

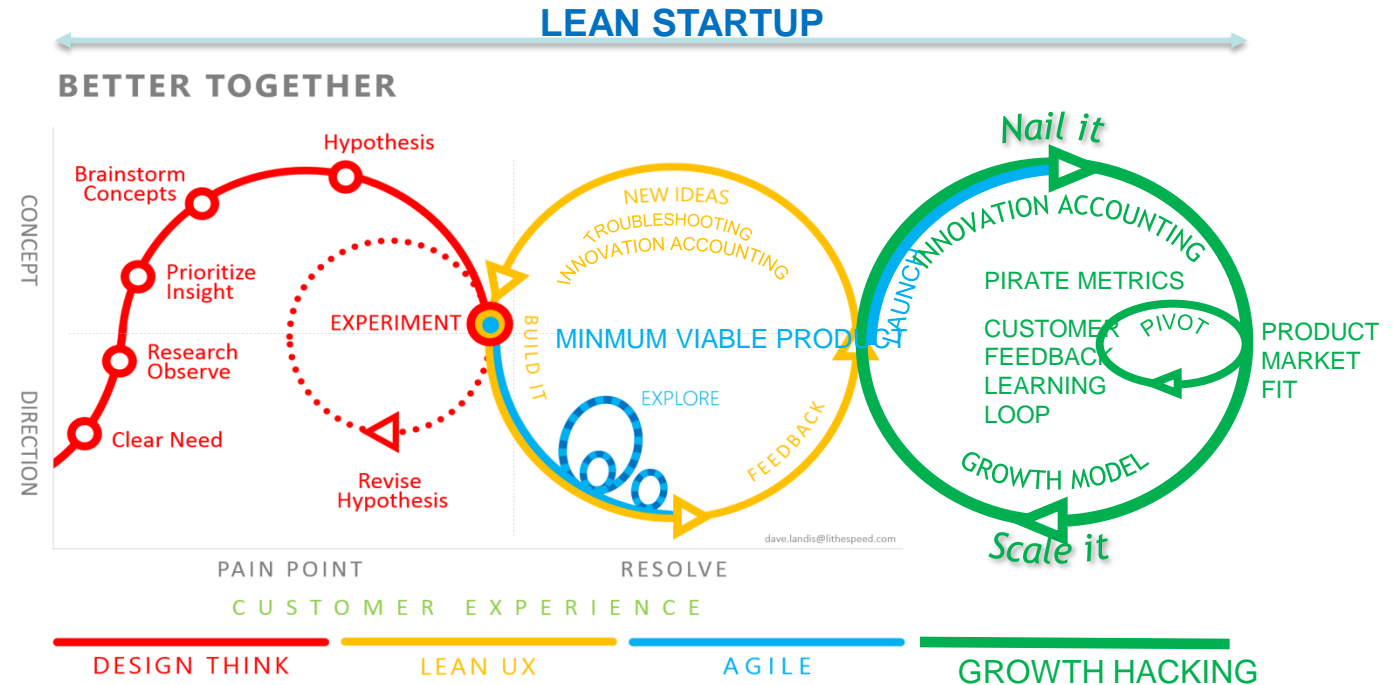
Lean Startup as the Innovation Engine for the Digital Agency at AXA

Yves Caseau
Group Head of Digital, AXA
National Academy of Technologies

Lean en France, Paris
October 28th, 2016 (v0.9)

Outline

1. **Design Thinking**
*Capture the pain points,
define the job to be done*
2. **Minimum Viable Product**
*Meet your users on their turf
and learn from them*
3. **Growth Hacking**
Harvest customer satisfaction



“Life is too short to build stuff that people do not use”

Innovation is solving a problem that matters

- Pain point : a problem that is known or hidden
- Don't ask customers what they want
- Define the “job to be done” from the customer's point of view

Pains may be hidden one behind another

- “Pain-storming” to find root causes
- Observe customers to find the solutions that they have found
- Craft your promise with care – Unique Value Proposition

Design Experiences to Procure Deep Customer Satisfaction

- Customer-centric view of products & services
- Experience design to reduce friction and increase pleasure
- Emotion design : think like a magician

Learn By Observing Customers as Fast as Possible



- MVP: Minimum Viable Product that user may use
- “Fail Fast” ... but iterate ... “to succeed sooner” !
- “Innovation Accounting” : know your assumptions to validate or invalidate them

“Do One Thing, Really, Really Well” - Google

- “Only one chance to make a good impression”
- “The UVP is the promise that the MVP delivers”
- Measure as much as you can to base your decisions on facts

Distributed Agile is like Long-Distance Relationships

- Compelling digital experiences rely on multi-components systems
- Create long-distance proximity “at all costs”
- Practice & cross-functional training : Distributed Agile is hard
- DevOps : Continuous build and delivery requires automation

“The Fastest Way to Learn is to Talk to Customers”



- Three paths to implement a “Customer Feedback Learning Loop”
- Troubleshooting is priority #1, before adding features
- Set measurable goals, such as the Sean Ellis test

Growth Hacking is the Art of Growing Adoption Curves

- Use **Pirate Metrics** to understand your customer growth
- “*Nail It before Scale It*” : retention before virality
- A3 is still the best tool to manage continuous improvement

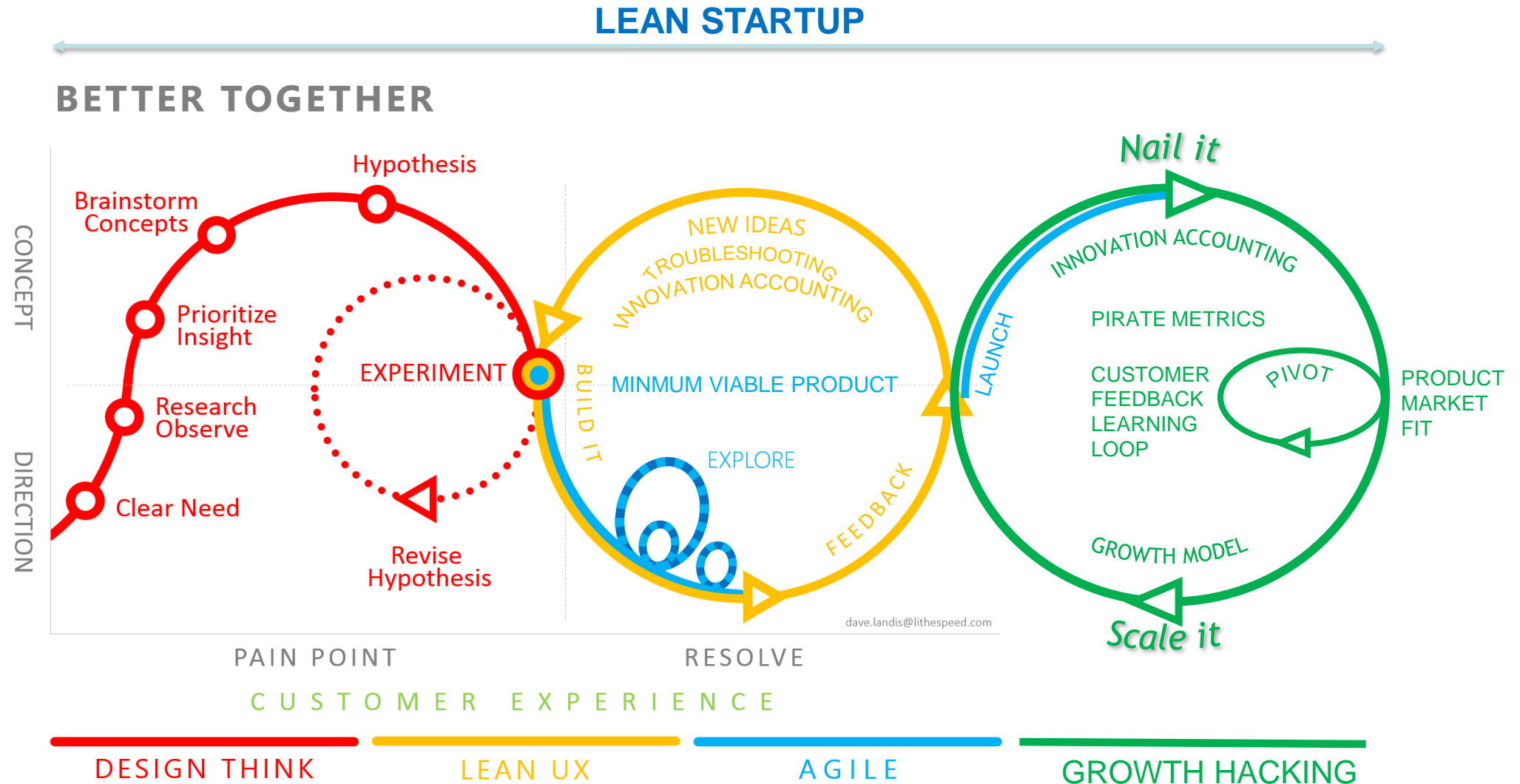
The Business Case is the Consequence, not the Seed of Digital Innovation

- Grow the business model from customer usage
- “Affordable Loss” versus Business Case
- Pivoting : Producing new assumptions from observing new usage

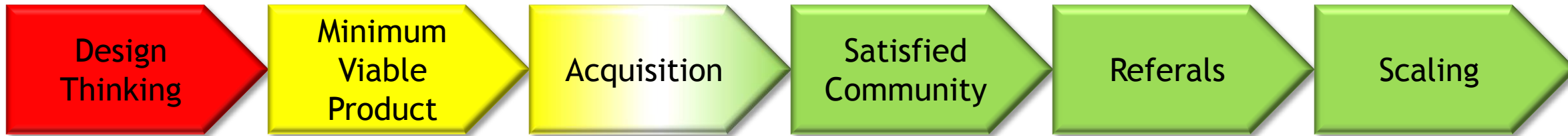
“Make Your Product Your Distribution Channel”

- Growth Hacking : Mix marketing into your source code
- Create a growth model based on retention and virality
- “*Virality is not something that you do to a product. It is something that the product is*”. Seth Godin

WRAP-UP



Lean Startup Key Practices Checklist



Observation	Delivers UVP	CFL (Customer Feedback Learning Loop)			Marketing \$
Paint points	Beta feedback	Journey Map	Engage users	Virality growth	Partners
UVP Tree	Analytics	LP Optimization	Grow fans	Testimonials	Distribution
Emotion design	Landing Pages	PDCA (Plan, Do, Check, Act)			Bundling

Conclusion

- Lean Startup is a methodology that works !
 - Has become a de facto standards, modulo variations
 - “Lean Canvas” practice : really useful
- Toyota Way applied to producing validated knowledge
 - Main contribution of Eric Ries : identifying the “process part” of innovation
 - Lean principles and culture throughout
- Lean Startup co-exists with new requirements for producing software in the digital world
 - Success in the digital world stems from hands-on capabilities
 - Fully compatible with DevOps ambition 😊

