

Helping Startups With Clearer Planning

30 min. Talk.

15:40 to 16:10, Saturday 19.9.2015

Black Sea Conference, Odessa, Ukraine

by

Tom Gilb

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[@ImTomGilb](#)

gilb.com

What exactly is a Startup ?

Looking for its business model

Selling/providing **what** ?

To **whom** ?



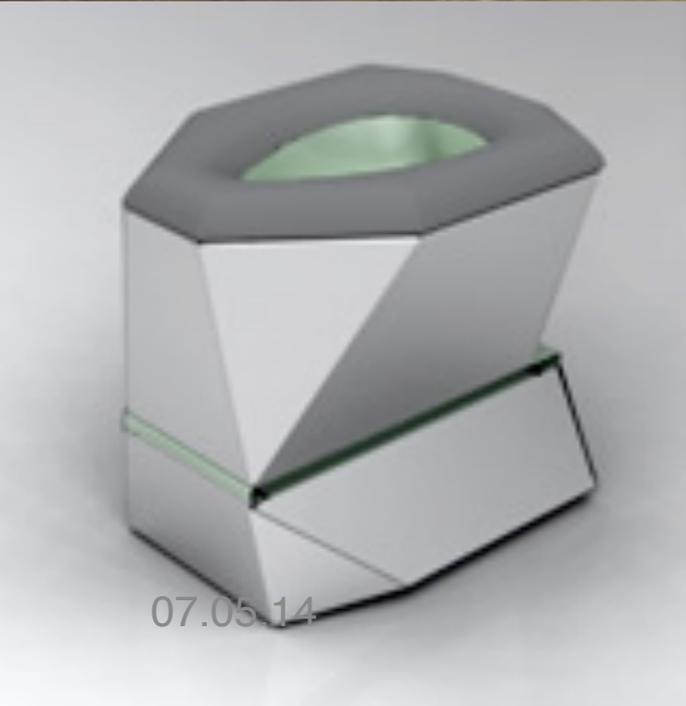
Why Better Planning?

- Better basis for **decision making**
- Better **communication** between **startup members**
- Clearer **pivoting**, change of ends and means
- Clearer **communication** to all **external people**
 - Suppliers
 - Customers
 - Users
 - Finance sources
- Getting you to your **business model** faster
- Giving you as basis for **eternal learning** and **change**





LOOWATT: A NEW PARADIGM IN SANITATION



07.05.14

Nick Coutts Presenting

THE DESIGN LONDON STORY

An Energy Producing Waterless Toilet System

Impact Estimation Table for Gates GCE Project

Key Values	Designs / Actions							Total Impact	Safety Factor
	Unfitted risk assessment with associated impact estimation table for methods of mitigation (x3)	Research trip to Madagascar	Detailed design research	Building physical models at community level	Research into existing sanitation projects	Creation of knowledge 'database'	Codification of our acquired knowledge etc.		
Improve Sanitation Target: 25% - 75% Unit: Waste collected / waste produced by user group	10	20	40	18	15	0	0	103	1.03
Sustainability and Longevity Target: 05 - 05 Unit: Cost to single user per month	0	5	20	90	10	0	0	86	2.05
Story and Data Target: 0.4 - 0.8 Unit: Average of factors rated 0.0 - 1.0	5	35	20	15	3	15	0	103	1.03
Managing Risk Target: 0.2 - 0.8 Unit: Average of factors rated 0.0 - 1.0	50	20	20	15	15	0	10	20	0.20
Methodology Target: 0.4 - 0.8 Unit: Average of factors rated 0.0 - 1.0	15	0	0	0	0	0	10	10	0.10
Diffusing Knowledge Target: 0.15 - 0.8 Unit: Average of factors rated 0.0 - 1.0	0	8	0	0	10	10	10	38	0.38
Total impact of design / action	80	68	100	115	53	15	20	551	5.51
Total cost of design / action (person days)	5	30	20	15	3	15	4	105	1.05
Benefit to cost ratio	10	2.3	5.0	6.3	10.4	4.3	5.0	5.2	5.2

Design London - Royal College of Art - Imperial College London

Royal College of Art



Imperial
College
Business
School

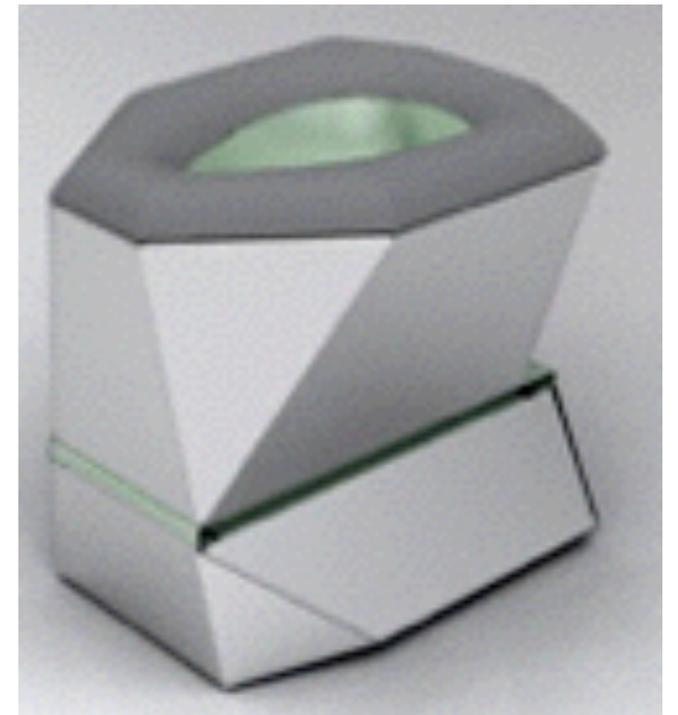
Imperial
College
Faculty of
Engineering



Key Values: LooWat not 'toilet'

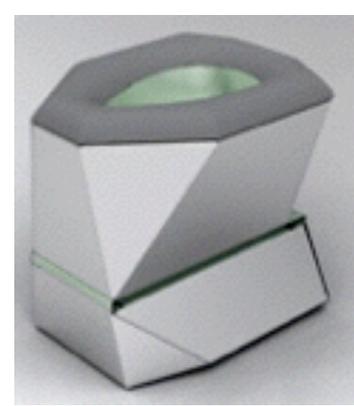
It is about Health and Sanitation: Culture

- **Improve Sanitation**
Target: 25% - 75%
Unit: Waste collected / waste produced by user group
- **Sustainability and Longevity**
Target: 0\$ - 0\$
Unit: Cost to single user per month
- **Story and Data**
Target: 0.4 - 0.8
Unit: Average of factors rated 0.0 – 1.0
- **Managing Risk**
Target: 0.2 – 0.8
Unit: Average of factors rated 0.0 – 1.0
- **Methodology**
Target: 0.4 – 0.8
Unit: Average of factors rated 0.0 – 1.0
- **Diffusing Knowledge**
Target 0.15 – 0.8
Unit: Average of factors rated 0.0 – 1.0



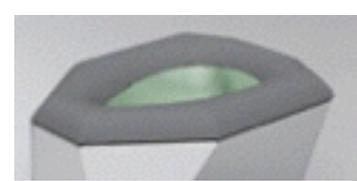
Quantifying your Startup Strategies.

How good are they for your critical objectives?



	A	B	C	D	E	F	G	H	I	J	K	L	M
1													
2													
3													
4		Detailed risk assessment with associated impact estimation table for methods of	Research trip to madagascar (x3)	Detailed design research	Building financial models at community level	Research into existing sanitation projects	Creation of knowledge 'database'	Codification of our acquired knowledge	etc....				
5													
6	Key Values	Impact (% progress towards target from given action)									Total Impact	Safety Factor	
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8	Sustainability and Longevity Target: 0\$ - 0\$ Unit: Cost to single user per month	0	5	20	50	10	0	0			85	0,85	
9	Story and Data Target: 0.4 - 0.8 Unit: Average of factors rated 0.0 – 1.0	5	35	20	15	3	15	5			98	0,98	
10	Managing Risk Target: 0.2 – 0.8 Unit: Average of factors rated 0.0 – 1.0	50	20	20	15	15	0	3			123	1,23	
11	Methodology Target: 0.4 – 0.8 Unit: Average of factors rated 0.0 – 1.0	15	0	0	0	0	0	10			25	0,25	
12	Diffusing Knowledge Target 0.15 – 0.8 Unit: Average of factors rated 0.0 – 1.0	0	8	0	0	10	50	15			83	0,83	
13													
14	Total impact of design / action		80	88	100	98	53	65	33	0			
15	Total cost of design / action (person days)		8	30	20	15	5	15	4	0			
16													
17	Benefit to cost ratio		10	2,9	5,0	6,5	10,6	4,3	8,3	▲			

Startup Strategies.



	Detailed risk assessment with associated impact estimation table for methods of	Research trip to madagascar (x3)	Detailed design research	Building financial models at community level	Research into existing sanitation projects	Creation of knowledge 'database'	Codification of our acquired knowledge	etc....		
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16										
17	Benefit to cost ratio	10	2,9	5,0	6,5	10,6	4,3	8,3	▲	

Quantifying your Startup Strategies.

0% no good, 50% halfway to our goals on time



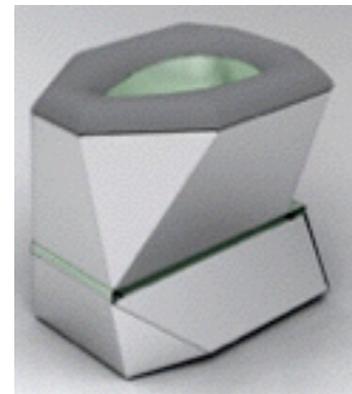
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Impact (% progress towards target from given action)

	10	20	40	18	15	0	0		
	0	5	20	50	10	0	0		
Improv Target: Unit: W user gr	5	35	20	15	3	15	5		Factor 1,03
Sustain Target: Unit: Co	50	20	20	15	15	0	3		0,85
Story a Target: Unit: Av									0,98
Managi Target: Unit: A	15	0	0	0	0	0	10		1,23
Method Target: Unit: A	0	8	0	0	10	50	15		0,25
Diffusing knowledge Target 0.15 – 0.8 Unit: Average of factors rated 0.0 – 1.0	0	8	0	0	10	50	15	83	0,83
Total impact of design / action		80	88	100	98	53	65	33	0
Total cost of design / action (person days)		8	30	20	15	5	15	4	0
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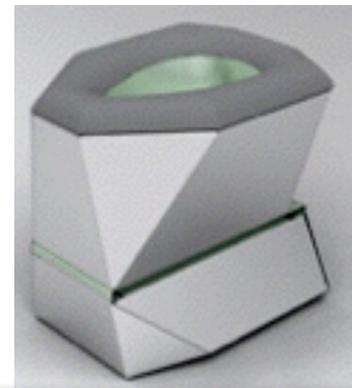
Total Impact of All Strategies on Each Goal



				Total Impact								
	A	B	C	D		G	H	I	J	K	L	M
1												
2					103							
3												
4		Detailed risk assessment with associated impact estimation table for methods of		Research to madagascar (x3)	85	search o isting nitation bjects	Creation of knowledge 'database'	Codification of our acquired knowledge	etc....			
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6	Key Values		Impact (%)			from given action)				Total Impact	Safety Factor	
7	Improve Sanitation Target: 25% - 75% Unit: Waste collected / waste produced by user group		10	20		15	0	0			103	1,03
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14	Total impact of design / action			80		53	65	33	0			
15	Total cost of design / action (person days)			8		5	15	4	0			
16												
17	Benefit to cost ratio			10		10,6	4,3	8,3	▲			
					83							



Overall Impact of a strategy on ALL your goals. And the Value to Cost Ratio (the 'Efficiency' of the Strategy)



Total impact of design / action	80	88
Total cost of design / action (person days)	8	30
Benefit to cost ratio	10	2,9

6	Key Values	Impact (% progress towards target from given action)								Total Impact	Safety Factor
		10	20	40	18	5	0	0			
7	Improve Sanitation Target: 25% - 75% Unit: Waste collected / waste produced by user group	10	20	40	18	5	0	0		103	1,03
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14		80	88	100	98	53	65	33	0		
15	Total cost of design / action (person days)										
16		8	30	20	15	5	15	4	0		
17	Benefit to cost ratio										
		10	2,9	5,0	6,5	10,6	4,3	8,3	▲		



What the table does for a startup



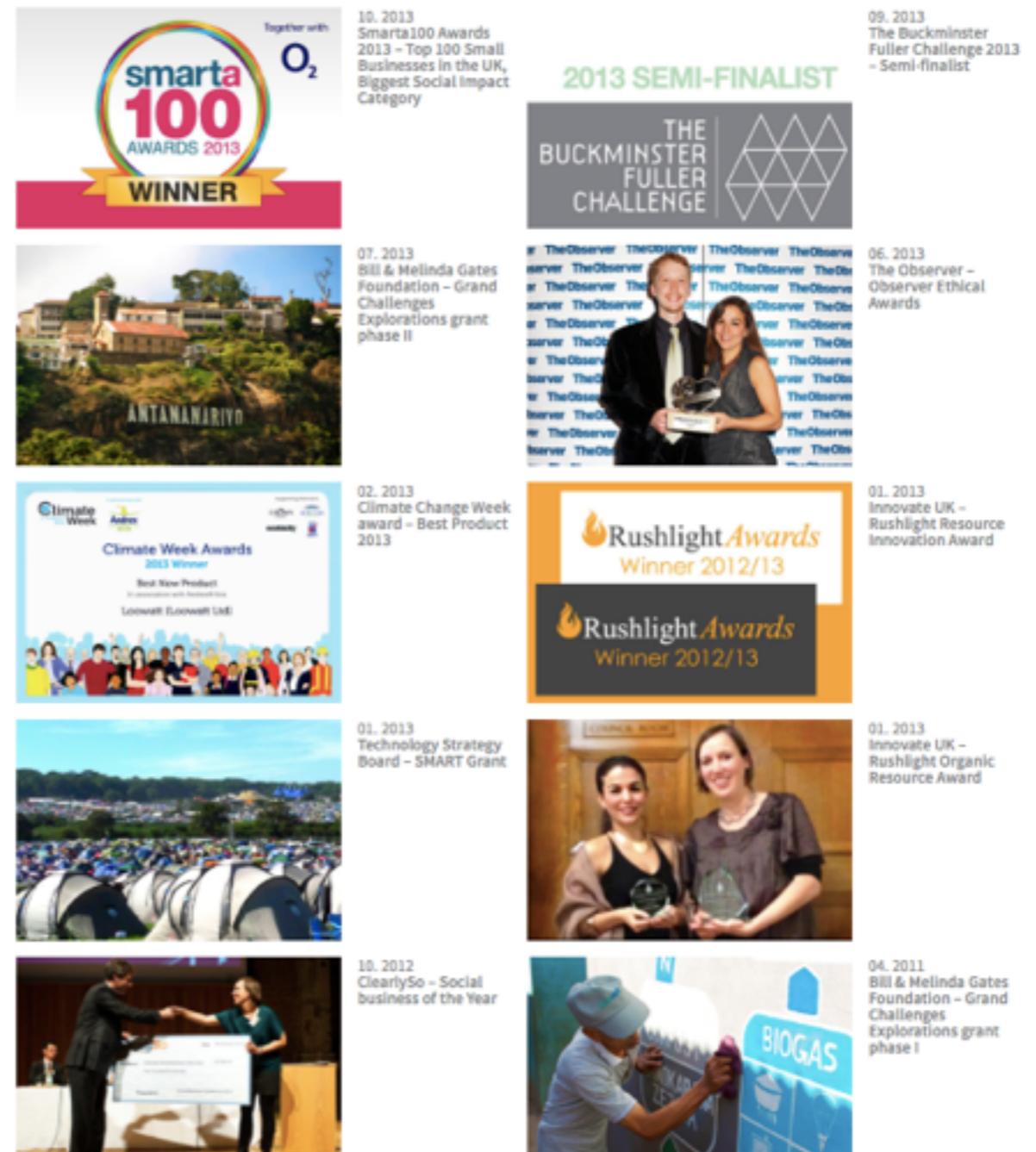
1. Keeps Focus on Top Level Critical Objectives.
2. Makes you all think 'objectively'
3. Communicates your complex technology to Investors
4. Keeps track of all strategies at once.
5. Gives you value to cost information
- 6.

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	Detailed risk assessment with associated impact estimation table for methods of	Research trip to madagascar (x3)	Detailed design research	Building financial models at community level	Research into existing sanitation projects	Creation of knowledge 'database'	Codification of our acquired knowledge	etc....		
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FEEDBACK FROM LOOWAT

- They continued to use the planning method throughout the 14 month project
 - Because it helped keep them on track to the real critical objectives
- They highly recommended to their 20 parallel incubator projects, that they should use these methods for planning their startups



Winners!



- The [Bill & Melinda Gates Foundation](#) has awarded [Loowatt Ltd](#) a [\\$1 million grant](#) to [expand its pioneering waterless toilet systems in Madagascar and Sub-Saharan Africa.](#)
- 13.09.2013

Many Awards



10. 2013
 Smarta100 Awards
 2013 – Top 100 Small
 Businesses in the UK,
 Biggest Social Impact
 Category



09. 2013
 The Buckminster
 Fuller Challenge 2013
 – Semi-finalist



07. 2013
 Bill & Melinda Gates
 Foundation – Grand
 Challenges
 Explorations grant
 phase II



06. 2013
 The Observer –
 Observer Ethical
 Awards



02. 2013
 Climate Change Week
 award – Best Product
 2013



01. 2013
 Innovate UK –
 Rushlight Resource
 Innovation Award

The Startup Week

The Agile Evo Project Startup Week Standard

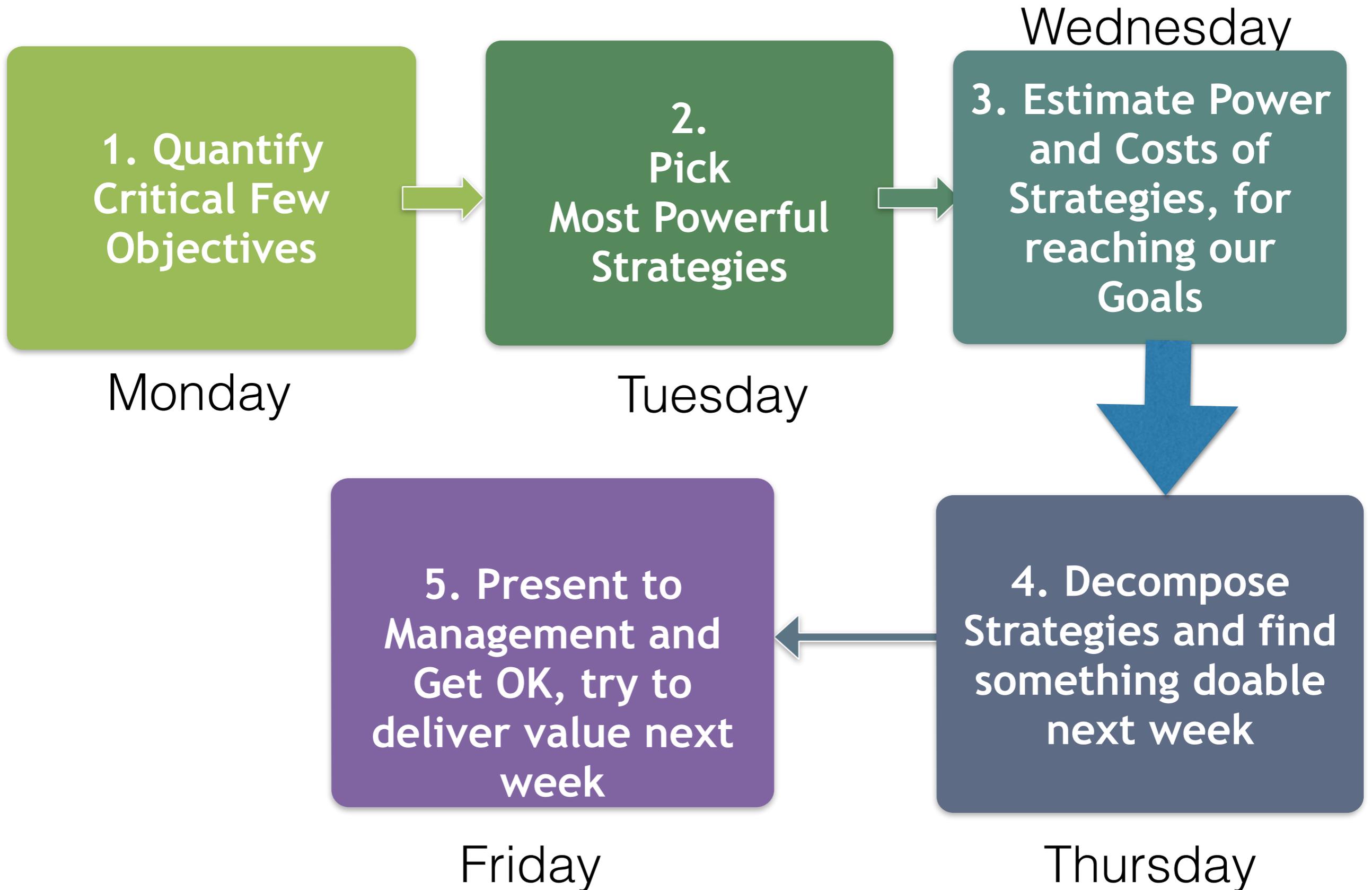
<http://www.gilb.com/dl562>

An Agile Project Startup Week

Gilb's Mythodology Column

www.gilb.com/dl568

Evo Startup Week: Formal Process

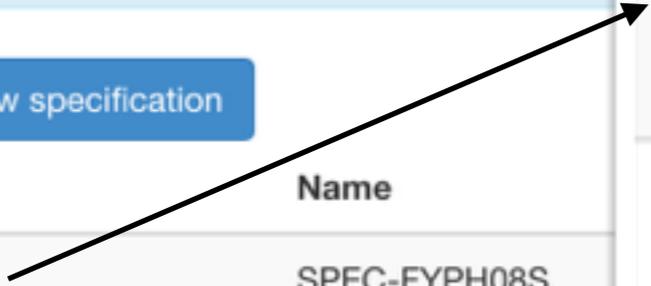


Some Critical Objectives: NeedsandMeans Tool

⌵ ⌶ 📄 ⓘ

[+ Create new specification](#)

Tag ^	Name
Accessibility	SPEC-FYPH08S
Automatibility	SPEC-13N7K3J
Autonomy	SPEC-G2SRDTO
Brand Recognition	SPEC-9MAGA8W
Cognitive	SPEC-ZGOIABS
Coherence	SPEC-ER6Y0DA
Complexity	SPEC-UAE2070
Controllability	SPEC-AVKK2F6
Demonstratability	SPEC-WYIFNM1
Entry Level Experience	SPEC-FQFCFX6



Accessibility
Automatibility
Autonomy
Brand Recognition
Cognitive
Coherence
Complexity

🔄

⌵ performance

Updated	By
4 days ago	gilbguest11
5 days ago	gilbguest4
6 days ago	tomgilb
4 days ago	tomgilb
6 days ago	gilbguest1
6 days ago	tomgilb
5 days ago	gilbguest4
5 days ago	gilbguest4
5 days ago	gilbguest2
5 days ago	tomgilb



Entry Level Experience

[Permalink](#)

Type: Performance Requirement

(last updated by tomgilb - 5 days ago)

Is Part Of: [Usability](#)

Consists Of: [Training Design](#) [Design Idea](#)

Owner: 0

<p>Joy</p>

Stakeholder: 0

<p>Course Instructor, project manager, project team, HR, Finance dept</p>

Intended Readership: 0

<p>HR, Course Instructors, QA team, Project members</p>

Authority: 0

<p>Project manager</p>

Ambition Level: 0

<p>All project members must be able to use the NeedsandMeans tool without

Gist: 0

<p>Users require a demonstration of the features of the tool and practice with sample pro

Scale: 1

<p>The defined [Level of Knowledge] required to receive training or to use a defined [Sys

Past: 0 Level: 6 Weeks of Training [Level of Knowledge = Entry-level, Sys

Record: 0 Level: 1 Weeks of Training [Level of Knowledge = Entry-level, S

Wish: 1 Level: 1 Weeks of Training [Level of Knowledge = Entry-level Inter

Goal: 1 Level: 3 Weeks of Training [Level of Knowledge = Entry-level, Sys

Stretch: 0 Level: 2 Weeks of Training [Level of Knowledge = Entry-level, S

Stretch: 0 Level: 2 Weeks of Training [Level of Knowledge = Entry-level In

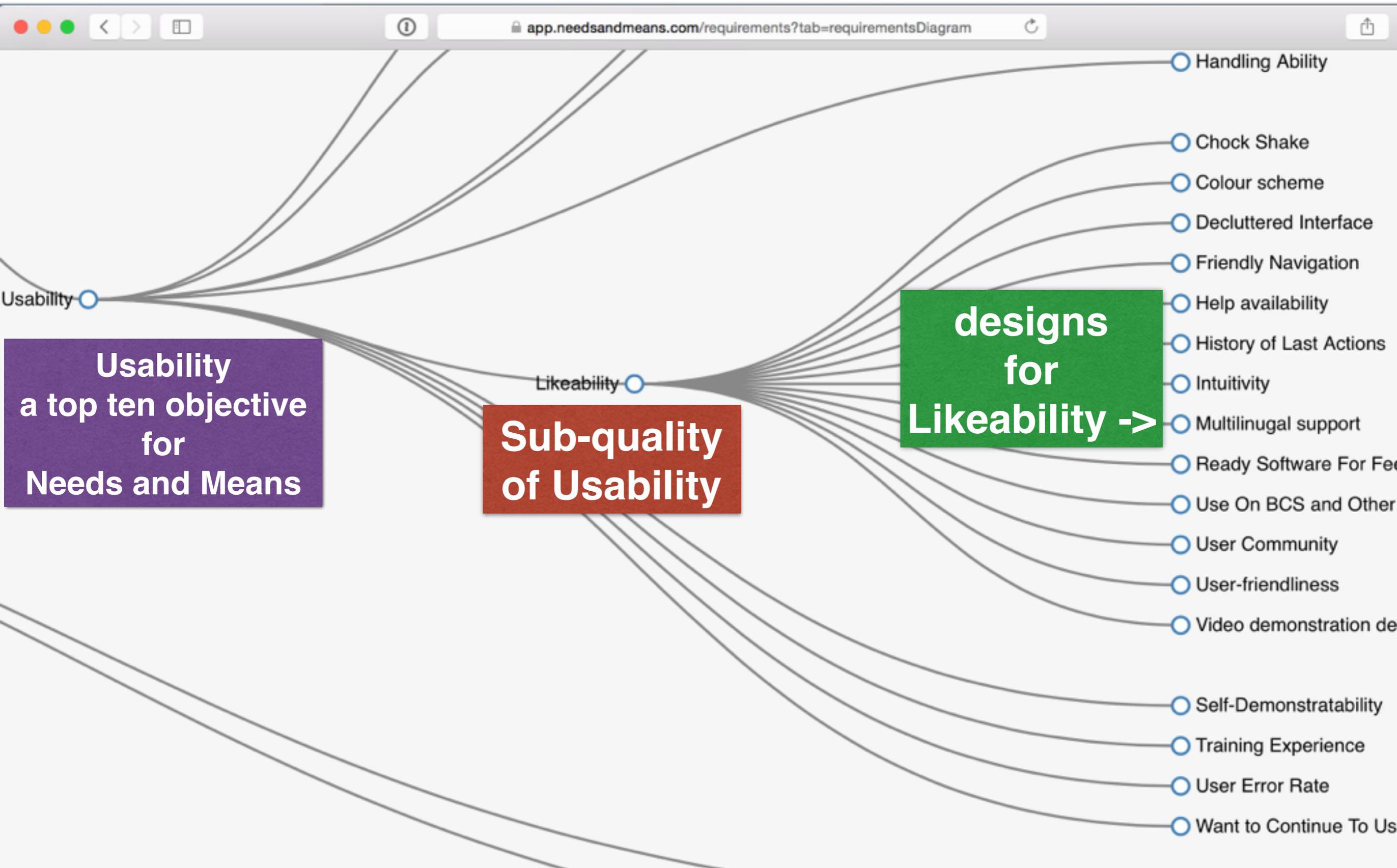
Impact: 0 Planned: 3 ± 1 Weeks of Training

Tolerable: 0 Level: 3 Weeks of Training [Level of Knowledge = Entry-level, System = Completed training with < 1year experience using tool]

Defining
Critical Factors
as
Numeric Variables

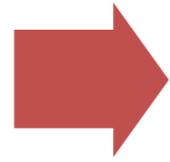
Levels of Competition
and
Future Requirements

Connecting levels of goals and design: automated



Evo Startup Week: What is behind the process steps?

1. Clarify your critical values

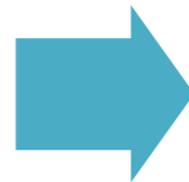


2. Decide the main means to deliver those values



3. Evaluate the 'cost effectiveness' of our chosen means

4. Select a very high value sub-strategy to try out shortly for real



5. Get management OK to get practical, and deliver value next week



Analysis of detailed design for a detailed goal: Best design?

needs&means BCS 9-10 Sep 2015 Specifications Impact Tables More... Follow Me

Home / Impact Tables / Likeability Exercise Table

Likeability Exercise Table

Settings... Add to table Sort designs

Requirements	Video demonstrat...	Colour scheme	Multilinugal support	Chock Shake	Intuitivity
Likeability Past: 50 → Wish: 90 % 	60 ± 20 % 150 ± 50 % 150 % 30 % (x 0.2)	40 ± 10 % 100 ± 25 % 250 % 70 % (x 0.7)	100 ± 25 % 250 ± 63 % 500 % 125 % (x 0.5)	25 ± 0 % 63 ± 0 % 563 % 0 % (x 0.0)	68 ± 18 % 170 ± 45 % 733 % 119 % (x 0.7)
Sum Of Performance: Credibility - adjusted:	150 ± 50 % 150 % 30 %	100 ± 25 % 250 % 70 %	250 ± 63 % 500 % 125 %	63 ± 0 % 563 % 0 %	170 ± 45 % 733 % 119 %
Cost To Develop Past: 0 → Budget: 100 % 	1 ± 20 % 1 ± 20 % 1 % 2 % (x 0.1)	2 ± 1 % 2 ± 1 % 3 % 2 % (x 0.8)	5 ± 1 % 5 ± 1 % 8 % 7 % (x 0.6)	2.00 ± 0 % 2 ± 0 % 10 % 4 % (x 0.0)	13 ± 5 % 13 ± 5 % 23 % 26 % (x 0.0)
Sum Of Resources: Credibility - adjusted:	1 ± 20 % 1 % 2 %	2 ± 1 % 3 % 2 %	5 ± 1 % 8 % 7 %	2 ± 0 % 10 % 4 %	13 ± 5 % 23 % 26 %
Performance To Cost:	150.00	50.00	50.00	31.50	13.08
Ratio (Worst Case)	4.76	25.00	31.17	31.50	6.94
Ratio (Cred. - adjusted)	15.79	29.17	17.86	0.00	4.58

Detail: 'Video demo' impacts 'Likeability' goal by 60% of way



Likeability Exercise Table

Settings... Add to table Sort designs

Requirements	Video demonstrat...	Colour scheme	Multilinugal support	Chock Shake	Intuitivity
Likeability Past: 50 → Wish: 90 %	60 ± 20 % 150 ± 50 % 30 % (x 0.2)	40 ± 10 % 100 ± 25 % 70 % (x 0.7)	100 ± 25 % 250 ± 63 % 125 % (x 0.5)	25 ± 0 % 63 ± 0 % 0 % (x 0.0)	68 ± 18 % 170 ± 45 % 119 % (x 0.7)

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Requirements

Likeability

Past: 50 → Wish: 90 %

60 ± 20 %
150 ± 50 %
30 % (x 0.2)

Value to Cost of Design Strategies

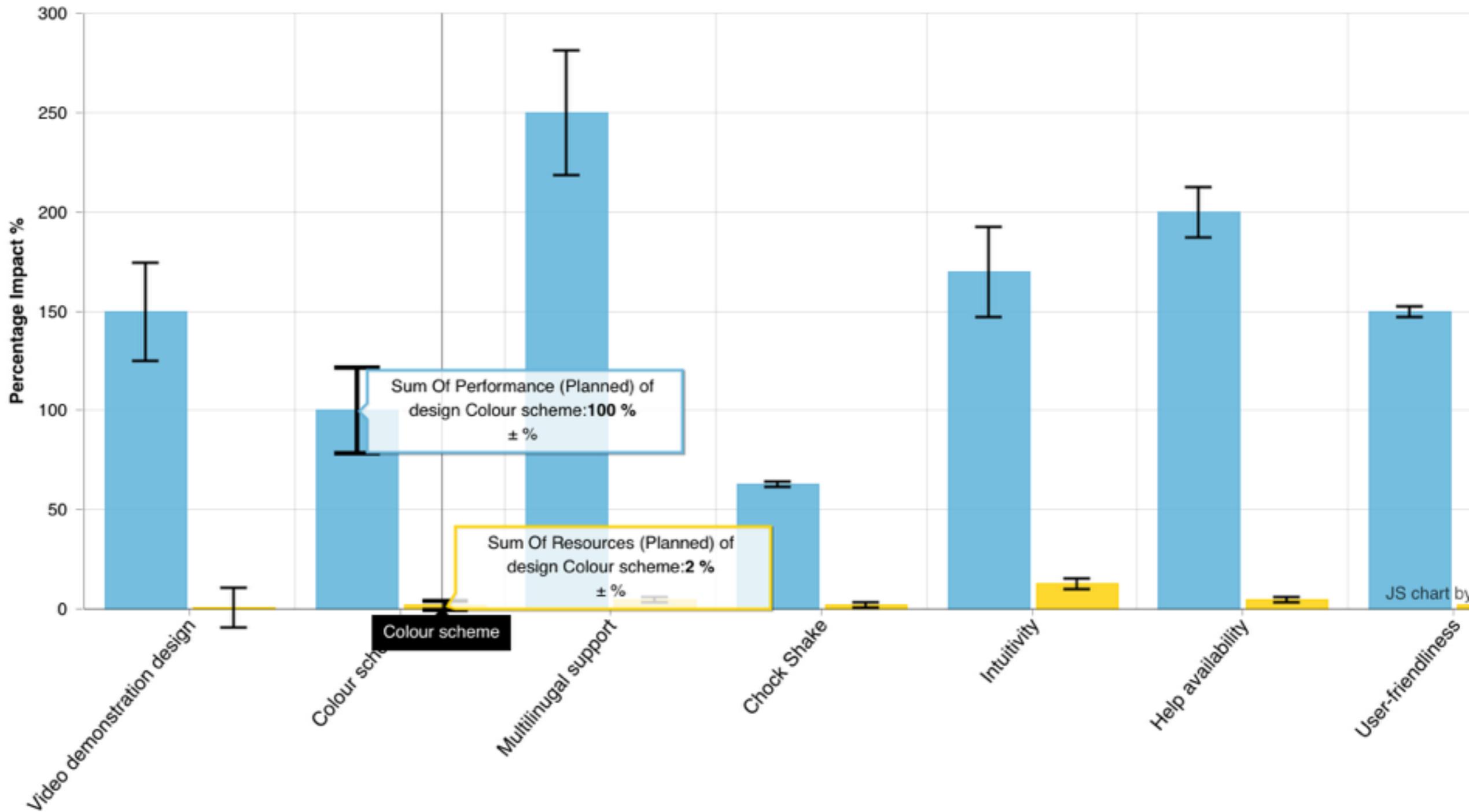
Likeability Exercise Table

Settings...

+ Add to table

Sort designs

Sum of Performance and Resources



Design Effectiveness with regard to Risks (\pm , Credibility)

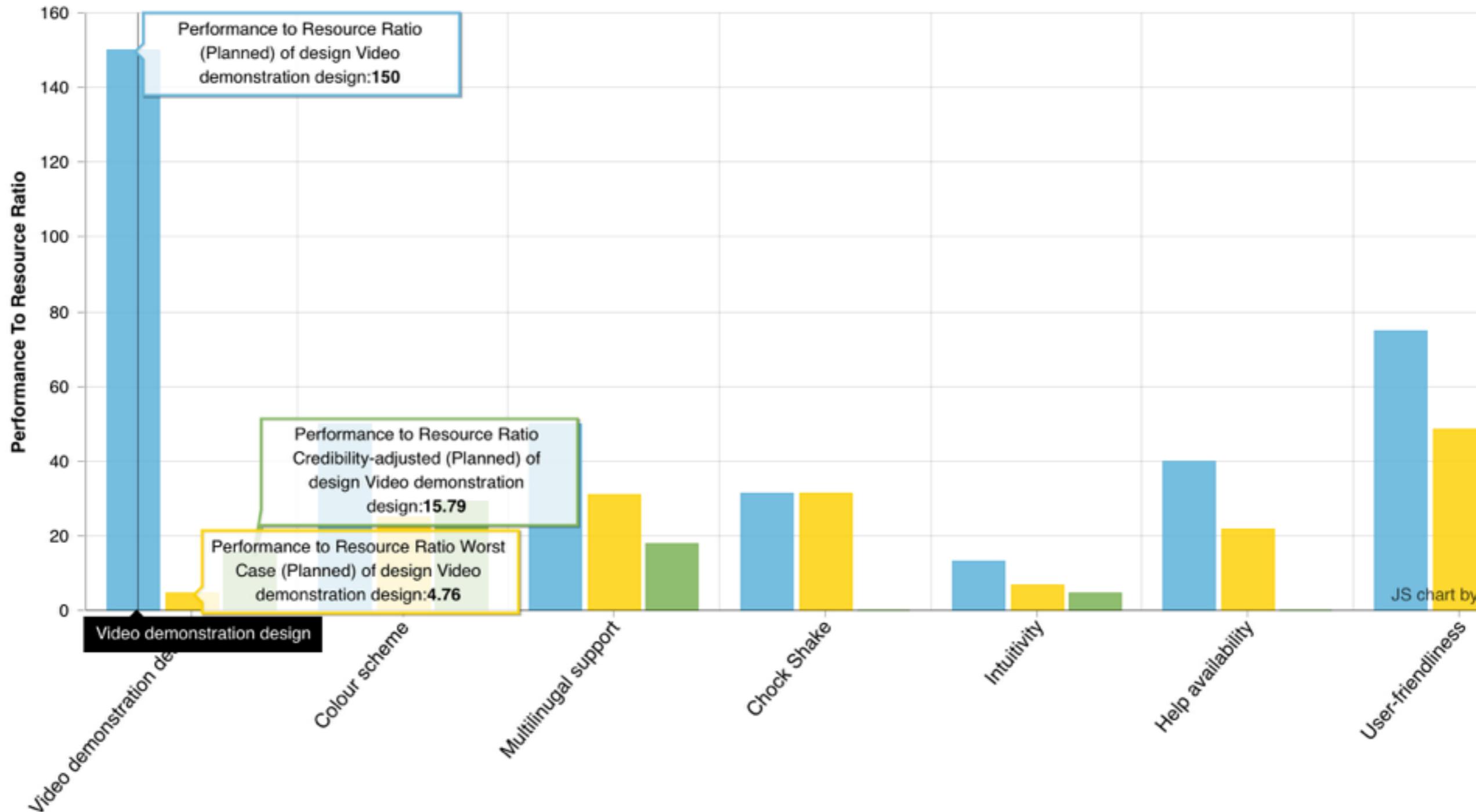
Likeability Exercise Table

Settings...

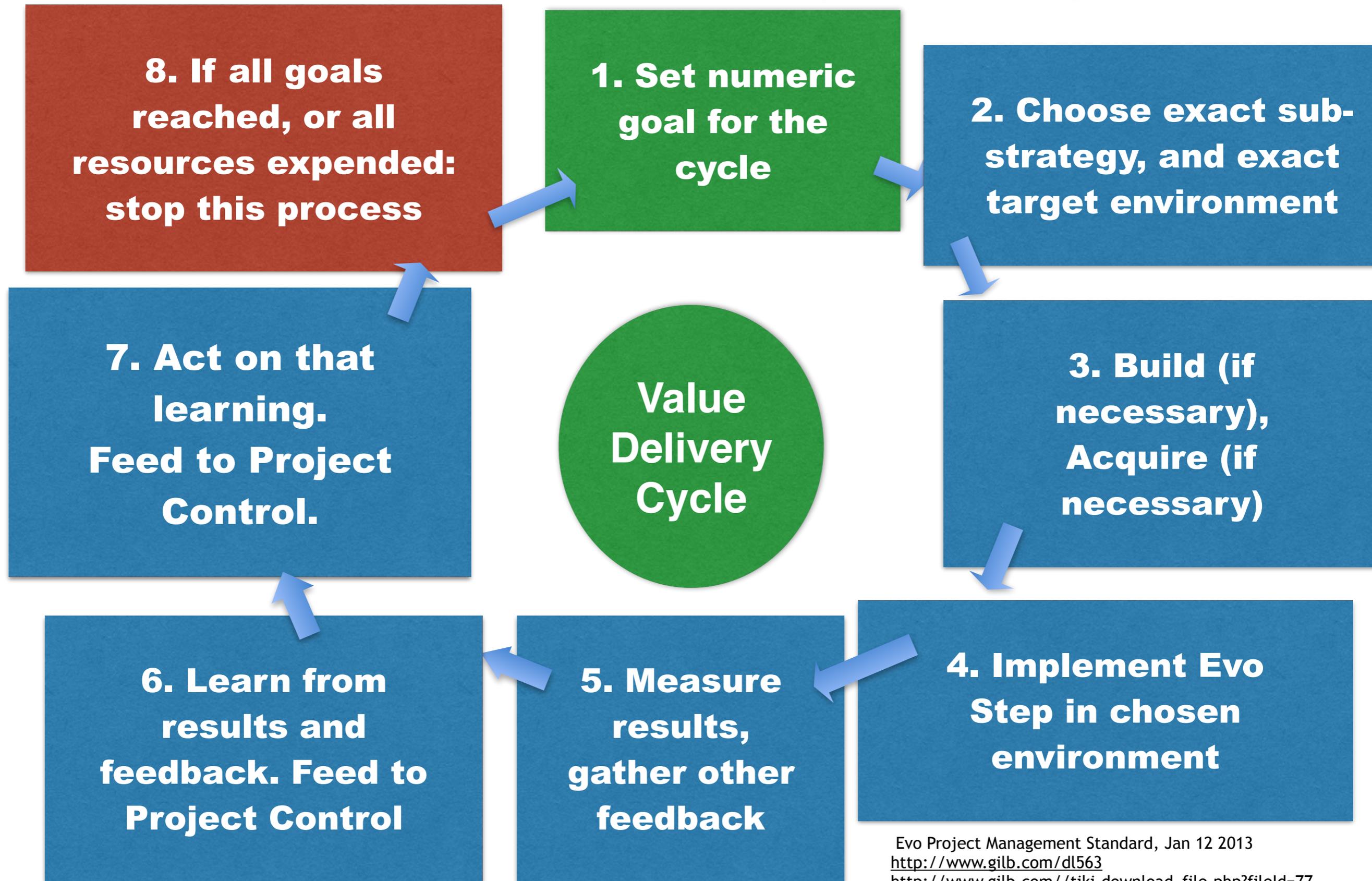
+ Add to table

Sort designs

Performance To Resource / Cost Ratios



Evo Weekly Cycle after Startup Week (week 2, 3, 4, ... n)
'Evo' is same principle as Lean Startup, and Deming PDSA



The 2 Day Public Training
in Startup Planning.
Learn by Doing. Perhaps Using a Tool

Day 1
Quantify Objectives

Day 2
Estimate Effectiveness
and
Costs of Strategies

Helsinki Startup Case

One startup in Finland
said

*‘we could have saved
six months time
if we had done this
earlier’.*



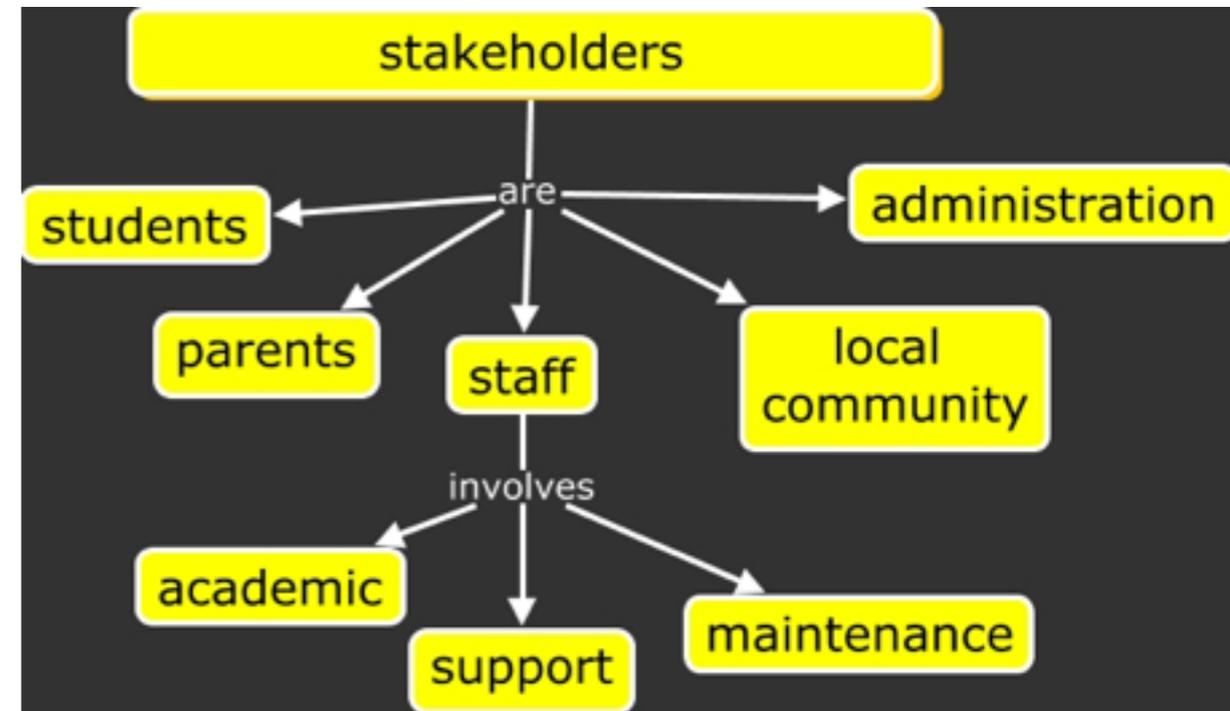
Triba Startup Case non confidential

Helsinki March 2014

Tom@Gilb.com

Draft Stakeholders list

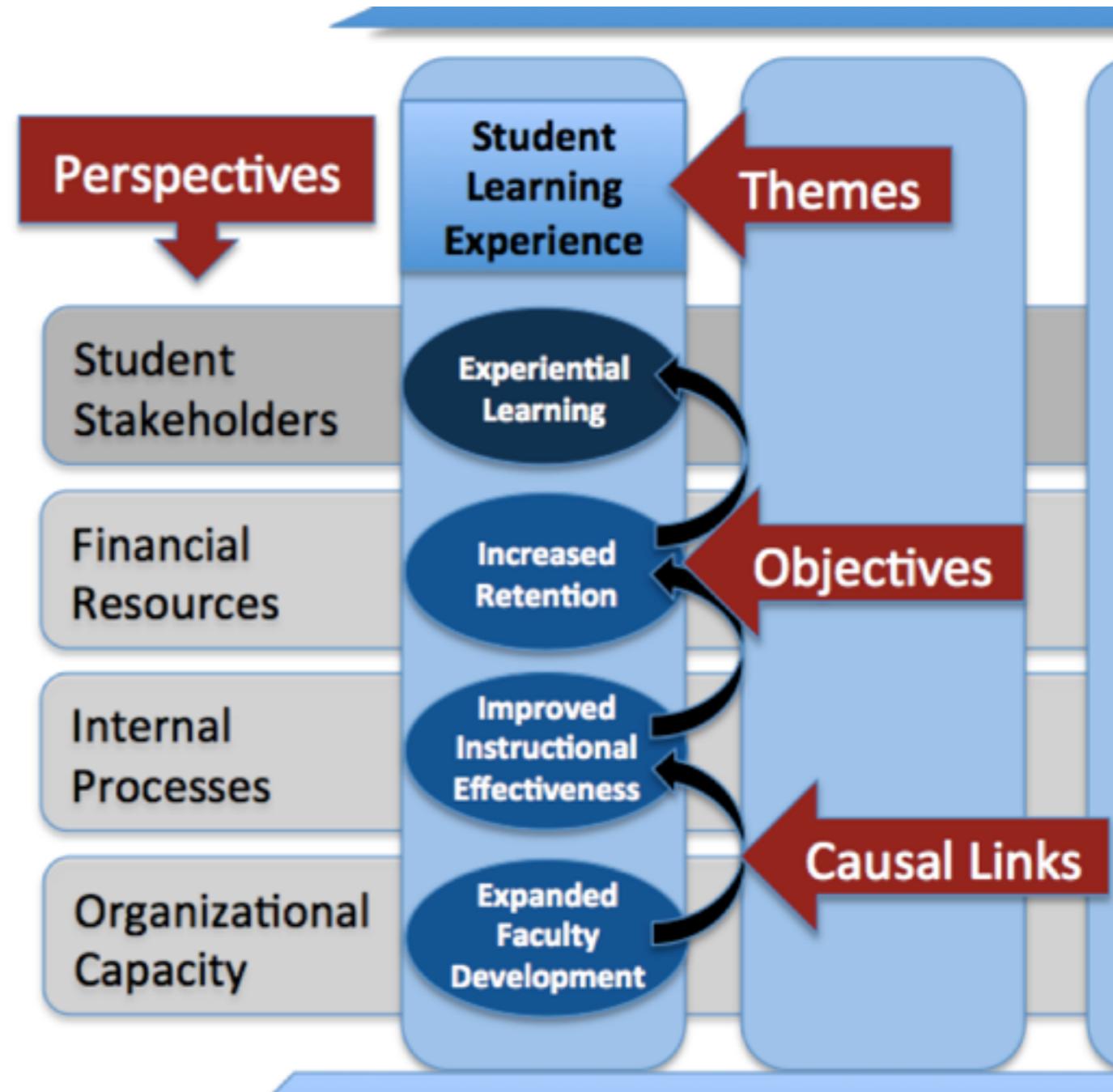
- **Most critical stakeholders:**
 - **Students**
 - (various types!)
 - **University, Maths, Adult Education**
 - ? what is the 10 year horizon set of these
 - **Teachers**
 - **Personas:**
 - **Rectors**
 - **Local (Council) Education Law**
 - **Tablets, various types**
 - **Product Reviews/Reviewers**
 - **Google**
 - **Educational Institutions**
 - **University SEE NEEDS**
 - **University: defined as:**
 - » **Virtual: defined as**
 - » **Any Subjects**
 - » **Subject = Maths**
 - » **Size = About 100,000 (Saudi pilot)**
 - » **For Profit**
- - **Technical College**
 - **Polytechnical = TECHNICAL COLLEGE ???**
 - **Gymnasium**
 - **Junior Schools**



Brainstormed needs: Top Ten Critical Objective/needs/benefits/Requirements

Names of Objectives

- Effectiveness: Understand the Effectiveness of their Teaching
- Drop Out Rate:
- Profitability:
- Scope: of content
- Employability:
- Distance Capability:
- Tool Real Deployment:
- Visibility of Learning:
Transparency
- Ranking Effect:
- Collaboration Capability:
- **Competitive Differentiation**:
- Personal Adaptability:
- User Experience:
- Usability:



www.credohighered.com

One Objective Quantified

- Competitive Differentiation
- **Type: Complex Top Level University Objective**
 - Version: 18.03.2014 11:38
 - Owner: CEO (Mervi)
 - Ambition: “disrupt the education industry” <- Vesa (Founder) 18.3.14
- Includes: <subattributes>
 - Market Penetration Rate:
 - User Growth Rate:
 - Relative Share Price:
 - Bottom Up Adoption:
 - Education Policy Changes:
 - Change of Education Methods:
 - A N D ...
- Customer Value: “probably complex but not now”
 - Type: Elementary ? Objective.
 - Ambition: <customer delighted long term> <- Vesa (Founder) 18.3.14
 - Scale: % of defined [Customers/Users/Institutions] who retain or improve on defined [Delight Level] for defined [Periods]
 - Meter [Universities, Introduction Year] Sampling surveys at least 20% of Users
 - G1:Goal [Institution = University, Mode = Virtual, Subject = Maths, Size = 100,000, Funding = For Profit, Users = Students, Delight level = Upper 25%, Period = at least 3 years, Deadline = By End 2015 ??, Market = Saudi] at least 90% ?? <- SWAG TG
 - Tolerable [Institution = University, Mode = Virtual, Subject = Maths, Size = 100,000, Funding = For Profit, Users = Students, Delight level = Upper 25%, Period = at least 3 years, Deadline = By End 2015 ??, Market = Saudi] at least 70% ?? <- SWAG TG

Draft Strategies Overview

- **For G1**
 - **G1:Goal [Institution = University, Mode = Virtual, Subject = Maths, Size = 100,000, Funding = For Profit, Users = {Students, Teachers}, Delight level = Upper 25%, Period = at least 3 years, Deadline = By End 2015 ??, Market = Saudi] at least 90%**
- **Strategies, in order of presumed effectiveness;**
 - **S1: Product must meet Published Expectations**
 - **S2: Product must meet Implied or Normally Expected Expectations**
 - **S3: Product must meet Expectations from the Culture (ex Moslem Uni)**
 - **S4. <Shared income model with Singapore> ?? <-Leila-Mari**
 - **S5.**

S1 Detail: Impacts

- **S1: Product must meet Published Expectations.**
- **Impact [G1] 75% ±15% ??**
← Vesa
- **(means “all the way to the 90% satisfaction over 3 years” on the Deadline).**
- **Cost as % of ‘Budget’ : about 1% of money left in Bank now from initial investors.**
- **Evidence: bits and pieces collected from various sources, Helsinki U. My and Company Experience from Various sources**
- **“100% of uni Teachers at Hel Uni, would start using Triba even if their Uni would not buy it.**
- **Source: Pilot feedback by the professor on the course. Sanna Vahtivuori URL: none known. Two hours interview**
- **Sources: Customers and users, potential customers.**
- **Credibility: (0.0 to 1.0) 0.2 (one case).**

Startup Policies: developed for Triba, Helsinki after our experiences

- P1. Value for money is a good prioritization principle.**
- P2. Value and Cost will be evaluated with respect to risk, uncertainty, and known technology.**
- P3. Procurement will be based on Payment for defined Results (quantified values of key stakeholders), NO Cure No Pay, flexiblecontracts.com**
- P4. All critical values of systems, products or organization will be articulated quantitatively, so they are clear, objective, trackable and transparent (see Gilb CE Chapter 5)**
- 5. All strategies, architecture, proposed solutions will be made responsibly transparent using Impact Estimation methods (estimation of % value, \pm uncertainty, evidence, source, credibility, for ALL critical dimensions.**
- 6. We will quality assure all decisions and plans wrt to this policy and wrt any consequent “Rules” (see CE book for Rules, like All strategies which have estimated effects on our goals).
Reminder see Intel SQC method case, move your requirements from 300 defects/page down to 10 in short term and 1 in longer term, for exit to next process.**

Chinese Startup

Hi Tom,

I'm Yan, you met today in morning lecture , it was my great honour to attend this lecture.

As Nick said this will change my life, I think it actually has .

It's like a magic 'pain killer', instance and burst way to solve management problems which gives me tons of headache , such a fascinating chemical reaction between programming logic and management!

I will call it "Art of Management Deduction".

It is very important to me as being an entrepreneur. My first product's patent just been priced 200,000 pounds by another company. I decided not to sell but use this product as the start-up product for my future products.

Thank you so much for showing up today, which has totally affected my future management style. I tried your method with some other issues I was troubled for very long time, they are instantly solved !!

Quantitative does work!

I'm currently 24 years old with big ambition to deliver innovative products, but to be honest I hate currently Chinese model of business, so I established my own company in UK called HEXCAL (HEX means 16bit, with CAL it become an adjective, the actual meaning of it is: everything can be digitalised .) for innovative high-tech products design and sale .

Thanks for the workshop , it's an really impressive day in my life.

I also ordered your Competitive Engineering book on amazing , prepare to have a deep reading ... and sure, I will have further questions and so glad to ask you in future.

Best wishes, Yours sincerely

Yan, lucifang@hotmail.com, Feb 2015

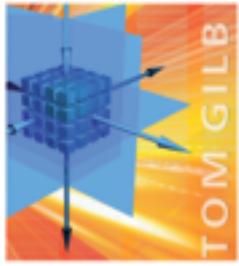
Main Tools

Engineering:

1. quantified prime objectives
2. quantified value of strategies
3. rapid delivery of value, measurement,
and adaptation

Principle

**If you quantify critical values,
you clarify,
you are forced to think deeply, and
to communicate better**



Practical Tools
for
Clearer Management Communication

Free 'Value Planning' manuscript

The One-Page 'Value Planning' Book.

Why? I believe your time is valuable. I believe that if someone is an expert or master of a subject, they can write it down in one page or less. So, to potentially save you the time, of reading the rest of the book, I'll try to do a 1-page version right here and now. If you need more detail later, you know where to find it.

Sound Bite

Deliver Real Value Now

The One Sentence Summary.

Value Planning (VP) means you will elicit and clarify critical stakeholder values quantitatively, and prioritize delivering those values, as soon as possible.

The One Paragraph Summary.

1. **STAKEHOLDERS:** Identify your most critical stakeholders.
 2. **OBJECTIVES:** Identify the smart levels of their most critical value improvements.
 3. **STRATEGIES:** Identify potential strategies for delivering planned value levels to stakeholders, at lowest cost and risk.
 4. **SMALL STEPS:** Decompose strategies into suitably smaller deliverable increments.
 5. **DELIVER VALUE:** Attempt to deliver measurable value to some stakeholders.
 6. **LEARN:** Measure results and costs; then decide if you are on track, or need to change something. *Continue the process until all goals reached.*
-

The Rest-of-the-Page Summary.

1. We will make use of our Planning Language, called 'Planguage' ('PL').
 2. The central capability of Planguage is that it can be used for *any system* of 'product' or 'service', at any level of abstraction or detail.
 3. Planguage is capable of expressing *all results, improvements, values and qualities quantitatively.*
 4. Planguage can help you plan, estimate and track delivery of *all costs* and resources.
 5. Planguage will help you keep numeric accounts of *multiple critical values*, and corresponding *multiple critical resources*, so you can manage value for money; i.e. the *efficiency* of planning, decision-making and contracted result deliveries.
 6. Planguage is extremely *risk* conscious at the level of every aspect of planning that might involve risk to your successful value delivery.
 7. Planguage not only helps with planning values and costs, but is consequently used to manage practical *implementation*, learning and *feedback* from plan application.
 8. Planguage will help you *align* and connect plans at many *related levels* of consideration, from top management to the most detailed level of planning you need.
 9. Planguage enables you to *measure the quality of planning*, and to set a release threshold for plans.
 10. Planguage has tools to *automate* plan specification, and to integrate your updated decisions and knowledge.
-

Technical Detail and Real Examples:

My TEDx Talk <http://tinyurl.com/GilbTedx>, "All Qualities Can Be Quantified". 18 minutes.

tinyurl.com/

valueplanning

last slide