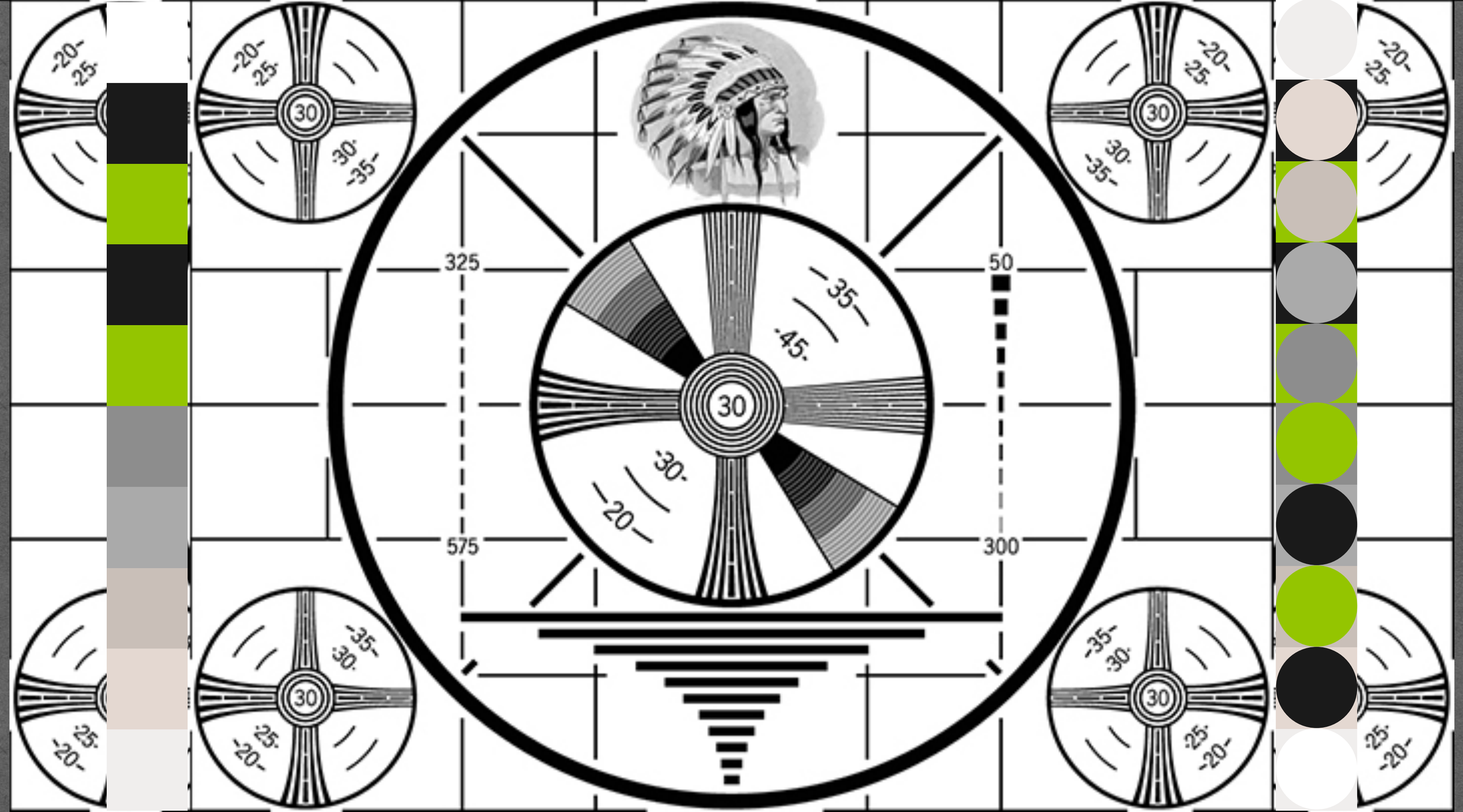
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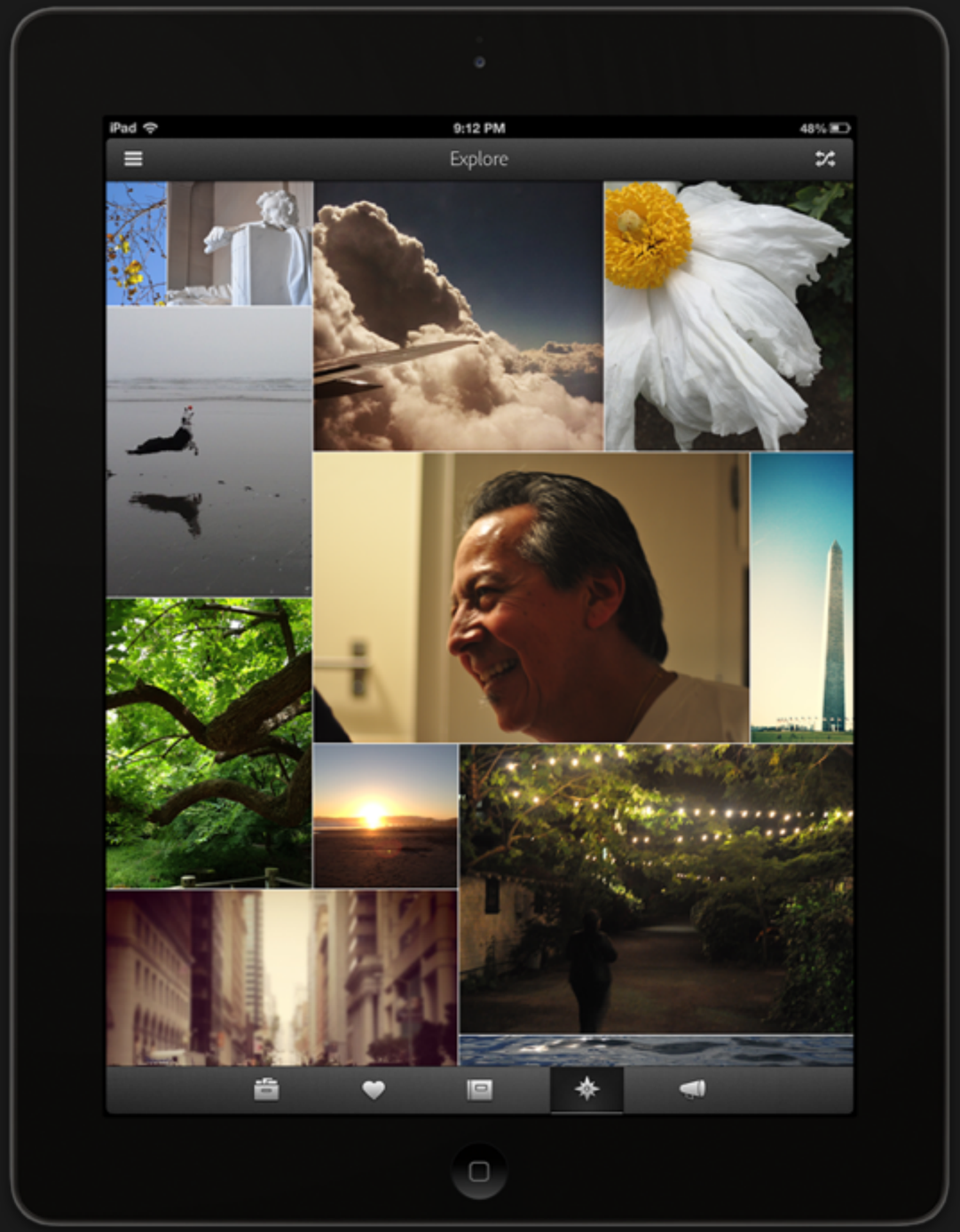
Building Lean

Kevin Goldsmith
Director of Engineering
Spotify AB
Stockholm, Sweden

Spotify

October 9, 2014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48%
Explore

Verizon LTE
9:03 AM
98%
Albums
Camping at Pt Reyes
National Sea Shore
JULY 23
35
Our Fun at the Beach
in San Francisco
JULY 20
35

Verizon LTE
9:03 AM
98%
Albums
Our Fun at the Beach
in San Francisco

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Search
Sara Chin
MAIN
Browse
Discover
Radio
Follow
Top Lists
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Play Queue
Devices
App Finder
YOUR MUSIC
Songs
Albums
Artists
Local Files
Browse
OVERVIEW
TOP LISTS
GENRES & MOODS
NEW RELEASES
NEWS
Good Morning, Monday!
Morning Commute
Your Favorite Coffee
Ready for the Day
Feelin Good
Spotify
SPOTLIGHT
Foster The People
PLAY
FOLLOWING
OVERVIEW
RELATED ARTISTS
BIOGRAPHY
LATEST RELEASE
Supermodel
POPULAR
Pumped up Kicks
Helena Beat
Houdini
Don't Stop (Color on the Walls)
Call It What You Want
SHOW 5 MORE
ALBUMS
RELATED ARTISTS
The Black Keys
Neon Trees
Of Monsters And ...
Gotye
Florence + The M...
The Strokes
Arctic Monkeys
RELATED MUSIC
Best Friend
Foster The People
Carrier
6:21 PM
Foster The People
FOLLOWING
908,149 FOLLOWERS
SHUFFLE PLAY
LATEST RELEASE
Supermodel
11 tracks • 2014
POPULAR
Best Friend
Foster The People

THE LEAN
STARTUP
How Today's Entrepreneurs Use
Continuous Innovation to Create
Radically Successful Businesses

What is Lean?

The one thing you can’t recycle is wasted time.

Taiichi Ohno

Key Lean Concepts

Anything that doesn’t produce value for customers is waste and a candidate for elimination

Key Lean Concepts

Get value to customers as quickly as possible

Key Lean Concepts

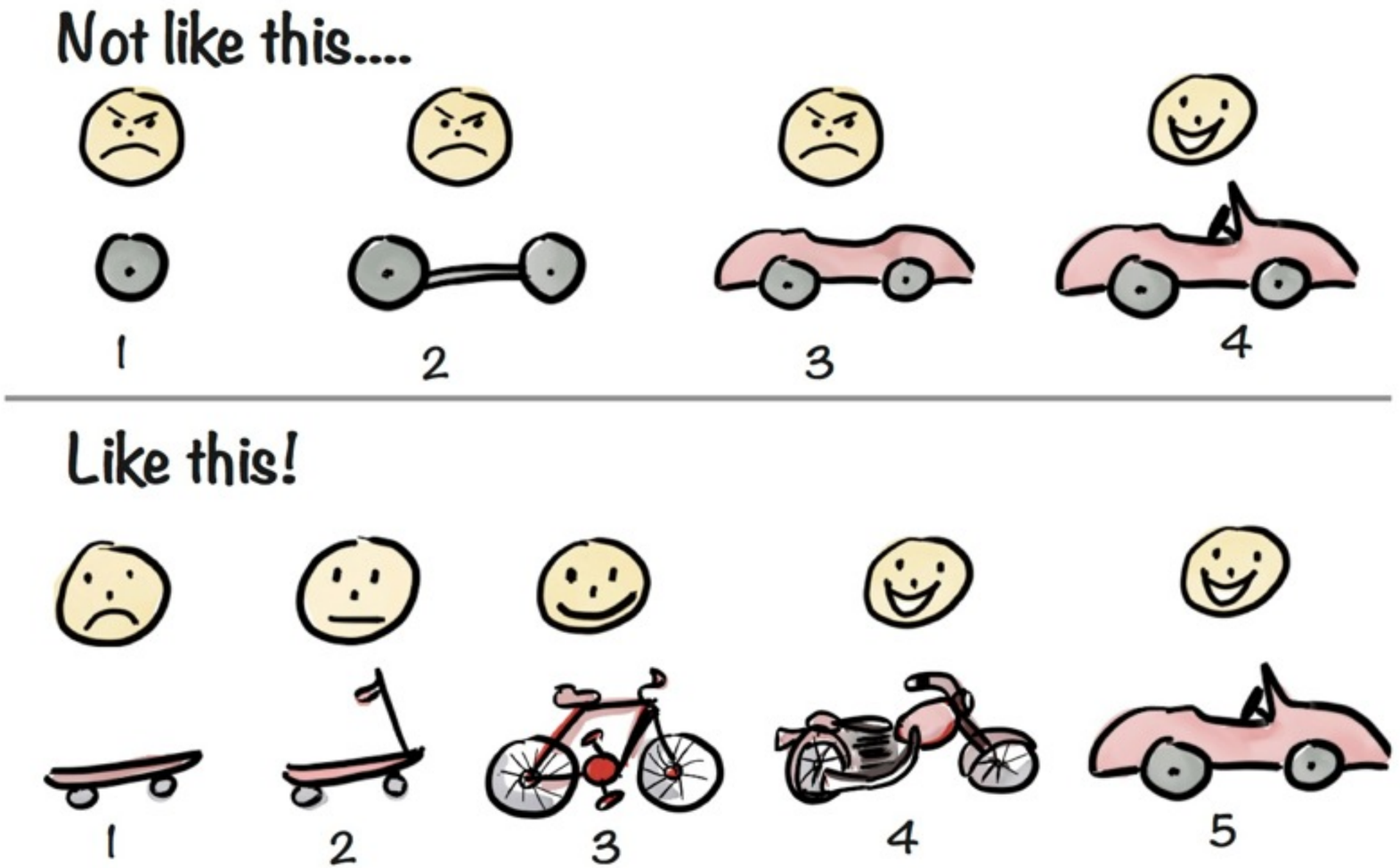
Validate product/market fit in the shortest amount of time necessary

Key Lean Concepts

Scientific, data-driven, approach

Key Lean Ideas

Minimum Viable Product


Not like this....
1
2
3
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Like this!
1
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5
Henrik Kniberg

Key Lean Ideas

Create hypotheses, validate with experiments and DATA

Key Lean Ideas

Learn fast, fail fast

Key Lean Ideas

The speed of iteration is more important than the quality of iteration - John Boyd

Using Lean To Build a New Product

adobe.revel.

The Environment

Traditional hierarchical organization

Open to innovation but still has difficulty with change

Silos by function

The Strategy

Launch fast

Stay small

Stay under the radar

Bring other functions into the process

Overcoming doubt

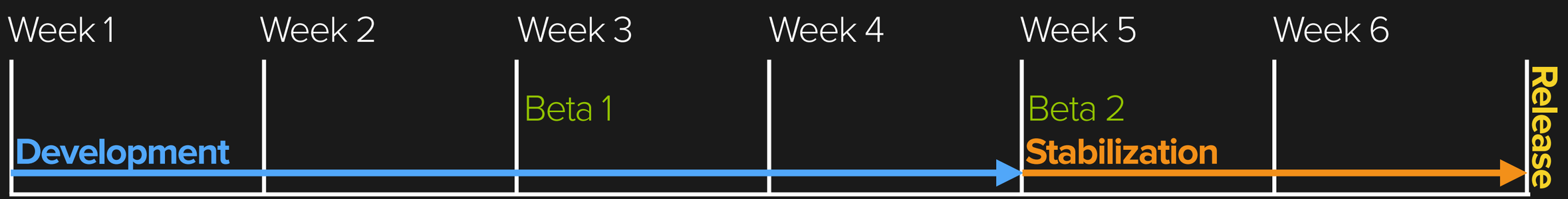
Ruthlessly cut features to make the launch

Overcoming doubt

Ruthlessly cut features to make the launch

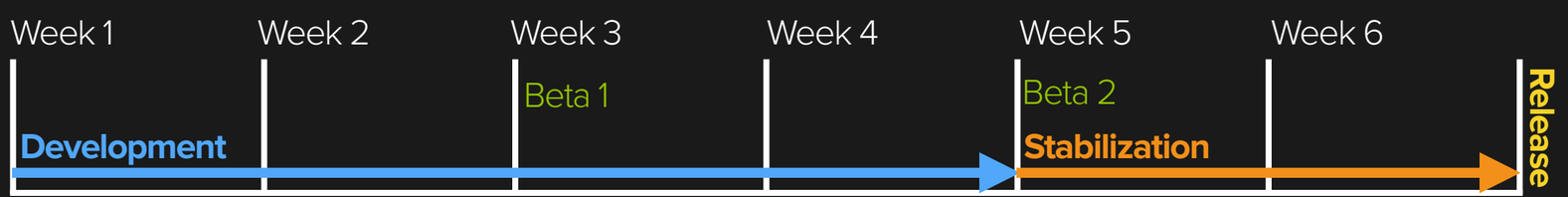
Commit to consistent, quick, iterations to make up the features we cut

The release train

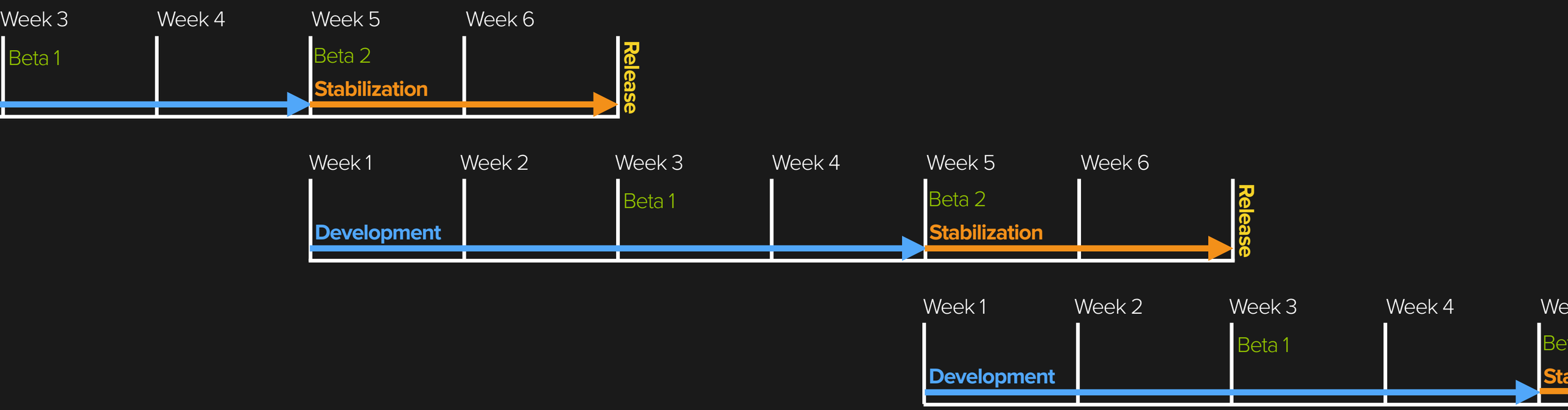


The release train

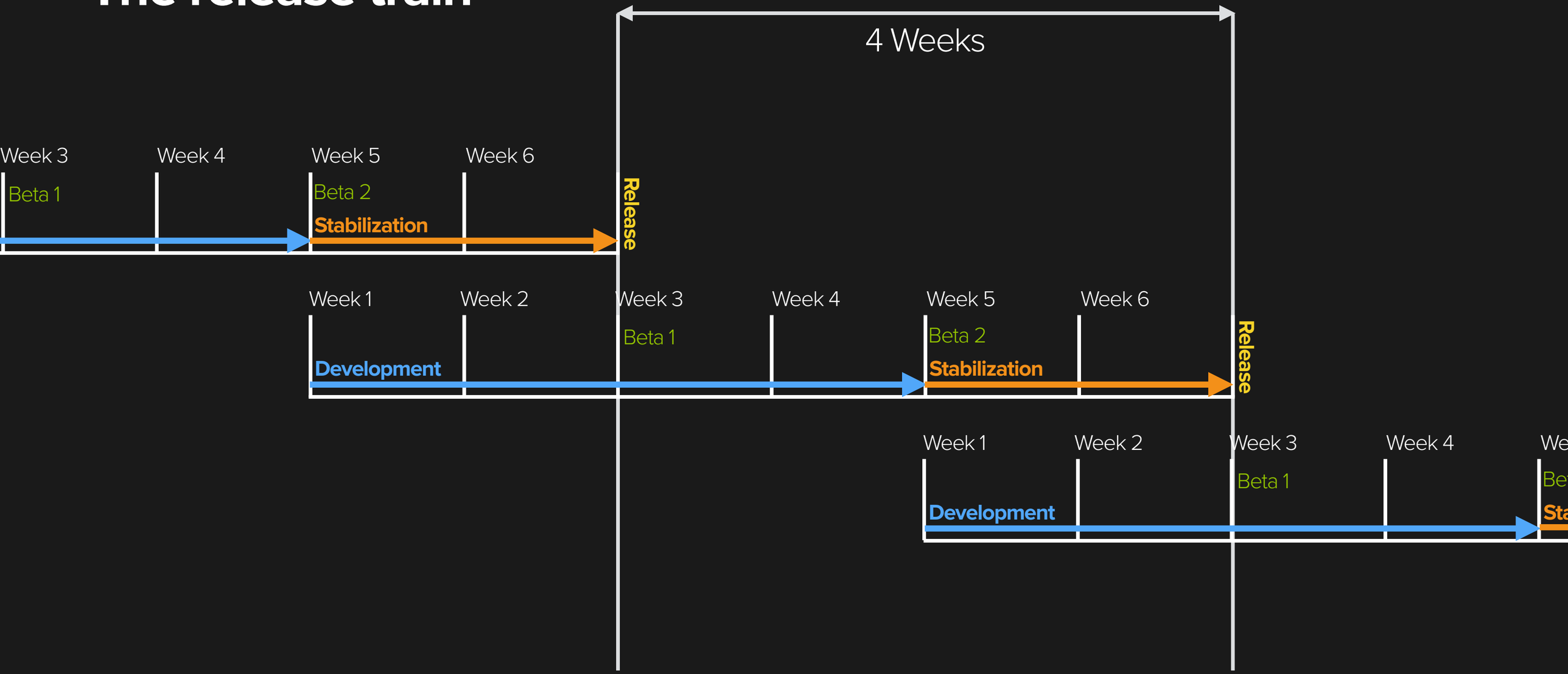
The release train



The release train

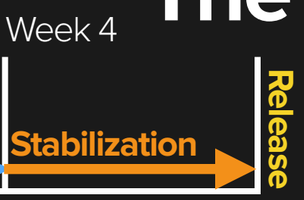


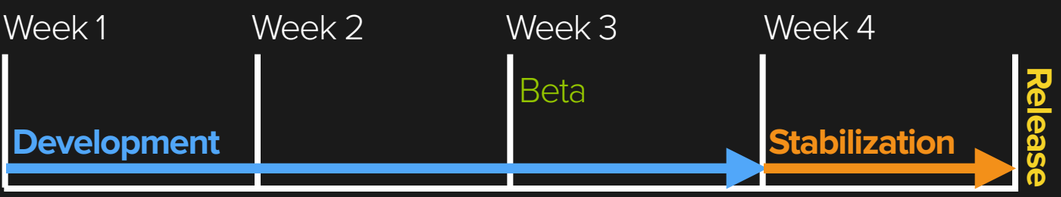
The release train

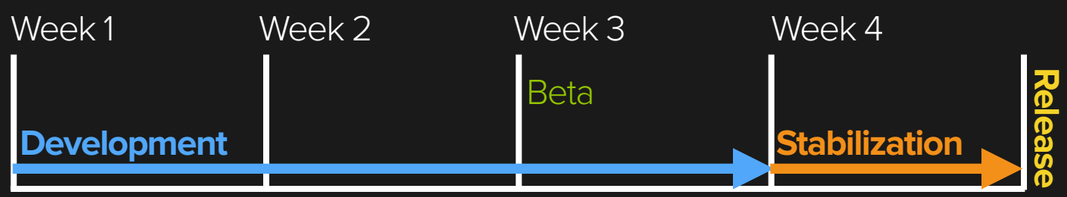


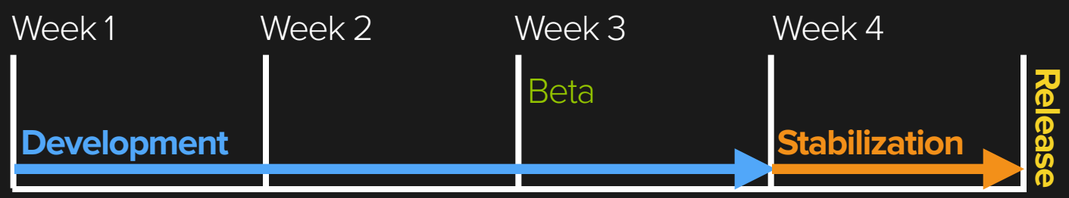
The release train

The release train

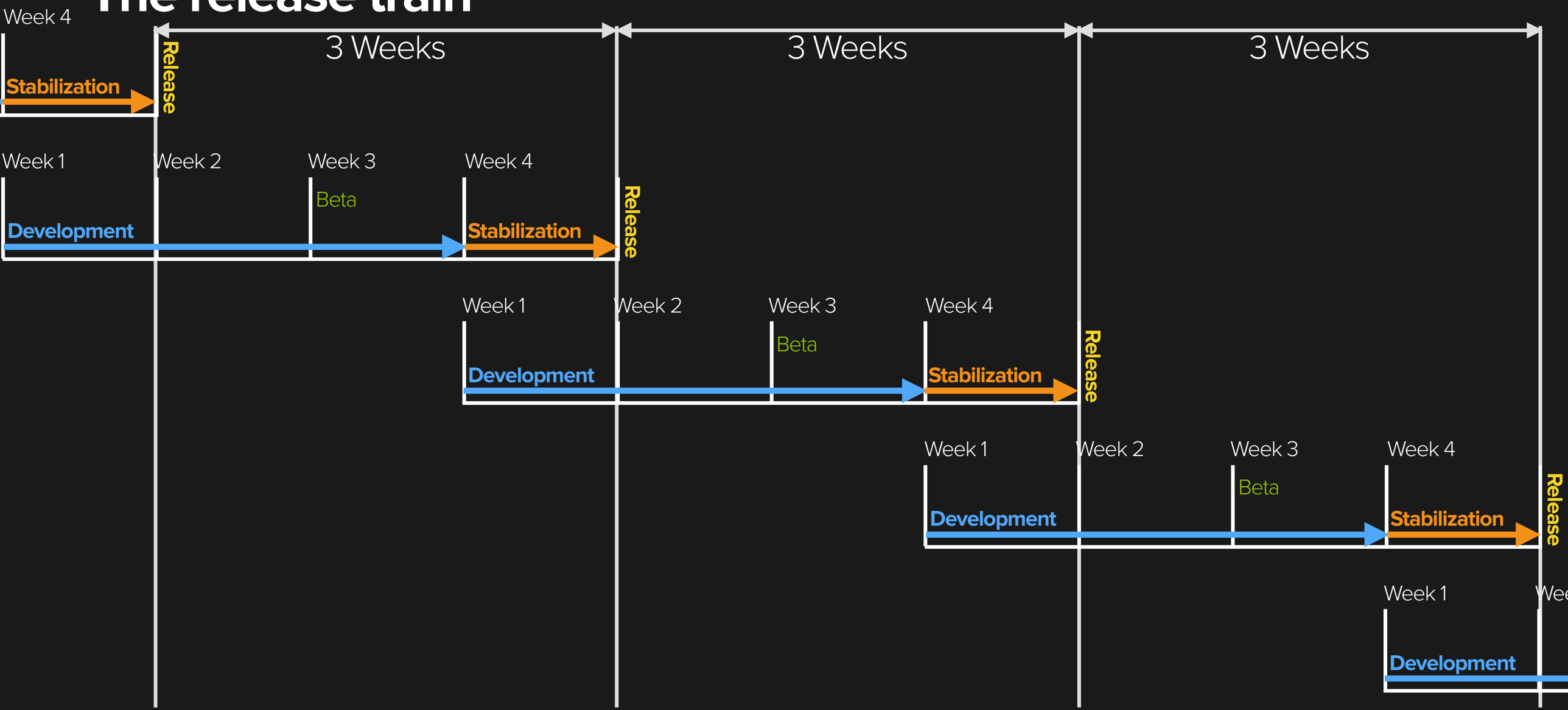








The release train



The release train

Lessons learned

Bring everyone into the process

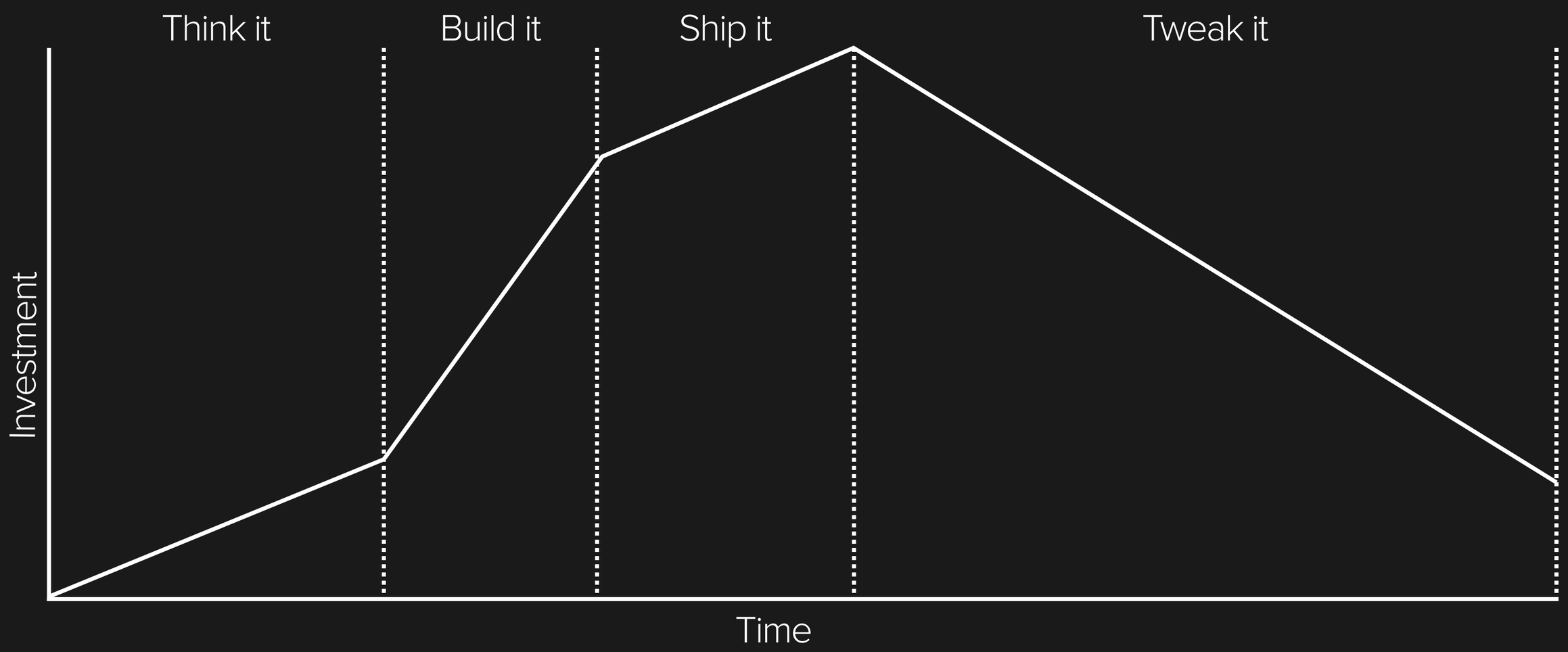
Counter fear/doubt with speed & commitment

Trim to the MVP, but iterate quickly

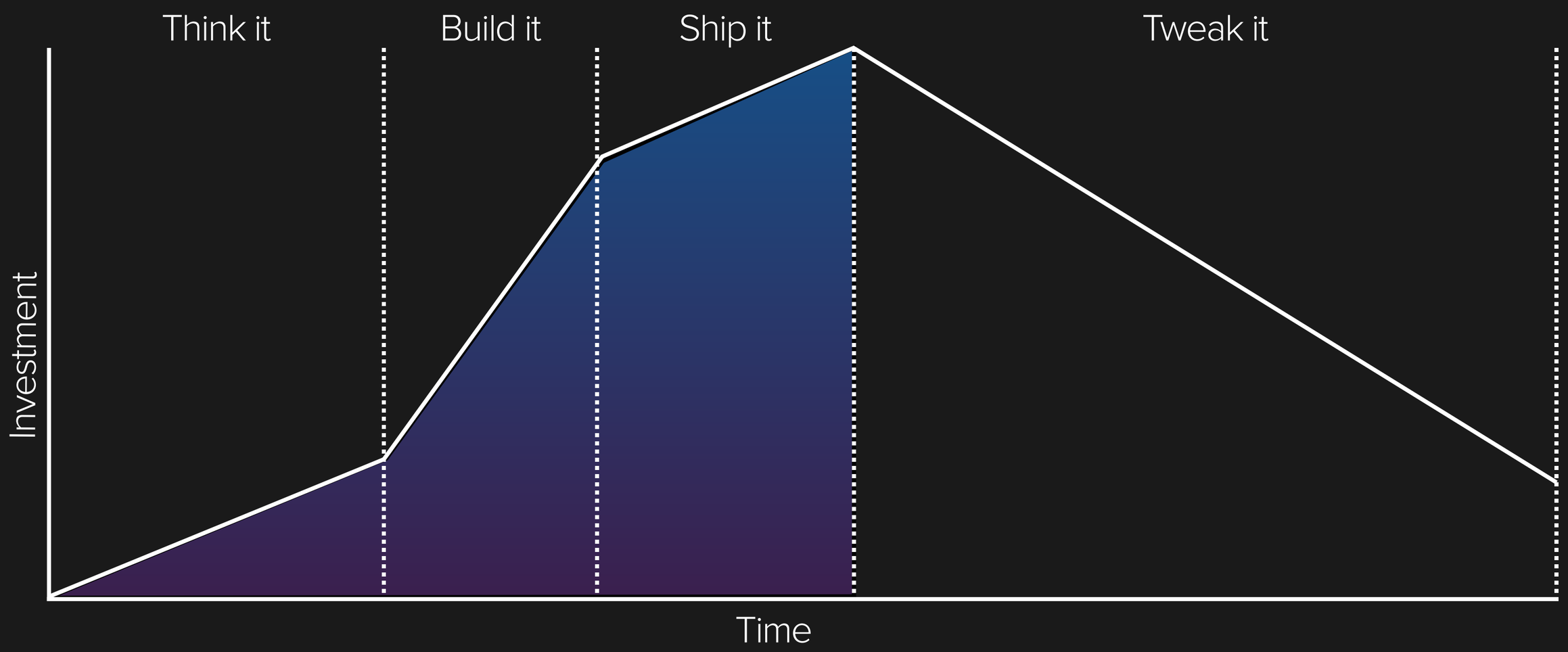
Using Lean at the Feature Level

Think it
BUILD IT
Ship it
TWEAK IT

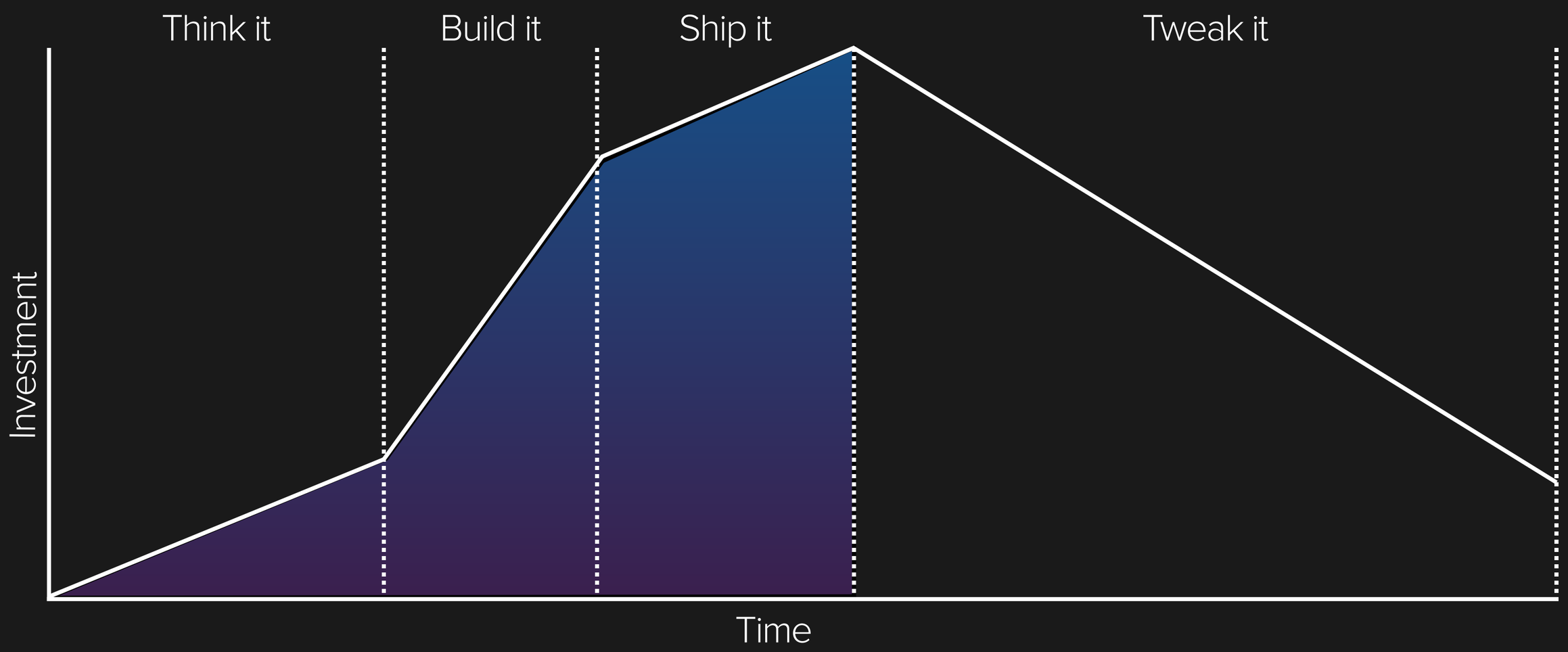
Investment



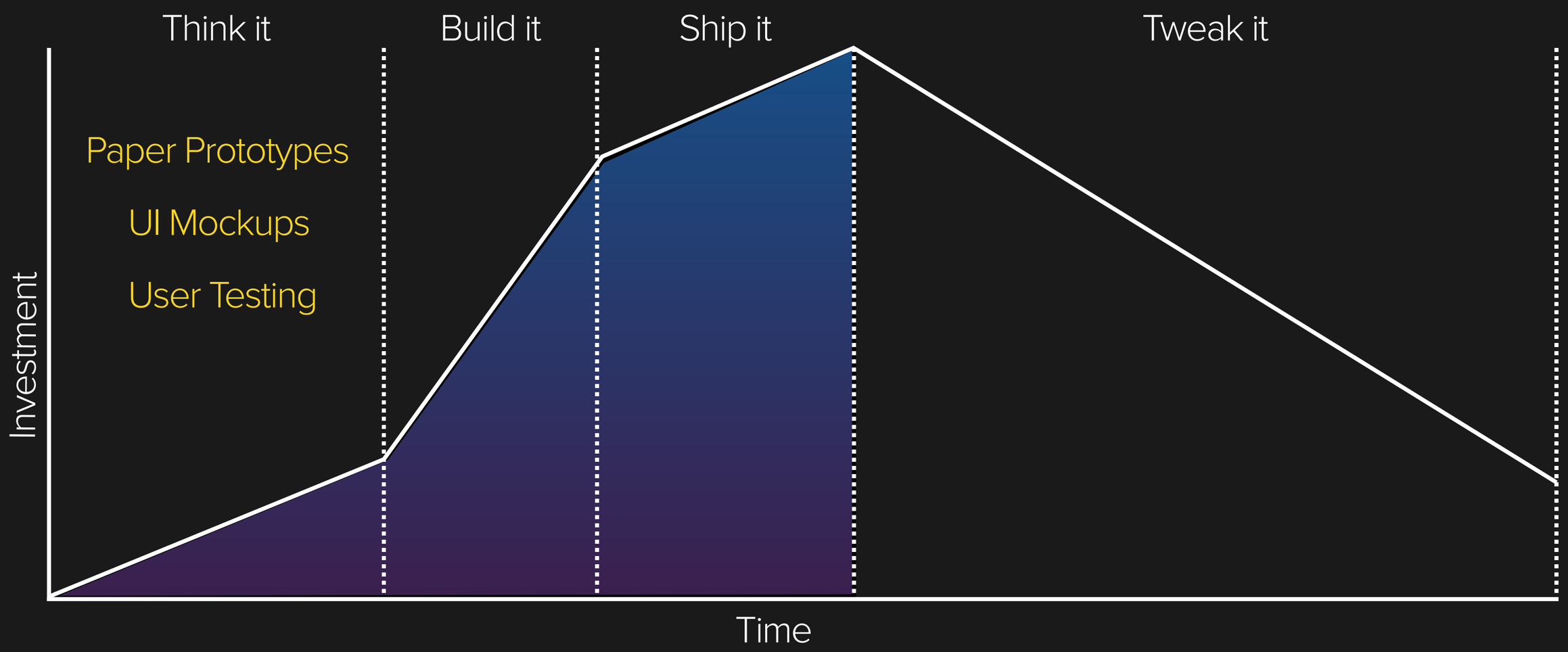
Investment



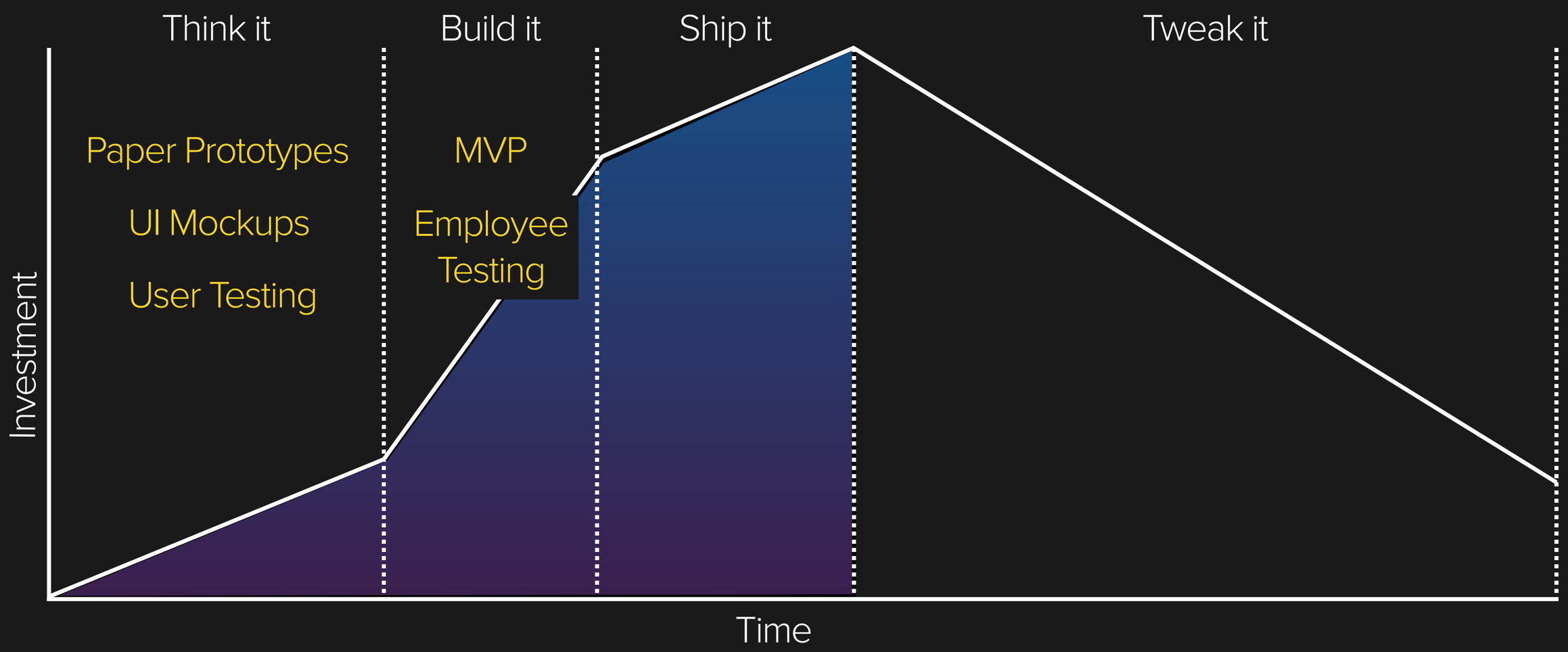
Investment



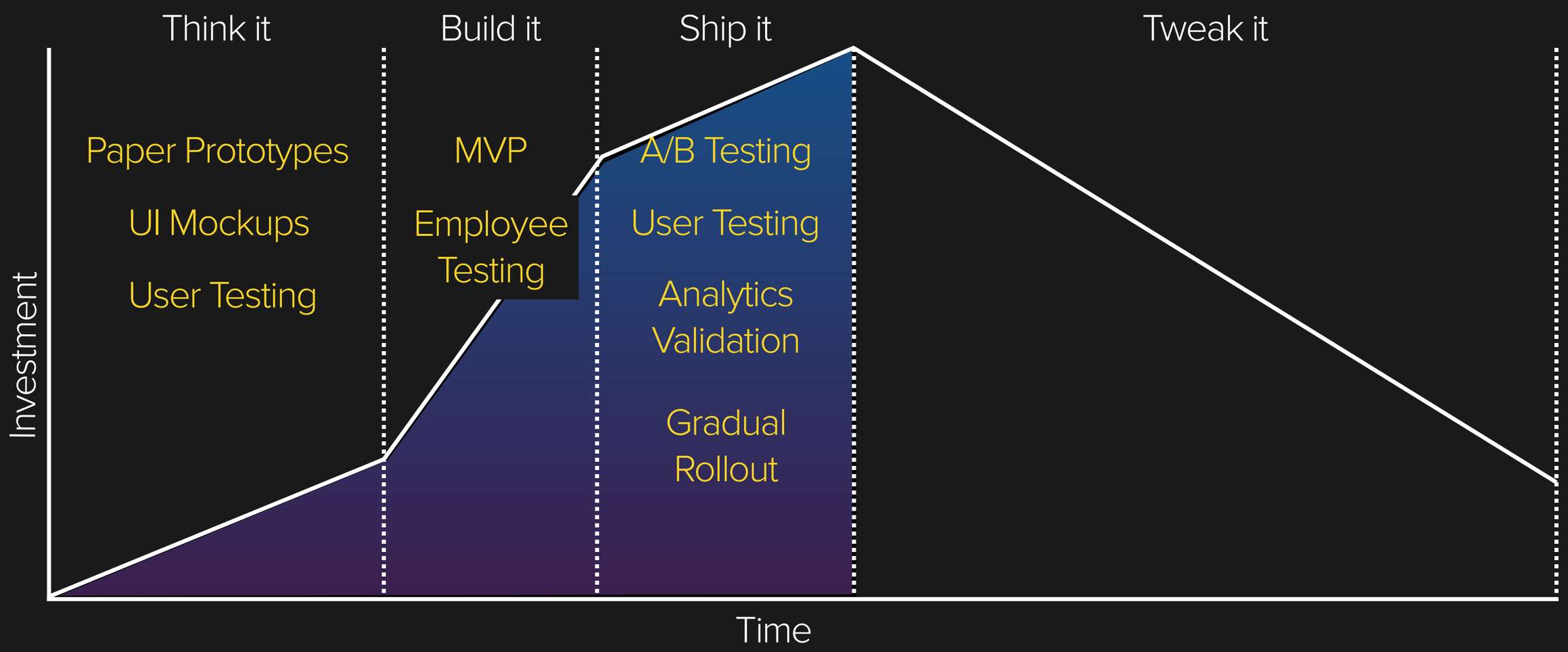
Investment


Think it
Build it
Ship it
Tweak it
Paper Prototypes
UI Mockups
User Testing
Investment
Time

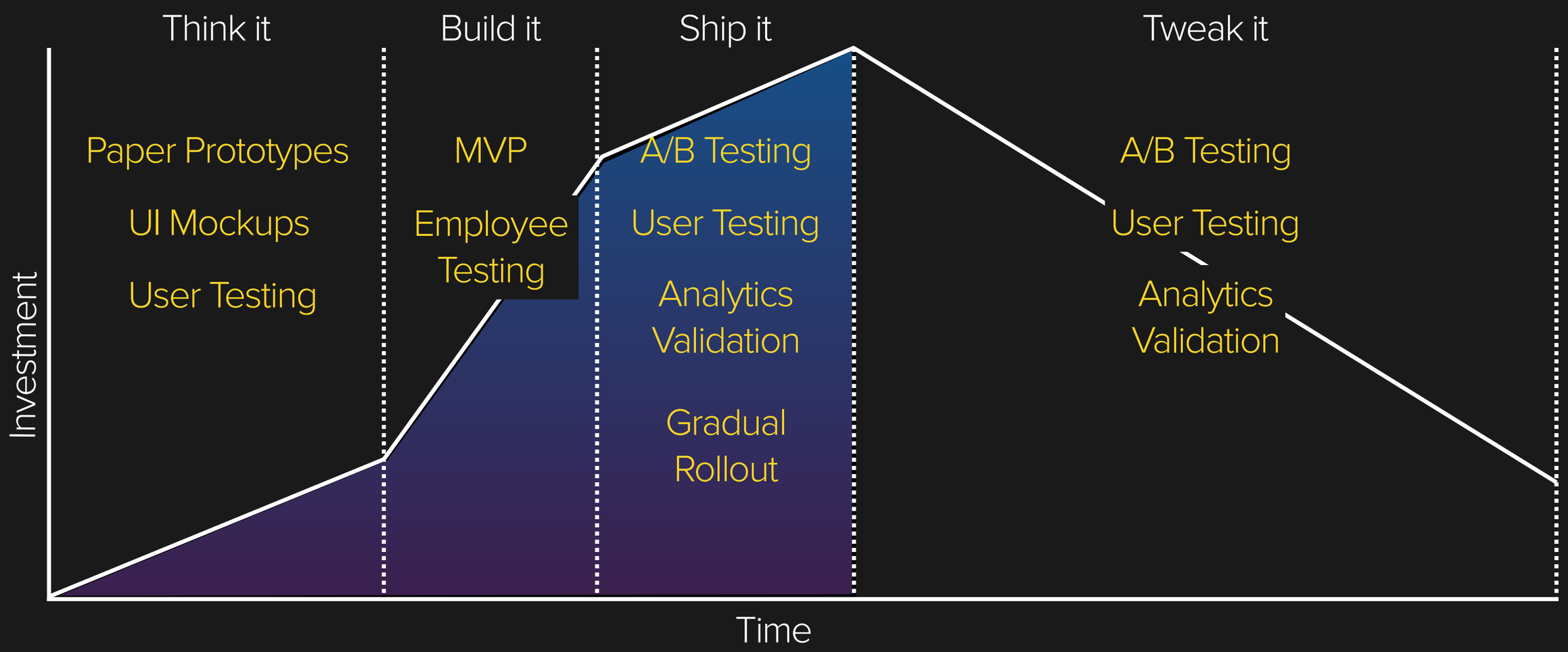
Investment


Think it
Build it
Ship it
Tweak it
Paper Prototypes
UI Mockups
User Testing
MVP
Employee Testing
Investment
Time

Investment


Think it
Build it
Ship it
Tweak it
Paper Prototypes
UI Mockups
User Testing
MVP
Employee Testing
A/B Testing
User Testing
Analytics Validation
Gradual Rollout
Investment
Time

Investment


Think it
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MVP
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A/B Testing
User Testing
Analytics Validation
Gradual Rollout
A/B Testing
User Testing
Analytics Validation
Investment
Time

Lessons learned

Can scale lean down successfully to a feature level

Pick your metrics carefully

Data is more valuable than opinion

Can get trapped in incremental improvement

Tack!

Twitter: @KevinGoldsmith
e-mail: goldsmith@spotify.com
Spotify: spotify:user:intonarumori