Technology Start-ups
Lecture 12

Don’t Be a Feature Pusher

John Cavazos
Dept of Computer & Information Sciences
University of Delaware

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Features must be pulled!

• Most features dilute the UVP
• Don’t give up on MVP too early
  • Put down the compiler and understand why customers aren’t buying!
• All features have a hidden cost
• Still don’t know what customers want
After launch, 80% of time should be spent continuously improving existing features.
### Basic Kanban Board

<table>
<thead>
<tr>
<th>BACKLOG</th>
<th>IN-PROGRESS (3)</th>
<th>DONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Orange Cards]</td>
<td>![Yellow Cards]</td>
<td>![Green Cards]</td>
</tr>
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Basic Kanban Board

Backlog (aka “TODO”)

- Only MMF go here
  - (MMF = minimal marketable features)
- Smaller tasks that makeup MMF go in a lighter-weight task board
What to Put in Backlog?

“STUFF”

Right action, right time?

- NO → IGNORE IT
- YES → Is it a small feature/bug?

- YES → Is it an emergency?
  - YES → FIX IT
  - NO → Defer it
- NO → Defer it

Use this workflow!

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What to Put in Backlog?

“STUFF”

Right action, right time?

NO

IGNORE IT

YES

Is it a small feature/bug?

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What to Put in Backlog?

- Is it a small feature/bug?
  - YES
  - MMF go down this path!
  - NO
  - Defer it
  - KANBAN BOARD
What to Put in Backlog?

Is it an emergency?

- **YES**
  - FIX IT

- **NO**
  - Defer it
  - TASK BOARD

This path is for small features!
## Basic Kanban Board

### In-Progress (aka "Doing")
- WIP in paranthesis
- (Work-In-Progress limit)
Basic Kanban Board

Done here is arbitrary
- Code complete
- Testing complete

Book recommends this means “learning validation” complete
Your Pipeline

Or, add a new phase in your Kanban board for “validated learning”

Was this feature any good?
Goal: Work on MVP version 1.0 (defined in Dev-Doc.pdf)

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<tr>
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<th>CODE</th>
<th>PARTIAL ROLLOUT</th>
<th>VALIDATE QUALITATIVELY</th>
<th>DONE</th>
<th>VALIDATED LEARNING</th>
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Goal: Add a goal on top to get everyone on same page!
Goal: Work on MVP version 1.0 (defined in Dev-Doc.pdf)

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If feature fails validated learning it can be 1) Killed or 2) sent back to previous stage
Goal: Work on MVP version 1.0 (defined in Dev-Doc.pdf)

Qualitative learning quicker than Quantitative learning
Kanban Board Summary

Backlog

• Use feature workflow
• Customer-pulled features
  • Call customers:
    1. try to identify root problem
    2. Try to talk them out of it
• Internally-pulled features
  • Same as above
Mockup-Demo-Code

• For each feature create a mockup
  • Start with paper sketches, but quickly switch to HTML/CSS
• Conduct interviews with demo
  • Validate feature
  • Move forward after strong signal
• Code
Validate Qualitatively
Partial rollout
- Release to a small number of customers
- Conduct interviews as before
- Iterate to get strong signal or to correct any issues
Verify Quantitatively

1. Full rollout
   - Reduce WIP from previous stage
2. Verify
   - Cohort testing

Split-testing if feature did not receive strong signal from qualitative interviews (previous stage)
<table>
<thead>
<tr>
<th>Stories</th>
<th>To Do</th>
<th>In Progress</th>
<th>Testing</th>
<th>Done</th>
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</thead>
<tbody>
<tr>
<td>Filtration</td>
<td>Configs/Alarming</td>
<td>Filter/SPCx</td>
<td>Test Devices</td>
<td>Unit Design Description</td>
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<tr>
<td></td>
<td>Design Graphics</td>
<td>EM 3</td>
<td>Confirm I/O</td>
<td>Generating Devices</td>
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<td></td>
<td>Engineering Control Loops</td>
<td>Batch System</td>
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<tr>
<td></td>
<td></td>
<td>Unit Procedure</td>
<td>Confirm Hierarchy</td>
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</tr>
<tr>
<td>Blend Control</td>
<td>Vendor Configs</td>
<td>EM's</td>
<td>Control Module</td>
<td></td>
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<td></td>
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Scrum Board vs Kanban Board

Stories
1. A set of tasks that form a cohesive feature (similar to an MMF)

Sprint
- The amount of time to finish stories
  - 1 to 2 weeks max
  - Main difference to a Kanban board (no sprint)