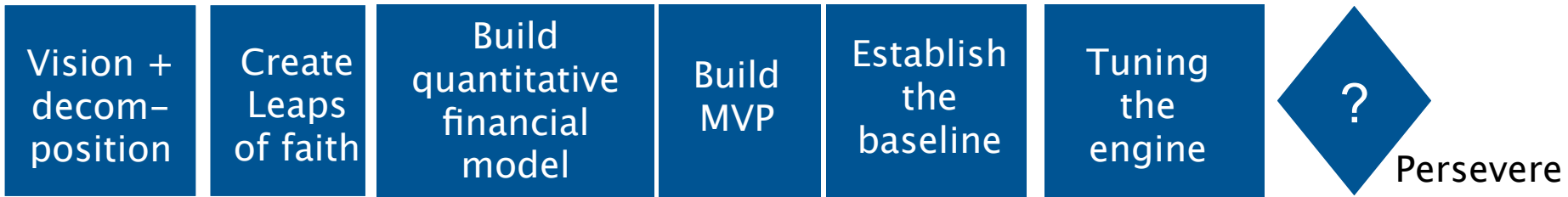


Lean startup*

- Pivot:**
- Zoom-in
 - Zoom-out
 - Customer segment
 - Customer need
 - Platform
 - Business architecture
 - Value capture
 - Engine of growth
 - Channel
 - Technology



Genchi gembutsu
Value hypothesis
Growth hypothesis

Accountable metrics:
• Actionable
• Accessible
• Auditable
Vanity metrics:
• Useless

Begin the process of learning, not end it
(not necessarily the smallest product imaginable)
• Concierge
• Smoke test
• Video
• Wizard of Oz testing
• Split test
• Early prototype
When in doubt: simplify

Innovation accounting (3 learning milestones)

Cohort analysis

If you can't fail, you can't learn



Accelerate

BATCH: Small batches versus the large batch death spiral
ENGINE of GROWTH: Sticky, viral, paid
ADAPT: The wisdom of the five whys. The curse of the five blames
INNOVATE: Portfolio thinking