Service Science
UniMiB
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The Sprint Approach

How to solve Problems in one Week

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Pivot or Persevere (Recap)

- Create an **MVP** and select **metrics**
- Repeat several times
  - **Tune** the **engine** from the baseline toward the ideal
  - **Pivot** or **Persevere** i.e.,
- Problems
  - Endless pivot loops
  - Exacerbated if the start-up runway is long

Introducing the Sprint Approach

- Organizations should perform **decision making** about critical activities in **short time-frames** e.g.,
  - Designing the next MVP
  - Design a split test experiment
  - Collect further information about whether to pivot or not
  - …
- Let's introduce the "**Sprint approach**"
  - Motto: "**Solve big Problems** and **test Ideas** in **5 days** (i.e., a working week)"
  - Developed at Google
    - Used in Google … for everything
    - And in a lot of other (innovative) companies

Sprint Introduction

- **Frame activities** in a very **tight time-frame** (e.g., problem analysis, solution proposal, decision making, implementation and tests)
  - 5 working days
  - 6 hours a day
- Gather relevant people and promote **idea sharing** and collaboration
  - Decision Makers
  - Business experts
  - Marketing experts
  - Technicians
- Rationale
  - To perform **decision making** in a **limited time frame**
  - Time limits are helpful
    - To **focus** on the relevant aspects and …
    - … to **discard** non relevant ones
    - People are forced to do as best as they can within the time limit
  - Experts **people time is expensive**. Time limits help staying **focused**

Sprint Week (Goals & Output)

- Day 1 (Monday)
  - Goal: **identify** the **problems** and the sprint **goal**
  - Output
    - A **Conceptual Map** summarizing
      - Key Actors/Customers
      - How customers interact with the proposed product/service/…
      - Project goal(s)
    - List of **assumptions** and **challenges**

- Day 2 (Tuesday)
  - Goal
    - **Propose solution(s)**
    - Start **customer recruiting** process (for Friday test)
  - Output: solution **sketches**

- Day 3 (Wednesday)
  - Goal
    - Explore solutions and
    - **Decide** which **solution(s) to implement**
  - Output: **solution Storyboard** (helps clarifying implementation details)

- Day 4 (Thursday)
  - Goal: **create the prototype**
  - Output
    - Prototype
    - Customer **Interview Script** (for Friday)

- Day 5 (Friday)
  - Goal: **evaluate** the prototype with real customers
  - Output: test **results and evaluation**