



innovation rapid-cycle experimentation

It's no secret that the half-life of an idea is shrinking rapidly. If you can't get your idea into the hands of potential customers quickly, someone else will.

Given the pace of change in today's high-velocity business environment, organizations cannot hope to win without a finely tuned innovation engine, one built for speed, agility, flexibility, and fueled by a strong discipline around understanding needs, conceptualizing solutions, and testing literally hundreds of ideas through lightweight, high-impact business experiments.

Lightweight means inexpensive in terms of organizational time, money and resources. High-impact means the proposed experiments test business hypotheses that address simultaneously unmet or unvoiced customer needs as well as the express challenges set by organizational leaders.

**"1,000,000. That's how many ideas the Toyota organization tests every year."
Matthew E. May**

The combination of lightweight and high-impact presents a unique and special constraint, a creative box intentionally designed to make widespread rapid innovation not just possible, but probable. The lean nature of the experiments ensures that they generate actionable insights remarkably fast. They're less "proofs of concept" than invitations to quickly take the next innovation steps.

Done right, an ethos of lablike curiosity paired with a strong rapid-cycle experimentation methodology will transform the organization into a market leader.

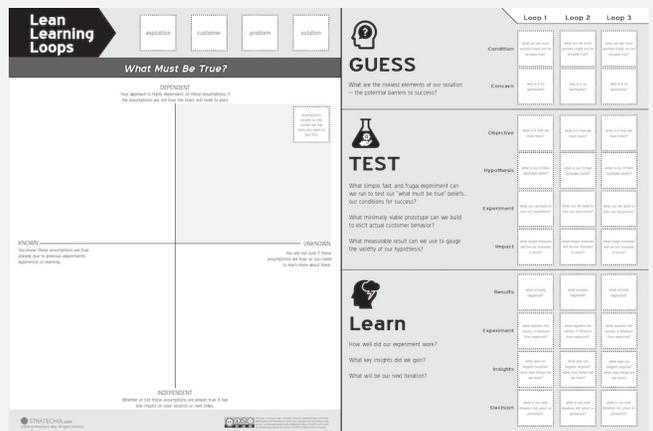
Which is why we use this approach as our chosen method for guiding innovation efforts.

LEAN ITERATION

Our approach to rapid-cycle experimentation features **Lean Learning Loops**, a lean and iterative mashup of the innovation methodology used by Toyota and the tactical OODA (observe-orient-decide-act) Loops used by military fighter pilots.

Lean learning loops revolve around an iterative 3-step cycle of **guess-test-learn**. **Guess** is focused on identifying the riskiest elements of the innovation concept. **Test** is focused on constructing a prototype and devising a simple, fast, and frugal experiment to capture measurable human response to the idea. **Learn** is focused on comparing results with expectations, then deciding whether to pivot, persevere, or abandon the concept entirely.

Best used as the creative engine driving a 2-day accelerated design sprint, Lean Learning Loops are guided by our proprietary Lean Learning Loop Canvas, which captures the multitude of rapid-cycle experiments conducted during the sprint.



SAMPLE INNOVATION CLIENTS

