



**MINISTRY OF FOREIGN AFFAIRS  
OF DENMARK**  
*Innovation Centre Denmark Tel Aviv*

# Velocity as a Perpetual Vaccine to a Crisis

Louise Vibjerg Thomsen



INNOVATION  
CENTRE  
DENMARK

## All you need is...

Idea

Team

A few dollars

Product

Raise Money (?)

Customers

More Customers

**SUCCESS?**

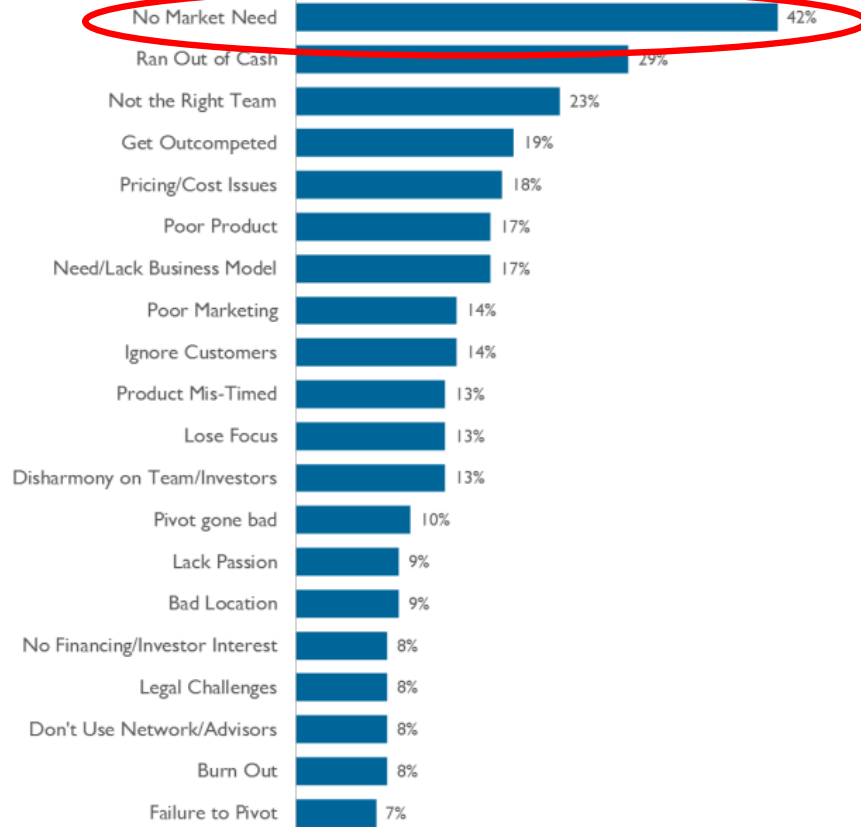


# Why do **95%** of start-ups **FAIL**?



## Top 20 Reasons Startups Fail

Based on an Analysis of 101 Startup Post Mortems







**They build stuff people don't want (right now)**



**They build stuff people don't want (right now)**

**Why do we do this?**

# We forget to check...

Would anyone really use & pay for our product?





# We forget to check...

Would use & pay for our  
ect?

**NO**

**VALIDATION**



Entrepreneurs need to **test fast**

FAIL  
[F] FIRST  
[A] ATTEMPT  
[I] IN  
[L] LEARNING

Entrepreneurs need to **test fast**

FAIL  
[F] FIRST  
[A] ATTEMPT  
[I] IN  
[L] LEARNING



Test Ideas & Assumptions  
before investing valuable  
time, money and effort

Entrepreneurs want to **fail fast**

FAIL  
[F] FIRST  
[A] ATTEMPT  
[I] IN  
[L] LEARNING



Test Ideas & Assumptions  
before investing valuable  
time, money and effort

# The Startup Journey



FORTUNE  
**500**  
— 2018 —



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**SEARCH & (RE)INVENT**

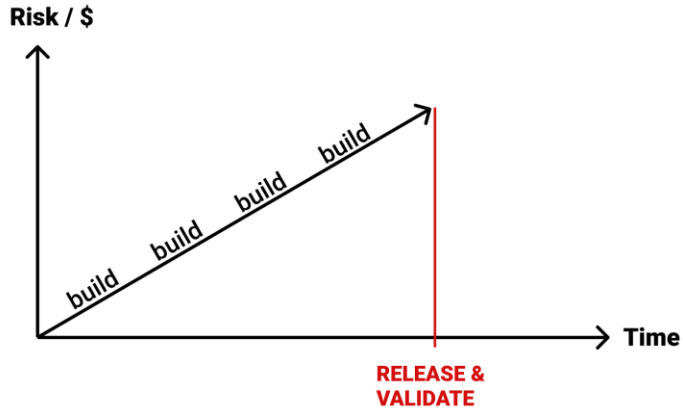
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**EXECUTE & IMPROVE**

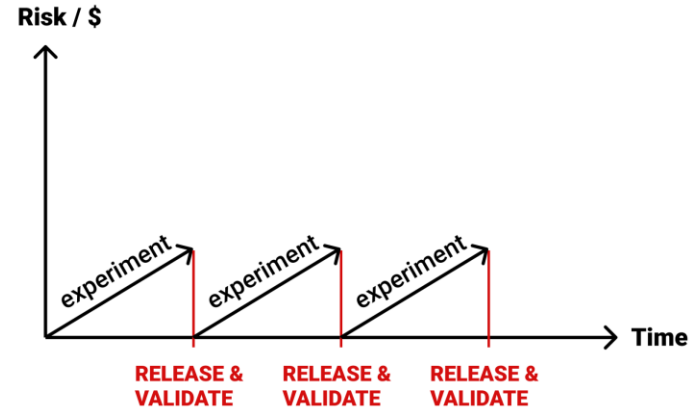


# Validation Approach

## WATERFALL APPROACH

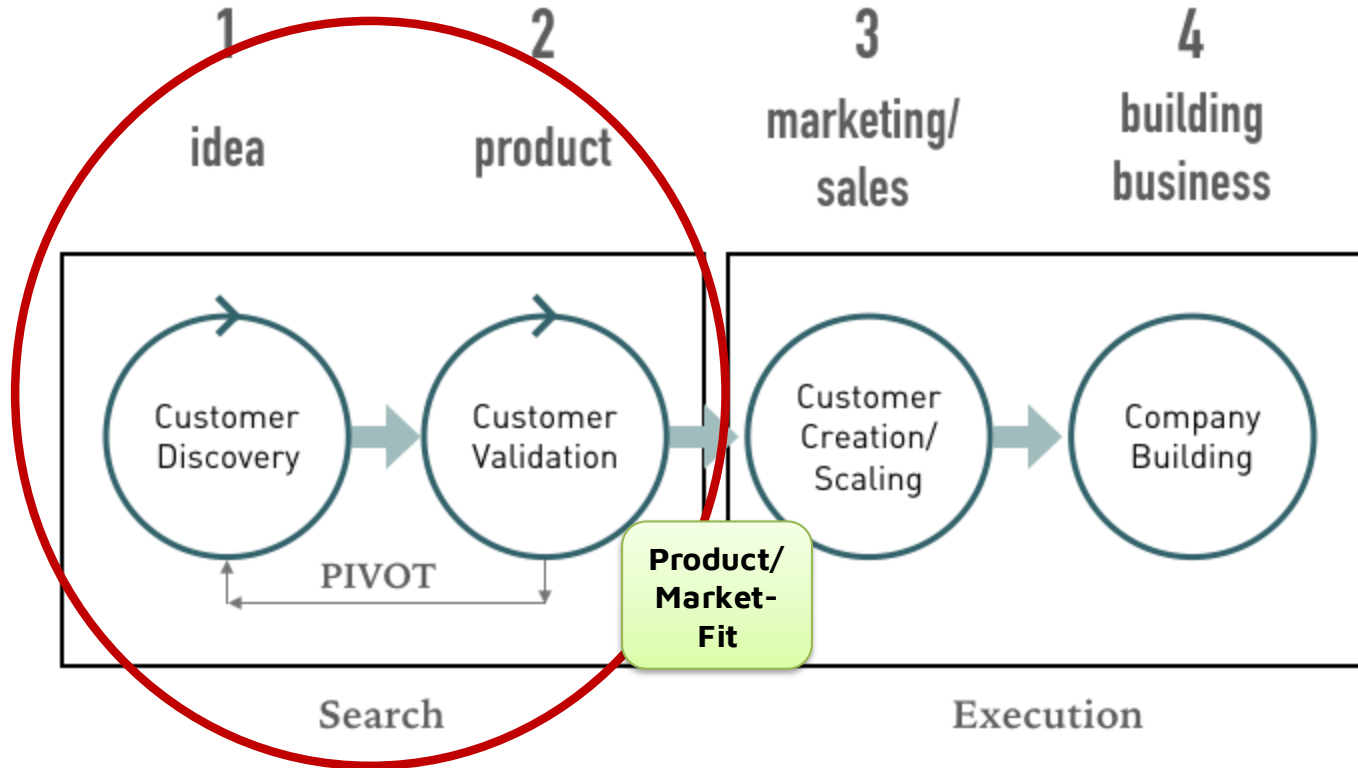


## LEAN APPROACH



# 4 STEPS TO THE EPIPHANY

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**Pivot ?**



# Mapping & Validating Risky Assumptions

**RISKIEST ASSUMPTION FINDER**

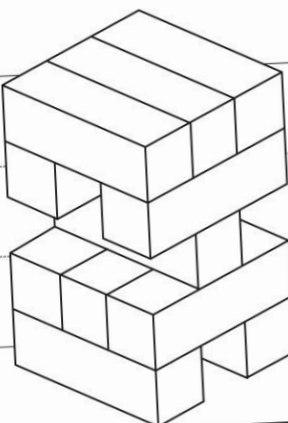
DESIGN A BETTER BUSINESS

**ALREADY VALIDATED**  
Validated assumptions and facts go in this box.

**RISKIEST ASSUMPTION**  
There can be only one riskiest assumption.

LOW IMPACT

HIGH IMPACT



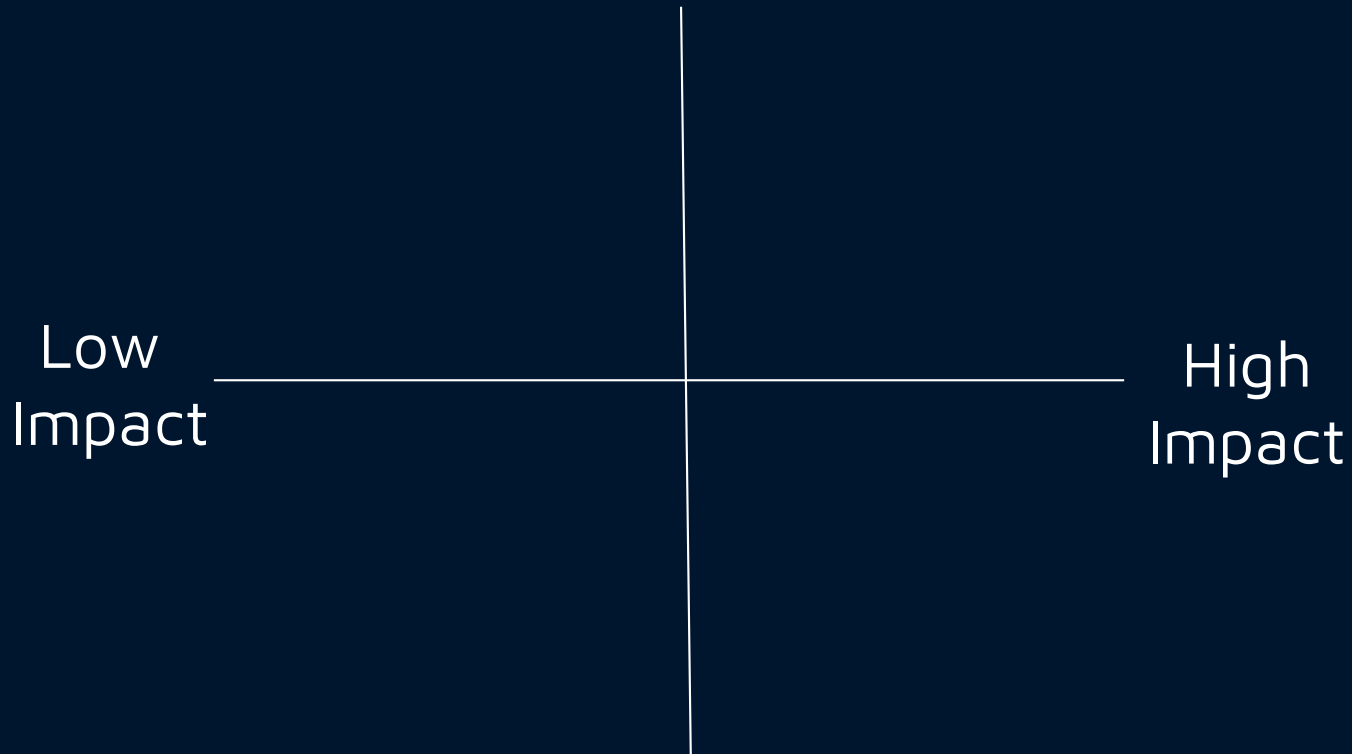
© 2014 DESIGN A BETTER BUSINESS. ALL RIGHTS RESERVED. DESIGN A BETTER BUSINESS IS A TRADEMARK OF DESIGN A BETTER BUSINESS LLC. DESIGN A BETTER BUSINESS IS A SERVICE MARK OF DESIGN A BETTER BUSINESS LLC. DESIGN A BETTER BUSINESS IS A SERVICE MARK OF DESIGN A BETTER BUSINESS LLC.

No evidence (uncertain)

Low  
Impact

High  
Impact

Evidence (certain)



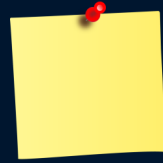
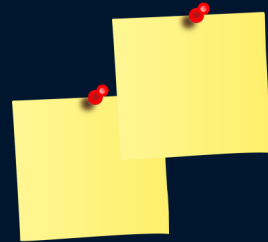


No evidence (uncertain)

Low  
Impact

High  
Impact

Evidence (certain)



# **What goes first (usually)?**

- 1. Customer/Problem**
- 2. Problem/Solution**
- 3. Channel**
- 4. Support Structure & Economic Model**

# Customer Discovery

The **two most important** questions

1. **Who?** Understanding our target audience
2. **What?** Understanding the problem we solve



**Your turn.**

# Customer Discovery

1. **Who?** Understanding our target audience
2. **What?** Understanding the problem we solve



Who

18-50



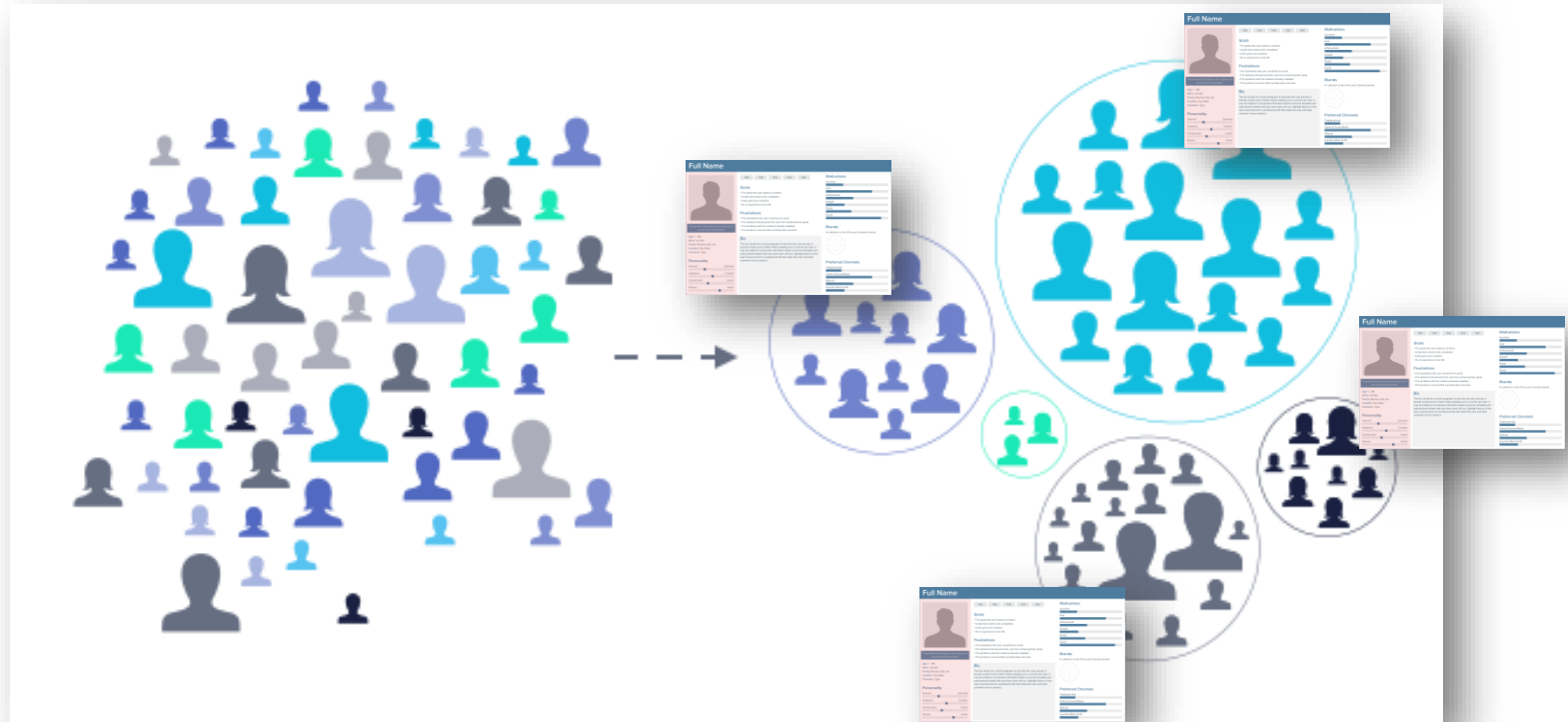
Who

18-50



Who

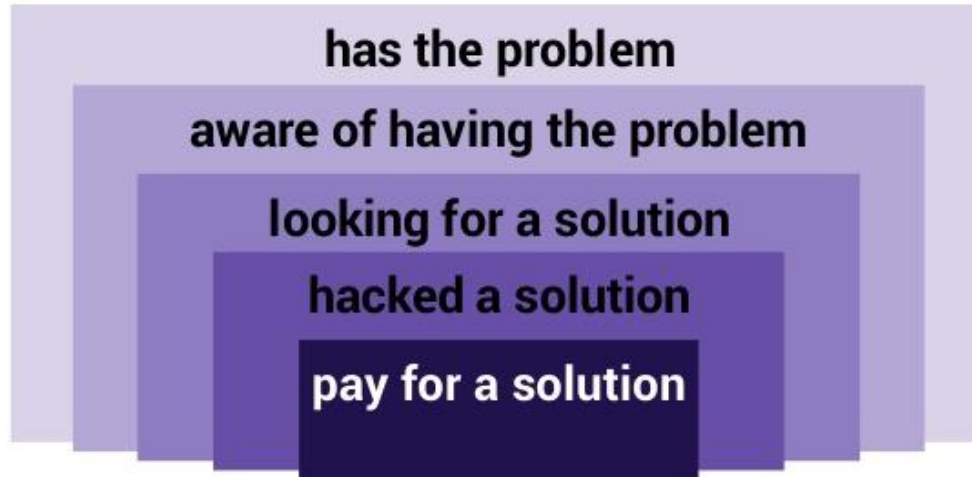
# Segments



Who

# Early Adopters

Pain level...



Early adopter?



# Examples



Uber





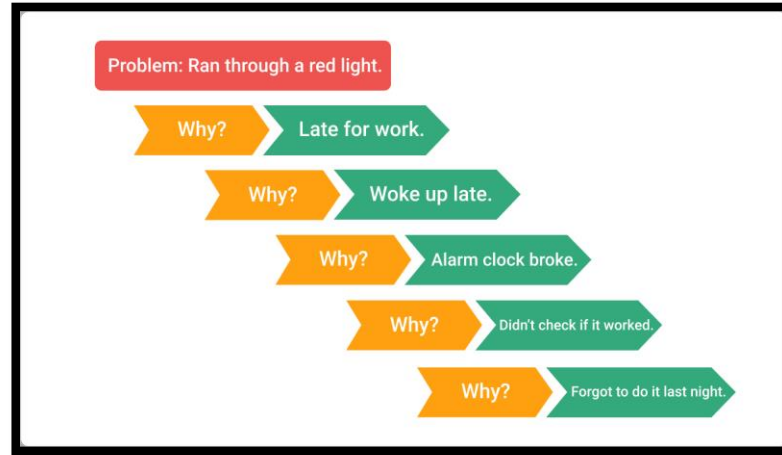


# Customer Discovery

1. **Who?** Understanding our target audience
2. **What?** Understanding the problem we solve

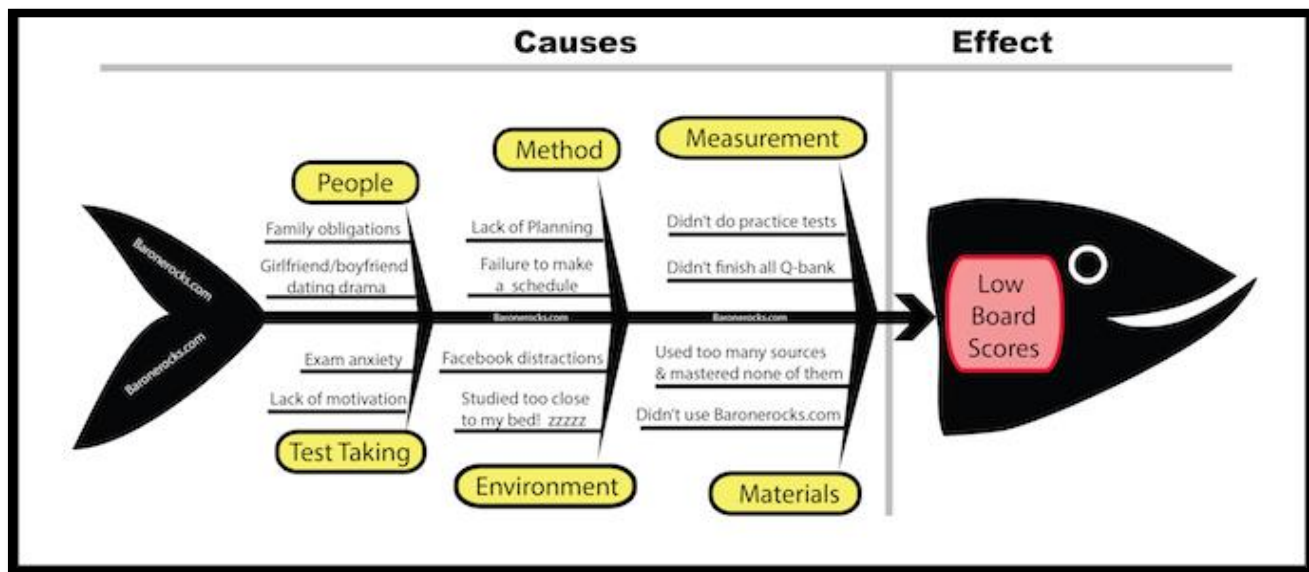
What

# 5 WHYs Analysis



What

# Fishbone



**What**

**Vitamin**



**VS.**

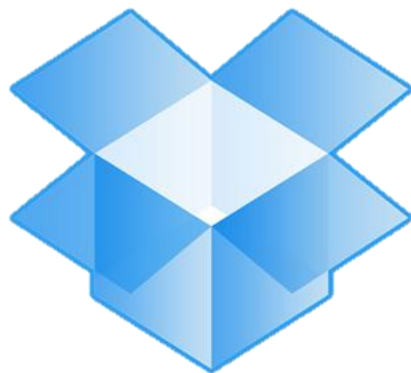
**Painkiller**





Experiment





**Dropbox**



Experiment





Get them to **perform action**

**Sign up. Download. Use. Buy. Pay.**



# Customer Discovery

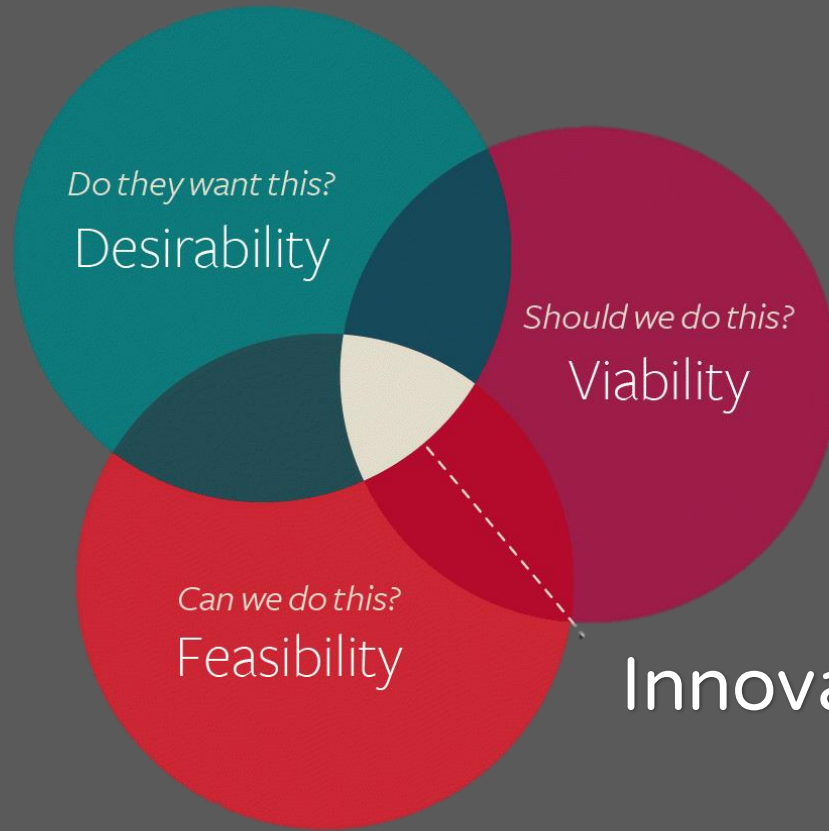
1. **Who?** Understanding our target audience
2. **What?** Understanding the problem we solve

**Bonus – Why now?**

# **What goes first (usually)?**

- 1. Customer/Problem**
- 2. Problem/Solution**
- 3. Channel**
- 4. Support Structure & Economic Model**

Now to 'Validation'

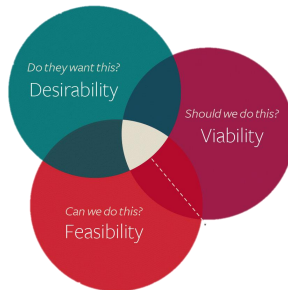


Innovation

# Desirability Assumptions

(pains)

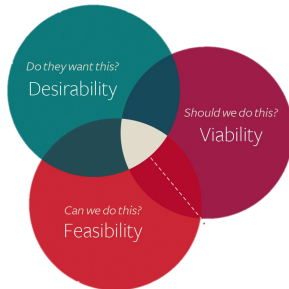
I believe [organization / persona] suffers  
from [problem statement] because [reason]



# Desirability Assumptions

(jobs-to-be-done / gains)

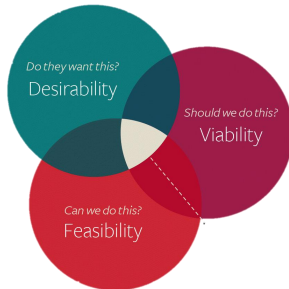
I believe [organization / persona] are looking to  
[invest in value gained] because [reason]



# Desirability Assumptions

(marketing channels)

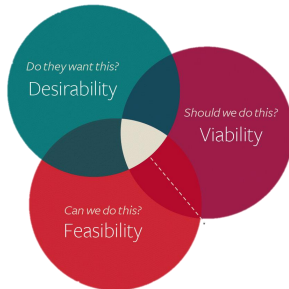
I believe [target audience] are looking for similar  
products in [distribution platform]



# Viability Assumptions

(cost structure)

I believe production cost for [product] would be  
[unit economic cost]

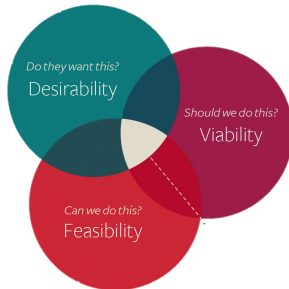




# Viability Assumptions

(revenue models)

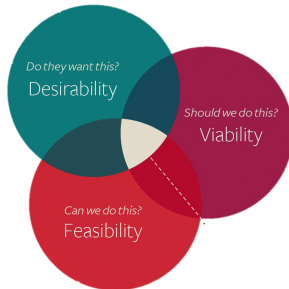
I believe [organization / persona] would be willing to  
pay [pay \$\$\$] for [solution X]



# Viability Assumptions

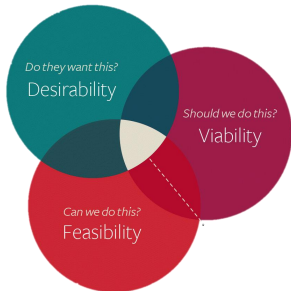
(market opportunity size)

I believe there are [XXX] attainable [target audience  
personas / organizations] making a total [market size]



# Holistic Product Hypothesis

I believe [target market] will [do this repeatable  
action/use this solution], which will [result in expected  
measurable outcome] for [this reason]



## A good product hypothesis:

- is falsifiable, which means it can clearly be proven wrong
- is written down
- contains metrics that can be tested and measured

# Which stage are you in?

Product: lamp with motion detector

- **Problems:** do people have a problem with lighting in their home?
- **Solutions:** Are people looking for a lamp with motion detector?
- **Features:** Should the lamp be bright?
- **Business Model:** would energy providers be interested in partnering to sell these energy-saving lamps?
- **Pricing:** Should you pay for the lamp or for the energy package that includes lamps and energy?

# Experiments reflect two questions

1. What's my **riskiest assumption**?
2. What's the **smallest experiment** to test it?

Example Assumptions Board ☆ 📁 ☁					
File Edit View Insert Format Data Tools Add-ons Help <a href="#">Last edit was seconds ago</a>					
<div> <span>↶ ↷ 🖨 📌</span> <span>100% ▾</span> <span>\$ % .0 .00 123 ▾</span> <span>Montserrat ▾</span> <span>11 ▾</span> <span><b>B</b> <i>I</i> <u>A</u></span> <span>🔍 🏠 📊 📈</span> </div> <div>fx</div>					
A	B	C	D	E	
Example Assumption Validation Board					
<u>Venture Name:</u>		<u>Owner:</u>			
Assumptions					
Assumptions	Related to ▾	Impact ▾	Uncertainty ▾	Status ▾	
Example Assumption	Problem ▾	High ▾	High ▾	Riskiest Assumption ▾	
Example Assumption	Problem ▾	Low ▾	Medium ▾	Assumption ▾	
Example Assumption	Customer ▾	Medium ▾	Medium ▾	Already Validated ▾	
Example Assumption	Customer ▾	▾	▾	▾	
Example Assumption	Solution ▾	▾	▾	▾	
Example Assumption	Solution ▾	▾	▾	▾	
Example Assumption	Market ▾	▾	▾	▾	
Example Assumption	▾	▾	▾	▾	
Example Assumption	Revenue Model ▾	▾	▾	▾	
Example Assumption	▾	▾	▾	▾	
Example Assumption	▾	▾	▾	▾	
Example Assumption	▾	▾	▾	▾	
Example Assumption	▾	▾	▾	▾	

[Template](#)



**Your turn.**

- ❑ Come up with as many assumptions as possible for your venture.
- ❑ Assess the level of impact and amount of existing evidence for each assumption. Position them accordingly on your board.
- ❑ Challenge yourselves by presenting your work to your colleagues seeking to identify additional hidden assumptions.
- ❑ Present your work.

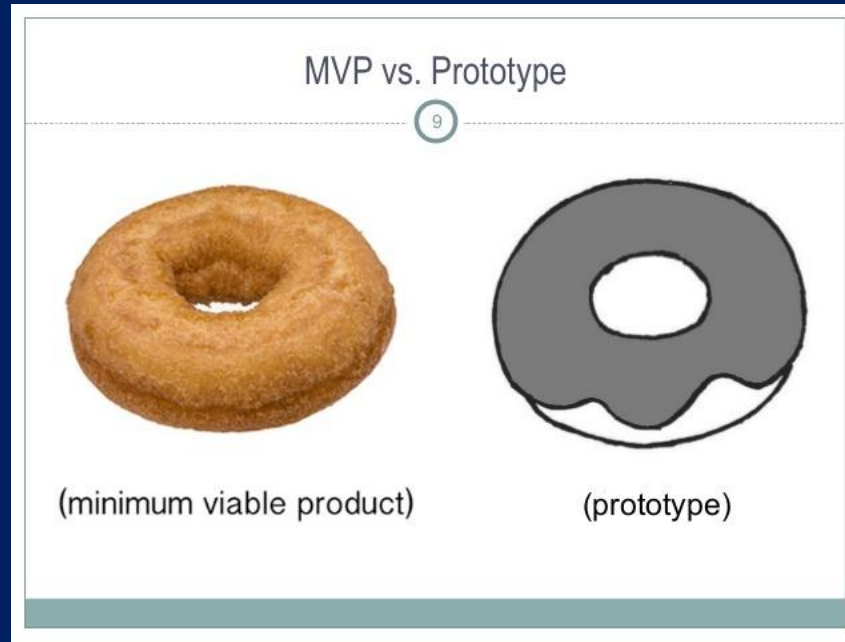
**30 minutes**



A grayscale photograph of a hand holding a white rectangular card. The hand is positioned behind the card, with the fingers visible at the top and the thumb at the bottom. The card is centered and contains the text 'The Infamous MVP' in a bold, dark blue font. The background is a solid dark blue.

# **The Infamous MVP**

# MVP vs. Prototype



# MVP vs. Prototype

Defining Prototype



(prototype)

Defining MVP



(minimum viable product)

Final Product

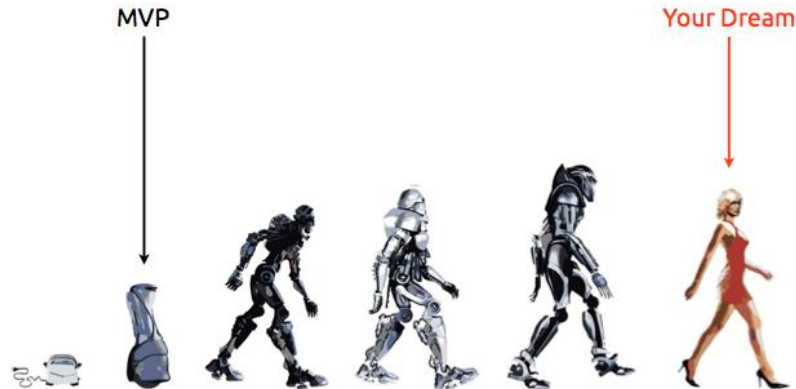


(product)

# MVP

Just how **minimal** is minimal?

More minimal than you think.



# MVP

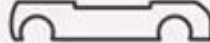
————— How **not to build** a minimum viable product —————



1



2



3



4

————— How **to build** a minimum viable product —————



1



2



3



4



5



# Questions?