## STARTUP

## SCREWUP

42 Tools to Accelerate Lean & Agile Business Growth

Jurgen Appelo

Wil e y

## Contents

## **PROLOGUE IX**

- 1 **Persistence of Vision:** Inspire team members, customers, and investors with a Product Vision: a mental image of your desired future. 1
- 2 Stories of Your Life and Others: Discover the Business Lifecycle of startups and scaleups and reflect on exploration, execution, and Product/Market Fit. 7
- 3 Picking Up the Pieces: Make a Business Quilt by remixing the Lean Canvas and Business Model Canvas and adding a dimension of time. 21
- **4 The Persona Protocol:** Better understand your target customers and their Jobs to Be Done by creating Lean Personas. **35**
- **Fortune's Wheel:** Figure out your Unique Value Proposition by investigating the customer's Pains and Gains and making a Value Proposition Wheel. **41**
- **The Crowded Shadows:Learn** about the benefits of Equity Crowdfunding and choose between the use of a crowdfunding platform or doing it all yourself. **49**
- 7 The Lunatic Cafe: Meet every day with your team for a Daily Cafe and Work Out Loud by sending each other Daily Updates. 55
- **8 Streamsof Silver:** Visualize your work with Kanban Boardsand optimize the workflow with Work in Progress Limits. **61**
- 9 The Invention of Everything Else: Discover the Innovation Vortex, which emerged by combiningthe Design Thinking approach with the Lean Startup method. 67
- **10** The Terminal Experiment: Validate hypotheses with Lean Experiments so that you can Pivot, Patch, or Persevere on your way to Business/Market Fit. **77**
- **11 Fables and Reflections:** Get together with your team for an Agile Retrospective to do some reflection and work on your Improvement Backlog. **87**
- **12 Kings of the North:** Navigate your business in the right direction using a North Star Metric, with the help of Support Metrics and Check Metrics. **95**
- **13 The Entropy Tango:** Keep a Product Backlog with Minimum Viable Featuresand Experiment Stories updated through ongoing Backlog Maintenance. **103**

- **14 A Pleasure to Burn:** Keep an eye on your progress with Bum-down Charts, Burn-up Charts, or Cumulative Flow Diagrams. **113**
- **15 The New Recruit:** Get your hiring process in order with a Recruitment Funnel, sourcing by the founders, and some Skills Tests and Work Samples. **119**
- **The Enigma Score:** Start workforce planning and talent management in your business with Hiring Scorecards that help you avoid culture misfits. **129**
- 17 Standard Hero Behavior: Learn a good approach to Job Interviews using a combination of Behavioral Questions and Behavioral Tests. 135
- **The Darkest Road:** Manage the expectations of stakeholders with a Product Roadmap, created with experiments, outcomes, and a Rolling-Wave Planning. **141**
- **19 Ghost Writer in the Sky:** Set yourself up for content marketing and e-mail marketing with a Content Calendar and a Content Backlog. **149**
- **Million-Dollar Gamble:** Aim for Agile Funding of your business with small batches, small budgets, and keeping multiple options open. **155**
- **21 Spheres of Influence:** Get insights into the creation of a Pitch Deck and learn about the essential and the optional slides. **167**
- **Heart Journey:** Describe the optimal customer journey and user experience with a Journey Map and discover the Moments of Truth. **177**
- **A Pirate's Tale:** Find your way on the path to success, from awareness to revenue, measured with the Pirate Metrics. **185**
- **Test of the Twins:** Learn about Growth Hacking and Conversion Rate Optimization with Split Tests, Multivariate Tests, and Cohort Analysis. **193**
- **25 Culture Clash:** Identify Core Values, create a Culture Code, and use stories and rewards to prepare your business for scaling. **201**

EPILOGUE 209
ACKNOWLEDGMENTS 213
ABOUT THE AUTHOR 215