Lean Startup 2013
Notes by Mark Graban

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If there are other online notes I should link to, email me mgraban@gmail.com or add links below

- 2013 talk summaries --> http://leannews.co/

- 2012 comments and notes from my blog: http://www.leanblog.org/2012/12/leanstartup-conference-2012-notes-get-out-of-the-building/

Commenting is now turned on - #kaizen!

Kaizen for Dec 10 -- readers can make edits. Small, minor edits only, please. This is an experiment, let's see how this works. Thanks to Ashley Aitken for the suggestion!!

My personal notes and thoughts are i**n bold**, otherwise I'm doing my best to quote or paraphrase speakers and their thoughts

Day 1
http://leanstartup.co/program?day=1

Eric Ries Opening Comments
- Our vanity metrics are strong, but how are we doing as a Lean Startup community?
- What is the shared vision for the type of company we want to create?
- How do we seek out new sources of growth, product/market fit, on an ongoing basis?
- Are we creating a new general theory of management? "Why are we talking about management? I thought we were talking about something cool."
- Traditional management paradigm of planning and forecasting (and tracking progress to plan) does not work in times of increasing uncertainty...
- What does a company of the future look like?
  - We can't just spout buzzwords and bumper stickers
  - How do we manage and do accounting in companies?
  - If anybody in the company has an idea, how does it get implemented???
    - Come to my talk on this topic at 3:40 today! Or Tuesday office hours
  - What's the process for getting my idea tested to see if it's really better?
  - Making small improvements might not be as sexy as building a $100m startup
  - Whose fault is the problem of the microwave buttons that nobody ever uses?
    - It's not the production worker's fault... not the CEO's fault... is it the

product manager's fault?
- **My thought: maybe it IS the CEO's fault since they are responsible for the culture and the organization**
    - **Twitter conversation with Eric on this: https://twitter.com/ericries/status/410106915205574656**
- Can we run an experiment to see if those extra buttons really have commercial advantage?
- It's nobody's fault, but the system has failed and it wastes human time and potential
    - Feel the pain of people doing outstanding work that adds no value. Who is wiring up those buttons that nobody is using? **(this is an aspect of "respect for people" that Eric talks about -- don't waste people's time!)**
- What are the new things we've learned in the last year? Or since books came out? If we're not learning, we're wasting time.
- Can we incubate a more dynamic culture?
- Respect for people -- supporting and making good use of our people's time and talents and creativity

Sarah Milstein - is every person's industry THE most resistant to change?People all seem to think so. Is it education? Not the fault of the individuals working in this industry.

@StevenHodas - NYC department of education
- By far the largest school district in the country - large scale change required (1.1 million students)
- Changing policy only takes you so far - it doesn't change how the bureaucracy behaves or the culture - you also have to change process
- There's no market pressure in education to punish poor performance **(this is also true in much of American healthcare and possibly other countries)**
- See @innovatenyc - a place to test and validate ideas -- including fixing the procurement process
    - How do you define and test solutions to your problems?
- "Procurement hacks" -- 3 of them so far, building prototypes to solve problems
    - "Learn cheap and fast."
    - Have used Lean methodology to innovate and iterate/refine
    - Challenge to create apps to enhance math teaching and learning for middle school students - did ethnography with IDEO for a month to understand the problem. Instead of creating an RFP that presumed a solution, we issued a provocation to developers to get their best thinking.
    - Instead of just tossing that product over the wall, invited developers to come into the school to collaborate and refine the first product.
    - Conventional procurement is HOSTILE to iteration
    - Orgs are full of really smart highly motivated people (**just like healthcare**) and they want to be engaged

- They have HS school choice, but everybody hates the process
  - Demoed 6 apps for peple to use to help select schools. There's no one best.
    - #SCDCNYC
  - Companies might want to work with us not because they'll make money but because we'll make them better (CEO of app developer said the product they built for this challenge was the best they ever made)
- Increase alignment and decrease fear -- how to create change in an org (Seth Godin)
- Introduce a little entropy, bring the outside in, create better products - it's possible.

Brian Frezza - Emerald Therapeutics
- Bringing lean to biotech and scientific research
- Eroom's lost - cost of drug development keeps going up (opposite of Moore's Law)
- Why hasn't the biotech industry collapsed under this? Comes out of consumer's pocket
- Where does the cost from?
  - R&D spending - expenditures per employee
  - Costs of instrumentation per lab increasing
  - etc
- Why do things get more bureaucratic over time?
  - Observations are seen by somebody three management levels away from the researcher actually doing the work. What discoveries or observations get lost?
  - Penicillin was discovered quite by accident. Would this happen today with that bureaucracy?
  - Common workarounds by asking for favors from colleagues (to circumvent b-cracy?)
- Imagining lean research
  - Lower barriers to entry, democratize access
  - Faster iteration, reduce experiment ramp up times, mitigate SNAFUs and delays
- INNOVATE ON THE PROCESS - this is something we don't do well in biotech
  - What are the things that made Moore's Law work? It wasn't given by God, it was the result of hard work.
- What are they doing at Emerald to reduce (reverse?) these trends?
  - Are the layers of management necessary?
  - Created a "symbolic laboratory"
    - One investigator communicating with a server
    - Info goes to technicians who are cross trained... info goes back to investigator via the server
  - Directly connecting the investigator to the data instead of going through those layers

Sarah - "lean impact" is a trend about nonprofits and other settings

Kimberly Bryant @6gems Founder of "Black Girls Code" - founded April 2011
- "Social entrepreneur" and non-profit founder

- Using Lean Startup to do a lot with a little
- http://www.blackgirlscode.com/
    - Goal - to be tech leaders of tomorrow
- Reached 2500 girls in the US and Africa in 2 years
- "the girl scouts of technology"
- Kimberly had 20 years in biotech, knew lean and six sigma -- wanted to start a company and make a change in her career (electrical engineering background)
- Did a pilot project / MVP with some girls
    - Trick them into learning how to code by wrapping it around their interests
    - They had this and other hypotheses -- important to get the girls in Middle School
    - 10-12 girls in the MVP
    - They "got out of the building" to have direct contact with every middle school in a 3-mile radius. Talked to counselors, met with parents, etc.
    - Used an open source curriculum to teach programming
    - Build-measure-learn cycles
    - Used agile development to tweak the curriculum daily
        - Learned and adjusted - start with girls as young as 6
- "A series of fortunate events" - bootstrapping with just 2 employees
    - Decided to build the company on social media
    - Got a grant from Google
    - Then they ran out of money - idea then was "Summer of Code" in 2012 across 7 cities
- Many chapters across the US and Africa now
- Learning while building -- on a fast moving train and putting the wheels on at the same time

Robin Chase - @rmchase Buzzcar (Formerly of ZipCar)
- http://www.buzzcar.com/en/
- **Yay, an MIT alum**
- Earliest days of ZipCar - one car parked outside her house in Cambridge ,MA
    - MVP
    - Left keys on her porch (!!!!)
    - 3 months before their launch - get in touch with customers as soon as possible
- If you have too much money, you add too many resources and add features that you have to undo - start minimum minimum minimum
    - At first, anybody could get into any car regardless of reservation (did that for 3 months)... people BELIEVED the box was like today where it only opens at the right car for the right person at the right time
- What's a "Lean Company" beyond a lean startup?
    - Leverage excess capacity
        - Car ownership has a lot of wasted excess capacity (time you're not using it) -- look for excess capacity
    - Enable others to do some of the work

- - - ■ Customers as co-creators instead of just consumers?
    - ■ Ask the users to do a lot of the things traditional car rental employees do
- "Peers Incorporated" - platforms for participation
- Hotels as "bed sharing"
  - IHG has 645,000 rooms in 100 countries
    - ■ Think of the amount of effort to make that happen over 60 years
  - Airbnb got the same number of rooms in just 4 years
  - Couchsurfing got 2.5 million rooms in a shorter room
- What are things that Industrial organizations (including government do well vs. things individuals do naturally and do well
- Buzzcar - renting out your own car (started in France)
  - 7,000 cars parked around France to rent
  - Lots of diversity and unique offers (car with 2 baby seats in the back)
- **This talk has been interrupted for a random global warming appeal**
  - Can lean startup concepts and peer industries help?

Matt Mullenweg @photomatt AUTOMATTIC/WORDPRESS
- A founder of Wordpress **(I run leanblog.org and kainexus.com and other sites on that platform)**
- With blogging software, you give all of your customers megaphones. If they're unhappy, they use them!
- 4 fundamental freedoms in the GPL license
  - 0) You can use it for whatever you want. We can't take that away.
- 220 employees in 190 cities. HQ is here in SF but empty most days
- Wanted to build a company like an open source project
  - Team was distributed from day one. Didn't make sense to move everyone to an expensive city to bootstrap a company
  - Everyone keeps saying this model will break at a certain size, but we've blown past all of those levels. It's working really great.
- Mission: to democratize publishing. We're only 20% of the way there.
  - Want to see majority of the internet powered by open source software
- We use a system of internal blogs for communication
  - In a really large building, you wouldn't see everybody anyway
  - People are posting sales activity, etc. on different streams
  - We have like a google alerts system for internal conversations that I'd want to be a part of (we don't have to cc everybody on everything) -- turns that model on its head.
  - We have over 1000 posts and comments per day... you could spent all day on there (**it sounds like the alerts prevent the need to be on there all day**)
- "We don't have fire drills, we don't have deadlines. It's a different world."
- Customer service team is called the "happiness team" and they have metrics -- about

how customers use the site, but not about how employees are working. What is accountability?
- ○ "What does it mean to be working? We have this factory model where they're working if they show up at the right time... it has so little to do with what we create."
- ○ We're really good at measuring input... and appearances. But what matters is output. Our ways of measuring outputs are simplistic.
- When you become a lead, there's no change in compensation
  - ○ At other companies, you move up the ranks by managing more people (or maybe there's a technical track)
  - ○ We don't want people to feel like they have to become a manager to progress
  - ○ A lot of their leads rotate in and out of the position over time
  - ○ What does it mean to be a lead?
    - ■ Lead helps makes sure everyone is happy. Are they doing what they were supposed to be doing? Are the trains running on time?
    - ■ Are we doing what we SAID we would do?
      - ● Are we bad at guessing what we'll do?
- Is there a system for sharing within the company?
  - ○ A lot of it's organic
- Do people have autonomy, mastery, and purpose? (**see Dan Pink - his book *Drive***)
  - ○ We won't tell you how to do your job. If you find a better way, do it (**kaizen!**)
  - ○ Help share those ideas and let people adopt them if they want
- How do you grow using Lean Startup principles? How do you lead that?
  - ○ He says he has trouble articulating that sometimes
  - ○ It's not the plan, but the planning that's valuable
  - ○ Important to step back from the day to day and think long term
  - ○ Spends a lot of time on hiring - getting the right people on the team. You can't manage your way out of a bad team
    - ■ You have to create a place where people want to work
    - ■ We hire people on a trial at a standard $25/hr rate (regardless of the job) and do project work to test things out
    - ■ There's nothing like being in the trenches with somebody
    - ■ Matt still reviews all incoming resumes first
    - ■ Sometimes it's not a good fit and that's learned during the trial
    - ■ We hire about 40% of the people we do a trial with
      - ● Time consuming, but leads to very low turnover

Kevin DeWalt @kevindewalt SOHELPFUL
- Why should you care about Asia? You might get crushed even in America by Asian competition
  - ○ If you're very early, don't worry about any of this - focus on custdev, etd.

- - Optimal time is when you're starting to get product/market fit - where is your growth going to come from? International?
  - What works in silicon valley doesn't work everywhere
    - Lean Startup and CustDev - theory is the same, execution is different
    - In Silicon Valley, we talk openly about problems, view ourselves as agents of change
      - **Mark Graban comment: This isn't true in many American industries, including healthcare, where the culture is NOT open about problems**
    - Asian customers -- "we have no problems!"
      - **Mark Graban comment: Irony - Toyota had to get American managers to understand that "no problems is a problem." Japanese culture values harmony, Lean culture at Toyota is not the same as Japanese culture**
    - Silicon Valley language (MVP) might not translate well
      - Can accomplish the same results by talking outside of Lean Startup jargon
    - Silicon Valley believes in meritocracy --> leads to success in the market
      - Relationships sometimes trump value in other cultures
      - Try to share and teach and give to the market, not just trying to extract. Be a person worth knowing.
  - When you go into a new market, assume you know nothing about their culture
    - Don't assume you know what your customers want! Go and get help
    - Find people in those markets who can give advice (they know lean startup AND the market)

Catherine Bracy @cbracy CODE FOR AMERICA
  - They help governments make better use of technology & design to be more engaging
  - Year-long fellowships for people to work with city government partners, etc.
    - Focusing on delivering services better, better engaging people in the democratic process.
    - They are getting requests to spread this to other countries-- not sure if they could really do that, but couldn't say no anymore. This was going to happen if we helped or not, --> Code for All
  - Teach for America had been around longer before trying to spread globally
  - CFA had to be very experimental, since they felt like they didn't have it all sorted out in the U.S. yet
    - What set of 3 places could be an experiment to learn as much as they could? Jamaica, Mexico City, Germany - launched in May 2013
    - Learning --> Fellowship program doesn't scale well
  - **Is there a possibility for "Lean for America" to apply Lean principles outside of**

technology applications, such as better processes??
- ○ Learning --> were probably going about this network build out the wrong way (not focusing enough on the top of the funnel to get people involved, focused too much on the bottom of the funnel)
- ○ The value of this should be as public as possible --> pivot
  - ■ Create an open system and a platform out of a closed system
  - ■ To allow hackathons, etc. to develop on their own
- ○ Putting more effort into "The Brigade" network of individuals and now opening that to global locations
- ○ Looking forward to learning so much more
- Two takeaways
  - ○ 1) Open is always better than closed
  - ○ 2) Experimentation is almost always a good thing
- Join us! http://brigade.codeforamerica.org/

Eric Ries: -- everything I knew about Toyota came from books, which is a violation of the "genchi genbutsu" principle of Toyota (go and see, get out of the building)

Toyota: From Lean Manufacturing to Lean Startup
Matt Kresse @mattkresse TOYOTA ITC
Vinuth Rai @vinuth_rai TOYOTA INFOTECHNOLOGY CENTER, U.S.A., INC.
- Team in Mountain View building a connected car
- Why is Toyota trying to learn Lean Startup?
  - ○ Matt & Vinuth attended last year
  - ○ While principles of TLS are based on TPS, Toyota's software development was stil very traditional waterfall.
- Consumer expectations are changing quickly... but it takes about 3 years to get a new system out the door (safety and regulatory issues are part of the delay?)
  - ○ Not doing a good job of listening to customers
- Focused on "customer development" --> better product
- Matt read Eric's book, then Vinuth --> "this is awesome"
  - ○ Let's run Lean Startup at a small scale and see what the gains are
- Our MVP - looking at a "head unit" navigation system
  - ○ Took an Android tablet wired into a car as an MVP
  - ○ Didn't have the typical car features like AM/FM radio etc.
  - ○ Wanted to learn more about providing mobile technology in a car
  - ○ "We have never directly interacted with customers"
  - ○ Put out a Craigslist ad to get people to come in (300 of them, wanted to complain about their experiences)
  - ○ Found 30 people and interviewed them

- - ○ Chose 5 people to put MVP into car and trial was live
      - You can use it for a month - then keep using it or we'll pay you $100 to take it back
      - 60% retention, 40% wanted to refer it to someone else
    - ○ How to connect this to the mainstream product development process?
    - ○ Build MVP - establish customer base - Toyota tells everyone to do lean startup? That didn't happen
- Asked Toyota tech teams to benchmark their MVP-based product against others
    - ○ Ran experiments together with test cars
    - ○ Prioritized features in a matrix
      - Easy/hard and low/high impact
- Looked at "innovation accounting" - will we stay on track? are we learning?
    - ○ Often went back to bad habits and built what felt good to us
    - ○ Worst - we stopped learning
    - ○ Used google docs to track the experiments and it worked well, it's boring but it has to be done
    - ○ This process has forced us to be more creative - be creative in validation other than customers riding around with the tech in their cars
      - Cheaper ways to learn? Ideas from TLS community
      - Goal - most learning in shortest amount of time
- TLS is not easy, but it's better because we get customer feedback before vehicles are on the road

Jazz Engineering
Kent Beck @KentBeck FACEBOOK
- Once you publish a book (Extreme Programming), you can't control what people do with it (such as shimming up a table)
- We have limited time on this earth (3 billion seconds), I hate wasting it (more so as getting older)
- A complete and utter failure doesn't think they know things that are untrue - pattern matching and biases
- Waste comes in when people think they have THE way to program and they're telling others how to do it.
- Dogma comes from success, but it doesn't maximize learning
- Kent has a breakout session this afternoon

Risk, Information, Time and Money (in 20 Minutes)
Dan Milstein @danmil HUT 8 LABS
- Startup definition from Eric Ries: "a human institution designed to create a new product or service under conditions of extreme uncertainty",
- Opportunity cost - what $$ are we NOT making by giving up certain work?
    - ○ People are choosing to work on stuff that's not THAT valuable and it's costing

your company a lot
- ○ The choices of what we work on - critical lever
  - ■ Working hard and good luck is not enough?
- ○ You should be really terrified of working on the wrong thing
- ○ You shouldn't worry about LOOKING like you're working hard
- ○ Only work on stuff if you're SURE it's the most important thing
- What should you do first?　　Startup choices...
  - ○ Build a teleportation device that can move a crystal of salt - what should you do in the first month? Try to build it?
  - ○ Build a CRUD app -- try to sell in that first month
- We have intuitions that are correct about what we should do, but why?
  - ○ The degree of surprise
  - ○ You know a human would pay $1000 to be teleported anywhere on earth
  - ○ You're not surprised that somebody could build a crud app in a month
  - ○ Information = surprise
    - ■ We only get information when we can be surprised (when we don't know something)
- In a startup, information is the primary source of money
  - ○ Getting more info and the best information
  - ○ Revenue = information / time
  - ○ More quickly gather information - not in a vague sense, but quickly
- Get the most information by going after your biggest risk
  - ○ Sometimes the thing you have to do to get the most info changes...
- Most developers have no idea WHY they're doing what they're doing
  - ○ Long period where people are working on the wrong things...
- **Funny - I tried tweeting @danmil and my iPhone changed it to @dammit**
- His main points summarized in a slide:
  - ○ https://twitter.com/MarkGraban/status/410147781375168512
- "Vision" - the CEOs convince themselves that the things most unlikely to happen are actually going to happen
  - ○ You'll set your team up to fail and then you'll blame them - don't do that

An Interview with Reid Hoffman
Reid Hoffman @ReidHoffman LINKEDIN
- Being interviewed by Eric Ries
- If you wait until you're not embarrassed by your first product, you waited to long to release (for software, maybe not for hardware)
  - ○ Quote from Reid that's often wrongly attributed to Eric
- Break the tendency for consumer internet products to think it has to be great when you launch. You want to optimize for being successful in the first YEAR not on the first DAY
  - ○ Requires lots of feedback and iteration
- Eric: No matter how long you wait to get your product out, you'll probably be embarrassed because it's not right... so get it out there

- Reid: Think really hard about what MINIMUM is
  - Launched linkedin without Contact Finder (some engineers wanted to wait for launch). We haven't built it yet (10 years later). Reid asked "would the site work without it???"
- How did Reid decide what needed to be in the MVP?
  - Also needed critical mass for a network product
  - How to quickly get to ONE MILLION users? That makes it useful
  - Some would use it early... wanted the rest of the world to just not hate it, because they might come back later and find value
    - Some early users would see the promise of linkedin and would send out invitations to people
  - Chose job listings as first revenue because it showed use cases, not because it would be their main revenue source
- Growth - engagement - revenue
  - If you need critical mass to be successful, what's your strategy to get to critical mass?
  - Some features are "growth features" - helps make the site grow
    - Started an address book for users... in 2003, it was "upload your address book and we'll show you who else is here"
    - Wasn't really an address book.
    - "Who else is here?" is a first question for people.
  - Paying people to use your product is "a formula for setting a lot of money on fire real quickly" says Eric.
- How to create word of mouth? How do you create viral growth??
  - Truly viral is something you're pulled into, you can't opt out
  - Reid - I've never seen something that's truly viral that doesn't have some free element
  - Without free, sometimes the growth is harder, but the business is better.
  - Eric - companies usually specialized in viral growth or retention, hard to be good at all?
  - LinkedIn has never done TV ads - should they? We'll probably run experiments.
- Some of the things he did in early days to set up success?
  - You want to have a learning organization
  - Lean also helps bind a team together - under commented on
  - "Flexible persistence" - a vision you are really tied to but always questioning about how to shift around
  - What I should have spent more time doing? 10% more time on hiring (common theme to Wordpress guy earlier). Recruiting for great talent is almost always a long game.
  - Planning a 3 year strategy in your 1st year is a bad use of time, but you have to assume some success for your recruitment planning
  - Be generous in building alliances... can help you for your second startup if the first one fails.

- - You have to be presuming that THIS one will work, but also looking to the future.

GE Session -- world's largest lean startup implementation?
Eric Ries @ericries THE LEAN STARTUP
Sarah Broderick GE
Stephen Liguori @stephenliguori GE
Michael Mahan @michaelbmahan GE HOME & BUSINESS SOLUTIONS
Jeffrey Schnitzer GE ENERGY MANAGEMENT – INDUSTRIAL SOLUTIONS
- "The huge effort [on spreading the lean startup in GE] is worth it because it works."
  - They are going to train 5,000 executives
- GE is branding this "FastWorks" - **no space in FastWorks, of course**
- They put out a press release out about their relationship with Eric earlier today (which I can't find online yet)
- "Everything we do is based on an assumption we will build a million of them" (not just 1)
- "Because we're big, we have a success bias - if we make one, we'll make a million"
- High-end refrigerator line (Monogram) - wanted to pilot with low-volume manufacturing methods
  - We were going to do a refrigerator with NO plastic in it
  - Perfect for doing an MVP, build one, learn, build another...
  - "We mostly know what people want and we'll confirm that go into full production"????
    - We're on our 15th MVP since January
    - Great to watch the culture change and get scrappy, doing crazy stuff
  - MVPs on hardware are tough because you're dealing with physics
  - First customer sellable MVP product will be on sale next week (all metal fabricated refrigerator)
- Will the principles of TLS help us run the company better? Not just making stuff, but other processes like internal controls?
  - Getting rid of waste applies to internal processes **(isn't this what Toyota discovered decades ago??**)
  - Totally different way to deliver back-office finance
- New role in GE - Lean Startup / FastWorks Coach - Nicki
  - "You're going to take an MVP into an operating room????" -- compliance and regulatory people were concerned
  - How do you roll this out across the businesses? The coaching role... what is this position? We didn't go to school for that.
  - 80 coaches across GE. All of our businesses have them. GE Healthcare has 10
    - Ultrasound part has 1 coach (her)
  - "Market validated product" = MVP for them in healthcare
- Eric - "nobody was more skeptical than I was when this started... due to my image of what working in a big company would be like."
  - "You guys have made this sound really easy... because culture change is (not)

easy"
- What were some of the challenges?
  - "Fail fast" is a difficult concept for our culture of Type A personalities. Nowhere in their vocabulary is the word "failure"
  - How do you get people used to the idea that it didn't work and I'm going to try something else and management reacts well (to let you try something else)
  - Does MVP butt heads against a culture of quality??
    - It's not flying a plane with an MVP engine... it's about test/learn/test/learn
  - You need <u>unwavering</u> support from your senior leaders
  - Calling a failure a "pivot" isn't just semantics... it's a new way of doing things
  - One of the great things (and hard things) is getting in front of customers as early as you can (and sometimes they think your baby is ugly)
    - Having engineers in the room when customers gave feedback was a new thing... just sit and listen and not talk when customers say they don't like something
    - We now have a better product because we went through that... but it stung quite a bit for our engineers who haven't been as close to the customers
- They had a landing page for people to give their email to get more info when the product would be available
  - They have 50 floor models to sell - and if they don't sell, at least they only have 50
- What caused GE to explore lean startup? Who needed to be convinced?
  - Who? Just about everyone in the management structure (5000+ executives)
- What are the key few things that have to change to make this work?
  - Disagrees that "skunk works" approach is the right way... cannot keep intrapreneurship stuff under the rader. You need to get buy in and support
  - Biggest factor in early success was one business CEO who was the biggest supporter
  - Needed to show progress quickly
    - Accounting - asked people to STOP doing certain reports and see if anybody noticed (started with one country as a test and then moved on to other countries)

Day 2
http://leanstartup.co/program?day=2

Acquiring Your First Users Out of Thin Air

Kathryn Minshew @KMin THE MUSE

How to Build the Product When You're Not the User--and You Don't Even Know Anybody Who's the User
Alexis Ringwald @alexisringwald LEARNUP

Work With Customers Before You Write Any Code
Daina Burnes Linton @dainalinton FASHION METRIC

Funding for Lean Impact
Christie George @christiegeorge NEW MEDIA VENTURES
.
Preparing for Catastrophic Success
Ari Gesher @alephbass PALANTIR TECHNOLOGIES

Evidence-based Entrepreneurship
Steve Blank @sgblank STANFORD / BERKELEY / COLUMBIA

Using Kickstarter to Run an MVP
Nikhil Arora @nikhilarora BACK TO THE ROOTS
Alejandro Velez @bttrventures BACK TO THE ROOTS

Learning to Be an Organization that Pivots
Keya Dannenbaum @keyajay ELECTNEXT

Continuous Change at Scale
John Goulah @johngoulah ETSY

Lean Startup--From Toyota City to Fremont to You
John Shook LEAN ENTERPRISE INSTITUTE

The Medium Is the Message
Patrick Vlaskovits @Pv SUPERPOWERED

Lean Leadership Lessons

Brad Smith @IntuitBrad INTUIT, INC.
Hugh Molotsi @IntuitInc INTUIT, INC.
Laura Fennell @IntuitInc INTUIT, INC.

Integrating Development, Design and Product Management to Deliver Great Products
Drew McManus @drewmcmanus PIVOTAL LABS

Frame Before You Build, Measure, Learn
Zach Nies @zachnies RALLY SOFTWARE