

# EINE EINFÜHRUNG IN LEAN STARTUP



PRODUKTMANAGEMENT &  
OPEN INNOVATION ABEND  
25.02.2014

**HOTEL DE**

SHANIN SCHÜBLER  
PRODUCT MANAGER

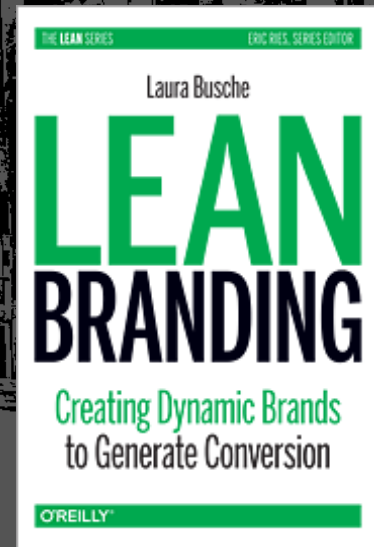
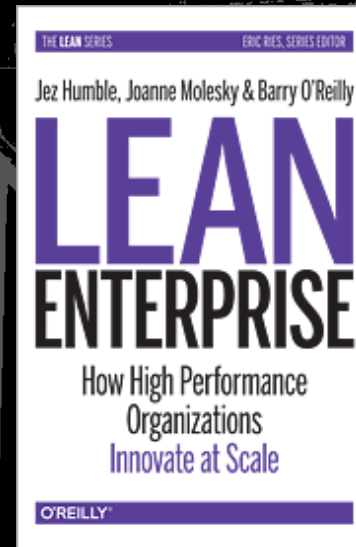
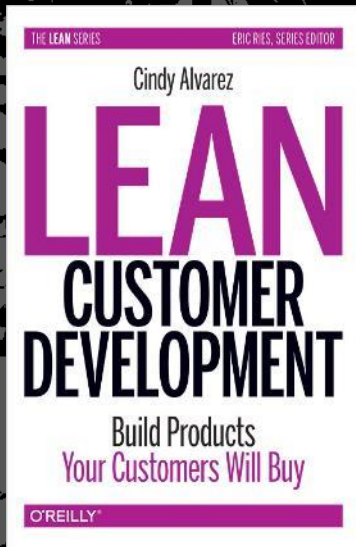
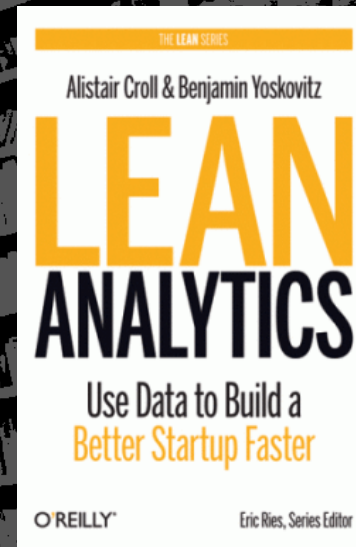
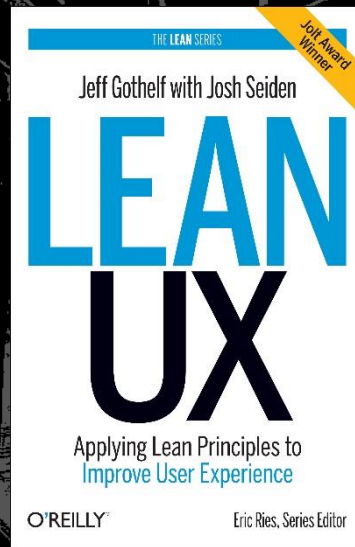
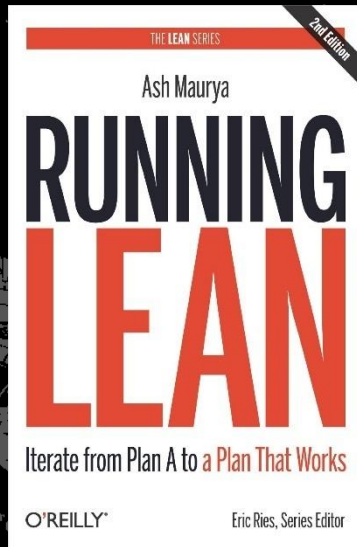


THE NEW YORK TIMES BESTSELLER

# THE LEAN STARTUP

How Today's **Entrepreneurs** Use  
Continuous Innovation to Create  
Radically **Successful** Businesses

ERIC RIES





# The lean startup

## [Tweet](#)

*(Update April, 2011: In September, 2008 I wrote the following post in which I published my thoughts on the term "[lean startup](#)" for the first time. In the interests of preserving that history, I have left the original post unchanged and unedited. To learn more about the progress of the the [lean startup movement](#) since 2008, [click here](#).)*

I've been thinking for some time about a term that could encapsulate trends that are changing the startup landscape. After some trial and error, I've settled on the Lean Startup. I like the term because of two connotations:

1. Lean in the sense of low-burn. Of course, many startups are capital efficient and generally frugal. But by taking advantage of open source, agile software, and iterative development, lean startups can operate with much less waste.
2. The lean startup is an application of Lean Thinking. I am heavily indebted to earlier theorists, and highly recommend the books [Lean Thinking](#) and [Lean Software Development](#). I also owe a great debt to Kent Beck, whose [Extreme Programming Explained: Embrace Change](#) was my first introduction to this kind of thinking. (So far, I have found "lean startup" works better with the entrepreneurs I've talked to than "agile startup" or even "extreme startup.")

What are the characteristics of a lean startup? One that is powered by three drivers, each of which is a part of a major trend:

1. The use of platforms enabled by open source and free software. At the application-stack layer, I see [LAMP + Django](#) as the most common combination. In recent years, we've also got great new options all up and down the stack, in particular things like Amazon EC2 and [RightScale](#) (none of which would be possible without the free software movement).
2. The application of agile development methodologies which dramatically reduce waste and unlock creativity in product development. (See [Customer Development Engineering](#) for my first stab at articulating the theory involved)
3. Ferocious customer-centric rapid iteration, as exemplified by the [Customer Development](#) process.

My belief is that these lean startups will achieve dramatically lower development costs, faster time to market, and higher quality products in the years to come. Whether they also lead to dramatically higher returns for investors is a question I'm looking forward to studying.

Kundenfokus		
Höchste Qualität, geringste Kosten, kürzeste Lieferung		
<b>Just-in-time</b>	<b>Kaizen</b>	<b>Jidoka</b>
Mache und benütze nur das, was benötigt wird, wenn es benötigt wird.	Entwickle flexible und motivierte Mitarbeiter und Teams, die ständig nach einem besseren Weg suchen.	Entdecke und verhindere Fehler sofort, wenn sie entstehen.
<b>Standards</b>		
Gestalte den Prozess (4M) so, dass die Anforderungen an QZKSUM erfüllt werden.		
<b>Stabilität</b>		
Sorge für den richtigen Zustand von Mensch, Maschine, Material, Methode (4M).		





**LEAN STARTUP  
IST...**

**... DAS  
REDUZIEREN  
DER FALLHÖHE.**



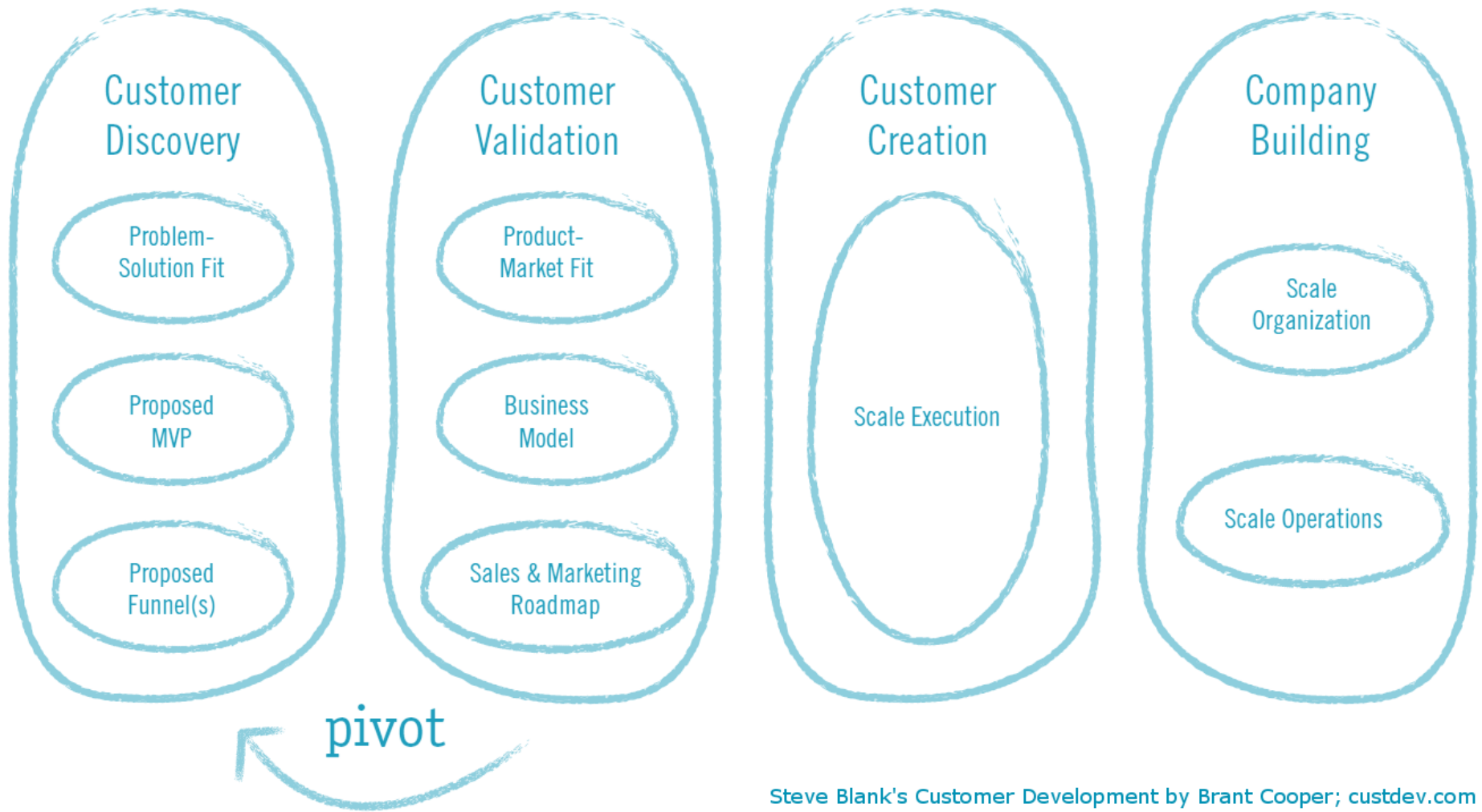
**EXKURS**  
**WAS IST**  
**EIN STARTUP**  
**ÜBERHAUPT?**

A photograph of a rocket launch. The rocket is positioned vertically in the center, with a large, billowing plume of white smoke and fire trailing behind it. The background is a dark, overcast sky. The overall scene conveys a sense of power and technological achievement.

**A HUMAN INSTITUTION DESIGNED  
TO CREATE SOMETHING NEW  
UNDER CONDITIONS OF  
EXTREME UNCERTAINTY.**

- Eric Ries







Basierend auf Roman Pichler



**EVERYBODY HAS A PLAN  
UNTIL THEY GET  
PUNCHED IN THE MOUTH.**

- Mike Tyson



**A PRODUCT ROADMAP  
IS A SERIES OF  
UNTESTED HYPOTHESES  
BASED ON  
UNVALIDATED ASSUMPTIONS  
PLOTTED INTO AN  
UNCERTAIN FUTURE  
BEARING  
LITTLE RESEMBLANCE  
TO REALITY.**

- Will Evans

[https://twitter.com/sa\\_so/status/483944435173326849](https://twitter.com/sa_so/status/483944435173326849)





**LEAN STARTUP  
IST...**

**... DAS REDUZIEREN  
DER FALLHÖHE.**

**... DAS DENKEN  
IN HYPOTHESEN  
UND ANNAHMEN.**

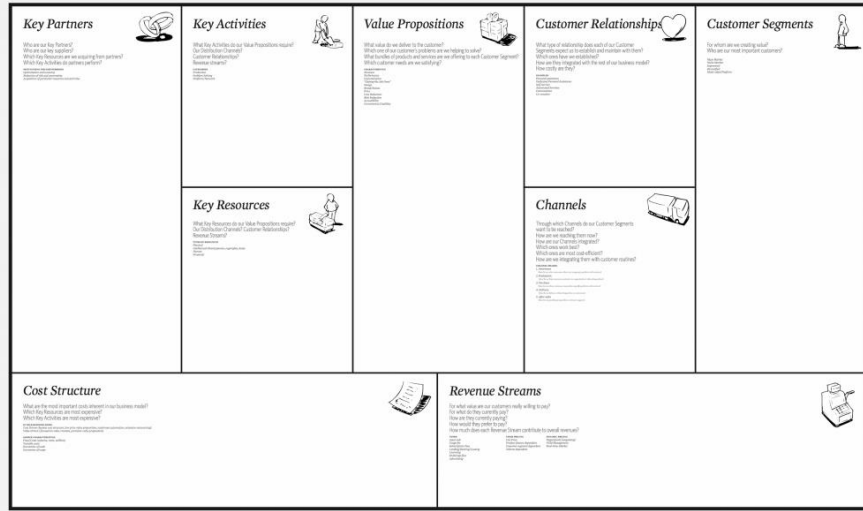
# The Business Model Canvas

Designed for:

Designed by:

On:

Iterations:



www.businessmodelgeneration.com

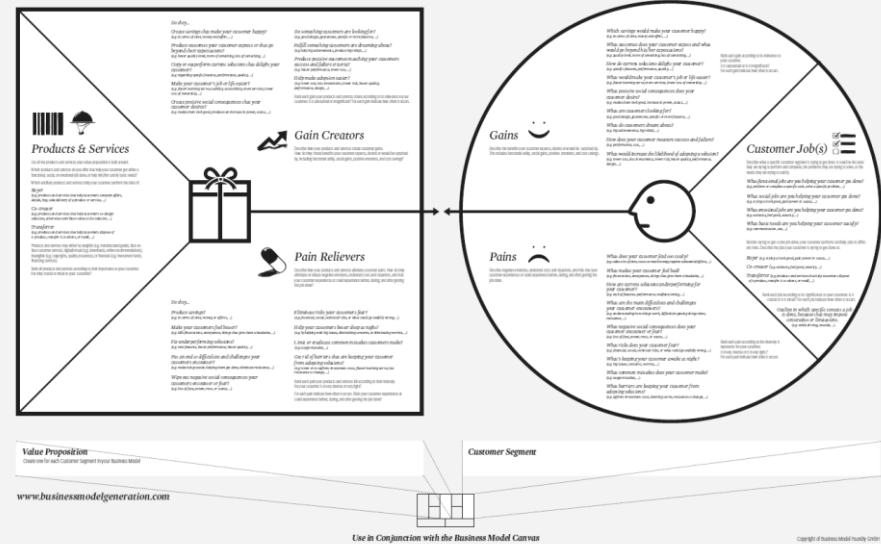
# The Value Proposition Canvas

Designed for:

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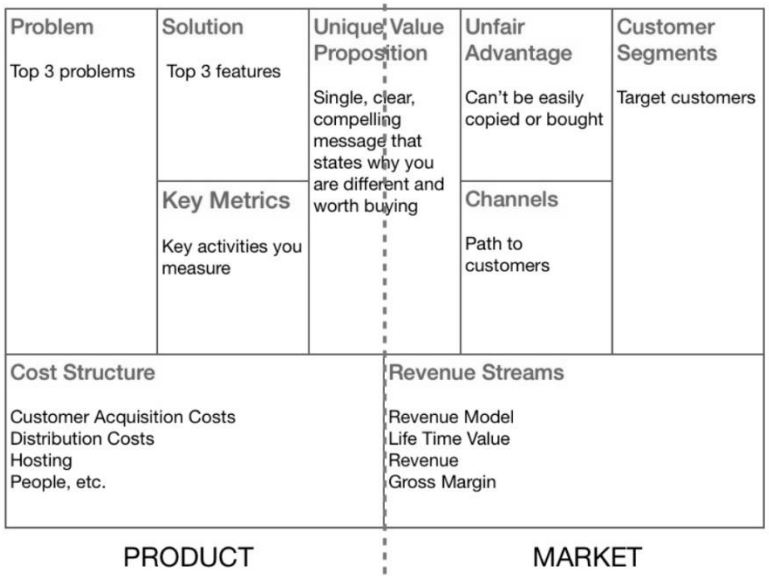
On:

Iterations:

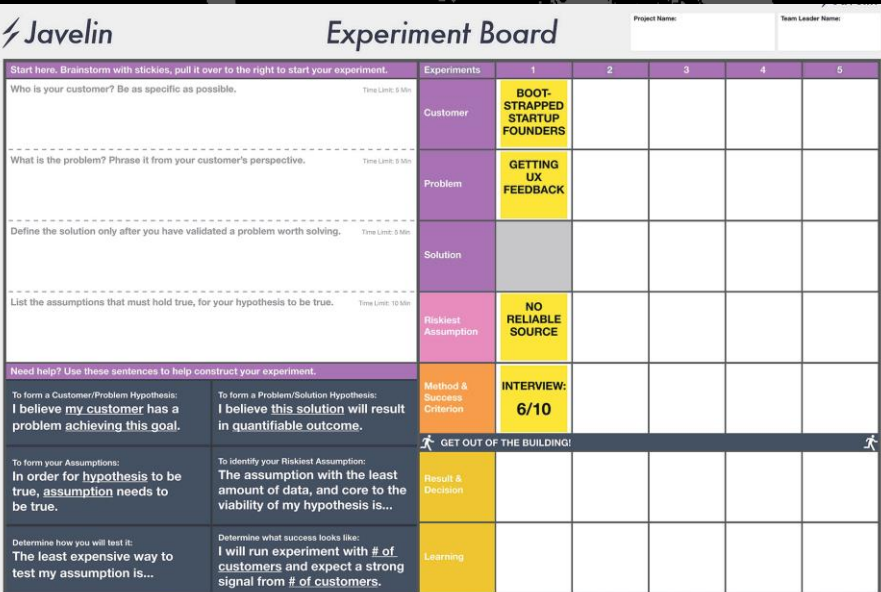


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Lean Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License.



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EINE  
HYPOTHESE  
IST...

EINE  
VERMUTUNG,  
DIE NUR AUF  
ANNAHMEN  
BERUHT,  
ABER ALS  
AUSGANGS-  
PUNKT FÜR  
MEHR DIENEN  
KANN.

ICH GLAUBE, DASS  
ICH...  
FINDEN KANN.

(KUNDEN-  
HYPOTHESE)

DIESE  
BESTÄTIGEN MIR,  
DASS SIE...  
HABEN.

(PROBLEM-  
HYPOTHESE)

WENN ICH IHNEN  
DANN... ZEIGE,

(LÖSUNGS-  
HYPOTHESE)

WERDEN SIE  
MICH...

DAFÜR  
ENTLOHNEN.





EINE ANNAHME  
IST....

EIN **SACHE**, VON  
DER BEHAUPTET  
WIRD,  
DASS SIE  
**STIMMT ODER**  
**EINTREFFEN**  
WIRD,  
FÜR DIE ABER  
NOCH **KEIN**  
**NACHWEIS**  
VORLIEGT.



**MALKOVICH BIAS**  
**THE TENDENCY TO BELIEVE**  
**THAT EVERYONE USES**  
**TECHNOLOGY AS YOU DO.**

**BUILD**

**MINIMAL VIABLE  
EXPERIMENT /  
PRODUCT**

**INTERVIEWS  
SMOKE TEST  
INTERACTIVE  
PROTOTYPE  
CONCIERGE  
WIZARD OF OZ  
...**

**IDEAS**

**CODE**

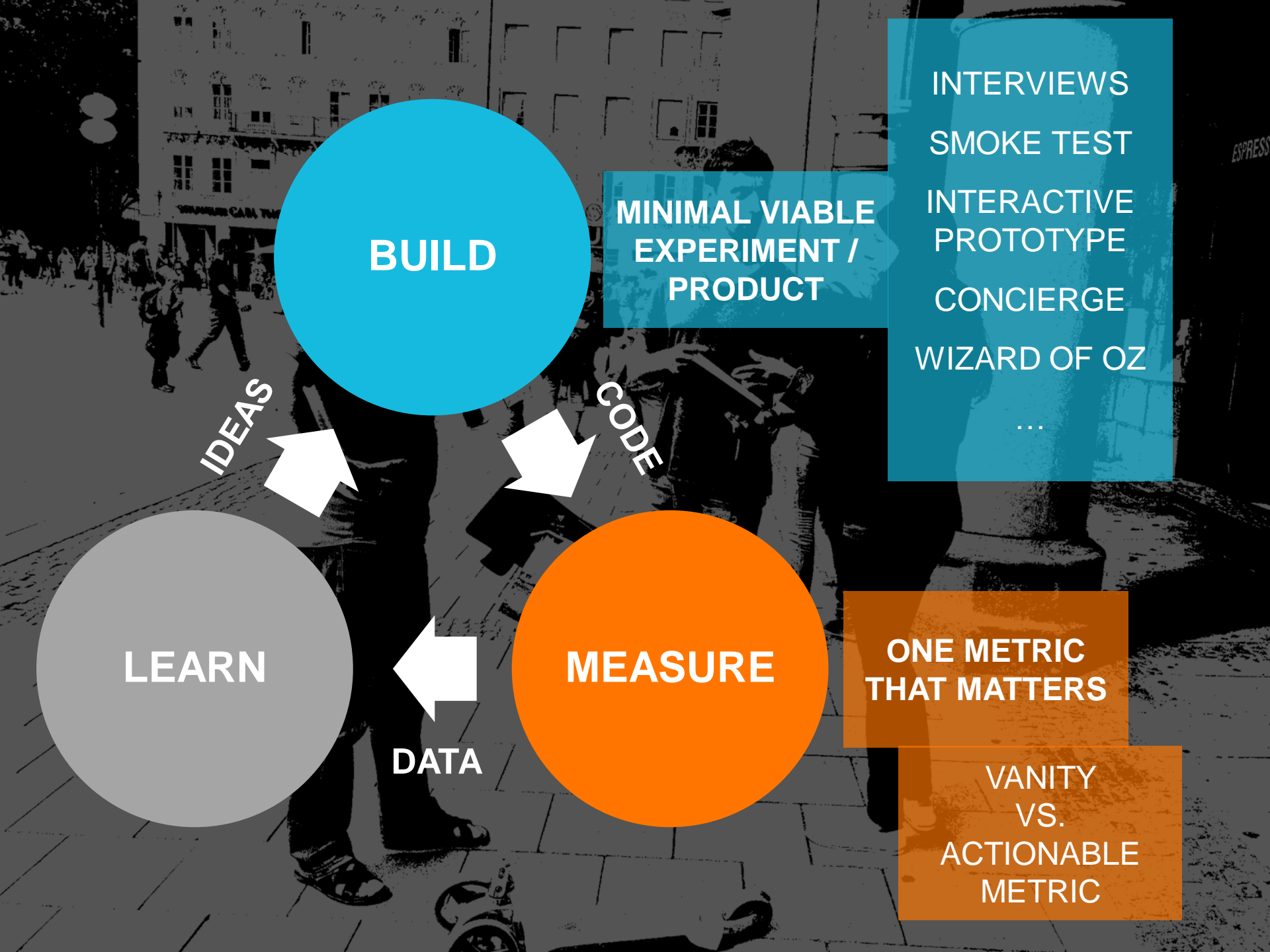
**LEARN**

**MEASURE**

**ONE METRIC  
THAT MATTERS**

**DATA**

**VANITY  
VS.  
ACTIONABLE  
METRIC**



... DAS REDUZIEREN  
DER FALLHÖHE.

... DAS DENKEN IN  
HYPOTHESEN UND  
ANNAHMEN.

... VALIDIERTES  
LERNEN DURCH  
RASCHES  
EXPERIMENTIEREN.

LEAN STARTUP  
IST...





**VIELEN DANK  
FÜR EURE  
AUFMERKSAMKEIT.**

谢谢您的参拜 祝一

It was prayed well today.  
Please return carefully.

**HOTEL DE**

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@sa\_so

