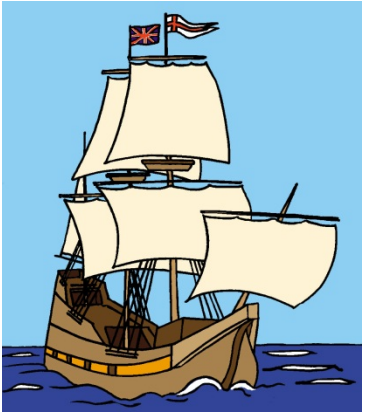


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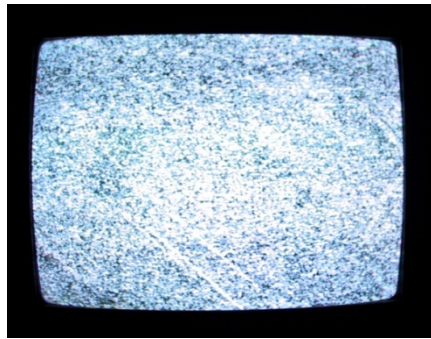
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Lean for the Enterprise
Guiding Principles - May 2015

LEAN FOR THE ENTERPRISE



**Exploration
vs.
Administration**



**Chaos
vs.
Process**



**Facts
vs.
Opinions**

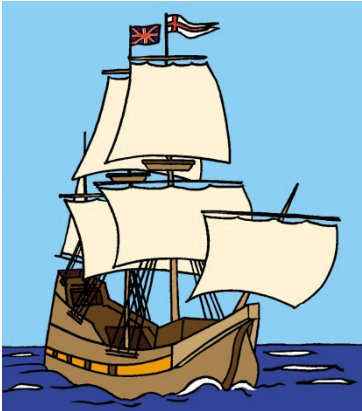


**Minimum
Viable
Product**



**Smallest
Viable
Market**

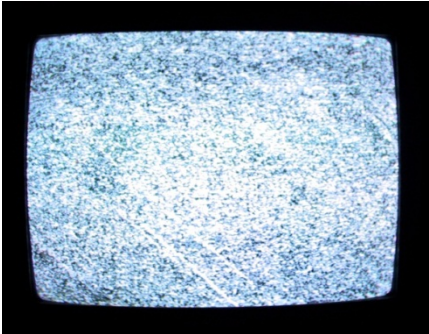
WE MUST HAVE EXPLORERS



Exploration vs. Administration

- › Exploration is a mindset imparted to the individual at birth, so explorers are discovered not created
 - This can also be applied to the ‘Entrepreneurial mindset’
- › Incredible willingness to be comfortable with the phrase “I don’t know” (loves ambiguity; life in the grey areas)
- › Embrace change every minute BUT, not stupidly sailing about without a plan
- › Willing to “burn the ships”
- › A lifetime of uncertainty needs to be incentivized differently

CHAOS IS NOT A ROADBLOCK



Chaos vs. Process

- › Starting something new that the company has not done before is chaotic, messy, and uncertain
- › The administrator's desire to control their environment could kill any idea (if the Explorers don't kill the Administrators)
- › Companies built on execution desire to leverage existing processes even when it hurts the outcome
 - *Technical Development tools, Business Requirements tools*
 - *What are the RFPs telling us?*
- › Burdening lean teams with current processes will cause death and destruction
- › Lean IS a process it just looks like chaos to the outside viewer
 - Failure is not only an option, it is a valuable lesson
 - Leverage the “**NO**” to pivot and discover “**YES**”

FACTS DO NOT EXIST INSIDE THIS BUILDING; ONLY OPINIONS



**Facts
vs.
Opinions**

- › Internal meetings in comfy conference rooms will not identify a sellable value proposition. At best, you create guesses about a starting point
- › Most new ideas fail due to lack of customers not lack of product so we must go outside the building to discover:
 - Who are the REAL customers for our idea?
 - What will create authentic demand?
- › Finding out what customers want is irrelevant because it cannot be trusted as fact
 - We must find out what they can't live without
- › The phrase ***“It would be nice if .”*** will cost you millions of dollars
- › Lean is not the result of a business plan, it provides the input to the business plan

SEARCHING FOR INSIGHT AND UNDERSTANDING



**Minimum
Viable
Product**

- › The only purpose of the MVP is to gain Insight and Understanding into what features the customer cannot live without
- › The MVP is not a cut down version of the full product as deemed acceptable by the Product Manager
- › MVP may change every day and may be different for changing situations or customers
- › The MVP, by design, avoids the pitfall of product attachment getting in the way of uncovering authentic demand

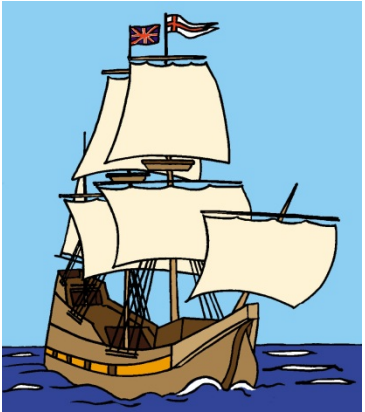
START SMALL; DEVELOP PASSION



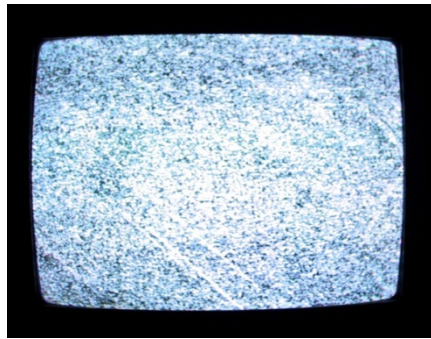
Smallest Viable Market

- › Focusing on the large customer / total addressable market approach will dilute the output
 - Unlikely to engender a passionate response
 - Features for the masses are expensive
- › What your biggest customer needs rarely translates to the overall market that needs to be addressed
 - They rarely drive the market in new areas they watch them evolve and acquire them later
- › Customer Risk is rarely addressed in the same fashion as Business / Monetary Risk
- › An Enterprise Brand means something and it needs to be protected from the Explorers

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ERICSSON