
MORE

Journeys
33% Coffee Campaign 2/6
30% Daily Work-Life Optimizer 30/100
28% Becoming Agile - Level 1 2/27
95% Retrospective Action - Agility Scales Team 22/23
85% Becoming Agile - Level 1 6/7
80% Remote Team Working 20/25
71% Becoming Agile - Level 1 5/7
66% Welcome to Tracks and Journeys 2/3
43% Daily Work-Life Optimizer 43/100
Open Salaries
Compensation Proposal -

This brief document outlines how I would like to be paid for my services for Agility Scales as a Software Engineer.

Data point 1: current base salary

Currently I work for [blurred] that specialize in FinTech products. My responsibilities are quite broad and I do Mobile or Backend development (depending on the product) and also drive whole process with the client as a Product Owner and Scrum Master (depending on current needs). My current compensation is quite good even as for [blurred] market and is fixed to 6750 EUR / month (equivalent of [blurred] / month).

Data point 2: current bonuses

Except from base salary there are many benefits like best hardware and licences money can buy, paid holidays, cozy working place with 24h access, flexible working hours and remote work whenever I need it. I estimate it to 1200 EUR / month (550 paid holidays, private health care 50, coworking 325, computer and test phones leasing 200, accounting 75).

Data point 3: top salary in [blurred]

Just as a reference, best mobile or backend developers earns up to 6300 EUR / month (that works for a local firms) in [blurred]. Better paid are only guys who work fully remotely for companies from US or UK.

Data point 4: Paid holidays/sick leaves

In [blurred] employee gets 26 days of holidays and unlimited sick leave paid 80%.

Proposal

I would like to keep base salary and have paid holidays but will be happy to reinvest equivalent of my bonuses and buy Agility Scales shares (1200 - 550 = 650 EUR / month). I would like to have paid 20 days off, which is a good compromise not to get burned down. I will finance computer from my base salary (200 EUR / month).

Let's sum it up 5750 + 650 = 6400 / month and 76800 EUR / year (freelance).
Daily Cafes
Team Offsites
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S |
| 1 | Funnel Step | Category | Check | Evidence | What to focus on |
| 2 | 1. Candidate Application | skills (abilities, expertise) | English speaking and writing | NO | no | ? | yes | YEB! | Evidence | Look for experience with management, leadership, coaching, mentoring |
| 3 | 1. Candidate Application | attributes (circumstances, situation) | matching time zone | NO | yes | ? | yes | YEB! | Evidence | Ask for feedback about our web or mobile app. |
| 4 | 2. Screening Interview | skills (abilities, expertise) | multiple methods and frameworks | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experiences and work with diverse teams. |
| 5 | 2. Selection Interview | skills (abilities, expertise) | multiple practices and toolboxes | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to explain their approach to problem-solving. |
| 6 | 2. Selection Interview | skills (abilities, expertise) | remote working | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to discuss their experience with remote teams. |
| 7 | 3. Personal Tests | traits (characteristics, personality) | passion | NO | yes | ? | yes | YEB! | Evidence | Check if candidate can handle pressure and meet deadlines. |
| 8 | 3. Personal Tests | traits (characteristics, personality) | creativity | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their creative process. |
| 9 | 3. Personal Tests | traits (characteristics, personality) | flexibility | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe how they adapt to change. |
| 10 | 4. Executive Interview | skills (abilities, expertise) | remote team building | NO | yes | ? | yes | YEB! | Evidence | Check if candidate can work effectively in a remote setting. |
| 11 | 4. Executive Interview | skills (abilities, expertise) | startup experience | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experience working with early-stage companies. |
| 12 | 4. Executive Interview | skills (abilities, expertise) | scaleup experience | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experience working with scaleup companies. |
| 13 | 4. Executive Interview | skills (abilities, expertise) | domain experience | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experience in the industry. |
| 14 | 4. Executive Interview | traits (characteristics, personality) | respect | NO | yes | ? | yes | YEB! | Evidence | Check if candidate can handle feedback constructively. |
| 15 | 4. Executive Interview | traits (characteristics, personality) | integrity | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their ethical standards. |
| 16 | 4. Executive Interview | traits (characteristics, personality) | optimism | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe a challenging situation they overcame. |
| 17 | 4. Executive Interview | traits (characteristics, personality) | patience | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe a situation where they had to wait patiently. |
| 18 | 4. Executive Interview | traits (characteristics, personality) | cultured | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their cultural background and experiences. |
| 19 | 5. Team Interview | skills (abilities, expertise) | generalized in adjacent areas | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experiences in team settings. |
| 20 | 5. Team Interview | skills (abilities, expertise) | people support | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experience in managing and supporting teams. |
| 21 | 5. Team Interview | skills (abilities, expertise) | operations management | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experience in managing operations. |
| 22 | 5. Team Interview | skills (abilities, expertise) | community management | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experience in managing community. |
| 23 | 5. Team Interview | skills (abilities, expertise) | content management | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experience in managing content. |
| 24 | 5. Team Interview | skills (abilities, expertise) | customer service and support | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experience in customer service and support. |
| 25 | 5. Team Interview | skills (abilities, expertise) | user experience and design | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their experience in user experience and design. |
| 26 | 5. Team Interview | traits (characteristics, personality) | mastery mindset | NO | yes | ? | yes | YEB! | Evidence | Check if candidate can lead and inspire team. |
| 27 | 5. Team Interview | traits (characteristics, personality) | experimental mindset | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their approach to problem-solving. |
| 28 | 5. Team Interview | traits (characteristics, personality) | trust (deferential attitude) | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their approach to trust and deferential attitude. |
| 29 | 5. Team Interview | traits (characteristics, personality) | boldness | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their approach to boldness. |
| 30 | 5. Team Interview | traits (characteristics, personality) | humor | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their approach to humor. |
| 31 | 5. Team Interview | attributes (circumstances, situation) | adds to diversity | NO | yes | ? | yes | YEB! | Evidence | Ask candidate to describe their approach to diversity. |
| 32 | 6. Work Sample | skills (abilities, expertise) | specialized in a key area | NO | yes | ? | yes | YEB! | Evidence | Review work sample with candidate. |
| 33 | 6. Work Sample | traits (characteristics, personality) | independent mindset | NO | yes | ? | yes | YEB! | Evidence | Review work sample with candidate. |
| 34 | 6. Work Sample | traits (characteristics, personality) | openness (communicative attitude) | NO | yes | ? | yes | YEB! | Evidence | Review work sample with candidate. |
| 35 | 7. Team Collaboration | skills (abilities, expertise) | multiple tools and technologies | NO | yes | ? | yes | YEB! | Evidence | Review work sample with candidate. |
| 36 | 7. Team Collaboration | traits (characteristics, personality) | helpfulness (collaborative attitude) | NO | yes | ? | yes | YEB! | Evidence | Review work sample with candidate. |
| 37 | 7. Team Collaboration | traits (characteristics, personality) | empathy (connecting attitude) | NO | yes | ? | yes | YEB! | Evidence | Review work sample with candidate. |
| 38 | 8. Reference Checks | traits (characteristics, personality) | transparent (truthfulness of information) | NO | yes | ? | yes | YEB! | Evidence | Ask for references and verify information. |
| 39 | 8. Reference Checks | traits (characteristics, personality) | good experiences earlier colleagues | NO | yes | ? | yes | YEB! | Evidence | Ask for references and verify information. |
| 40 | 8. Reference Checks | attributes (circumstances, situation) | good experiences earlier colleagues | NO | yes | ? | yes | YEB! | Evidence | Ask for references and verify information. |
Equity Crowdfunding
Agility Scales


Rotterdam, Netherlands

agilityscales.com

INVESTMENT SOUGHT: €300,000

EQUITY OFFERED: 5.66%

INVESTMENT AMOUNT: €762,325

VALUATION (PRE-MONEY): €5,000,000

Introduction

The average lifetime of companies keeps shrinking. Executives do anything to achieve business agility: more innovation and higher productivity so that their business can survive (or initiate) industry disruptions. However, conventional solutions may be expensive, slow, and unsuccessful. Traditional change programs don’t always work.

If there was a product that would extend your life, would you buy it?
User Experience Map
<table>
<thead>
<tr>
<th></th>
<th>Awareness</th>
<th>Understanding</th>
<th>Interest</th>
<th>Participation</th>
<th>Contribution</th>
<th>Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agility Scales site</td>
<td>Clean up, consistency, review site</td>
<td>Last post should reinforce benefits</td>
<td>link to mindsatters.com signup page</td>
<td>low, do later</td>
<td>onboarding, etc.</td>
<td></td>
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<tr>
<td>Agility Scales blog</td>
<td>Update, link to mindsatters.com</td>
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<td></td>
<td>Subscription flow</td>
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<tr>
<td>Mind Settlers app</td>
<td></td>
<td></td>
<td></td>
<td>FAQ (with guides)</td>
<td></td>
<td></td>
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<tr>
<td>Mind Settlers site</td>
<td></td>
<td></td>
<td></td>
<td>welcome message</td>
<td></td>
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<tr>
<td>Agility Scales social accounts</td>
<td>(see gamification, do later)</td>
<td></td>
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<tr>
<td>Mind Settlers social accounts</td>
<td>(see gamification, do later)</td>
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<tr>
<td>Agility Scales newsletter</td>
<td></td>
<td></td>
<td></td>
<td>refer to FAQ</td>
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<tr>
<td>Jurgen Appelo newsletter</td>
<td></td>
<td></td>
<td></td>
<td>welcome message</td>
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<td>Speeches and keynotes</td>
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<td>email campaign</td>
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<td>Zoom chats and webinars</td>
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<td>email campaign</td>
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<td>Typeform surveys</td>
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<td>Face-to-Face meetings</td>
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<td>Stripe payments</td>
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<td>email campaign</td>
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North Star Metric
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<td>16</td>
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<td>18</td>
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<td>Number of Journeys Planned</td>
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<td>51</td>
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<td>64</td>
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<td>85</td>
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<td>Number of Journeys In Progress</td>
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<td>51</td>
<td>61</td>
<td>71</td>
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<tr>
<td>Number of Journeys Completed</td>
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<td>31</td>
<td>32</td>
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<tr>
<td>Number of Journeys Abandoned</td>
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<td>31</td>
<td>51</td>
<td>60</td>
<td>62</td>
<td>72</td>
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</table>
Business Lifecycle
**Startup Development Phases - from idea to business and talent to organization.**

**Formation**
- Mission > Vision > Strategy
  - Idea and co-founder team formation
  - What, to whom, why and how?

**Validation**
- Lean Startup
  - Minimum Viable Product
  - Validate / Iterate (or pivot)

**Growth**
- Scale Up
  - Establish & Strengthen
  - Processes & KPI's

**Levels of validation**
- Problem / Solution Fit
- Vision / Founders Fit
- Product / Market Fit
- Business Model / Market Fit

**Ideating**
Entrepreneurial ambition and/or potential scalable product or service idea for a big enough target market. Initial idea on how it would create value. One person or a vague team; no confirmed commitment or no right balance of skills in the team structure yet.

**Concepting**
Defining mission and vision with initial strategy and key milestones for next few years on how to get there. Two or three entrepreneurial core co-founders with complementary skills and ownership plan. Maybe additional team members for specific roles also with ownership.

**Committing**
Committed, skills balanced co-founding team with shared vision, values and attitude. Able to develop the initial product or service version, with committed resources, or already have initial product or service in place. Co-founders shareholder agreement (SHA) signed, including milestones, with shareholders time & money commitments, for next three years with proper vesting terms.

**Validating**
Iterating and testing assumptions for validated solution to demonstrate initial user growth and/or revenue. Initial Key Performance Indicators (KPI's) identified. Can start to attract additional resources (money or work equity) via investments or loans for equity, interest or revenue share from future revenues.

**Scaling**
Focus on KPI based measurable growth in users, customers and revenues and/or market traction & market share in a big or fast growing target market. Can and want to grow fast. Consider or have attracted significant funding or would be able to do so if wanted. Hiring, improving quality and implementing processes.

**Establishing**
Achieved great growth, that can be expected to continue. Easily attract financial and people resources. Depending on vision, mission and commitments, will continue to grow and often tries to culturally continue “like a startup”. Founders and/or investors make exit(s) or continue with the company.

Version 3.6 - www.startupcommons.org
Make time for stabilization
The 7 stages of business life cycle:

- Seed
- Start-Up
- Growth
- Established
- Expansion
- Mature
- Exit
The 10 Stages of Business Life Cycle

STARTUP
1. Ideating
2. Concepting
3. Starting
4. Validating
5. Stabilizing

SCALEUP
6. Scaling
7. Establishing
8. Expanding
9. Maturing
10. Exiting

@jurgenappelo
The Business Model Canvas

Key Partners
- What are our key partners?
- How do they help?
- How will we segment our key partners?

Key Activities
- What are the key activities to create value?
- How will we organize our key activities?
- How will we collaborate with our key partners?

Value Propositions
- What is the value proposition?
- How do we define our customers?
- How will we measure the impact of our value proposition?

Customer Relationships
- What is the customer relationship model?
- How do we segment our customers?
- How will we measure the impact of our customer relationship?

Key Resources
- What are our key resources?
- How do we value our key resources?
- How will we organize our key resources?

Channels
- What are the channels?
- How will we organize our channels?
- How will we measure the impact of our channels?

Customer Segments
- Who are our customer segments?
- How will we segment our customer segments?
- How will we measure the impact of our customer segments?

Key Revenue Streams
- What is our revenue stream?
- How do we measure our revenue stream?
- How will we allocate our revenue stream?

Cost Structure
- What is our cost structure?
- How do we measure our cost structure?
- How will we allocate our cost structure?

Revenue Streams
- What is our revenue stream?
- How do we measure our revenue stream?
- How will we allocate our revenue stream?

Customer Relationships
- How will we measure our customer relationships?
- How will we maintain our customer relationships?
- How will we measure the impact of our customer relationships?
Cells and Circles, Squads and Pods
Cells and Circles, Pods and Squads

- 1. Ideating
- 2. Concepting
- 3. Starting
- 4. Expanding
- 5. Stabilizing
- 6. Scaling
- 7. Establishing
- 8. Expanding
- 9. Maturing
- 10. Exiting
Agile Funding
Investor 1  
Investor 2  
Investor 3  

Company  

Normal Funding
Agile Finance
Agile Finance

Sorry...
The Agile Adventures Frontier
We are a colony of adventurers adding value through shared journeys.

The last 30 days on Mind Settlers

- Actions marked: 896
- Journeys started: 78
- Content created: Mindsettlers.com
- New camps: 10
- New players: 78
Startup, Scaleup, Screwup is the book for the new generation of founders. With a mix of 50% inspiring stories and 50% practices to follow, it dives into the major topics that entrepreneurs and business leaders are confronted with from the moment they start a new company to the day they close the doors behind them.

Related practices include:
- Value Proposition Wheel
- Unique Value Proposition
- Job to be Done
- Voice of the Customer
- Value Stream
- Kanban Board
- Work Item
- Scrum Board
- Work-in-Progress Limit
- Continuous Flow
- Evolutionary Canvas
- Business Model Design
- Business Model Canvas
- Team Offsite
- Story Bank
- Journey Map
- North Star Metric
- Product Roadmap
STARTUP
SCALEUP
SCREWUP

50 Tools to Accelerate Lean & Agile Business Growth

Jurgen Appelo

April 2019

startup-scaleup-screwup.com