Weekly :)

The team is all you've got. Make sure they're happy and motivated!

NAME	WEEK 1	WEEK 2	WEEK 3	WEEK 4	HOLIDAYS

Weekly LSC Board

Keeping the momentum through the build phase

Right now what's the most critical:

Technical issue

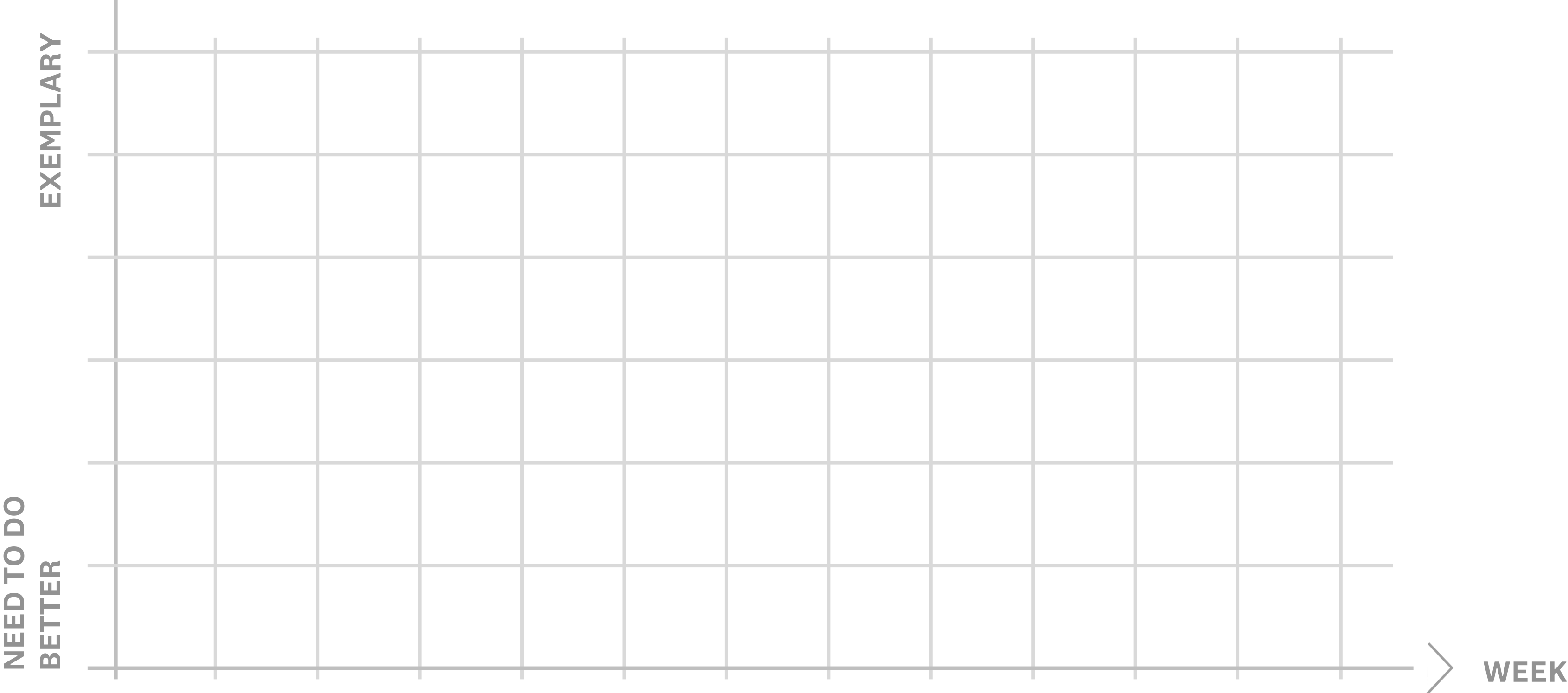Business issue

End user issue

Week's biggest:

Fear/Limitation

Week's validation:

What is validated by the work we are now doing?

	Last	Next
RETRO		
USER TEST		
DEMO		
TIME TEAM SHARED PERSONAL GOALS		

How well are we making our work visible to the relevant stakeholders?

EXEMPLARY

NEED TO DO BETTER

WEEK

Agile Board

Use agile tools that best fit your project phase and team.

STORIES	TO DO	IN PROGRESS	TESTING	DONE

OUR DEFINITION OF DONE:

Experimenting

Validating your assumptions before building it.

IF THE CONCEPT OR BUSINESS DOESN'T WORK, IT WILL FAIL BECAUSE OF:

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OUR MAIN ASSUMPTIONS	HOW TO EXPERIMENT	SUCCESS CRITERIA	KEY FINDINGS

DO YOU THINK? DO YOU KNOW? DID YOU CHECK?

Retrospective

Reflect, learn, change, and share

Keep doing:

What's going well? What should we keep doing?
(You can use this same canvas for multiple retros.)

Do more / start:

What should the team do more or start doing?

Do less / stop:

What should the team do less of or stop altogether?

TO DO: Select (1-4) what items to change next. Who is responsible?

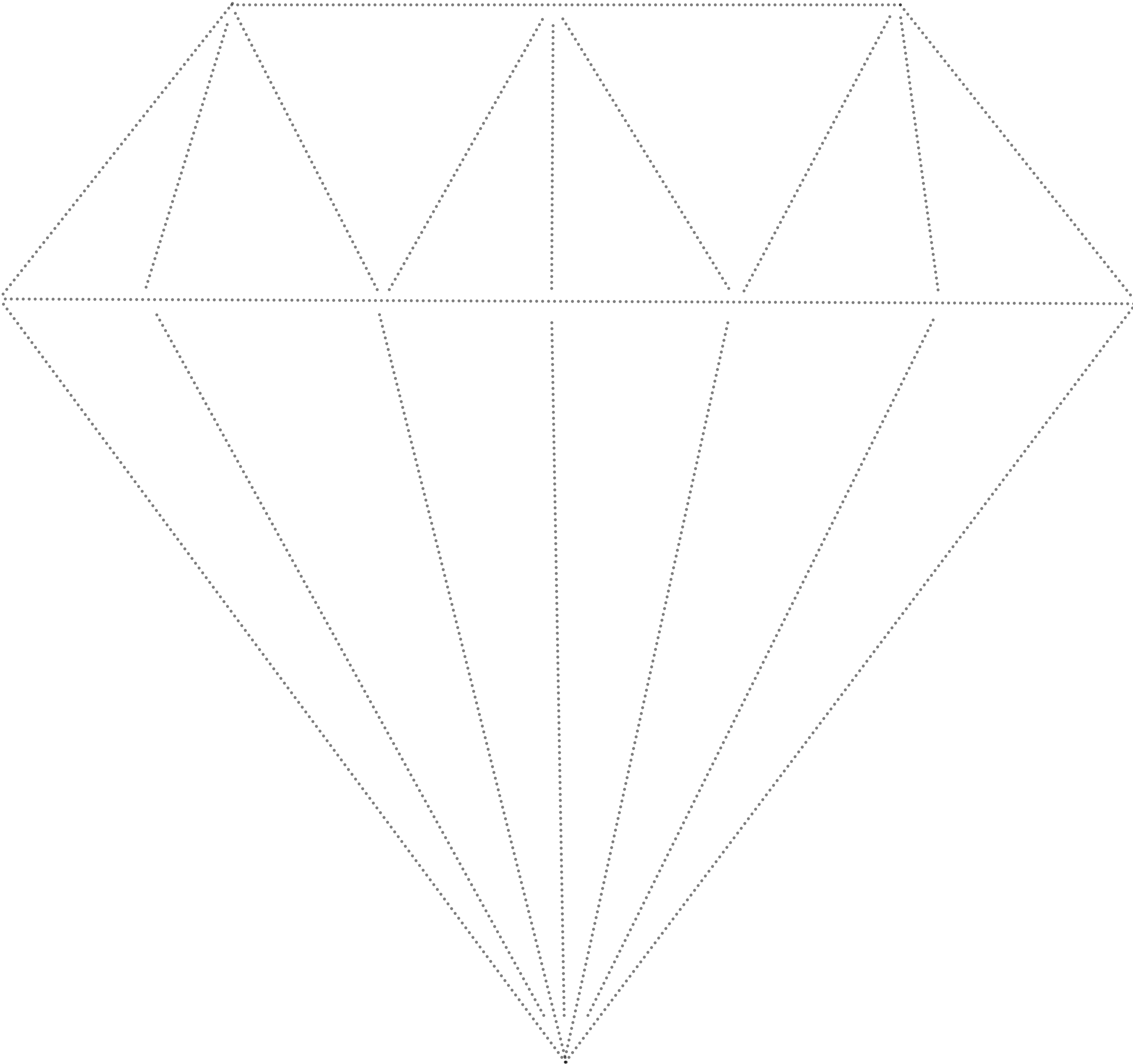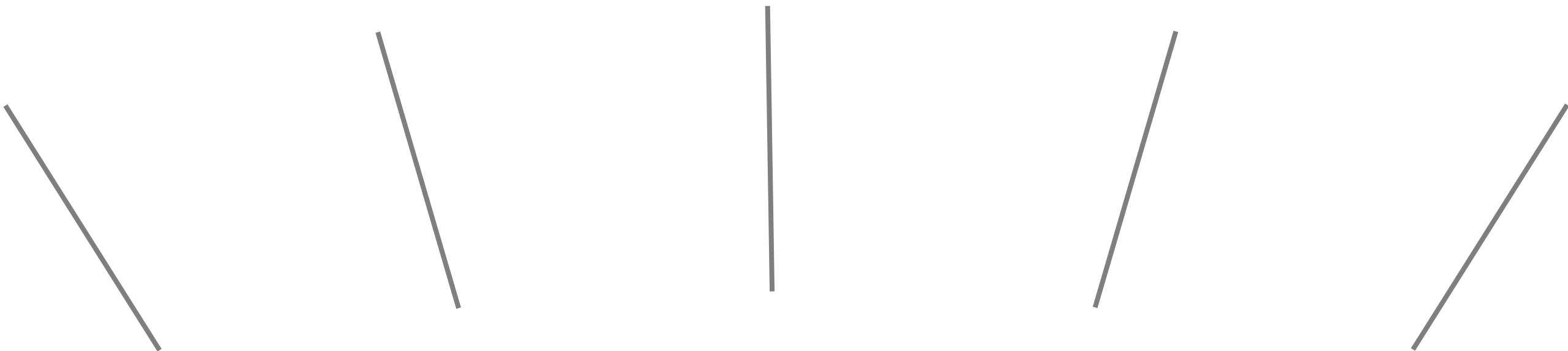**DONE:** Start the next retro by going through lthe results of the last retro.

What change did you make based on the last retro that worked well? Add it to the Retro Diamond canvas and remember to share with other teams as well!

Retro Diamonds

Track and share what your team has learned.

Trends

____

Megatrends (for example):

- GLOBALIZATION
- CLIMATE CHANGE
- DEMOCRATIC CHANGE

- TECHNOLOGICAL DEVELOPMENT
- URBANIZATION

- SHIFTS IN GLOBAL ECONOMIC POWER
- INDIVIDUALISM

WHAT ELSE

How does the megatrend show up in the daily news

In your domain?

In general?

How does the megatrend show up in popular culture, social media, products and services

In your domain?

In general?

Trends and phenomena that influence this project

Brings opportunities?

Poses threats?

Strategic Business Objectives

How do we decide what to focus on?

What is our strategic focus area?

What does the data tell us?

Business objective

Business objective

Business objective

Why should we do this?

Why should we do this?

Why should we do this?

Why not?

Why not?

Why not?

Success Is a Process

Where are we and where do we aim next?

SERVICE VISION · MVP · IMPROVE · IMPROVE · IMPROVE
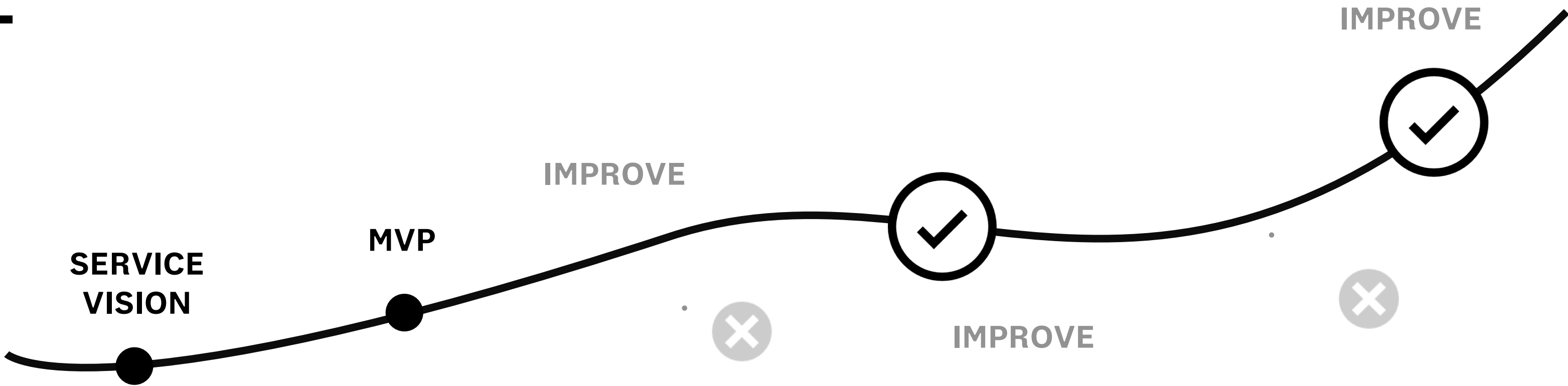
	FINDING THE PROBLEM WORTH SOLVING	**BUILDING THE MVP**	**MAKING IT STICK**	**SCALING IT**	**MAKING MONEY**
Criteria for success	Identify a problem painful enough that it's worth solving. Will anyone care?	Build the first functional version of your validated idea. Can we build it on time and on budget.	Address the problem in a meaningful way. Can you make people return and keep returning?	Start organic and artificial user acquisition activities. Are your users inviting new users?	Focus on optimizing revenue and profits. Can you fund the operations so that the business plan is still solid?
	Goal accomplished ☐	Goal accomplished ☐	Goal accomplished ☐	Goal accomplished ☐	Goal accomplished ☐
Current status					
Learnings & assumptions					
Actions					

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Business Objective and Context

Create this together with the person funding this project.

Who needs to be involved?

(Stakeholders, parallel or related projects...)

How will we know that we've succeeded?

(After a month? After a year...?)

What is our business objective?

(Business problem/need/opportunity...)

Why is it important?

(How does it fit our strategy...?)

What enables us?

(Brand strategy, competences, market position, ...)

ASK WHY.

Risks, restrictions and things we need to take into account?

(Budget, Schedule, Organization, Legal, Current business, ...)

Based on what facts?

(The most salient data we have about the opportunity...?)

Immersion

To know where you are and to build on others' work.

Your best guess of the customers problems/needs?

How is the customer solving the problem / handling the need now?

Public debate around the topic?

Hottest related start-ups & inspiring services?

What data do we have about the topic?

What does it tell us?

What new data do we need?

What are we going to do to get it?

Customer Groups

Your best guess of who you aim to serve.

NEED (ASSUMED) WORTH SOLVING:

DESCRIPTION:

GROUP NAME:

MAIN GROUP ☐

NEED (ASSUMED) WORTH SOLVING:

LOVE THE PROBLEM
NOT THE SOLUTION

DESCRIPTION:

GROUP NAME:

MAIN GROUP ☐

NEED (ASSUMED) WORTH SOLVING:

DESCRIPTION:

GROUP NAME:

MAIN GROUP ☐

Common in all user segments:

Insight

Our understanding of customer motivations that will unlock a business opportunity.

	Needs + other key findings:	Thinks and feels:	Surprised us:
NAME:			
NAME:			
NAME:			
NAME:			
NAME:			

Select the needs we want to meet to fulfill the business objective:

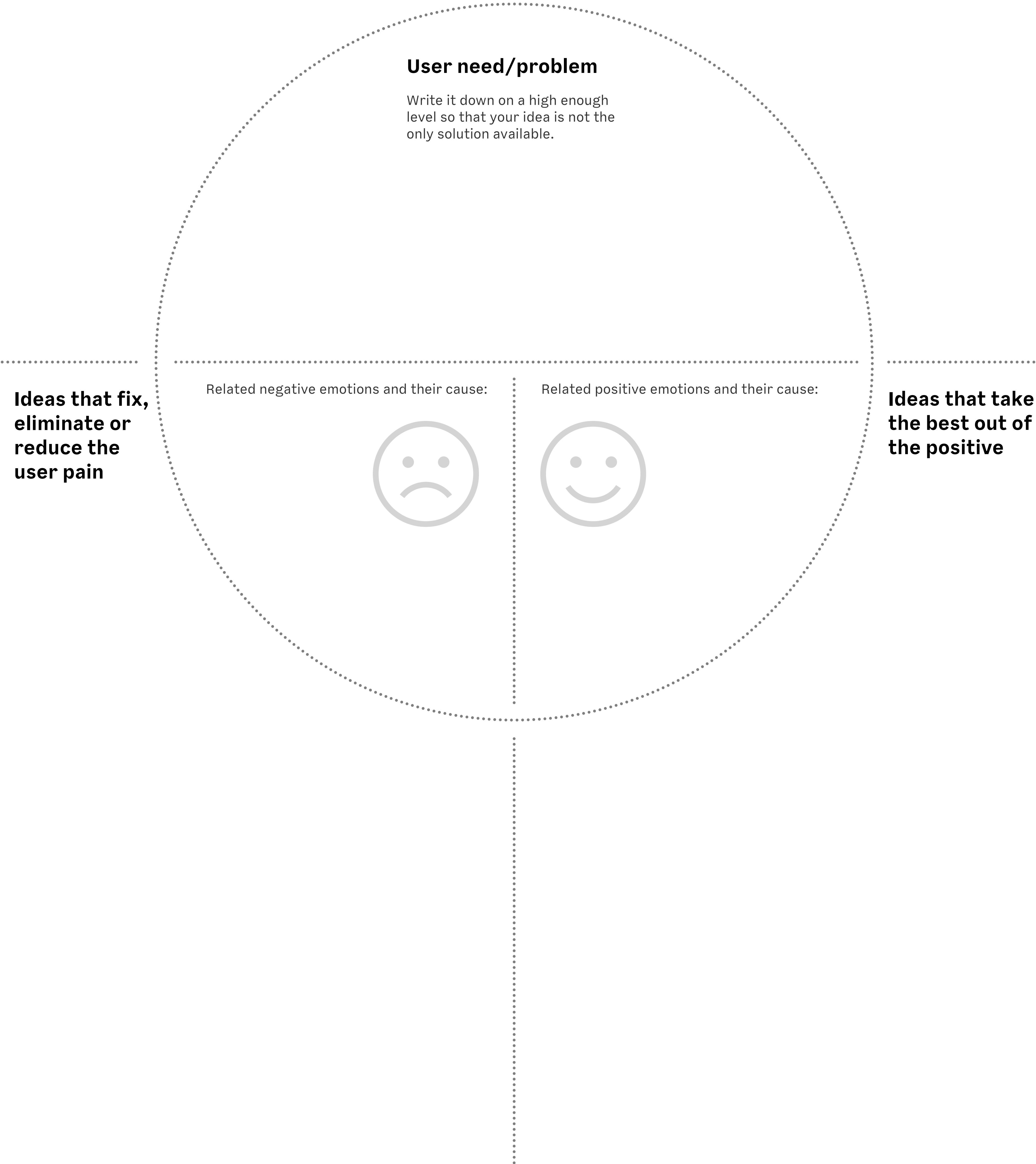**The user needs a way to:**   **It's important because:**   **Related emotions:**

LEAN SERVICE CREATION

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Ideation Kick off

___

Concreate ideas that meet the user need or problem

User need/problem

Write it down on a high enough
level so that your idea is not the
only solution available.

**Ideas that fix,
eliminate or
reduce the
user pain**

Related negative emotions and their cause:

Related positive emotions and their cause:

**Ideas that take
the best out of
the positive**

Concept and Value Proposition

Concept name?

How does it work?

Value to the end-user?

LOVE THE
PROBLEM
NOT THE SOLUTION

What differentiates it from other solutions to the same problem?

Value to our business?

Written value proposition:

END USER:

NEED:

SOLUTION

Fake advertisement – The first prototype:

Create the first prototype of your service by creating a fake ad. You can use it to test your value proposition.
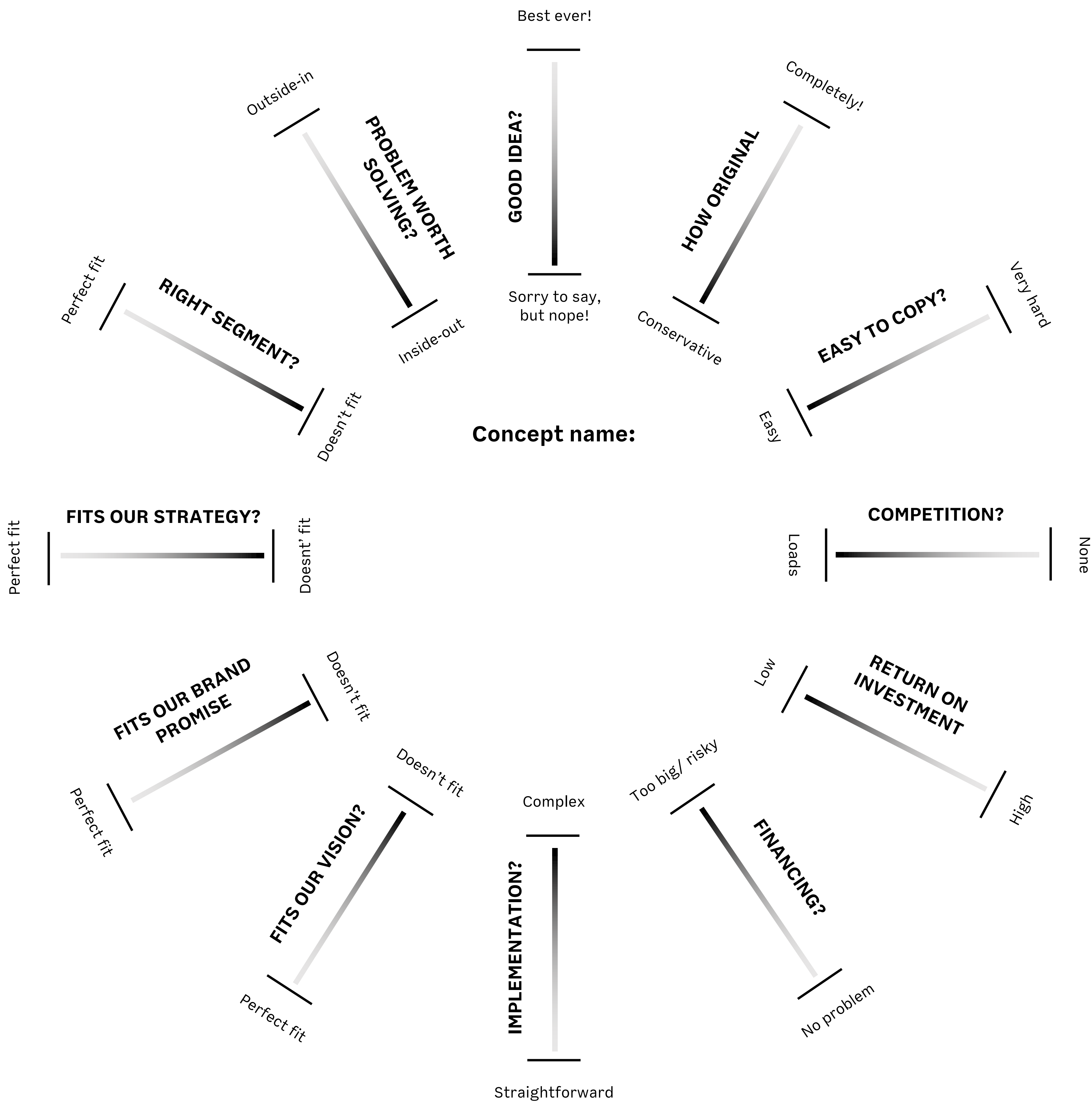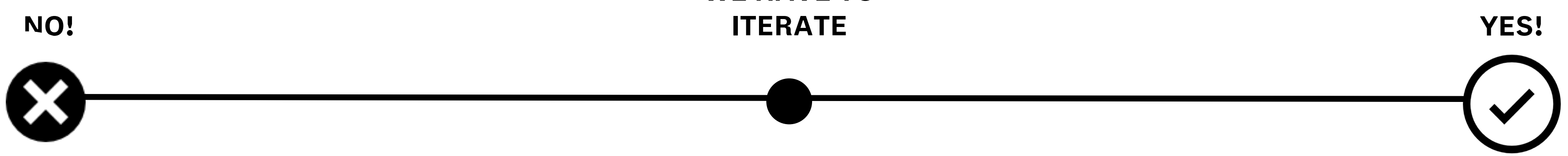
PICTURE:

CAPTION:

HEADLINE:

COPY:

Evaluating the Concept

Time for the acid test.

Concept name:
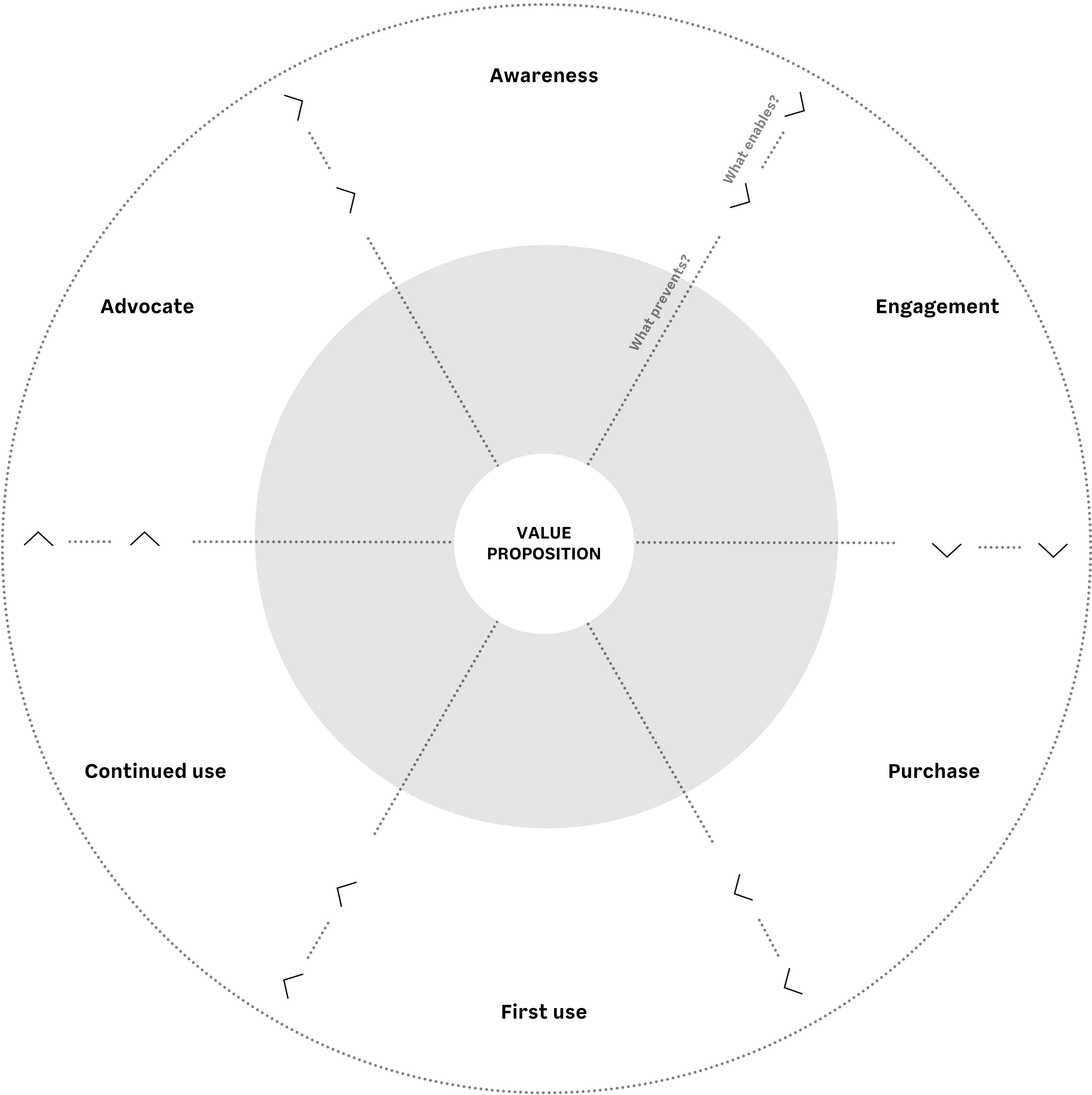
GOOD IDEA?
Best ever!
Sorry to say, but nope!

PROBLEM WORTH SOLVING?
Outside-in
Inside-out

HOW ORIGINAL
Completely!
Conservative

RIGHT SEGMENT?
Perfect fit
Doesn't fit

EASY TO COPY?
Very hard
Easy

FITS OUR STRATEGY?
Perfect fit
Doesnt' fit

COMPETITION?
Loads
None

FITS OUR BRAND PROMISE
Doesn't fit
Perfect fit

RETURN ON INVESTMENT
Low
High

FITS OUR VISION?
Doesn't fit
Perfect fit

IMPLEMENTATION?
Complex
Straightforward

FINANCING?
Too big/ risky
No problem

Should we proceed?

NO!

WE HAVE TO ITERATE

YES!

Customer Engagement

How do we get people to become our advocates?

Awareness

What enables?

What prevents?

Advocate

Engagement

VALUE
PROPOSITION

Continued use

Purchase

First use

Key activities:

What key activities do our value propositions require? Our distribution channels? Customer Relationships? Revenue streams?

Key resources:

What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?

Key partners:

Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?
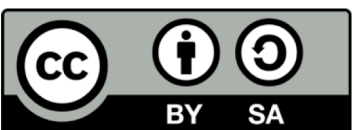
Business Model & Market Size

Thinking through the high level business case.

Who pays whom? How much?

What is the revenue model?

How are customers paying today? How much?

Where and how do you anchor price perception?

Total addressable market:

1st year sales:

Potential target market:

Plan for 1st month sales:

Cost structure?

Break-even and profitability goals?

Validation

Don't assume, validate. Do whatever it takes to question your concept.

How might we validate our:

VALUE PROPOSITION	CUSTOMER GROUP	BUSINESS MODEL
RESULTS	RESULTS	RESULTS
CONCLUSION	CONCLUSION	CONCLUSION
	What size?	How much € ?

SOLID EVIDENCE · SOLID EVIDENCE · SOLID EVIDENCE

VALUE PROPOSITION DOESN'T WORK · GOOD VALUE PROPOSITION

TOO SMALL SEGMENT · LARGE ENOUGH USER BASE

NOT READY TO PAY · READY TO PAY

NEEDS MORE VALIDATION · NEEDS MORE VALIDATION · NEEDS MORE VALIDATION

Should we proceed?

NO! · WE HAVE TO ITERATE · YES!

Minimum ~~viable~~ product

Nothing but the essential.

LEAN SERVICE CREATION

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User needs

What is the absolute minimum needed for the user to love your solution?

Business Requirements

What is the minimum value we have to achieve from the business point of view?

Minimum implementation

What is the absolutely minimum that needs to happen to deliver a first solution?

Needs MVP must fulfil

Should

Could

To MVP backlog.

Later

Features, integrations, investments and requirements we don't yet need in the MVP.

MVP Backlog

What will get us from current state to launched MVP?

Right now what is the most critical:

Technical issue?

Business issue?

End user issue?

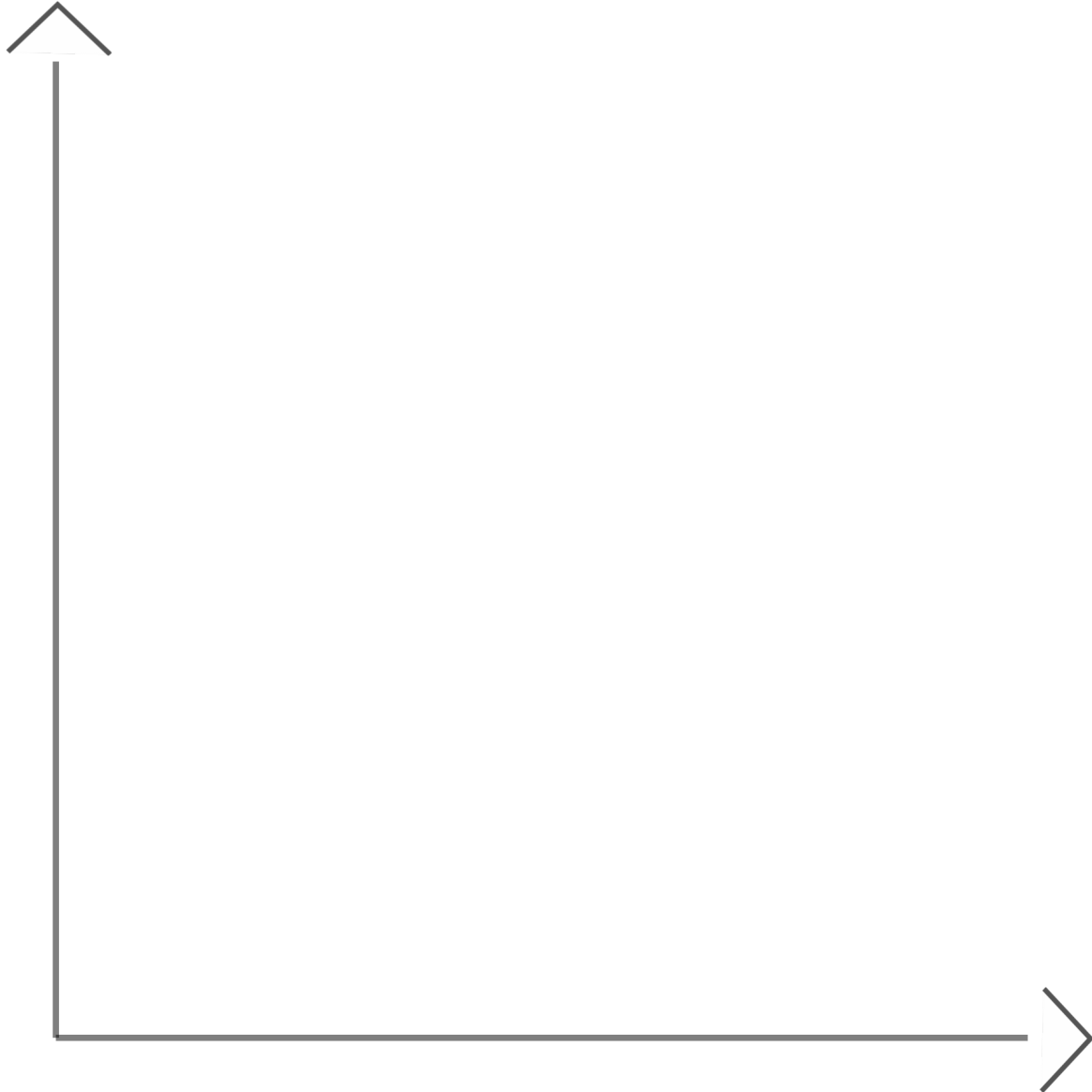| STORIES	TO DO	IN PROGRESS	DONE

BUILD

LEARN
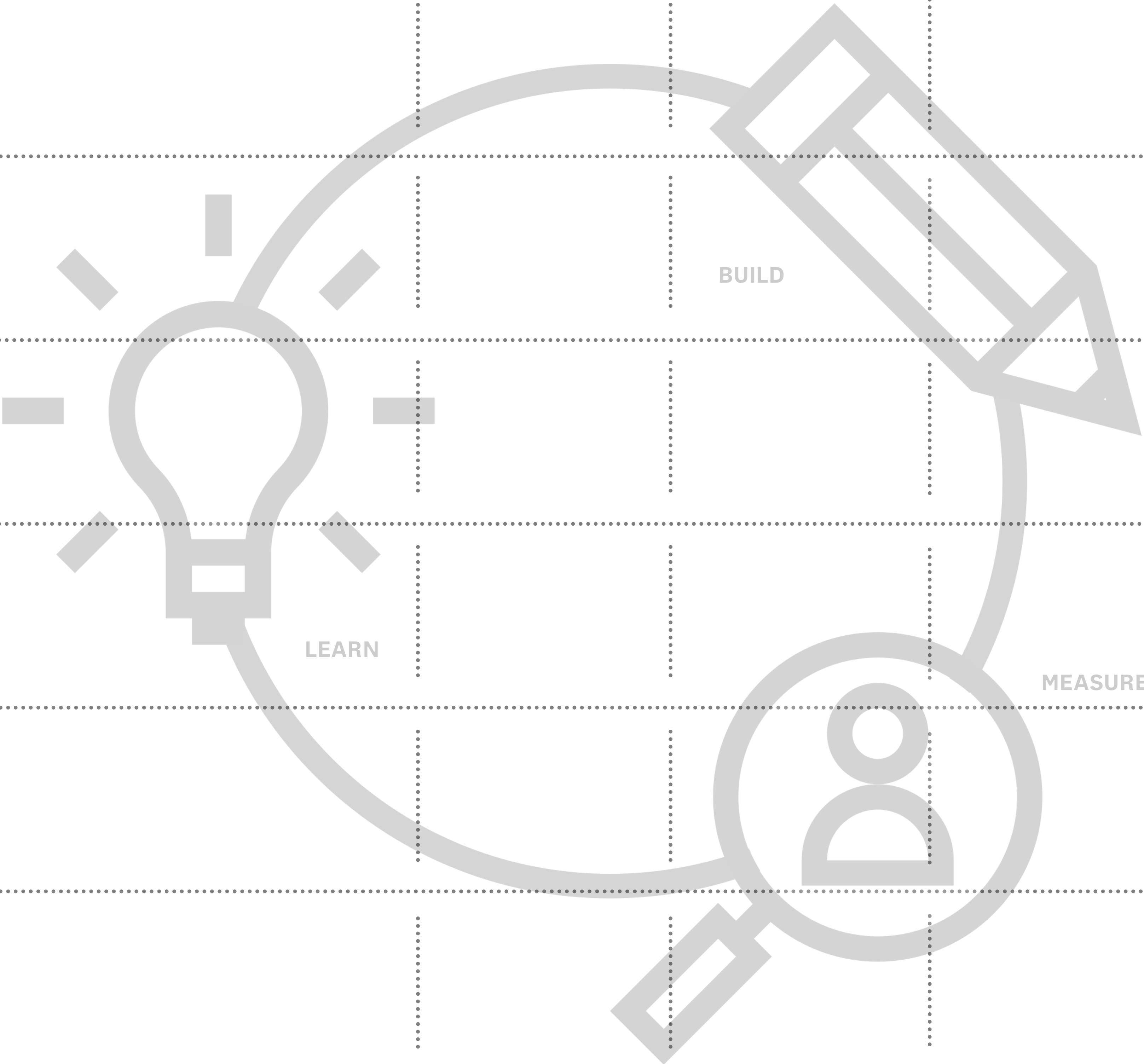
MEASURE

What to Measure

The MVP is launched. What do we need to measure to prove it's doing ok?
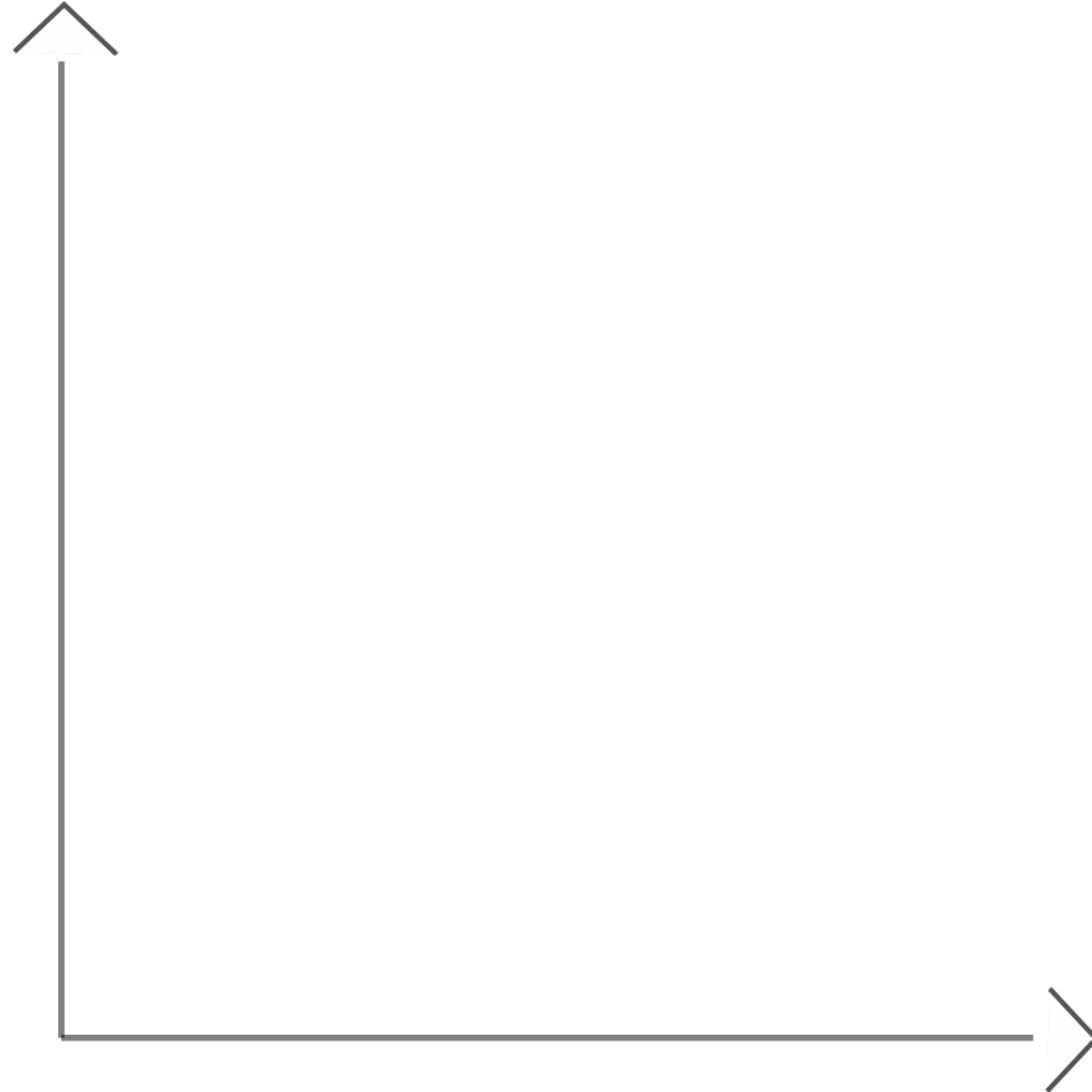
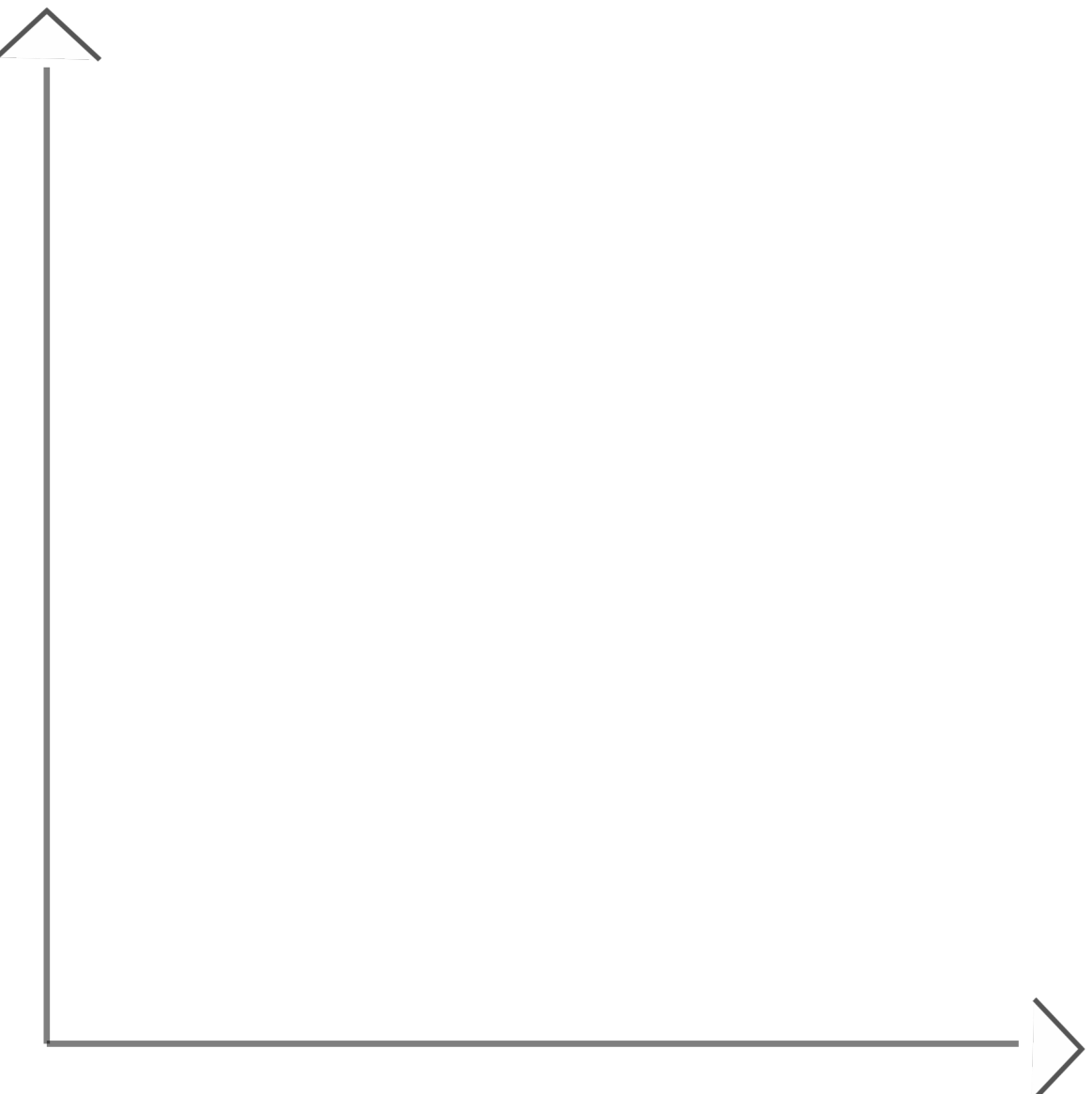## Value proposition metrics

[customer's problem]

[insert metrics here]

[insert metrics here]

LOVE THE
PROBLEM
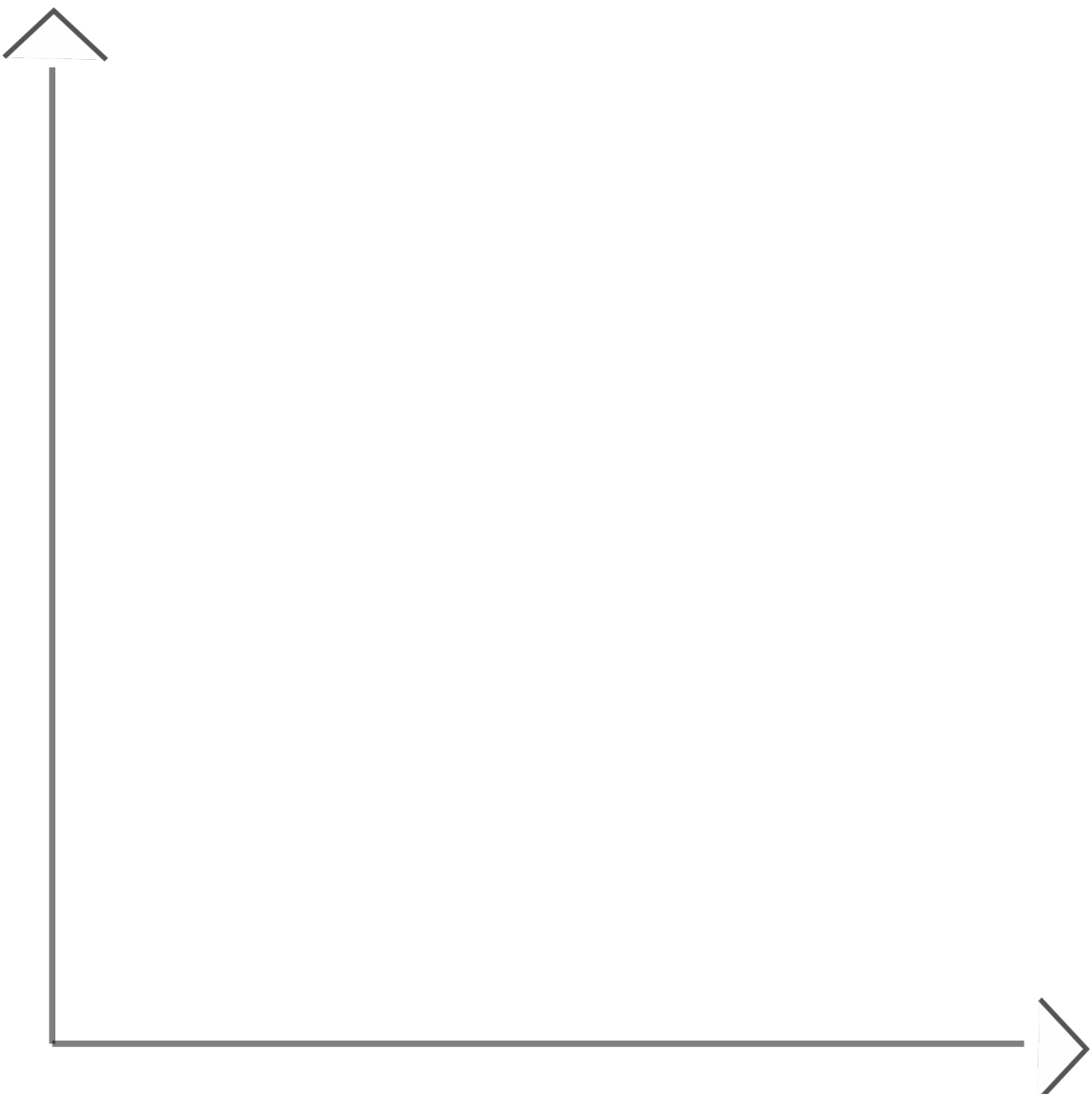NOT THE SOLUTION

Service metrics

[most important service elements]
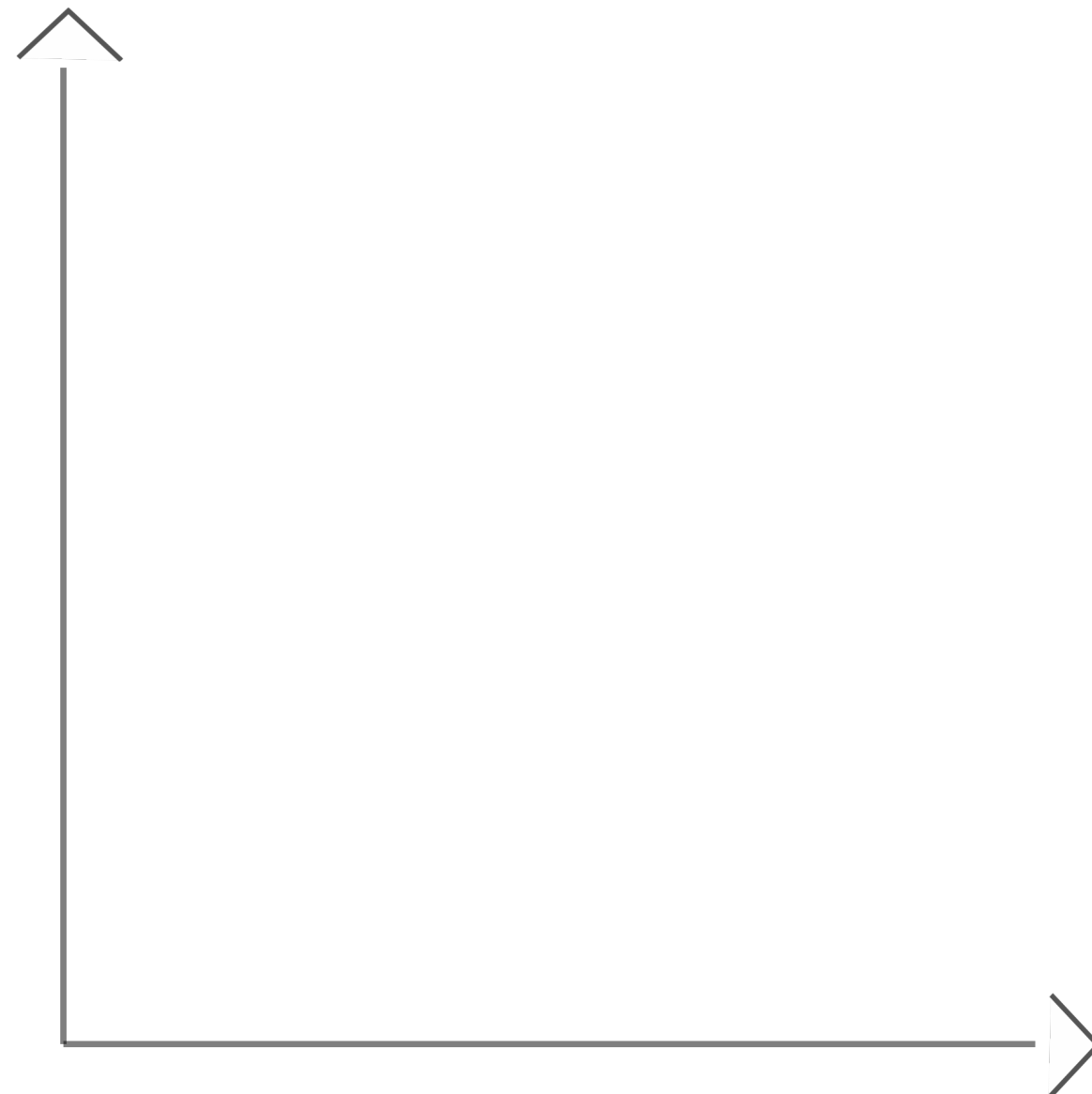
[insert metrics here]

[insert metrics here]

Business metrics
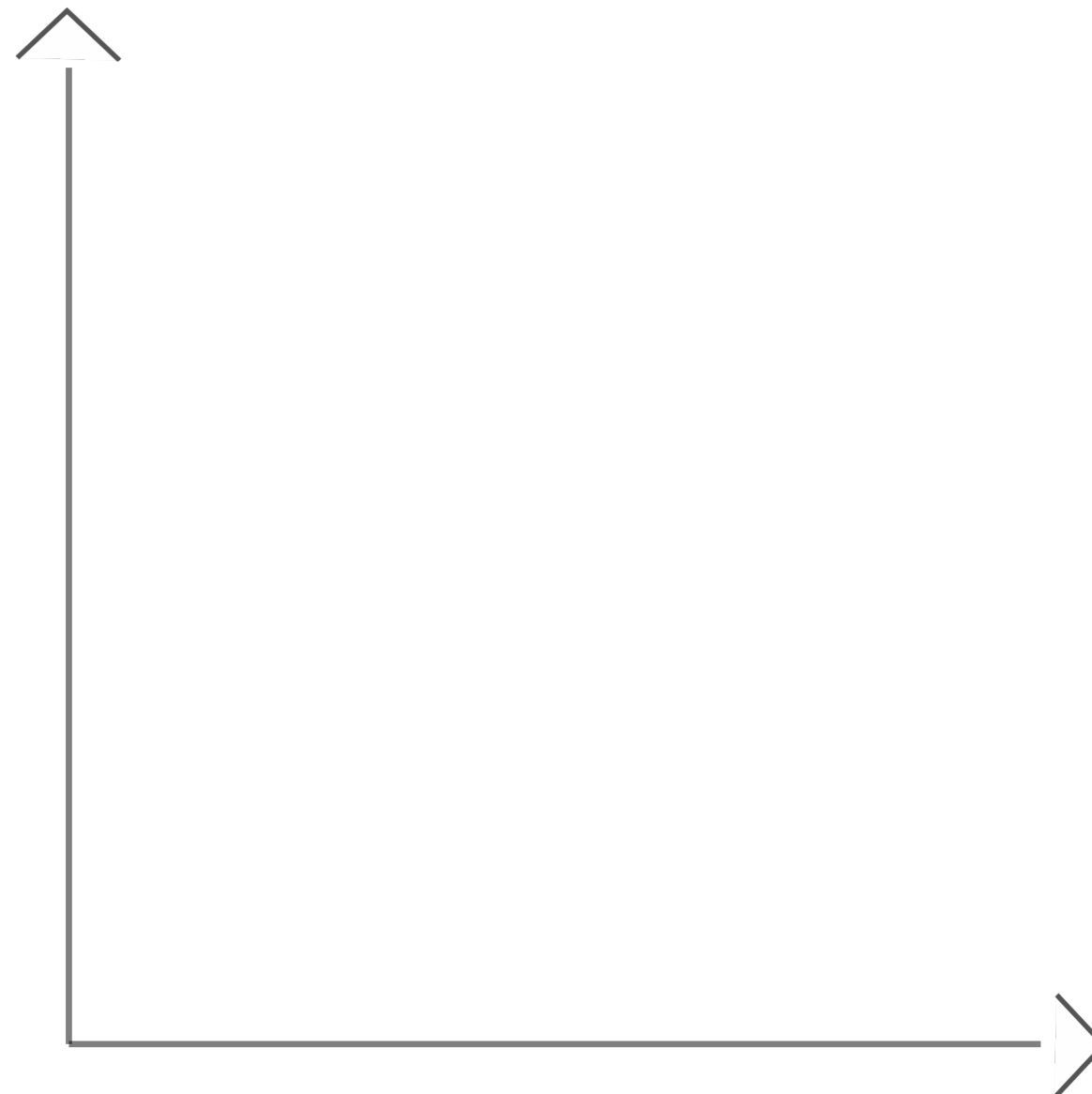
[your business goal]

[insert metrics here]

[insert metrics here]

Growth Hacking

What are our blockers? Where to focus?

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WHAT PERCENTAGE OF USERS
MOVE FROM AWARE TO ENGAGE?

Awareness

Total number of users:

How many? Why this many?
Why not more? What should we do?

Engagement

Total number of users:

Who are we getting to engage? Why
not more? What could we do?

Advocacy

Total number of users:

How many recommend us to their
friends? Do they have the tools to
do it? What is our NPS? What do we
need to change?

% 100 90 80 70 60 50 40 30 20 10 0

0 10 20 30 40 50 60 70 80 90 100 %

**MOST CRITICAL
BLOCKER
RIGHT NOW**

Continued use

Total number of users:

Why aren't people
returning to us?
Something wrong with
the value proposition?
They don't remember?
Something else? What &
why? And what should we
do about it?

Purchase

Total number of users:

What's limiting people of
purchasing our product?

First use

Total number of users:

People made the investment
but didn't start to use. Why?