

Think big, start small, fail fast

How to never stop innovating

Agenda

What is innovation?

Think Big

Start Small

Fail Fast

Summary

What is innovation?

Challenging conventional notions of how things have been done before, and bringing ideas from one industry to another, or from one geographic region to another

Deliberate application of information, imagination and initiative in deriving greater or different values from resources

Something new or different that delivers value to the world

Work that delivers new goodness to new customers in new markets, and does it in a way that radically improves the profitability equation

New value creation by applying creativity, in-depth relationships with consumers and customers, and new thinking

Innovation is the application of ideas that are novel and useful

Fulfilling unmet consumer needs, by offering new ways to accomplish goals, or make lives or jobs easier, better, happier, more exciting, satisfying, or more productive

What is innovation?

Ability to come up with and execute new big ideas that change conventional ways. Making meaningful impact on customers, company, and markets.

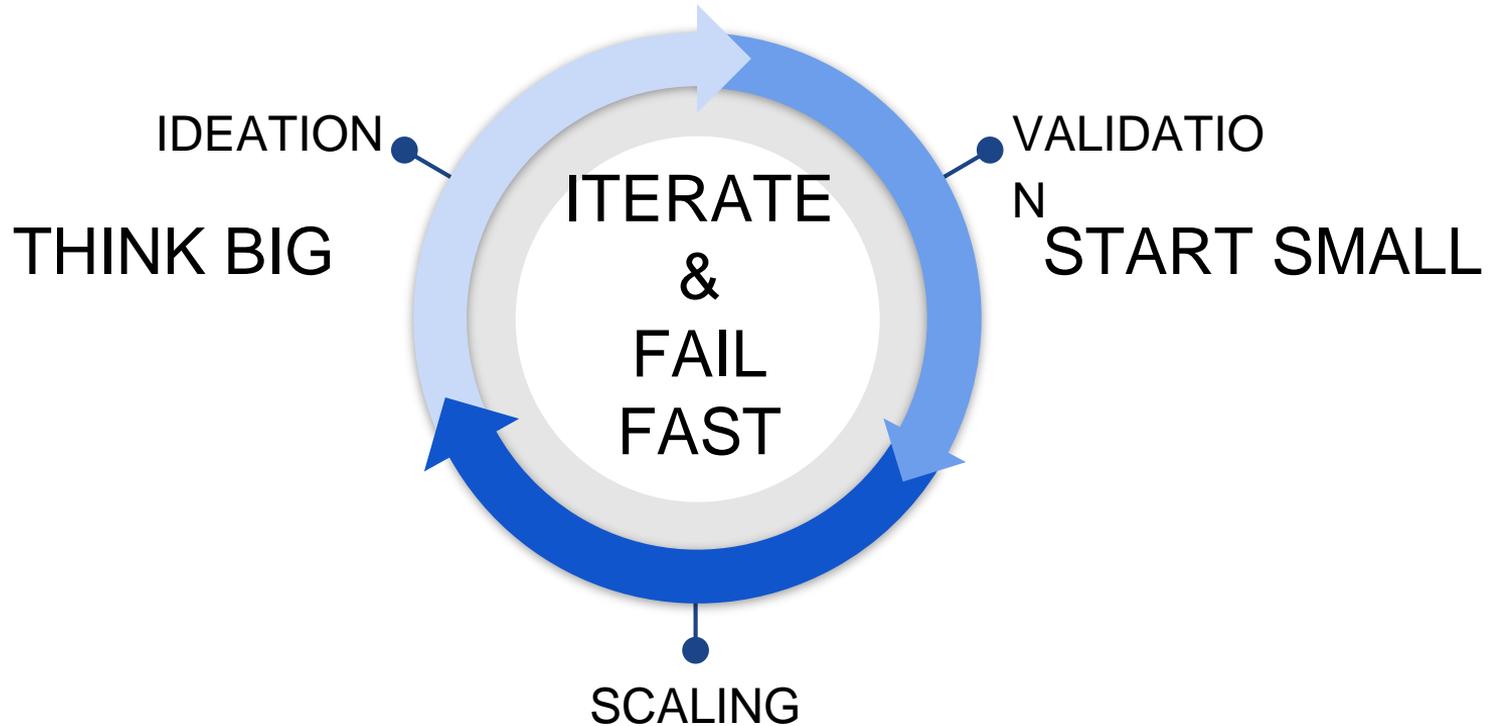
The 3 stages of innovation

Ideation: how can we come up with big ideas that change conventional ways?

Validation: how do we validate that these ideas bring meaningful impact?

Scaling: how do we scale validated ideas to the whole market?

Innovation = Product Building



Agenda

What is innovation?

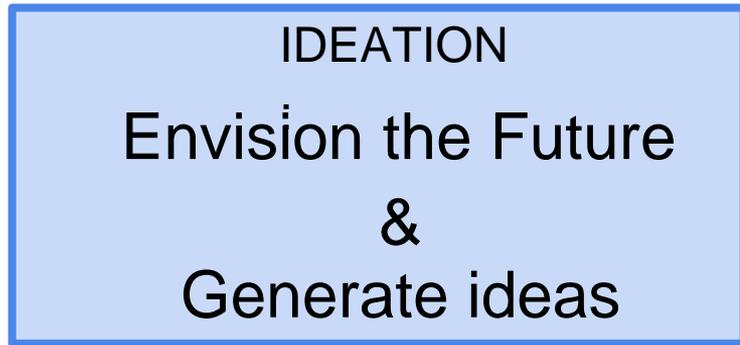
Think Big

Start Small

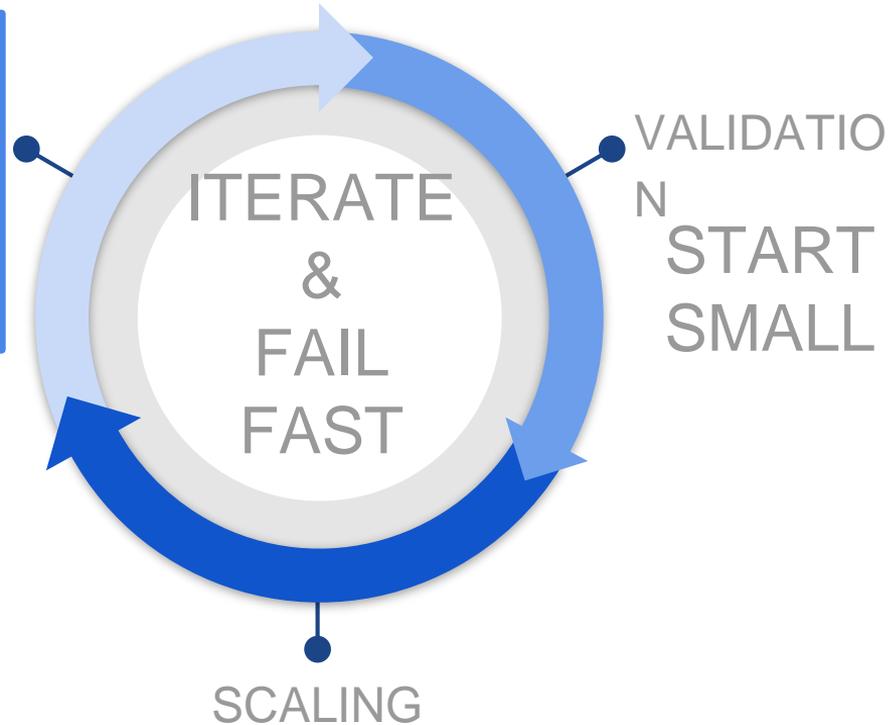
Fail Fast

Summary

Start from thinking BIG



Think BIG



Envision The Future

Think BIG: who do you want to be?

What will the future be like?

What are your assets?

What are the problems
people have/will have?

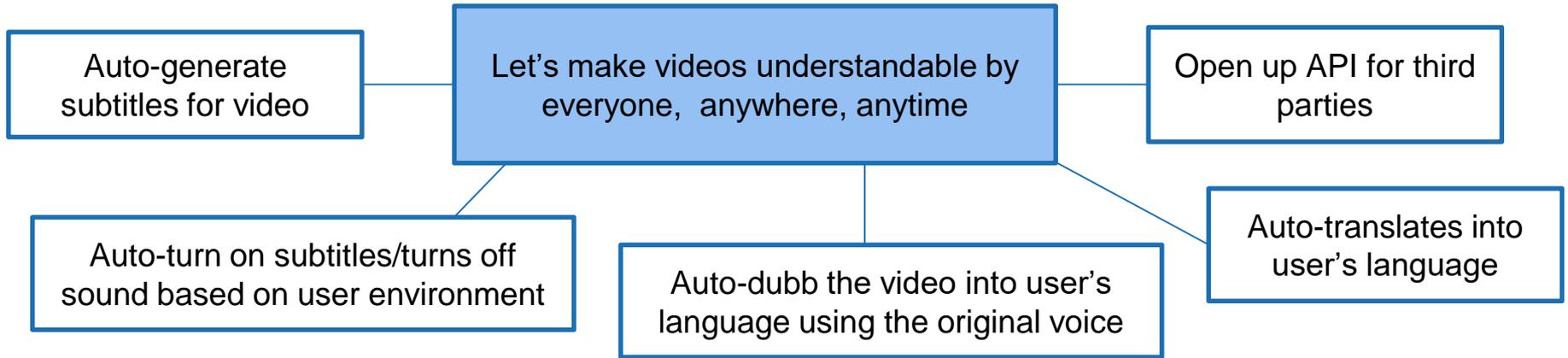
What do you do really well?

What about other players?

What types of problems are
you excited solve?

Thinking BIG changes your ideas

- * Video consumption is moving to mobile and other smart devices, which do not always allow for sound
- * People consume videos around the world and they are not always in their language
- * Everyone is trying to make contextualized content that is most relevant for each user



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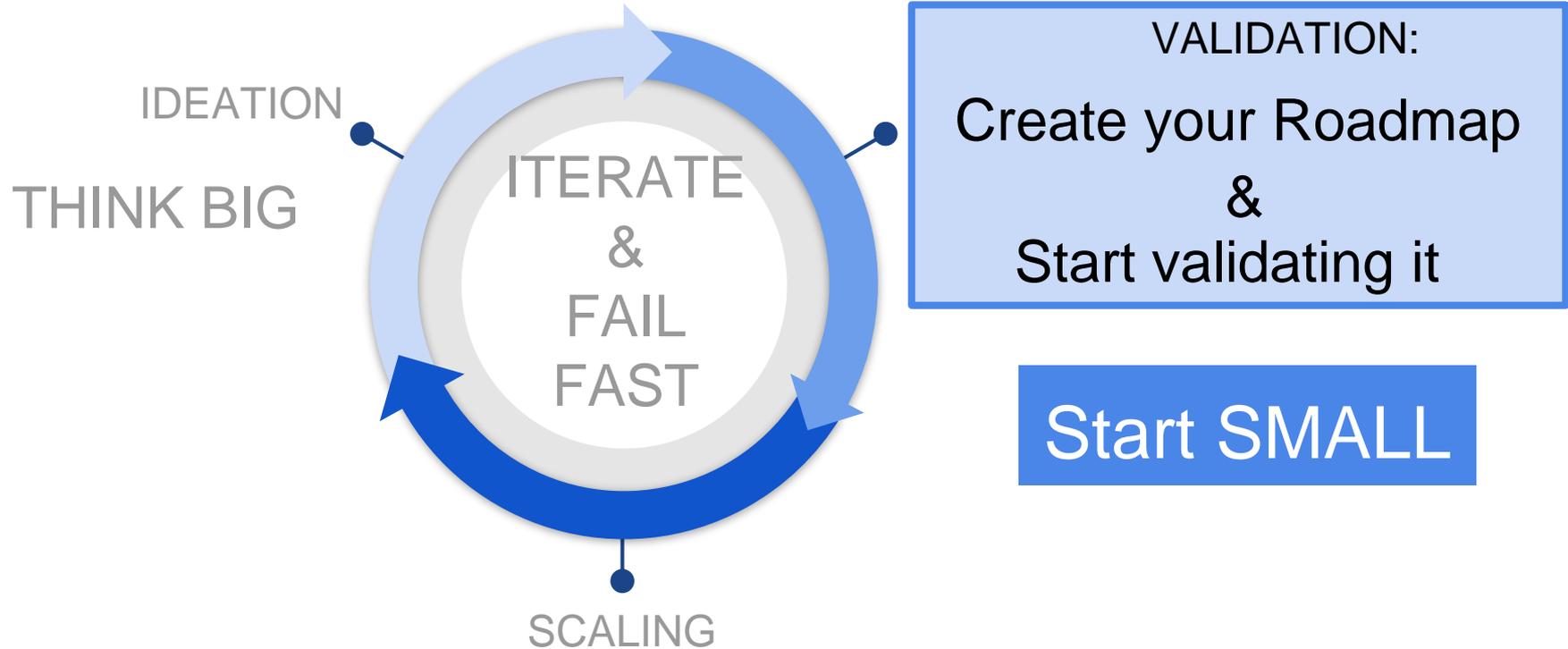
Think Big

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Summary

After thinking BIG, start SMALL



Break down ideas into users problems

Why is not your BIG vision a reality?

What are the problems users have that we want to solve?

How do we know these problems are real pain points?

How will we know when we solved them?

Example: YouTube users problems

Vision

Let's make videos understandable by everyone, anywhere anytime

Users' problems

People don't understand videos without sound

People can't always have sound when they are on their mobile on the go

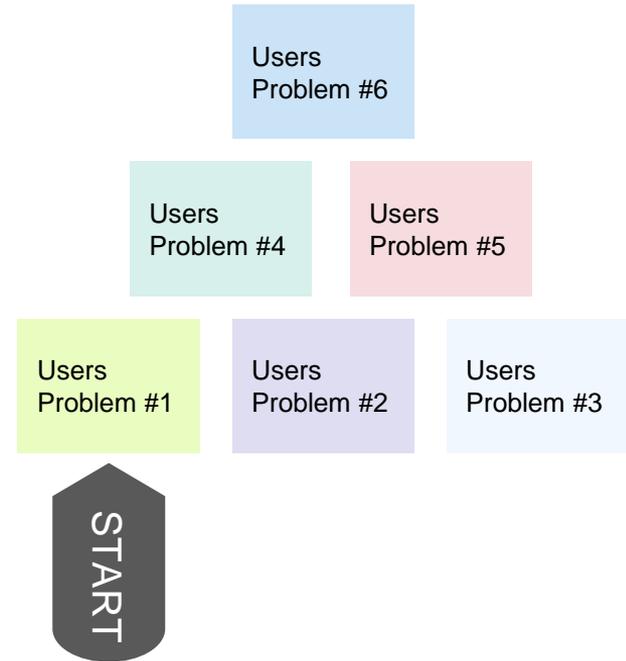
People in non-english speaking countries are interested in videos by english speaking celebrities, but they don't understand the language

Form roadmap from users problems

You can't solve everything at once

Prioritize and sequence

Build more and more value along the way



Validate solutions to people problems

Build MVP. Listen. Iterate.

Solve the users problem

Listen to your customers

Dogfood your product

Know when to say NO

Obsess over data

Fail fast

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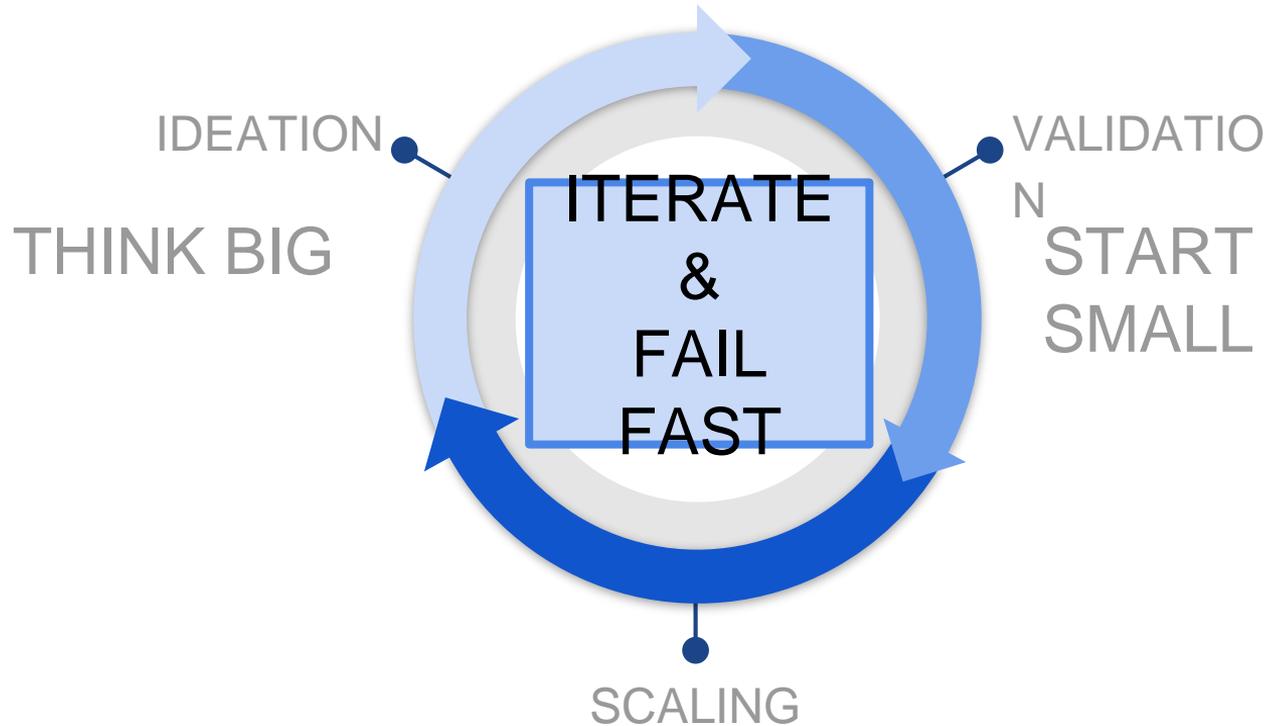
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Innovation = Product Building



Failing FAST and LEARNING is OK

Failing is part of the process

Failing and learning enables iteration

If you never failed, you probably did not aim high enough

If you fail, do it FAST and LEARN how to succeed in the future

Learn and iterate at every stage

Ideation

- * Validate ideas through research
- * Learn from success or failure
- * Iterate to come up with new ideas

Validation & Scaling

- * Set goals based on people problem
- * Know when to say NO to features
- * Dogfood your product
- * Listen to your customers
- * Obsess over data
- * Learn from success or failure
- * Iterate to build scalable solutions that make meaningful impact

Example: YouTube video subtitles

Vision: Let's make videos understandable by everyone, anywhere anytime

Users problem: People don't understand videos without sound. People don't have sound when they are on mobile and thus don't want to watch videos.

Step 1: Validate the problem with user research

Step 2: Set a goal to increase mobile video watch time

Step 3: Your solution is to auto-generate subtitles and offer video publisher to add these to the video. Validate the solution with publisher research.

Step 4: Your users watch more video when subtitles are displayed. But subtitles adoption is low. WHY?

Step 5: Analyze where/how publishers upload videos and talk to publishers. Do they use a different upload flow? Do they need someone else's approvals? Are the subtitles not correct?

Step 6: Find the new pain point and solve for that

Summary

IDEATION: THINK BIG

- (1) Envision the future
- (2) Generate ideas
- (3) Validate the problems

FAIL FAST & ITERATE

- (1) That's part of the game
- (2) Learn from success or failure

VALIDATION: START SMALL

- (1) Create a staged roadmap
- (2) Validate your roadmap
- (3) Focus on users problems & solutions

Thank You!

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