

# Agile Innovation

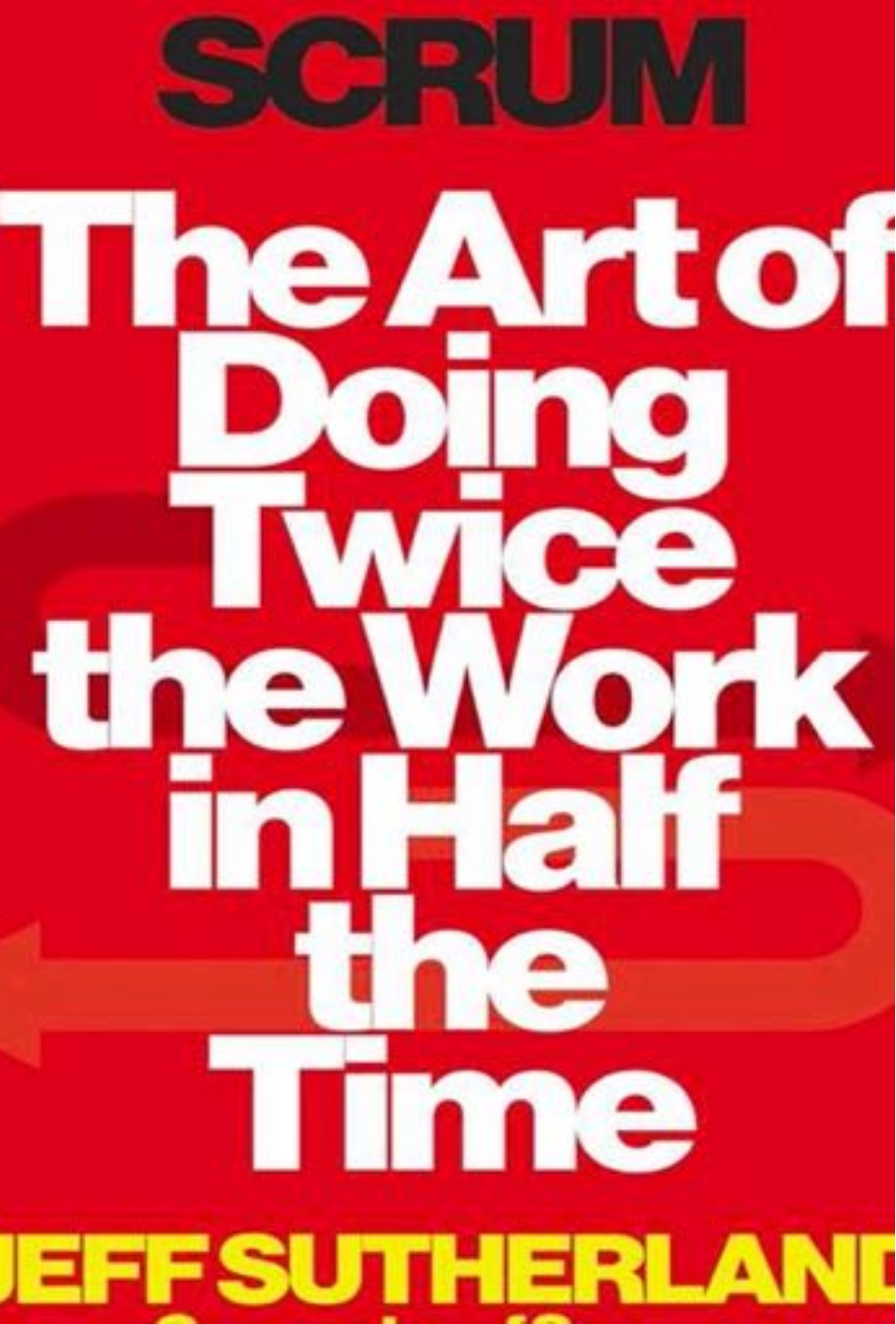


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Boston University (MET)



# ABSTRACT

- Traditional approaches for innovation pale in comparison to approaches leveraging the practice of agile innovation. In this practical and lively and interactive case study session you will leverage the agile approach to start a small business.
- You will see how an agile approach enables you to reduce cost and accelerate project success. We will demonstrate how to reduce innovation risk via the fail-fast and pivot approach. Finally, the four main customer needs -- price, quality, choice and convenience -- that every entrepreneur must consider to succeed are presented from the agile lens.



## How about Doing Three Times the work In 1/3 the Time?

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**“Groundbreaking ... Will upend people’s assumptions about how productive they can actually be....** Jeff Sutherland discloses to the non-tech world the elegantly simple process that programmers and web developers have been using since he invented Scrum, showing how a small, empowered, and dedicated team can deliver significantly higher quality work at a faster pace through introspection, iteration, and adaptation.”

—Michael Mangi, senior VP of interactive technology, Social@Ogilvy

**“Jeff Sutherland has written the essence of Scrum for the masses. This book elevates Scrum from a fix-it tool to a way of life.”**

—Hirotaka Takeuchi, professor of management practice, Harvard Business School

**“Jeff Sutherland is the master of creating high-performing teams. The**

# Agile Manifesto

- *Individuals and interactions*
- *Working software / Product / Service*
- *Customer collaboration*
- *Responding to change*

# A-B-C-D-E-F

AD 642

**THE ART AND SCIENCE OF**

**PROJECT MANAGEMENT**

Book by Warburton and Kanabar has Agile Section

# Other Assignments

- This is preliminary work (A and B stuff)
  - Project Selection and Justification
  - Net Present Value
- A – B – C – D – E – F
  - **Analysis of Portfolio Aligned with Business Mission**
  - **Business case for Project**
  - **Create a Charter**
  - **Develop plan**
  - **Execute Project**
  - **Finish Project**

# Agile Mindset

- *“There is an urgent need to generate effective solutions rapidly and at lower costs.”*

# Plan-Based Classic PM

Projects face schedule and resource constraints

Schedule

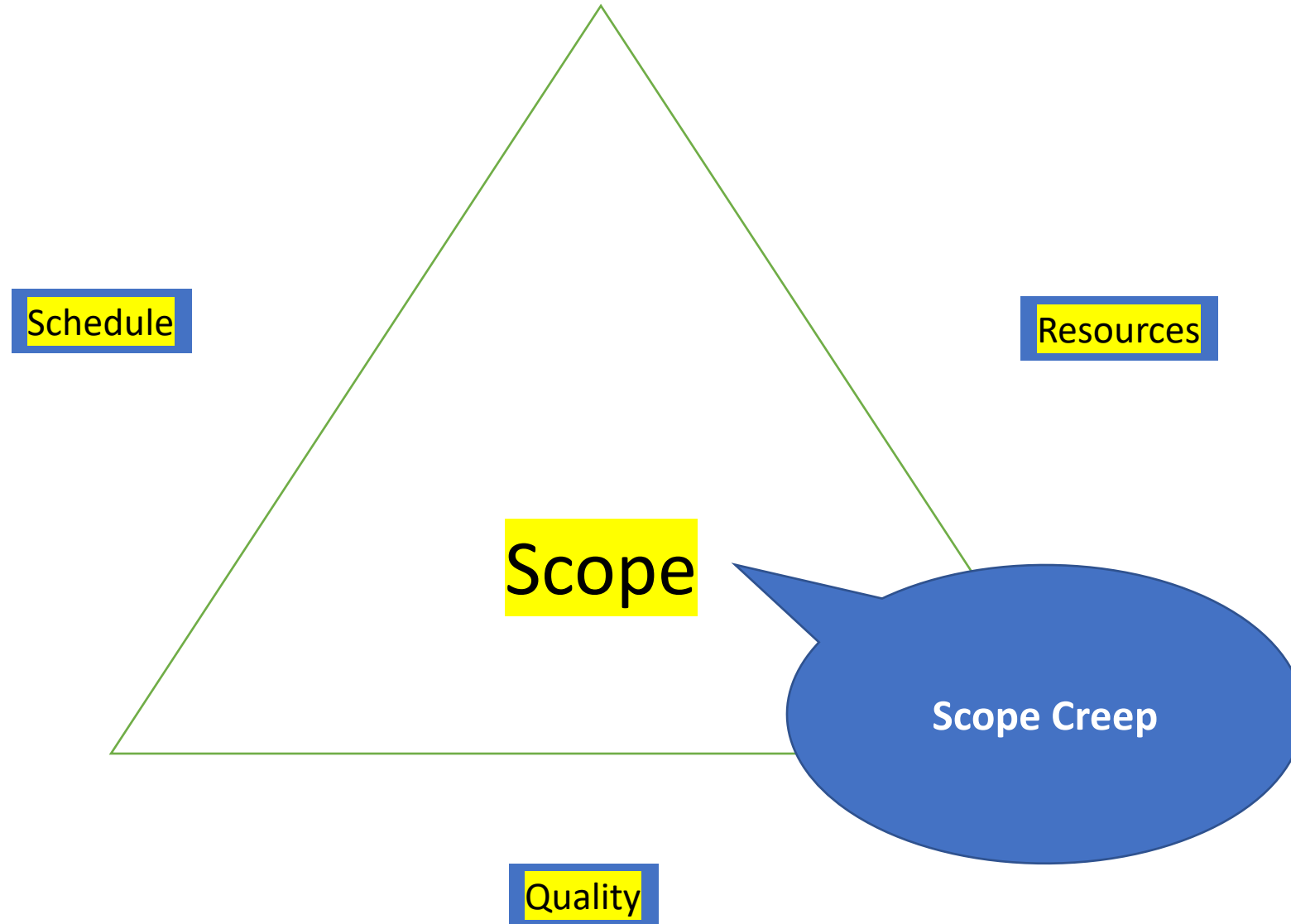
Resources

Scope

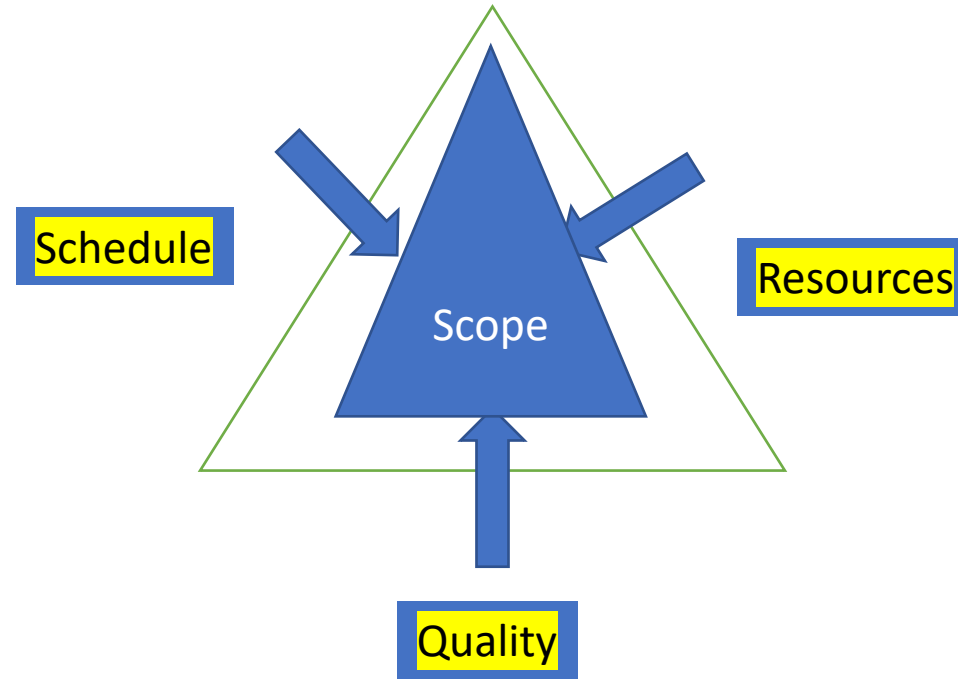
Quality/Performance



# Work Increases in Most Scenarios



# We need to do *“Scope Squeeze”*



- More time, resources
- Reduced risk
- Better quality product

# Product Backlog – Example Bank



Backlog

- a) Cash Withdrawal
- b) Cash Deposit
- c) Transfer between accounts

# What is an easy way to reduce scope?

1. Do MVP only
2. Nice to have .. Can Wait ...future releases...

**MVP - minimum viable product (MVP).** Provide sufficient customer value by delivering minimal features that early adopters will use.



# Focus on MVP

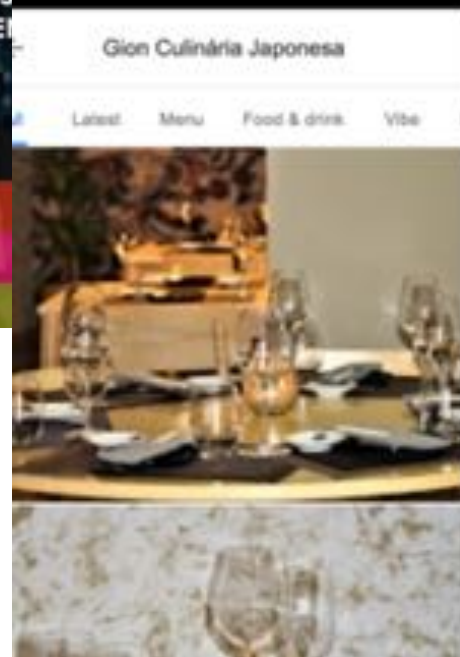
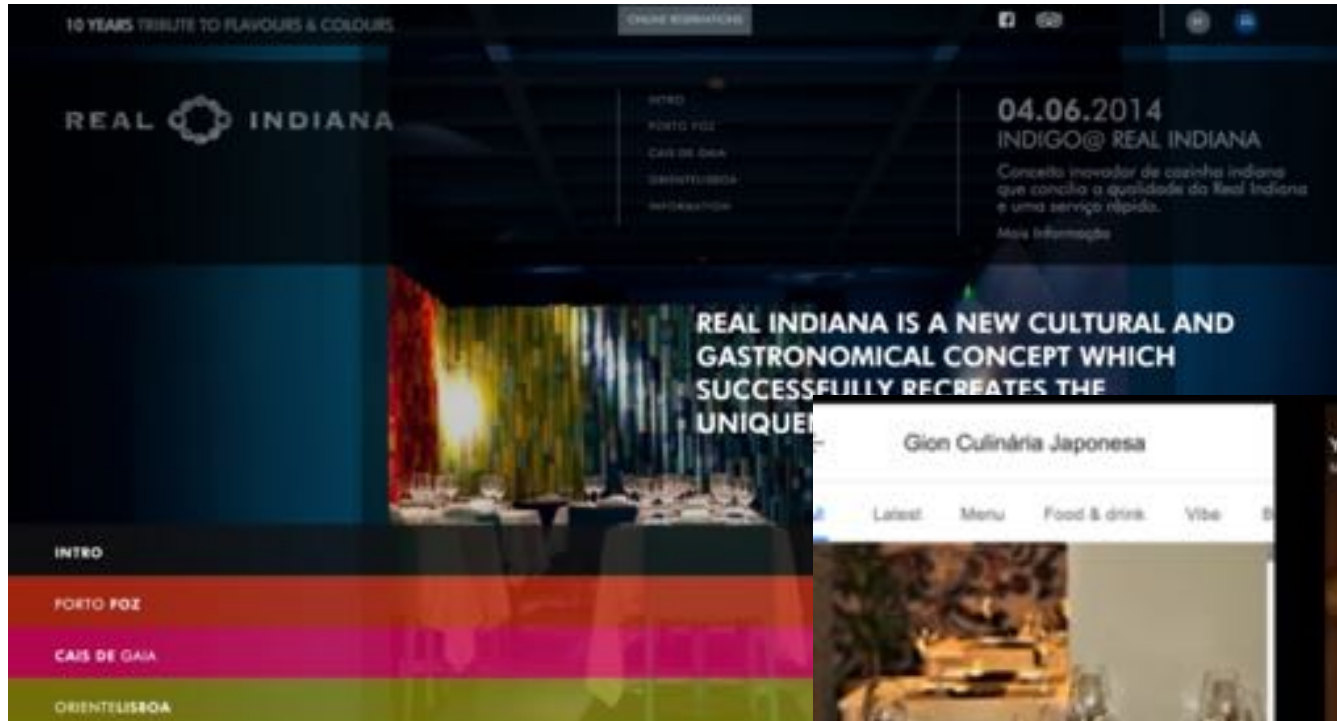
- For start-ups, pace, and collaboration are essential
- **The focus on a Minimal Viable Product (MVP) is important**
- This motivates the sponsors, the team and all stakeholders

# Case Study: Apple iPhone

- Simple hardware design
- Iterative approach to upgrade and add features



# Case Study: Real Indiana - Portugal



# Example

- Portugal – City Oporto-Indian cuisine
- Today it is a successful restaurant,
- <http://www.realindiana.pt/?l=2>



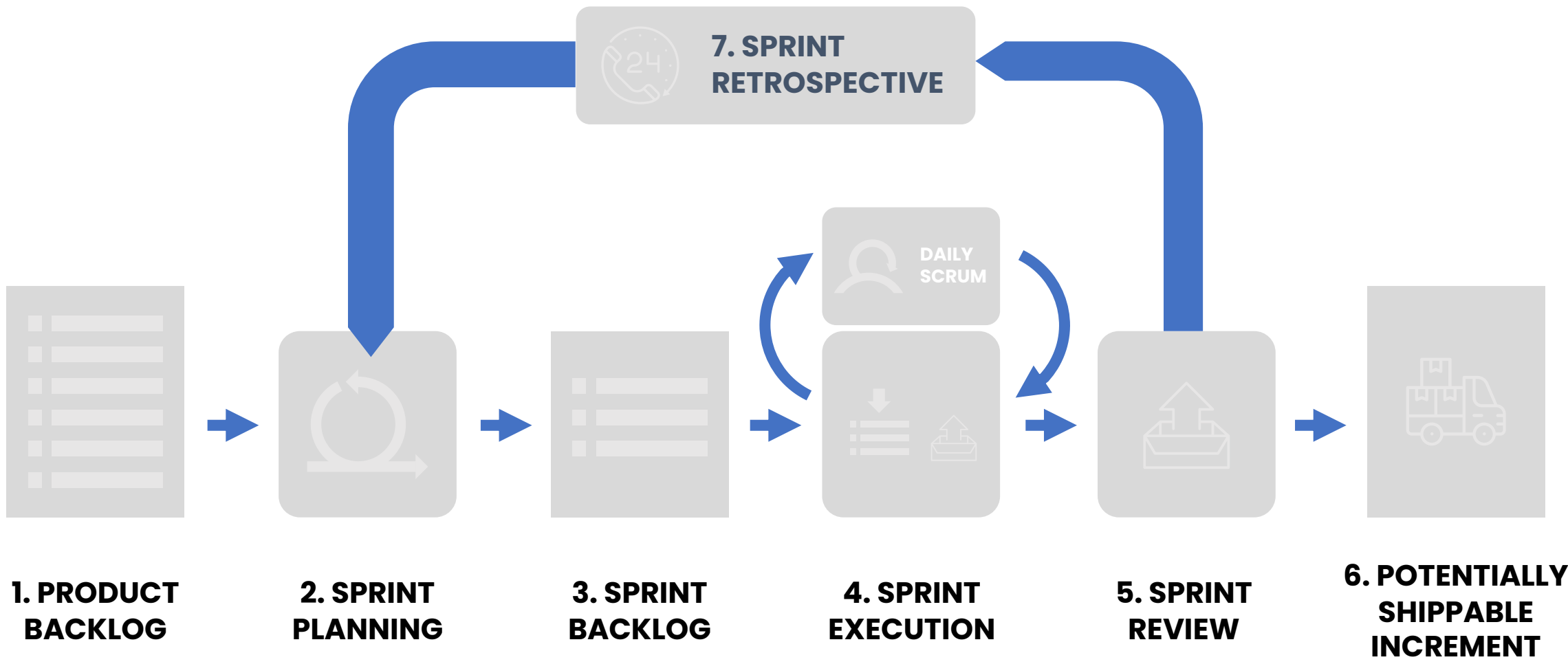
# We want to build a restaurant near a university

- Scenario – We want to help an entrepreneur with deep pockets. He wants to expand his restaurant business.

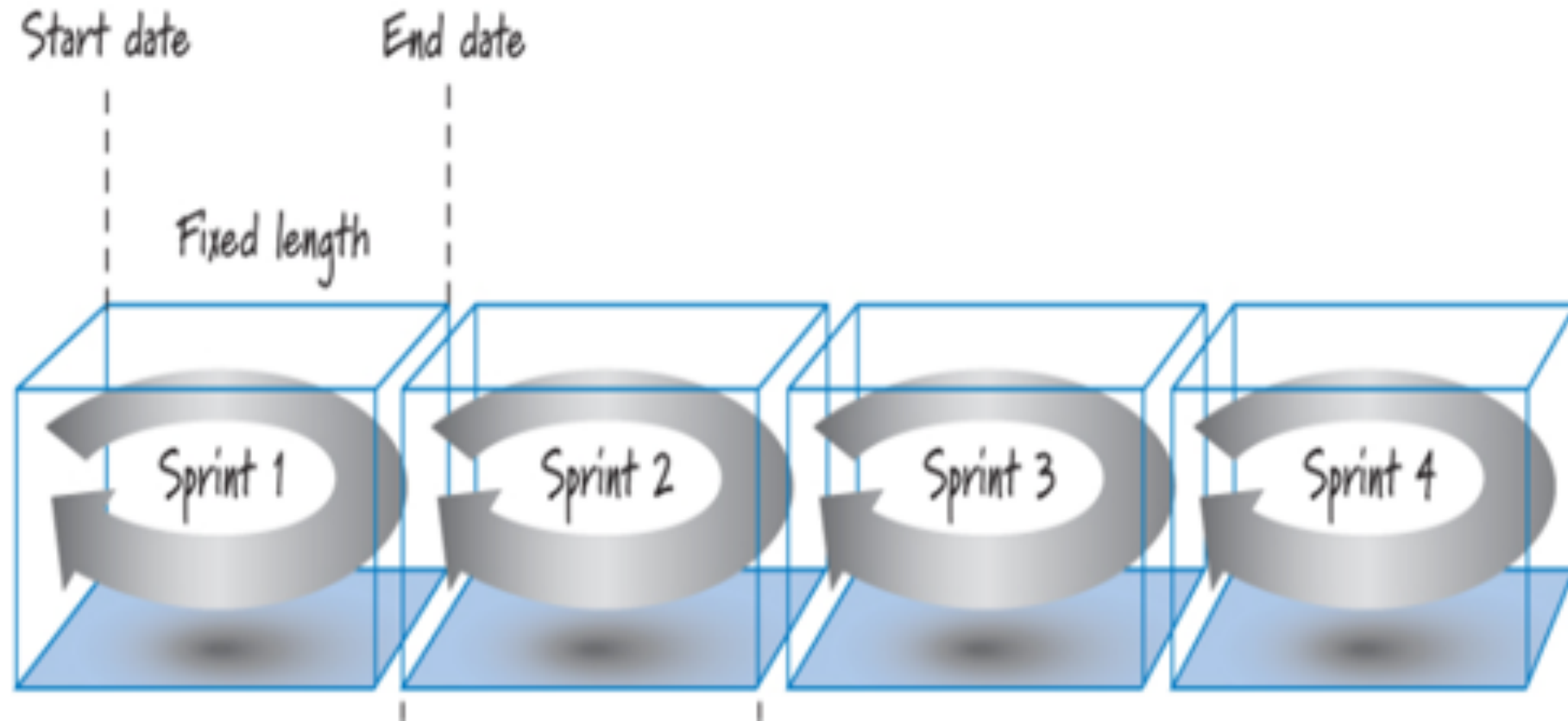


# Agile Approach

Building a Restaurant



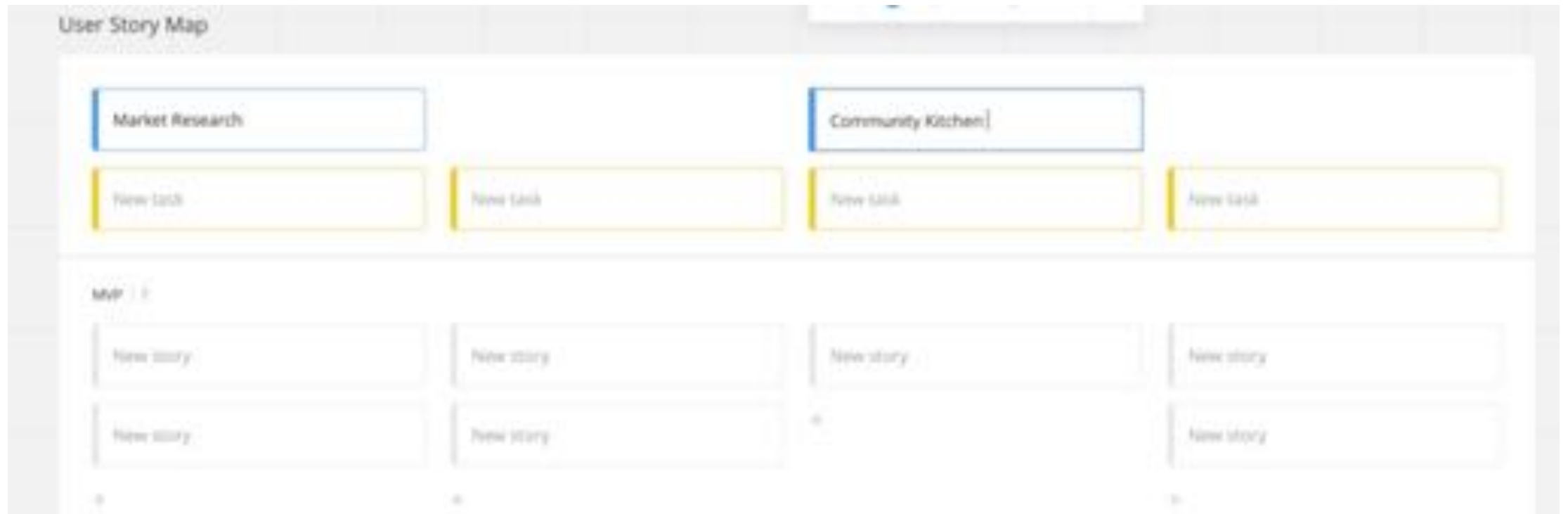
# Milestone 1



# Talk about your Sprint 1 Plans

- Breakout Group
- What should your Sprint 1 Goal be?
- What would your product backlog be?
- We can ignore User Stories, Definition of Done and Estimates.

.....jump start



# Sprint 1

- Market Research
- Home Cooked Meals? Consider community kitchens
- Work with expert chefs
- <https://eat.cookunity.com/>



**Sign up & set your preferences.**  
No commitment required – pause  
or cancel your delivery whenever  
you like.

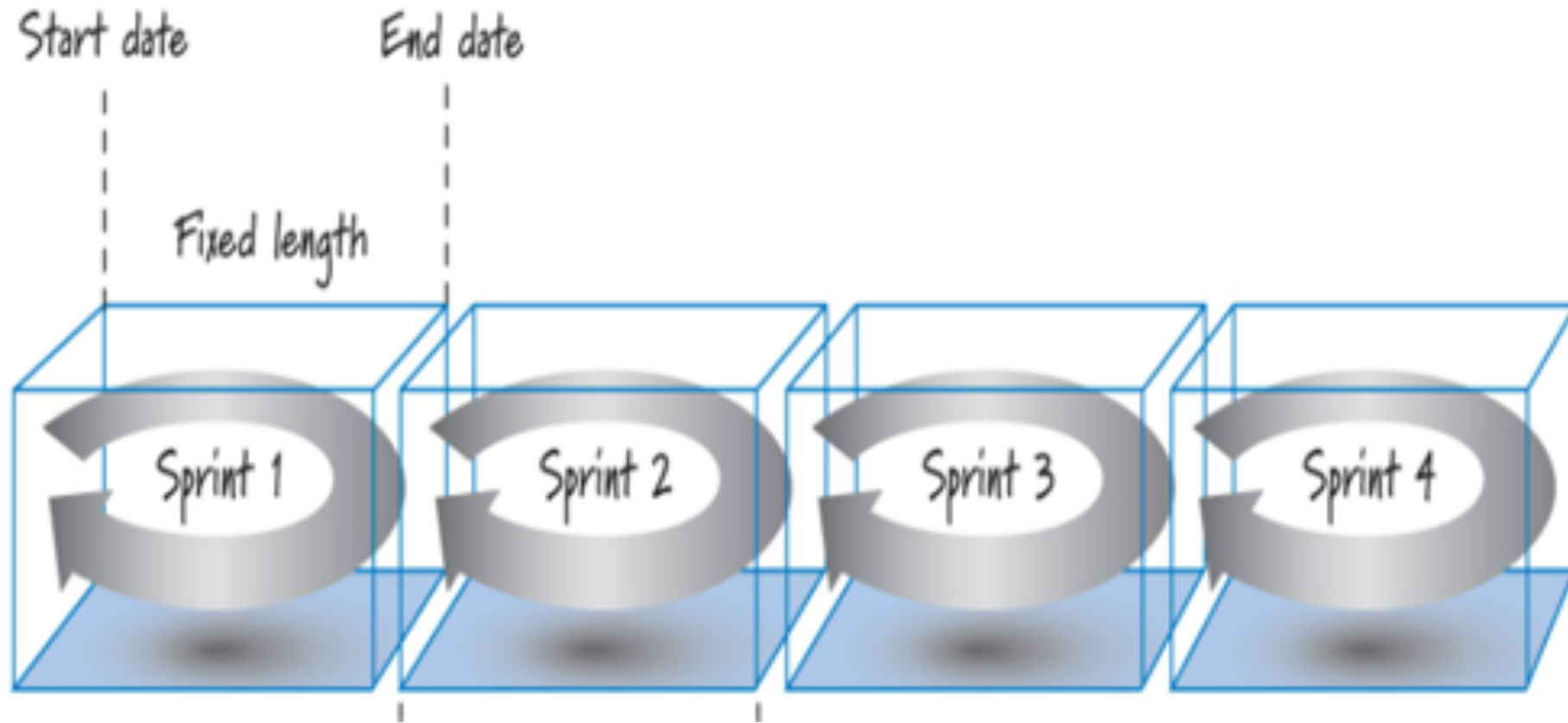


**Chef-crafted meals are delivered  
weekly.**  
Stick with our recommendations  
or choose from a selection of  
200+ meals each week.

# So, we have a plan and some certainty based on analytics

- Define your Brand
- Refine the Menu
- Write a Restaurant Business Plan
  - Market analysis
  - Financial Projection
  - Obtain funding
- Confirm type of restaurant
- Procure additional equipment

# Milestone 2





# Let us talk about Sprint 2

- Move to the next phase of your restaurant business.

# Sprint 2 - Food Cart or out of the box solutions

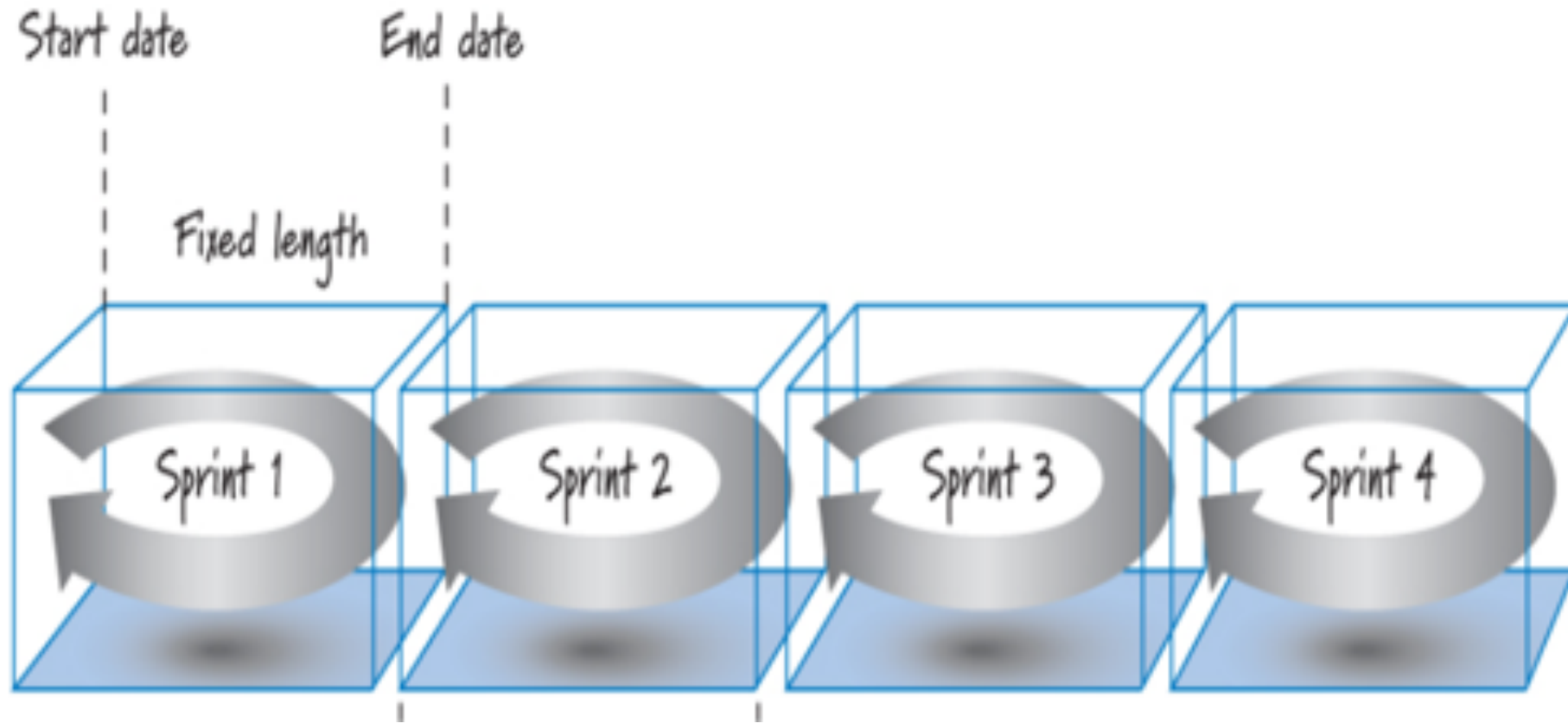
- Winner Winner Chicken Dinner, Middletown, RI
- Only available on Mondays. Order online in the morning and pick a time to pick it up in the afternoon/evening.
- Also uses another restaurant's space that is closed on Mondays

<https://www.newportri.com/story/lifestyle/food/2021/10/25/winner-winner-chicken-newport-ri-sold-mission-burger-middletown-ri-mission-restaurant-group/6136062001/>

- Food Love

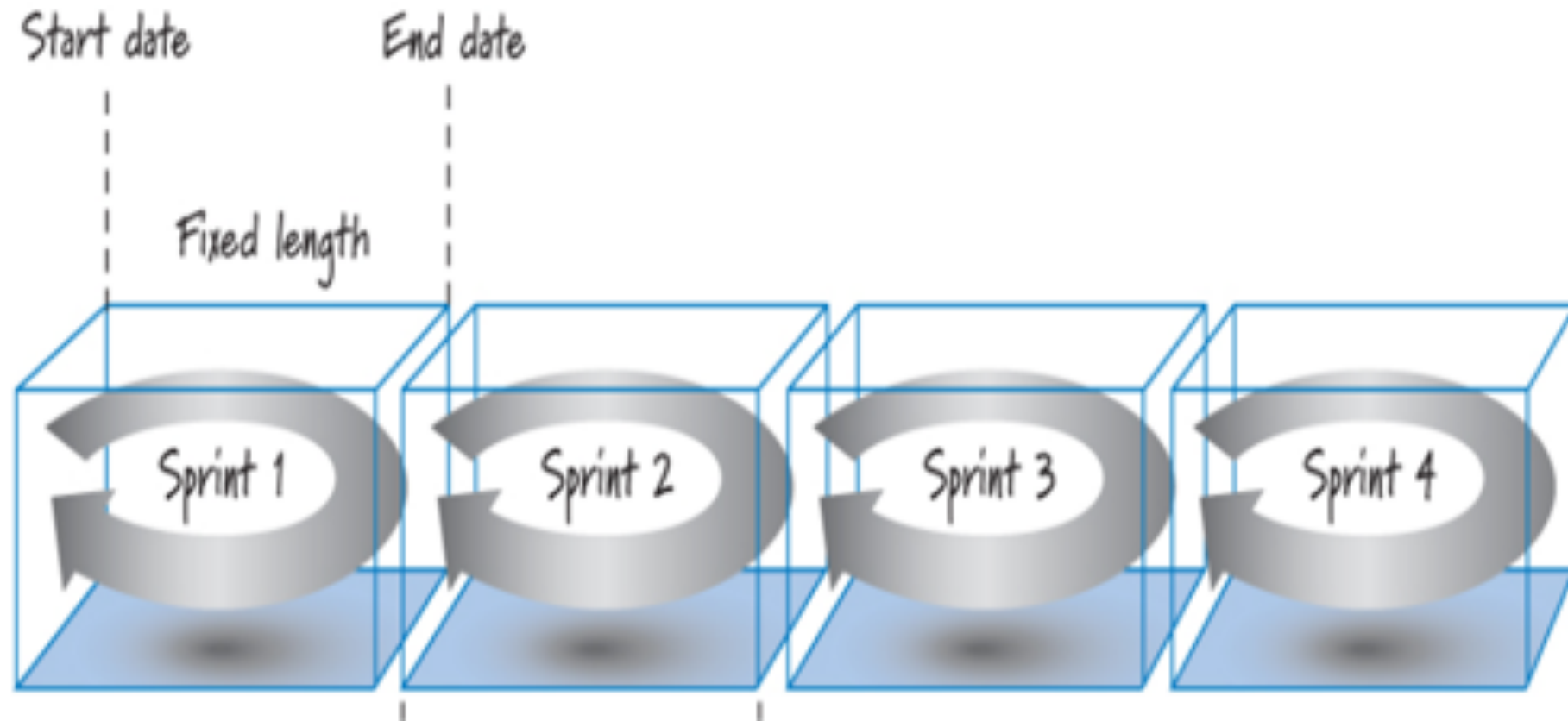
<https://whatsupnewp.com/2021/01/newport-restaurant-group-opening-foodlove-market-in-middletown-this-summer/>

# Milestone 3



- Invest in restaurant layout
- Invest in staff
- Plan and release App
- Soft Opening
  - Smaller menu
  - It reduces stress on new staff
  - Don't operate all day.
  - Consider lunch and dinner for five days
  - Invite students, faculty, neighboring homes and businesses.

# Sprint 4



- Find Equipment and Food Supplier
- Ask your customers
- Implement take-out only
- You save money on
  - Servers
  - Bartenders
  - Hosts
  - Food runners and bussers
  - Dishwasher

# You have the dream restaurant ...

- Saved money on expensive layout, furniture, staff.
- You could have a parallel Project building the App

[Click to read](#)

# We saw examples of the Agile Manifesto

- *Individuals and interactions*
- *Working software / Product / Service*
- *Customer collaboration*
- *Responding to change*



## Individuals and Interactions

Front Line staff and Customers are important



[Ref: OMS Consulting Partners \(2020\)](#)

# Conclusion

- Daunting tasks vanish – you simplify.
- Procrastination is controlled – you launch the business quickly
- Risks managed
- Financial risks averted
- Fail Fast and Pivot
- Learn and Innovate quickly.

# Conclusion

- At each sprint you have opportunity to get data from the customer and other stakeholders
- Data from other data analytics sources about demand (Uber Eats for instance) is possible and this gives a chance to pivot the business.
- You have an opportunity to decide price, quality, choice and convenience.