Using Lean Methodology for Product Development

Razvan Telitoiu

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@RazvanCT
SAGE Publishing

Founded in 1965
Independent
2,000 employees globally
5th largest journal publisher & fastest growing STM publisher
Research Methods is at the heart of what we do
Innovation Incubator

Established an incubator 2 years ago
Initially 3 people which has now grown to 14
Test, prototype, fail, test, prototype, build

@Eric Ries
Some of the tools we’ve used...
This is the framework we’re using to learn about potential areas of investment:
Lean Value Tree Framework
**Lean Canvas**

**PROBLEM**

The problem is big enough
- Existing courses not credible
- I’m stuck with my project
- Existing courses aren’t relevant/understandable

**SOLUTION**

People want your solution
- **Phd:**
  - My supervisor can’t help me with CSS
- **Phd:**
  - Live element (video or chat)

**UNIQUE VALUE PROPOSITION**

- **Researcher Non-tenured:**
  - Upskill quickly
  - Progress your research project
  - Increase publication output
- **Phd:**
  - Finish your PhD
  - Add to your CV

**UNFAIR ADVANTAGE**

- The mailing list
- Sage’s brand (for partnerships and trust)
- Lots of content and existing editorial staff

**CUSTOMER SEGMENTS**

- Researchers Non-tenured
- Phd students

**EXISTING ALTERNATIVES**

- MOOCs, Books, Blogs, YouTube, Hackathon, Workshops, Short courses, Boot camps

**KEY METRICS**

- 1400 SS Researchers who have gained the skills they need to do a CSS project by mid-2019

**CHANNELS**

- List your paths to customers (inbound or outbound)

**COST STRUCTURE**

- Content costs ~$160k/year
  ($20k/course * 6 courses/year + 30k staff)
- Platform cost ~$400k/year
- Marketing costs ~$200k/year

Total ~ $760k/year

**REVENUE STREAMS**

- Pay per course/module (B2C)
- Subscription (B2C)
- Institutional sales (B2B)
- Premium services

@Ash Maurya
SAGE Virtual Summer School: Data Science for Social Scientists

Introduction to Big Data for Social Scientists
This virtual summer course provides practical guidance on collecting and analysing large datasets from computer science, statistics, and social sciences. The course introduces the key big data tools in the field of big data science. We will be familiar with the data structures, algorithms, and their applications. You will be able to perform basic data analysis using the R programming language.
Level: Foundational
Time commitment: 3 days / 4 hours per day
Cost: $400

Fundamentals of Machine Learning for Social Scientists
This virtual summer course covers the fundamentals of machine learning methods and the methodology for applying them to real-world social science analysis problems. The course outlines the stages involved in a machine learning analysis, and validates the use of the R programming language.
Level: Foundational
Time commitment: 3 days / 4 hours per day
Cost: $400

Introduction to Python for Social Scientists
This virtual summer course introduces the Python programming language for social scientists. The course shows how to move from being an R user to Python, allowing you to tackle social science data problems in a new way. Through practical examples and exercises, you will build on your skills to perform basic machine learning.
Time commitment: 5 days / 4 hours per day
Cost: $400

Want to know more? Please provide your email below and we’ll send you a syllabus and sign up details.

Email: 
Send syllabus and details
Lean Canvas

**PROBLEM**
List your top 1-3 problems.

**SOLUTION**
Outline a possible solution for each problem.

**UNIQUE VALUE PROPOSITION**
Single, clear, compelling message that states why you are different and worth paying attention.

**UNFAIR ADVANTAGE**
Something that cannot easily be bought or copied.

**CUSTOMER SEGMENTS**
List your target customers and users.

**KEY METRICS**
List the key numbers that tell you how your business is doing.

1400 SS Researchers who have gained the skills they need to do a CSS project by mid-2019

**CHANNELS**
List your paths to customers (inbound or outbound).

**EARLY ADOPTERS**
List the characteristics of your ideal customers.

**COST STRUCTURE**
List your fixed and variable costs.

- Content costs ~$160k/year ($20k/course * 6 courses/year + 30k staff)
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Total ~ $760k/year

**REVENUE STREAMS**
List your sources of revenue.

We can sell to researchers profitably (B2C)

@Ash Maurya
Learn Data Science Online. Courses by Social Scientists, for Social Scientists.
Fundamentals of Quantitative Text Analysis
Learn how to analyze large amounts of textual data, at scale, using the R programming language.

Interactive Visualization with R
Learn the techniques and tools for presenting data in visually attractive and interactive ways using the R programming language.

Introduction to R
Gain the knowledge and skills you need to use R for social science research.
**Lean Canvas**

### PROBLEM

List your top 1-3 problems.

- Researcher Non-tenured:
  - Existing courses not credible
  - I'm stuck with my project
  - Existing courses aren't relevant /understandable

- Phd:
  - My supervisor can't help me with CSS

### SOLUTION

Outline a possible solution for each problem.

- **Researcher Non-tenured:**
  - Celeb-led /branded
  - Customizable
  - Active delivery
  - SS overlay

- **Phd:**
  - Live element (video or chat)

### KEY METRICS

List the key numbers that tell you how your business is doing.

- 1400 SS Researchers who have gained the skills they need to do a CSS project by mid-2019

### UNIQUE VALUE PROPOSITION

Single, clear, compelling message that states why you are different and worth paying attention.

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- **Phd:**
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### UNFAIR ADVANTAGE

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Total ~ $760k/year

### REVENUE STREAMS

List your sources of revenue.

### Let's compare B2C to B2B

@Ash Maurya

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**EXISTING ALTERNATIVES**

List how these problems are solved today.

- MOOCs, Books, Blogs, YouTube, Hackathon, Workshops, Short courses, Boot camps

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**CUSTOMER SEGMENTS**

List your target customers and users.

- Researchers Non-tenured
  - PhD students
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**CHANNELS**

List your paths to customers (inbound or outbound).

**EARLY ADOPTERS**

List the characteristics of your ideal customers.
## On-demand data analysis support

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<tr>
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<tbody>
<tr>
<td>I'm stuck in my research and really got to talk it through</td>
<td>Diagnose your problem (first session free)</td>
<td>Fastest way to progress your computational research</td>
<td>Trust through SAGE's brand in Methods</td>
<td></td>
</tr>
<tr>
<td>I've looked online and I've Connects you to the right person for your project</td>
<td>Connects you to verified experts</td>
<td>Best way to find the right expert for your needs</td>
<td>Our access to researchers</td>
<td></td>
</tr>
<tr>
<td>#We can match the right questions with the right</td>
<td>#Key assets: enough data available, Instant access, Find our access</td>
<td>Experts at your fingertips</td>
<td>We have lots of content that can be used in solving the problems</td>
<td></td>
</tr>
<tr>
<td>#We can use this content to solve these problems</td>
<td></td>
<td></td>
<td>#We can use this content to solve these problems</td>
<td></td>
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</tbody>
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<tr>
<th>EXISTING ALTERNATIVES</th>
<th>KEY METRICS</th>
<th>HIGH-LEVEL CONCEPT</th>
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<tr>
<td>Ask Gary King</td>
<td>Projects started</td>
<td>Talklist for SS</td>
<td>Our existing partners: editorial boards, Departments, Libraries</td>
<td></td>
</tr>
<tr>
<td>Tech support in Uni's</td>
<td>number of transactions</td>
<td>Clarity for SS (cheaper)</td>
<td>New partners: Data Science Institutes</td>
<td></td>
</tr>
<tr>
<td>Forums - stackexchange</td>
<td>balance of suppliers vs users</td>
<td>QuestionPoint for CSS</td>
<td># institutional labs want to partner - DON'T HAVE ONE YET</td>
<td></td>
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<tr>
<td></td>
<td>% of problems solved</td>
<td></td>
<td>Influencers: Gary King</td>
<td></td>
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<tr>
<td></td>
<td>Average time to answer a question</td>
<td></td>
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### Researchers
- Get stuck in their research
- Want to have on-demand, 1to1, online chat with an expert

@Ash Maurya
Stuck in your research?
Get matched with data science experts to get answers.

Find me an expert now
See how it works

R and Python advice
Get advice on the best scripting tools to use, or get an expert to look at your code.
Read more

Social Network Analysis
Get advice on how to approach network analysis, or implement it using R.
Read more

Data Visualization
Learn how to make your visualizations more interactive, or best techniques and tools for your use case.
Read more
Early years education masterclass

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</table>
| Not enough accessible training | Masterclass would be better than existing alternatives | Free CPD from the comfort of your home | SAGE networks | Students, Practitioner, Lecturer | SAGE corporate site banners and author pages | An influencer would make a significant difference to outreach and conversion?

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<td>Informal training</td>
<td>3.3k people signed up</td>
<td>Interviewees don’t get paid</td>
<td>Freemium (live streaming)</td>
</tr>
<tr>
<td>Full time courses</td>
<td>£3.3k paid sign-ups</td>
<td>Authors get royalties if content is sold B2B (as part of big content deals with Unis)</td>
<td>Paid recordings: £10 earlybird, £25 normal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kathy Brody gets £11k as a fixed sum</td>
<td>Upsold books</td>
</tr>
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@Ash Maurya
Attend from the comfort of your own home or setting

There’s no travel or hotels to book, saving you money and avoiding you having to take time off work and arrange cover to attend, and spending time away from your family.

All the expert interviews can be viewed from home, your setting, or anywhere with an Internet connection.

Watch at your convenience

The expert interview videos will be available online so you can watch them at your own convenience. Each interview will be live from the time it’s broadcast to the end of the Masterclass. You can watch the interviews completely free at any time during that period.

And if you get the All-Access Pass, you’ll have access to all the interviews for a full year.

Once-in-a-lifetime speakers

You won’t find such an incredible lineup of expert authors with in-depth knowledge at any other conference.

We, at SAGE Publishing, have handpicked speakers to make sure you get the full breadth of coverage on childhood development, learning and psychology. You’ll get insights from the latest research from our experienced authors.

High quality training for your continuing professional development - FREE!

For many practitioners it’s so hard to get access to high quality CPD at a reasonable price. The SAGE Masterclass has leading experts who will make a real contribution to developing your understanding.

The insights and practical ideas from our experts will help you become a better practitioner and most importantly, deliver better outcomes for your children.
Data visualization masterclass

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<td>No time and no access to DataViz innovators</td>
<td>Researchers would sign up for a DataViz masterclass lead by Andy Kirk</td>
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- **PROBLEM**
  - Introducing DataViz: No access to the best data visualization experts in one go.

- **SOLUTION**
  - Internalize, externalize: Access to the best experts in one go, comfort of your own team.

- **UNIQUE VALUE PROPOSITION**
  - Deliver relevant content
  - Inspiring speakers
  - Andy Kirk wants to do this
  - Andy Kirk can convince other stars
  - The format works for this market

- **UNFAIR ADVANTAGE**
  - SAGE brand
  - Andy Kirk’s brand
  - Access to Andy’s network
  - #SAGE’s brand is strong in the practitioner market?
  - #SAGE brand is strong enough to beat a TED/Youtube talk
  - #Other stars will do it

- **CUSTOMER SEGMENTS**
  - Data viz early adopters
  - Practitioners (gov, statisticians)
  - Some researchers

- **EXISTING ALTERNATIVES**
  - Youtube
  - TED talks
  - Uni alumni networks talk (Kings, LSE)
  - #our content will be better than existing alternatives

- **KEY METRICS**
  - Paid signups
  - Paid signups compared to early years masterclass

- **HIGH-LEVEL CONCEPT**
  - Data Viz masterclass for practitioners

- **CHANNELS**
  - Social networks of speakers
  - SAGE email list
  - Societies (market research societies)
  - British Education Supply Association
  - Andy K’s website
  - Andy K SAGE webinar leads
  - Journal’s networks

- **EARLY ADOPTERS**
  - Speakers’ networks/fans

@Ash Maurya
When do we get it out of incubation?
How can you apply this?

Map your stakeholders biggest problems

Develop a lean value tree to link problems to your mission and set goals, bets and initiatives

Iteratively test your ideas - use a Lean Canvas

Incubate your ideas and try to achieve product market fit
Speak to us

Funding opportunities - for researchers to test and grow their software tools

Partner with us to test ideas - libraries, publishers

Partner with us to distribute your technology - tech developers

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