

# Software Engineering In Practice

Peter Gfader

 @peitor

*Start the conversation*



Build Right It  
Build It Right  
Right Time

# Agenda aka Todo aka The Plan

- My story
  - Who is Peter Gfader?
  - What do I do?
  - My experience +/- in building different software products
  - BREAK --
- What worked to make more impact as an engineer?

# About You



# About Me

Süd Tiroler (Italiener)

Studiert in Wien -> TU Wien

Österreich 5 Jahre

Italien 4 Jahre

Sydney Australien 3 Jahre

Schweiz 8 Jahre





# 3 years in Australia 2008 - 2011







ABOUT US

SERVICES

PRODUCTS AND SUPP



# Peter Gfader

Position: **Solution Architect**

*Carpe diem, et noctem.*



# Australia's biggest Shopping website

The screenshot shows a web browser window displaying the homepage of Peter's of Kensington. The browser's address bar shows the URL [www.petersofkensington.com.au/Public/Default.aspx](http://www.petersofkensington.com.au/Public/Default.aspx). The page header includes the date "Wednesday, 14 August 2013" and navigation links for "Login or Register" (with a sub-link for "My Wish List"), "Order Tracking", and "My Shopping Bag" (showing 0 items and a \$0.00 subtotal). The main navigation bar features the Peter's of Kensington logo, a "Bridal & Gift Registry" section with a search box for "Surname" and a "Find Registry" button, and a "Product Search" section with a "Keyword or Product Code" search box and a "Search" button. Below the search bar are filters for "All Brands", "All Departments", and "20 items per page". A social media bar includes links to view the e-newsletter, follow on Twitter, Instagram, and Facebook (with 23k followers), and a "Join our e-newsletter" form. A category menu lists: ACCESSORIES, BEAUTY, COLLECTABLES, COOKWARE, CUTLERY, DINNERWARE, GLASSWARE, HOMEWARES, LEISURE, STATIONERY, TRAVEL, HAMPERS. The main content area features a large advertisement for "GEORG JENSEN" with the text "ESTABLISHED 1904" and an image of a silver teapot and a glass of champagne.



## Australia's biggest Shopping website

- Team Lead
- Weekly Reviews with client on-site
- 2 Developers in Australia
- > 1 Mio \$
- Performance
- HUGE Traffic



SSW Consulting has 20 years experience developing awesome Microsoft solutions that build on top of SharePoint, .NET, Dynamics CRM and TFS.

We focus on 3 things:

- Getting you a working app
- Keeping you informed
- Supporting your app

SSW offers custom software solutions to progressive businesses. Recent projects have utilized the latest Microsoft technologies including ASP.NET, MVC, Silverlight, WCF, LINQ, C#, VB.NET, SQL Server, SharePoint, Dynamics CRM, HyperV, DPM and Exchange Server.

Adam Cogan is SSW's Chief Architect. His position as one of only two Australian Microsoft Regional Directors helps SSW deliver cutting edge Microsoft technology solutions. SSW has also successfully hosted the Sydney .NET Users Group for the past 20 years.

## Real-Time Auction System

proudly developed by SSW and AuctionsPlus

AuctionsPlus is a service provider for electronic online auctions established in the mid-1980s. AuctionsPlus approached SSW to re-develop their existing online Auction Platform in a newer technology, to improve the throughput and workflow of the Auction system and to enhance the user experience. The existing technology has a number of limitations, was hard to maintain and presented an old and tired interface to the end-users.

### Baby steps to success

In 2 week iterations, the team achieved their project objectives and succeeded in releasing the software in March 2011. The 3-week trial phase enabled the team to collect all user feedback and to make sure that everyone was happy with the final product.

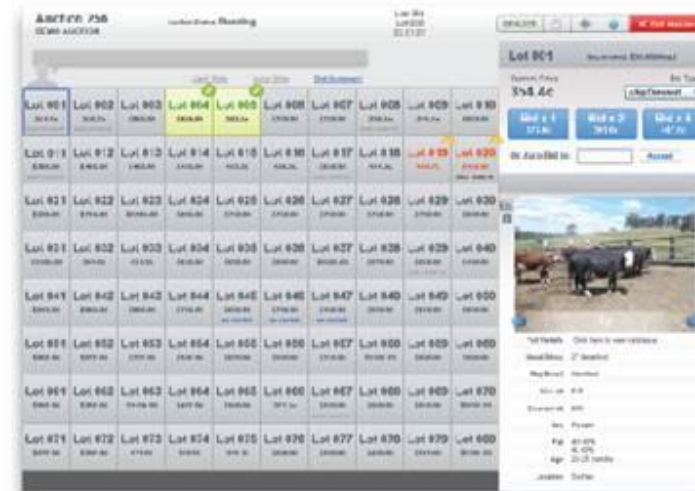
### Solution

The solution was built on SQL Server, IIS, WCF, ASP.NET MVC and Silverlight. Using Silverlight helped to overcome some limitations that would not have been possible in other technologies such as Java and HTML+ JavaScript, without being too dependent on the web browser and operating system.

### Benefits

Reports from end-users show that the new auction platform is easier to use, better performing, and quicker to get common tasks done.

Happy internal users, happy developers then finally happy end-users, was achieved in a time frame of 10 months.







## AuctionsPlus

Performance: 250ms

Scalability: 1000 users simultaneous

Dev time: 1 year

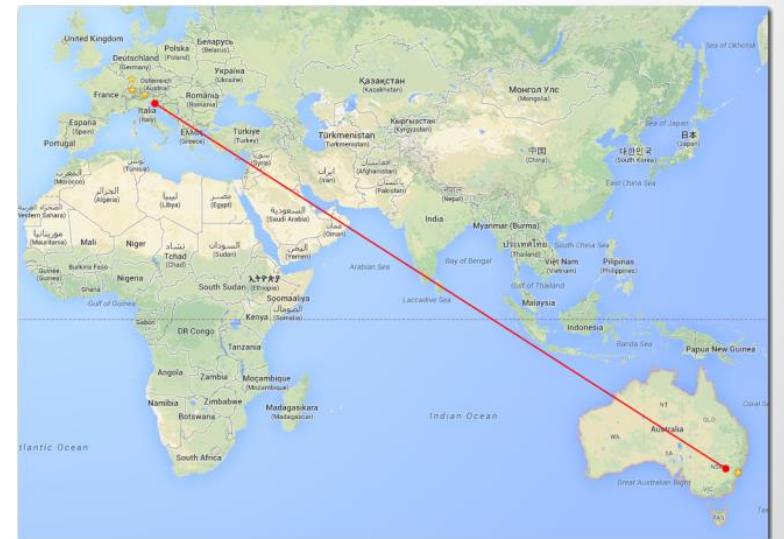
6 Developers, 1 UX Specialist

> 1.5 Mio \$ AUD



# Me as offshore developer

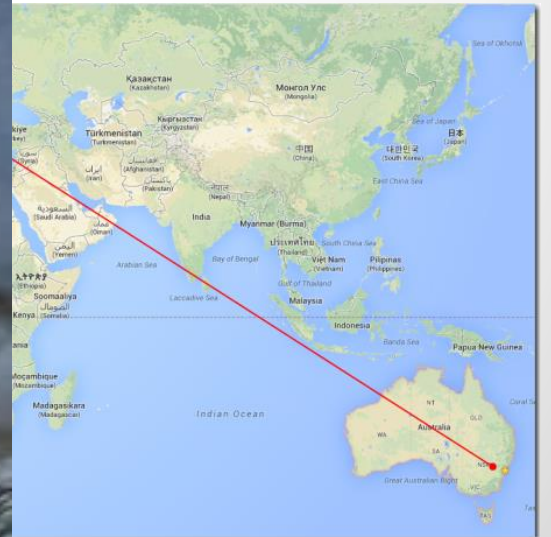
- Working from Italy for Australia
- 9 hours time difference





# Me as offshore developer

- Wor
- 9 ho



# Zühlke since 2011

**SIEMENS**

**swissport** 

burckhardtpartner 

**FIFA**  
For the Game. For the World.

**PILATUS**

**Appway**<sup>®</sup>

**Julius Bär**

 **SOS KINDERDORF**

 **BIT OFIT UFIT UFIT**

**VIRTAMED**<sup>+</sup>  
WE SIMULATE REALITY


**KPMG**

**Plasser & Theurer**

AECS  
**SWISScard**

**USTER**<sup>®</sup>  
Think quality

**Roche**

 Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra  
  
Bundesamt für Verkehr BAV

**SBV  
SSE  
SSIC**

  
**ZURICH**<sup>®</sup>

**SIX** GROUP

  
**swisscom**

 @peitor

# Experiences



# Report Generation Tool

- 100 people
- High performance
- Data quality

# Payment Industry



# Pharma Industry

- Hardware & Software Complexity

# Pharma Industry

- Scrum in research

# 1 week Sprints

- South Tyrol Italy

# Organisator



[https://www.](https://www.meetup.com/Software-Craftsmanship-Zurich/)

[meetup.com/](https://www.meetup.com/Software-Craftsmanship-Zurich/)

[Software-Craftsmanship-Zurich/](https://www.meetup.com/Software-Craftsmanship-Zurich/)

How does it look like?

Working @ Zühlke

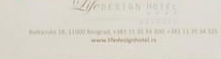
# UI Patterns in practice

## Swipe Action



Material Menu  
context driven actions

## Hover Context Actions



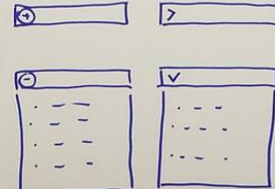
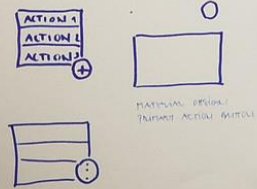
FEED  
INSTEAD OF TRAILER  
BASED ON CURRENT  
TRENDS  
- VISIT AND OTHERS

## Activity / Event Feed



NOTION  
NATURAL

- MATERIAL IS BRICK, CREAM CONCRETE
- TRIMMED / CHISEL
- STOOD, SUNKEN, SUNKEN, SUNKEN, SUNKEN, SUNKEN
- COMBINATION / COMBINATION
- SPANISH / SPANISH



ADD MORE (ACCORDION)  
OPEN UP ACCORDION HIERARCHY

## Accordion



RELIGIOUS OPTIONS  
TOO DAMN

... TO ENGLISH TRANSLATION  
Ahoj: 'sup?  
AT: I concur.  
Avat: Knock it off  
Aj: Word  
Aye Aj: You got it!  
Broj: Loot  
Doubloon: Cash money  
Grog: Booze  
... timbers: Holy crap!  
... We're out of rum.











# Zühlke “Rent a Startup”

<https://www.zuehlke.com/ch/de/rent-a-startup/>













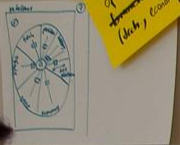
Real World User  
Opso Seper  
10<sup>th</sup> Roland  
11<sup>th</sup> Felix  
Friday



Permanence/bias  
of different  
mediums (NEWS)  
Perspectives

different views  
from article

relations  
of different  
mediums (NEWS, economy)



How might the  
design of a news  
app be different  
from a newspaper?

blish??

better  
news  
article

news  
header

news  
found  
exploring

ent

news  
articles



PEOPLE  
Motivation

Why can't we  
convince enough  
people to read and  
use our system?  
push/pull factors

WHY DID READERS  
NOT TAKE UP  
OUR PAPER?

REVENUE

How do we achieve  
revenue with  
our app?

Why didn't people  
buy the app?

WHY THE USERS  
DIDN'T COMMIT  
TO THIS NEWS

REGARD





Wald of

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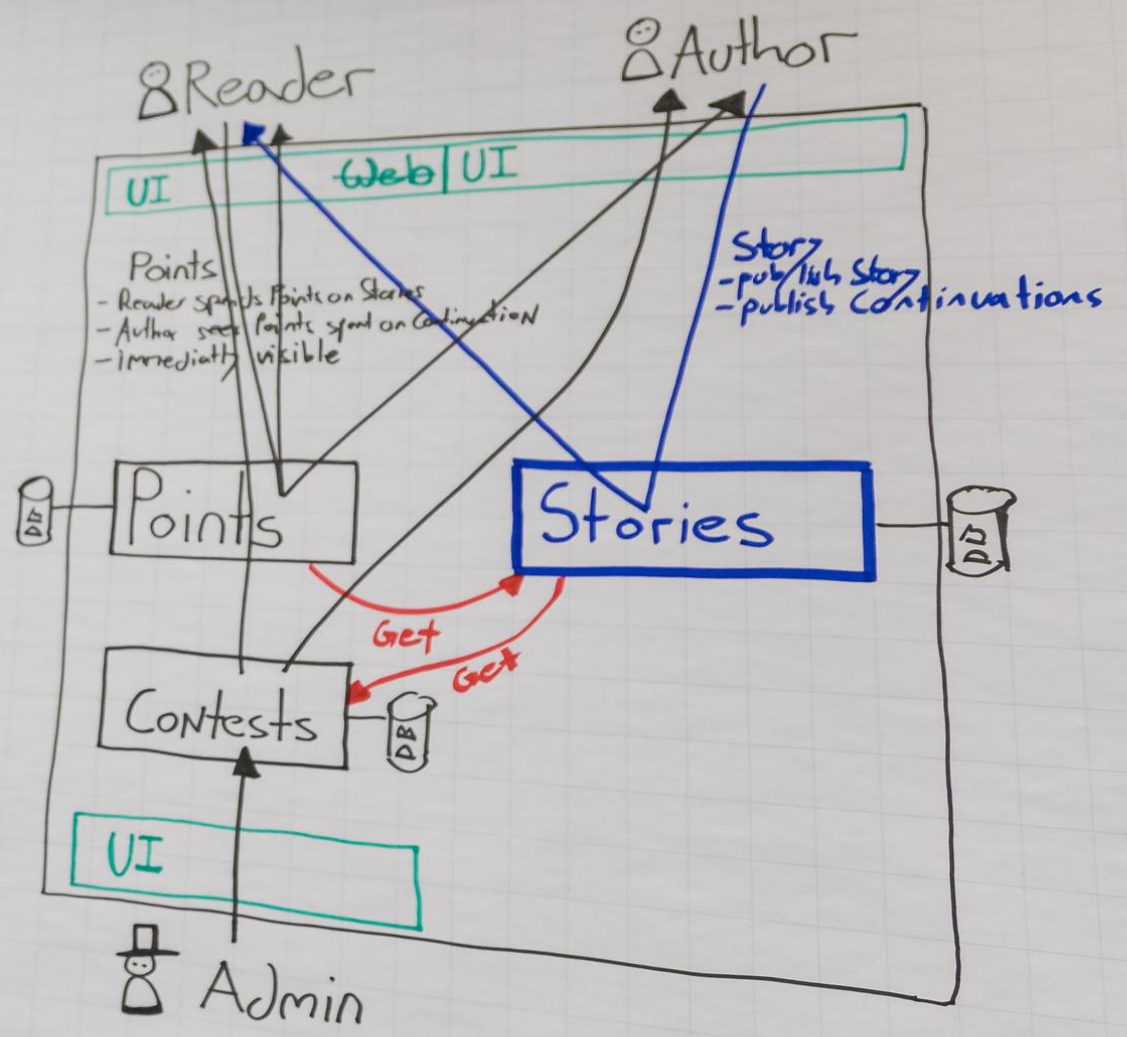
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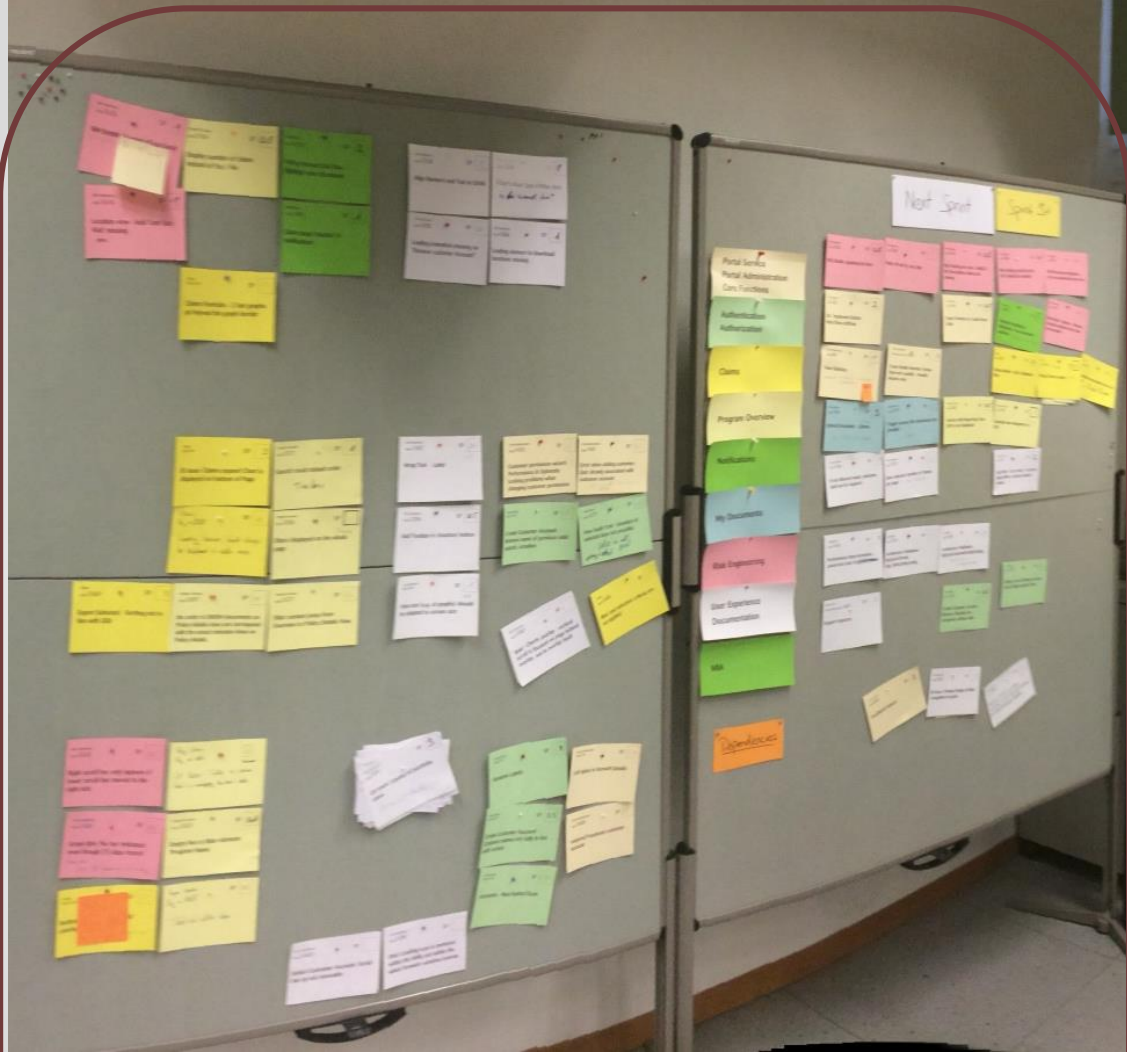


Product Backlog Item	ToDo	Sprint Backlog	In Progress	Done
<p>Specification for Authentication (continued)</p> <p>AuthN/AuthZ Requirements</p> <p>Integration concept for (API)</p>	<p>Variable schema</p> <p>Setup C1</p>	<p>Review</p> <p>Variable schema</p>		
<p>AuthN/AuthZ Requirements</p> <p>Integration concept for (API)</p>	<p>Setup C1</p>	<p>Review</p>		
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<p>Integration concept for (API)</p>	<p>Setup C1</p>	<p>Review</p>		

Definition of Done

- SAMPLES ON BRANCH
- BE PUSHED TO DEV
- TESTS PASSED
- REVIEWED BY PAIR

DEV Team is fully enabled



Next Release



Actual Sprint

# MyZurich

[https://www.youtube.com/watch?v=n1p\\_5i4ecmE&list=PL992A35B3EFD12663&index=22](https://www.youtube.com/watch?v=n1p_5i4ecmE&list=PL992A35B3EFD12663&index=22)



+

Topics covered and reviewed

WE GOT SOMETHING DONE

We have working code!

Clear roles  
missing  
SM SUCKS!  
Scrum not really  
→ Status during sprint is not ideal

PEOPLE AVAILABILITY CAPACITY

Task compartmentalization

Feedback Culture

No BACKLOG EVERYTHING IS HIGH  
DoD to Acceptance criteria for concept work undefined  
No estimation

Communication  
Communication\* of associated deliverables/docs

Daily scrum

Alignment of methodologies  
Lean Cell vs daily scrum

Alignment with Business Req.

TOO MUCH PAPER MORE WORKING SOFTWARE

NOT MUCH REALLY  
Completed later?

# IMPROVE

✓ Scrum make "visibility"  
→ keep the project

Clarity of backlog items

Backlog item + Team member → deliverable

Involve BA more (ie Dirk)

BA's not in Review

MARTIJA'S STAND IN HAPPY

Scrum planning  
→ 3V  
→ Tasks

2 of 24 4MM with telco 2  
Scrum meetings

# Bundesamt Bern IT

- Clean Code Kurs
- 60 Teilnehmer
  - Entwickler, Architekten
  - Java + .NET







# Organisator von Powerpoint Karaoke

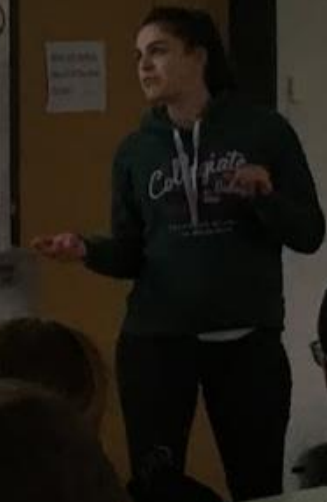


# Powerpoint Karaoke

Random topic  
Hold a talk

5. Free Yourself From [X] With 5 of these [Y] Secrets
6. You should learn [X] so that You can [Y]
7. A and [Y] as last resort
8. How to influence [X] by doing [Y]
9. If [X] doesn't solve Your problem... [Y] will!
10. Help my team is doing [X] and they should really do [Y]
11. How to [X] with [Y]
12. Advice to [X] Who Won't [Y]
13. Tips to [X] when everyone else is [Y]
14. Why is [X] so hard. Maybe [Y] helps.
15. If [X] doesn't hurt... You should try [Y].
16. X for Startups. [Y] is key.
17. Just enough [X] will give You [Y].
18. X is more than [Y].
19. New [X] Tells You 5 Secrets of Better [Y]
20. To People Who Want To [X] – but Can't Get Started with [Y]
21. Being in/with [X] I learned [Y]
22. What I heard about X. Is [Y] really true?
23. Save time next time [X] by just doing [Y].
24. Don't Even Think About [X] Without Knowing About [Y]!
25. Whenever someone tells You X, think about [Y]
26. Meet The [X] Who Achieved [Y]
27. When You say [X] do You mean [Y]?
28. 5 Insights Into the [X] of [Y]
29. Why [X] Are Like [Y]
30. What Does [X] Not Want You to Know





# Hornussen



A woman with long dark hair and glasses, wearing a grey sweater and blue jeans, stands in the center of the room. She has her hands outstretched as if presenting or explaining something.

Two people are seated at a table in the foreground on the right. One person is wearing a black hoodie and is looking at a smartphone. Another person is partially visible next to them. On the table in front of them are a water bottle and a dark bottle.









SIEMENS

swissport

PILATUS

SOS KINDERDORF

BIT OFT UFT UFT

USTER® Think quality

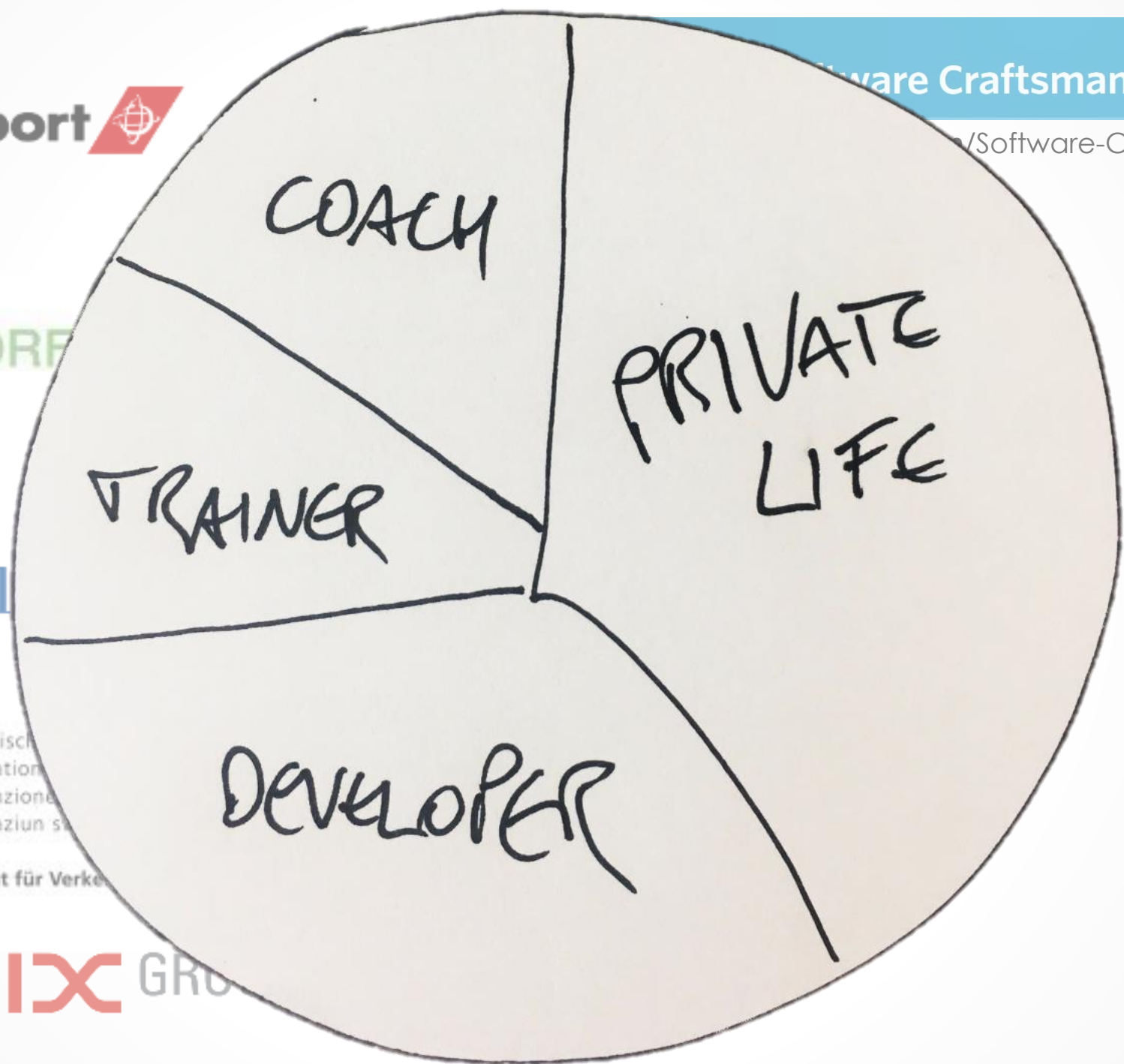
Schweizerische Confédération Confederazione Confederaziun s

ZURICH

SIX GRO

Software Craftsmanship Zürich

/Software-Craftsmanship-Zurich/



@peitor

# Public Speaker



## Agile Summit Istanbul

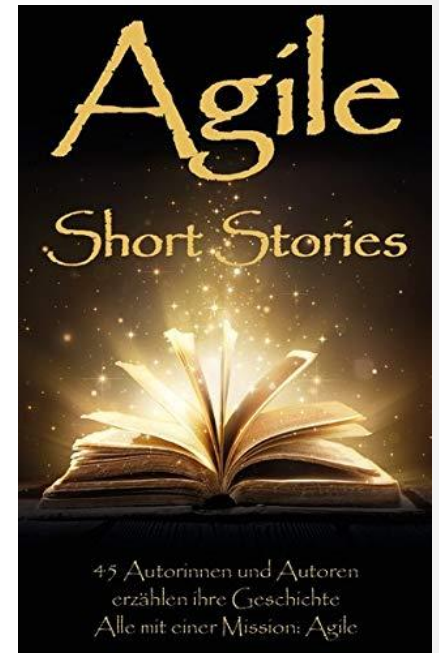


## Bosnia Agile





# Books



<https://beyond-agility.com/books/>

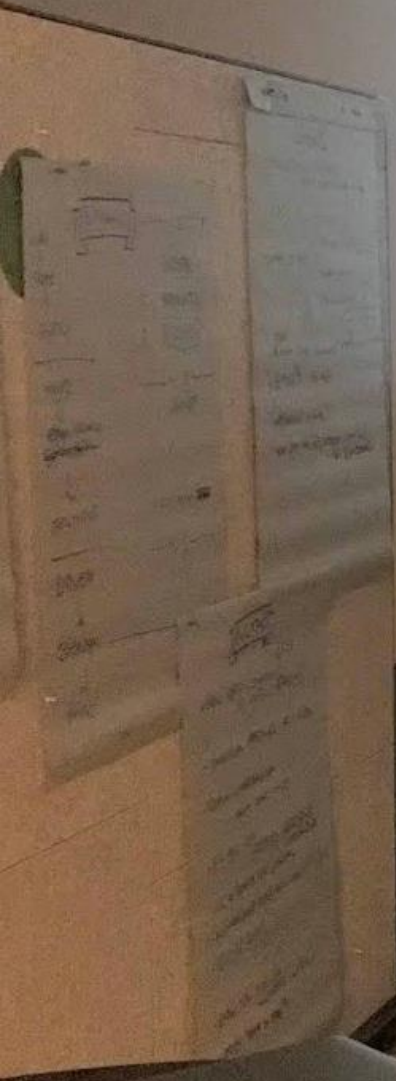
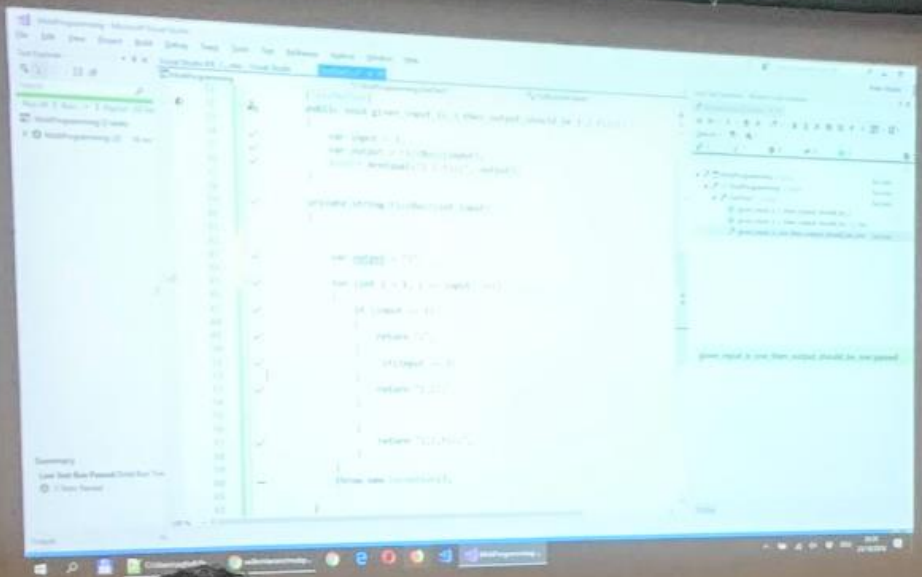
What made me grow the  
most?



# „Strong Style“ Pair Programming

<http://llewellynfalco.blogspot.com/2014/06/llewellyns-strong-style-pairing.html>







# Mob Programming

<https://www.agilealliance.org/resources/experience-reports/mob-programming-agile2014/>

# # Personal Retrospectives

PERSONAL RETRO WEEK

Mo	Tu	We	Th	Fr
+ Good Team	+ Padi busy mood	+ PP Meeting	+ PP Meeting	+ PP Meeting
+ Club spirit	+ PP Meeting	+ PP Meeting	+ PP Meeting	+ PP Meeting
+ PP Meeting	+ PP Meeting	+ PP Meeting	+ PP Meeting	+ PP Meeting
+ PP Meeting	+ PP Meeting	+ PP Meeting	+ PP Meeting	+ PP Meeting
+ PP Meeting	+ PP Meeting	+ PP Meeting	+ PP Meeting	+ PP Meeting

GENERAL MOOD IN ZÜRICH

PERSONAL RETRO WEEK

Mo	Tu	We	Th	Fr
+ ZÜRICH FEELING	+ UHL	+ ANZEIG	+ ANZEIG	+ ANZEIG
+ ZÜRICH FEELING	+ UHL	+ ANZEIG	+ ANZEIG	+ ANZEIG
+ ZÜRICH FEELING	+ UHL	+ ANZEIG	+ ANZEIG	+ ANZEIG
+ ZÜRICH FEELING	+ UHL	+ ANZEIG	+ ANZEIG	+ ANZEIG
+ ZÜRICH FEELING	+ UHL	+ ANZEIG	+ ANZEIG	+ ANZEIG

\* Diskussion

PERSONAL RETRO WEEK

Mo	Tu	We	Th	Fr
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE

+ FEEDBACK

PERSONAL RETRO WEEK

Mo	Tu	We	Th	Fr
+ PADI	+ PADI	+ PADI	+ PADI	+ PADI
+ PADI	+ PADI	+ PADI	+ PADI	+ PADI
+ PADI	+ PADI	+ PADI	+ PADI	+ PADI
+ PADI	+ PADI	+ PADI	+ PADI	+ PADI
+ PADI	+ PADI	+ PADI	+ PADI	+ PADI

PERSONAL RETRO WEEK

Mo	Tu	We	Th	Fr
+ ADAM	+ ADAM	+ ADAM	+ ADAM	+ ADAM
+ ADAM	+ ADAM	+ ADAM	+ ADAM	+ ADAM
+ ADAM	+ ADAM	+ ADAM	+ ADAM	+ ADAM
+ ADAM	+ ADAM	+ ADAM	+ ADAM	+ ADAM
+ ADAM	+ ADAM	+ ADAM	+ ADAM	+ ADAM

PERSONAL RETRO WEEK

Mo	Tu	We	Th	Fr
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE
+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE	+ HOME OFFICE

# What made me grow the most?

- Feedback
  - Put stuff out
    - blog, twitter, reviews, retros, working in Pairs
- Getting out the comfort zone
  - Improvisational Theater
  - Powerpoint Karaoke
- Coaching Stance
- GTD System (Getting Things Done)
- Find your Yoda



# Thank You!



<https://twitter.com/peitor>



<https://www.linkedin.com/in/petergfader/>



[peter@beyond-agility.com](mailto:peter@beyond-agility.com)



<https://beyond-agility.com>



Scan me

Peter Gfader

Q & A

# Books to Read



- The Pragmatic Programmer  
<https://pragprog.com/book/tpp/the-pragmatic-programmer>
- Growing Objected Oriented Software Guided By Tests  
<http://www.growing-object-oriented-software.com/>
- Clean Code - Robert Martin  
<https://www.bookdepository.com/Clean-Code-Robert-C.-Martin/9780132350884>
- Software Architecture For Developers – Simon Brown  
<https://leanpub.com/u/simonbrown>
- Your Code As a Crime Scene – Adam Tornhill  
<https://pragprog.com/book/atcrime/your-code-as-a-crime-scene>

# What is PretoTyping?

# Pretotype Example (Pinocchio)

Simulate living  
room ambience  
effect of flat  
Screen TV  
(compared to  
CRT)  
Around 2002

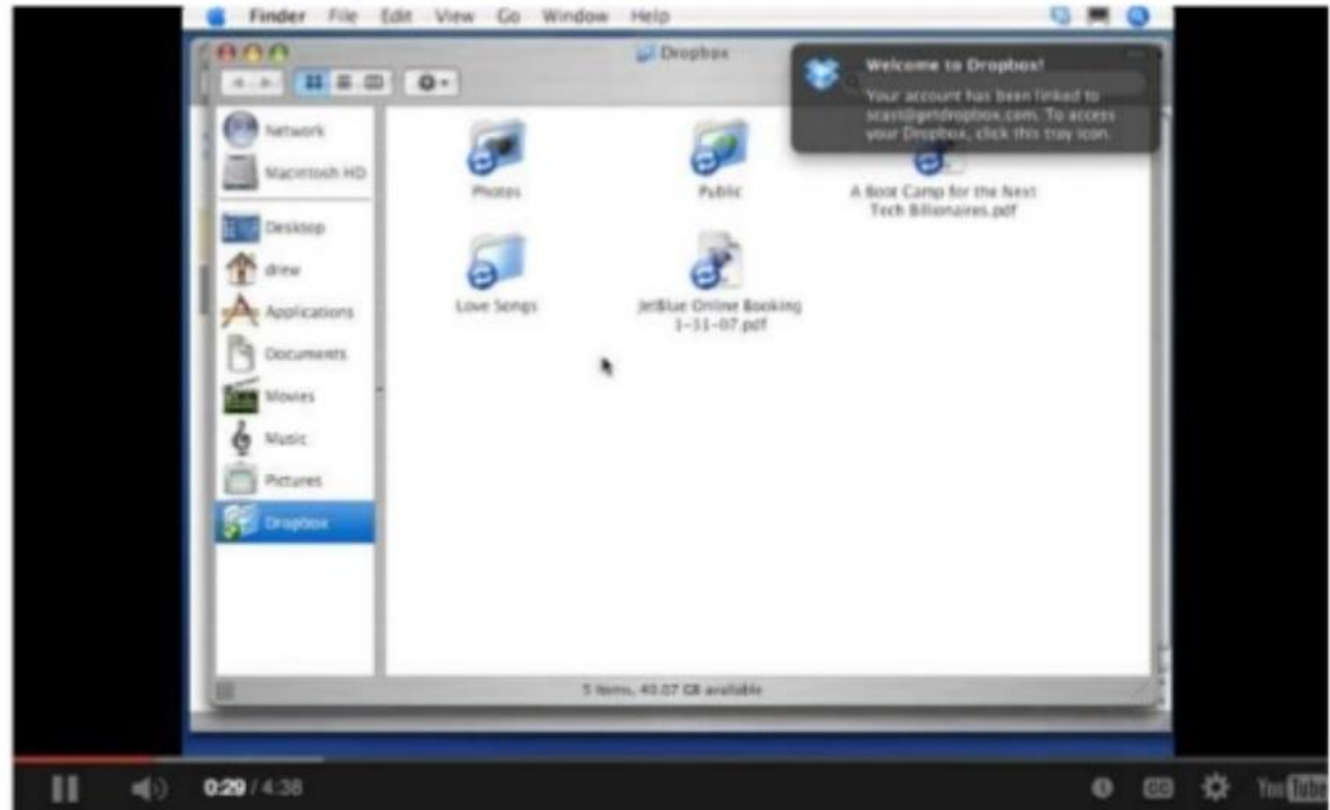


From Tom Kelly „the ten faces of innovation“



# Pretotype Example (Explainer Video)

Test vision of  
cloud service  
offering -  
Dropbox



<https://www.youtube.com/watch?v=7QmCUDHpNzE>

# Landing Pages (Smoke Test)



Save time and more than 25% off your shipping costs

No fee if we can't reduce your costs and time. Get in touch below for a free consultation and quote.

Get in touch

This landing page features a background of brown cardboard boxes. On the left, a computer monitor displays a red heartbeat line with a red cube in the center. A stethoscope is draped over the monitor. The text is positioned to the right of the monitor, and an orange button is at the bottom right.



Square

Start accepting credit cards today.

Sign up and we'll mail you a free Square Card Reader.

Email address

Create password  Confirm password

Sign Up For Good

- 2.75% per swipe for all cards  
One simple rate, all major credit cards.
- Next-day payout  
Automatic direct deposits to your bank account.
- Free reader, free app  
For iPhone, iPad and Android.
- Fast setup

Sign In

\$22.00

This landing page for Square features a background image of a hand holding a green credit card over a white Square Card Reader attached to a white iPhone. The iPhone screen shows a transaction of \$22.00. The page includes a sign-up form with fields for email, password, and confirm password, and a list of benefits. A 'Sign In' link is in the top right corner.



Rent this Vespa for \$250 a month.

And if you love it, buy it at a discounted price!

Click here to sign up!

Brought to you by ScootScooters

(MSRP \$4,900)

LX150

"I never thought about owning a scooter before but it cut my commute in half and now I don't stress out at work leaving from a bike rack."

- Andrew Richardson

"My Vespa has been fun to ride, great for exercise and better for the environment than driving. Plus I get compliments on it daily and the professional staff helped answer my lot of questions."

- Jimmy Jones

This landing page for ScootScooters features a dark blue background. On the left, a Vespa LX150 scooter is shown. The text is arranged in a clean, modern layout with a prominent headline and a call-to-action button. Testimonials are included on the right side.



GROUPON

Save 50% to 90%  
St John's

1 Confirm your city:

San Francisco

continue

See a Deal Offered

This landing page for Groupon has a green background. It features a large image of two drinks: a red cocktail with raspberries and a green cocktail with lime. The page includes the Groupon logo, a headline, and a confirmation form with a dropdown menu for city selection and a 'continue' button.







# Exercise: How would you pretotype this?



# # Pretotyping

<http://www.pretotyping.org/>

[Design Agency Trolls Ikea Places Its Product In Store- WALHUB](https://www.youtube.com/watch?v=XVnqSIVG6WE)

<https://www.youtube.com/watch?v=XVnqSIVG6WE>

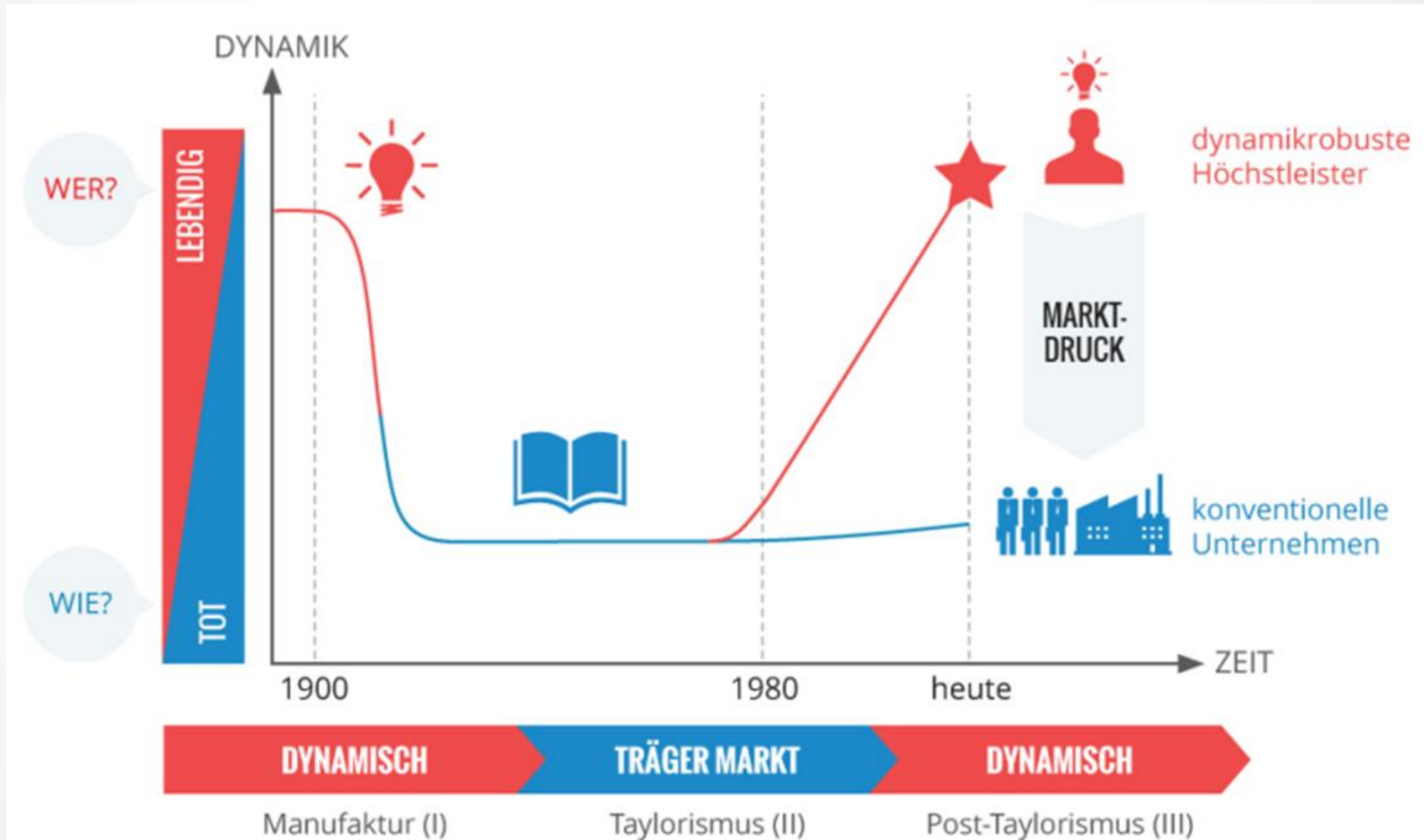
UX



- <https://goodui.org/>  
AB Tested User Experience

# Agility – Why Now?

# Why Now?





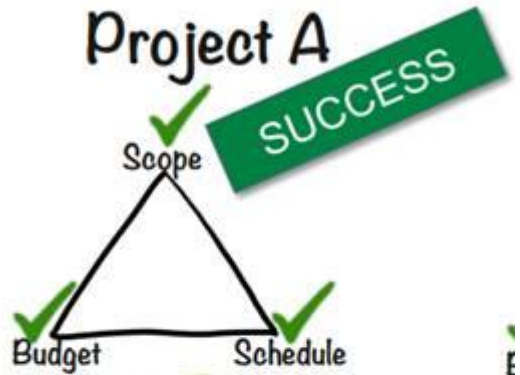
# Employment Options

- 1) The employee
- 2) The independent consultant
- 3) The entrepreneur

# What is a successful project?

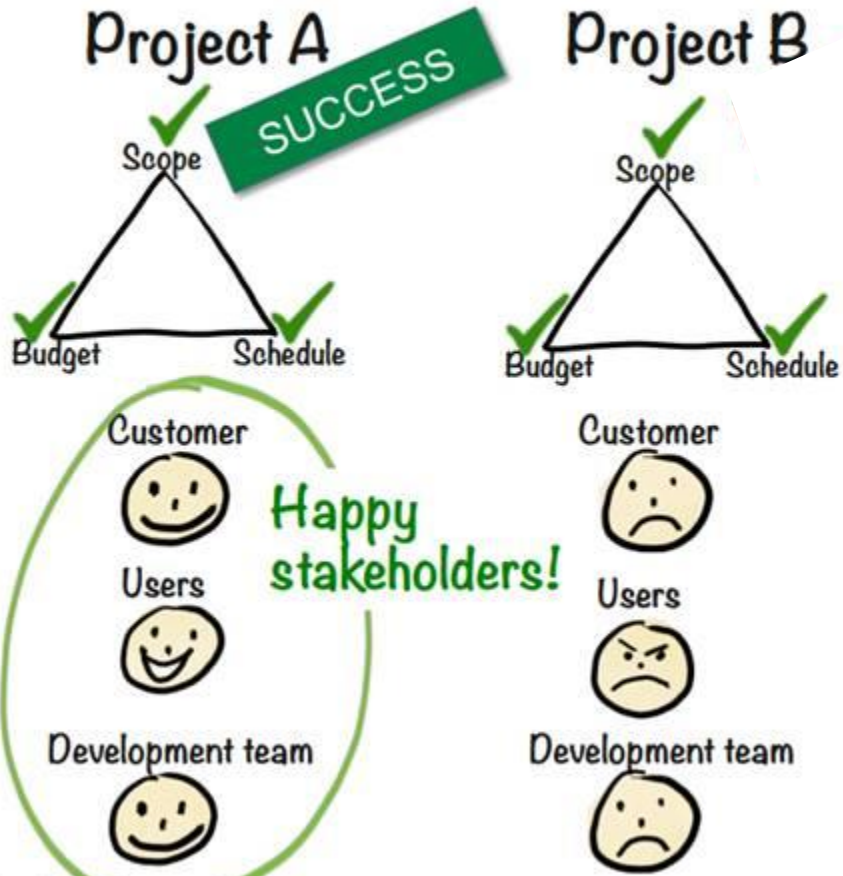


# What is a successful project?



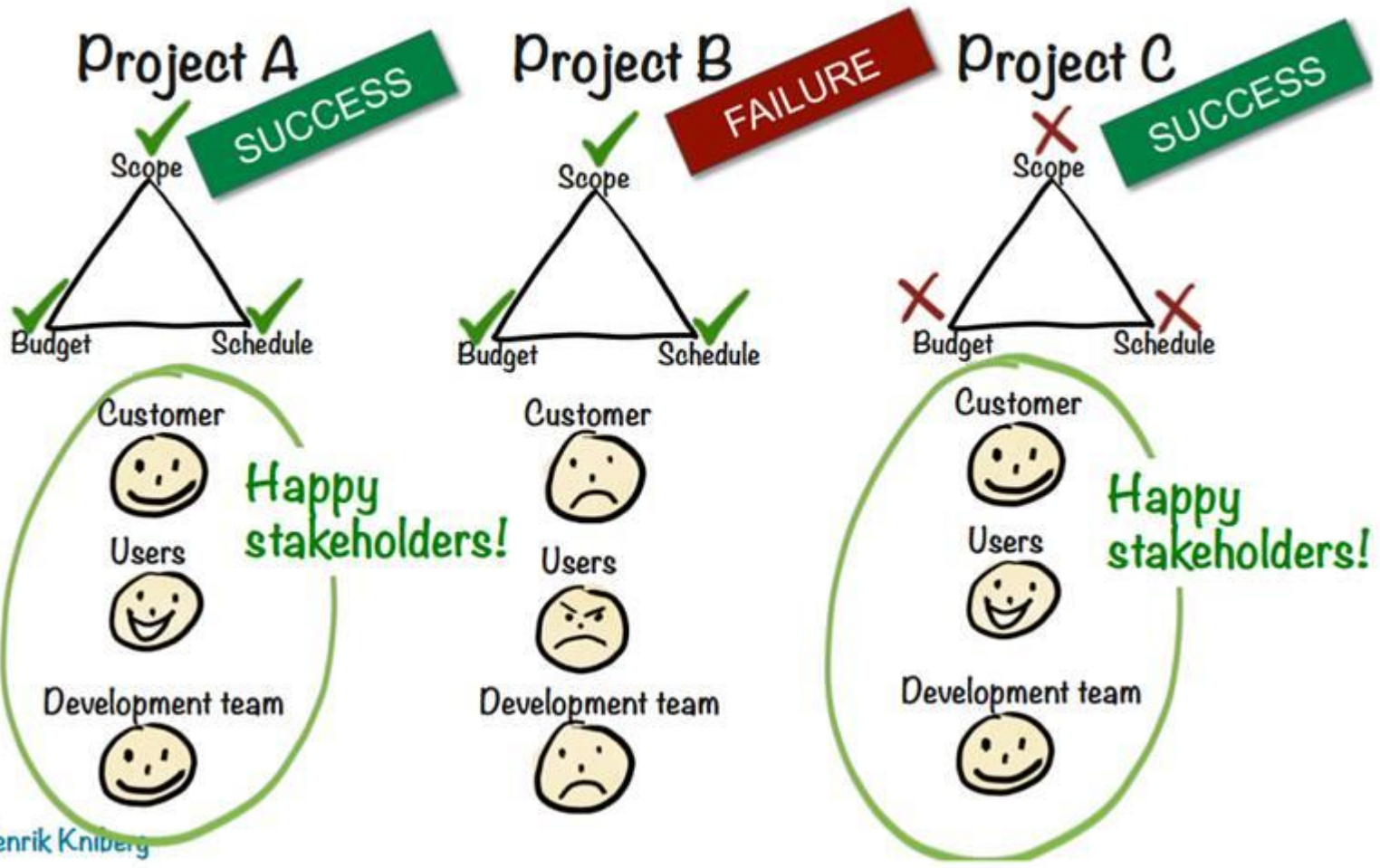
Henrik Kniberg

# What is a successful project?



Henrik Kniberg

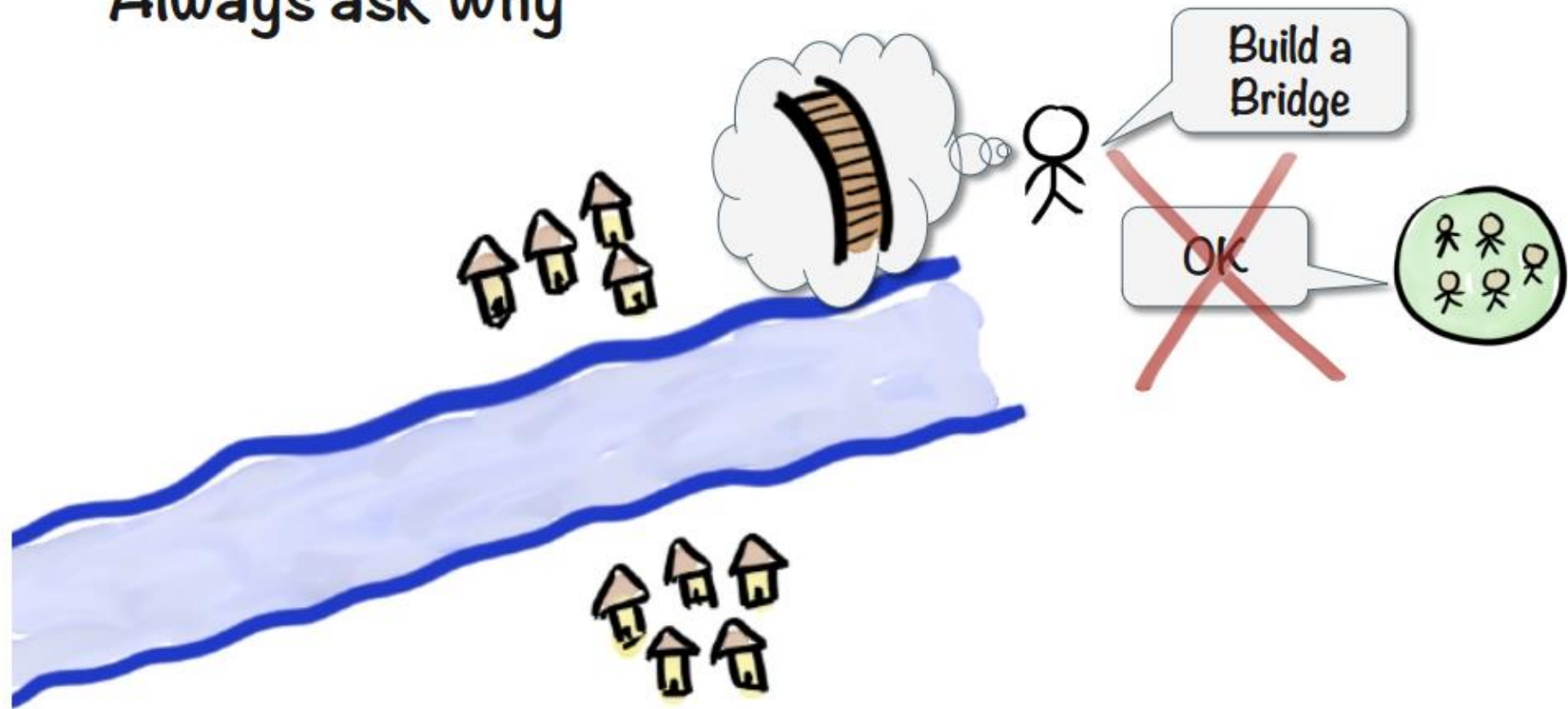
# What is a successful project?



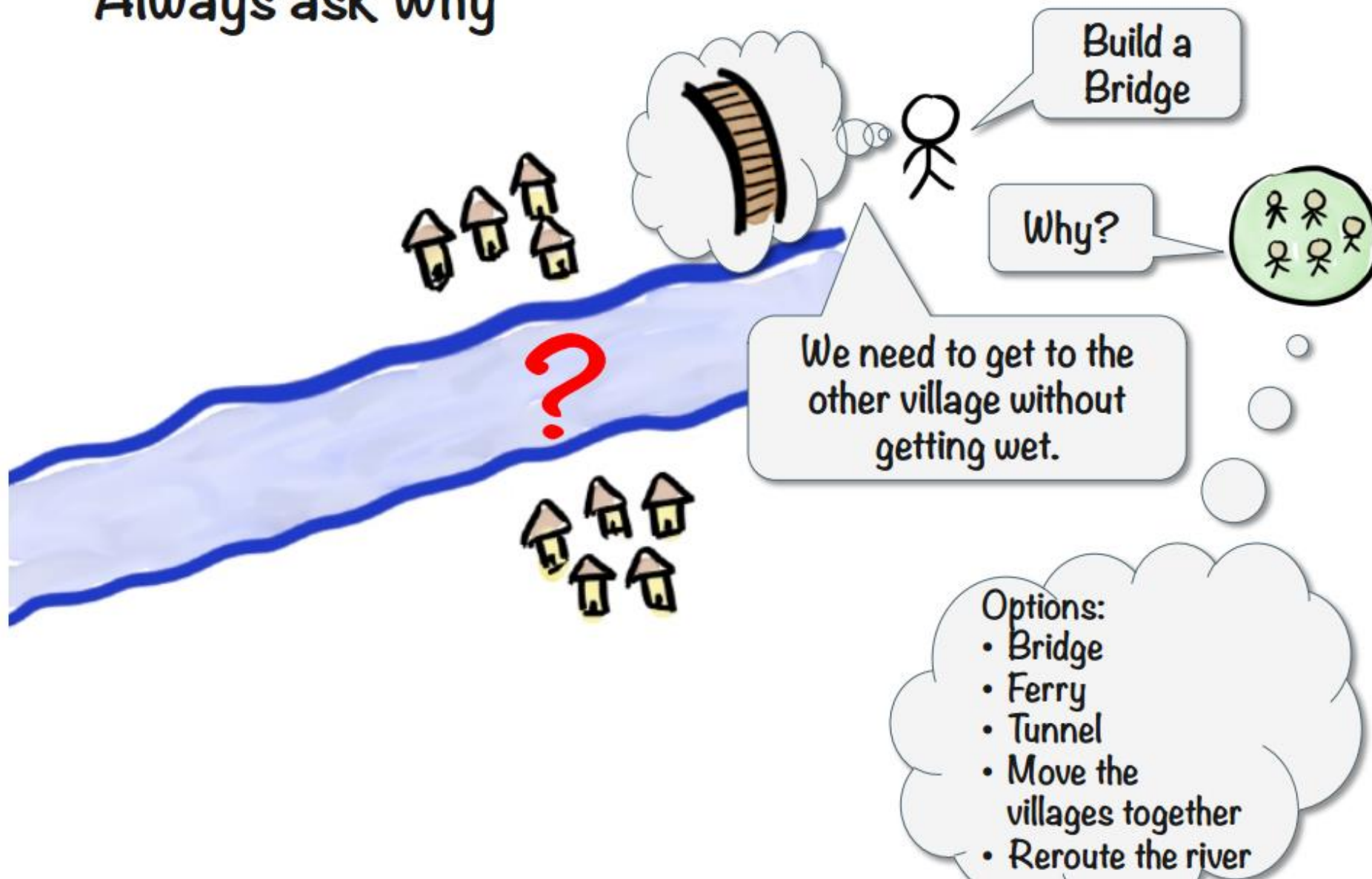


Always Ask „Why?“

# Always ask Why



# Always ask Why



# Do Less



100% resource utilization = 0% flow

High resource utilization



Fast flow



# Beware the “productivity” illusion!

- Nobody actually wants software.
- Your job is to produce as **LITTLE** software as possible to solve the business problem

```
import java.sql.Connection;
import java.sql.DriverManager;
import java.util.concurrent.ExecutorService;
import java.util.concurrent.Executors;

public class Dog {
    private Executor executor = Executors.newFixedThreadPool(10);
    private int COUNT_SIZE = 50;

    public Dog() {
        try {
            Class.forName("oracle.jdbc.OracleDriver");
            connection = DriverManager.getConnection("jdbc:oracle:thin:@prod", "admin",
            "beefhead");
            statement = connection.prepareStatement("insert into dog values (?, ?, ?)");
        } catch (ClassNotFoundException e) {}

        new Thread().start();
    }

    public void work(Person workCaller) {
        Connection connection = null;
        PreparedStatement statement = null;
        try {
            connection = DriverManager.getConnection("jdbc:oracle:thin:@prod", "admin",
            "beefhead");
            statement = connection.prepareStatement("insert into dog values (?, ?, ?)");
            statement.setString(1, System.currentTimeMillis());
            statement.setString(2, person.getName());
            statement.setInt(3, person.getPhoneNumber().getNumber());
            statement.executeUpdate();
        }
    }

    Connection a = DriverManager.getConnection("jdbc:oracle:thin:@prod", "admin",
    "beefhead");
    b = a.prepareStatement("select * from dog where name = ? + name = ?");
    c = b.executeQuery();
    if (c.next()) {
        String foundName = c.getString("name");
        PhoneNumber phoneNumber = new PhoneNumber(c.getString("workCount"));
        Person person = new Person(foundName, phoneNumber);
        return person;
    } else {
        return new Person("", null);
    }

    } catch (SQLException e) {
        return null;
    } catch (IllegalArgumentException e) {
        throw e;
    }
}

public List<Person> getAll() {
    connection = DriverManager.getConnection("jdbc:oracle:thin:@prod", "admin",
    "beefhead");
    statement = connection.prepareStatement("insert into dog values (?, ?, ?)");
    statement.setString(1, System.currentTimeMillis());
}

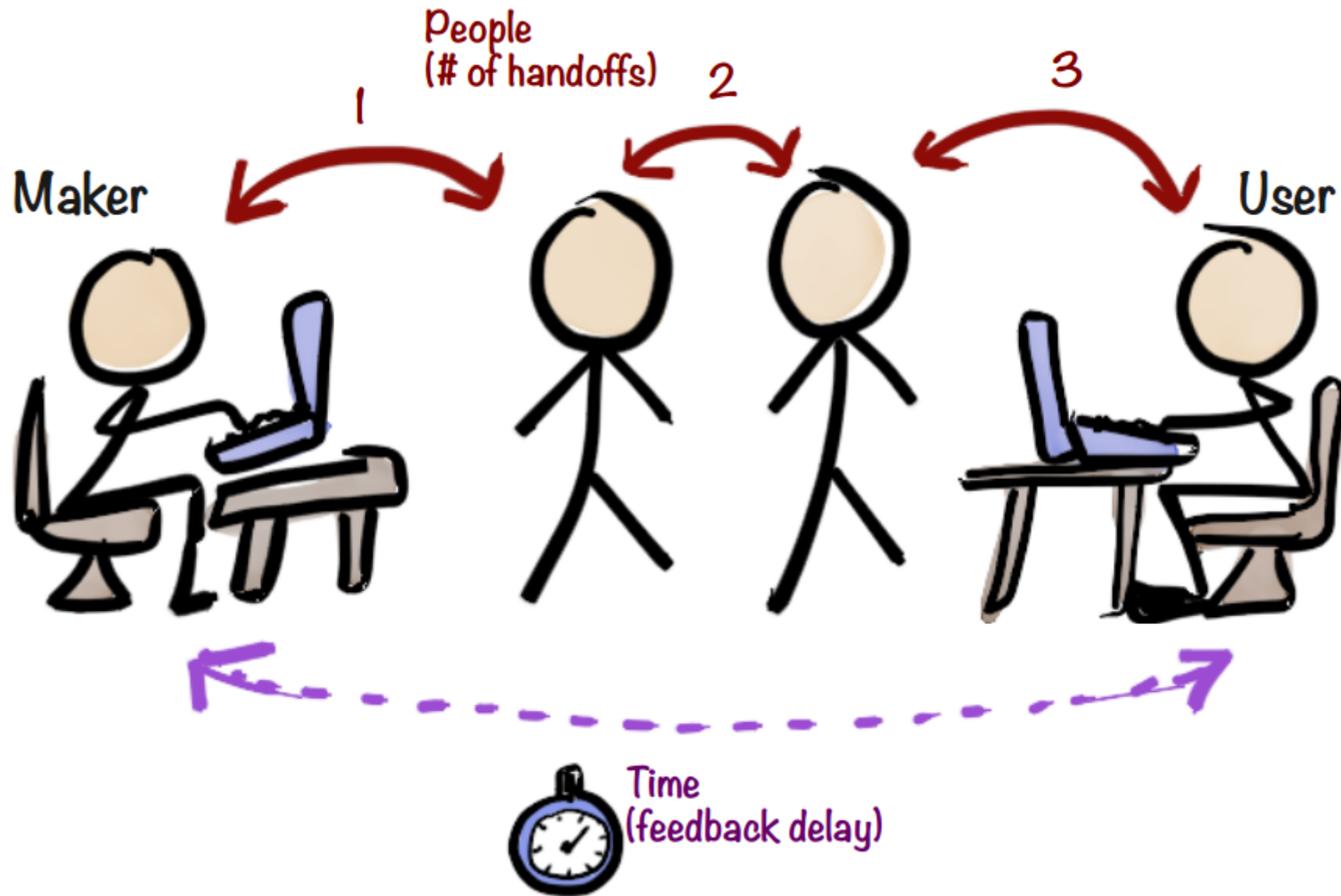
if (statement != null) {
    if (c.next()) {
        String foundName = c.getString("name");
        PhoneNumber phoneNumber = new PhoneNumber(c.getString("workCount"));
        Person person = new Person(foundName, phoneNumber);
        return person;
    } else {
        return null;
    }
}
}
```



# Ask for the „End user“



# Minimize distance between Maker and User





# Agile Stuff

What is all this stuff?

RUP

Scrum

XP

Kanban

SAFe

Crystal

Lean

DSDM

Enterprise  
Scrum



Agile

What problem does Agile  
solve?

Uncertainty.

«*We don't know*»



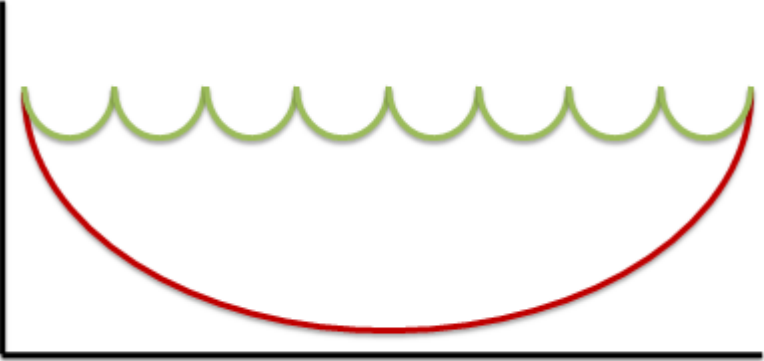
# Uncertainty.

«*We don't know*»

## Stacey Matrix

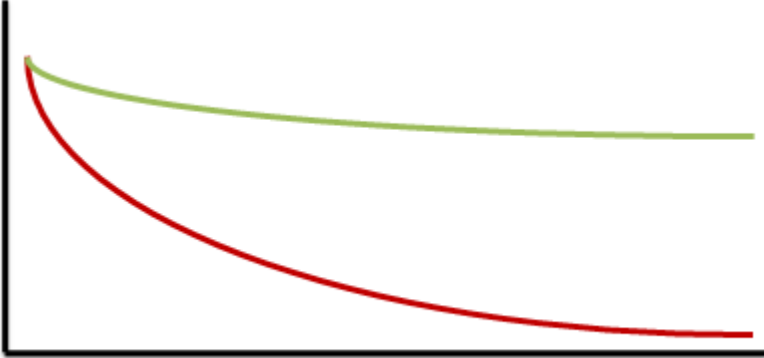
# Comparing Agile And Plan-Driven

Visibility



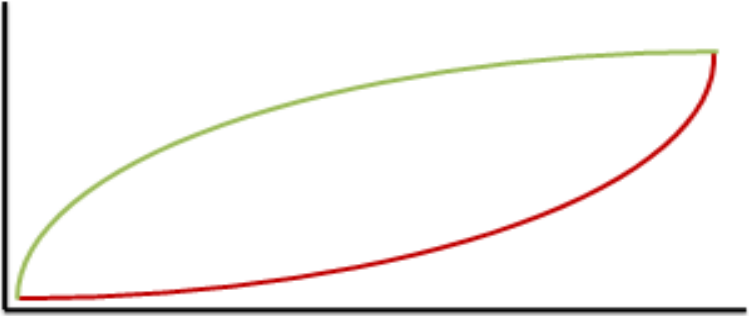
Time

Ability to Change



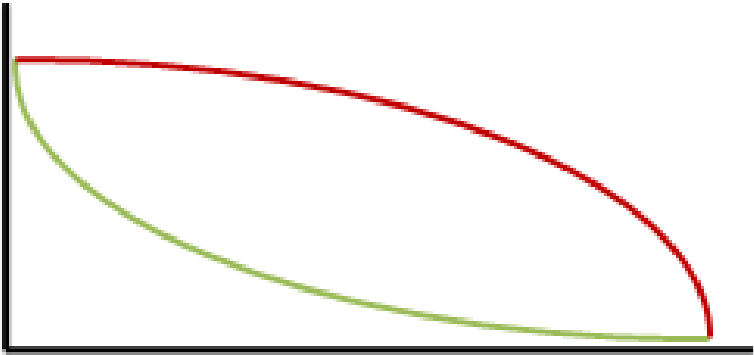
Time

Business Value



Time

Risk



Time

Plan Driven

Agile

# What is agile?

**A mindset to deliver value  
faster**

**and continuously improve  
the way doing it.**

Slice your problem  
Inspect and Adapt



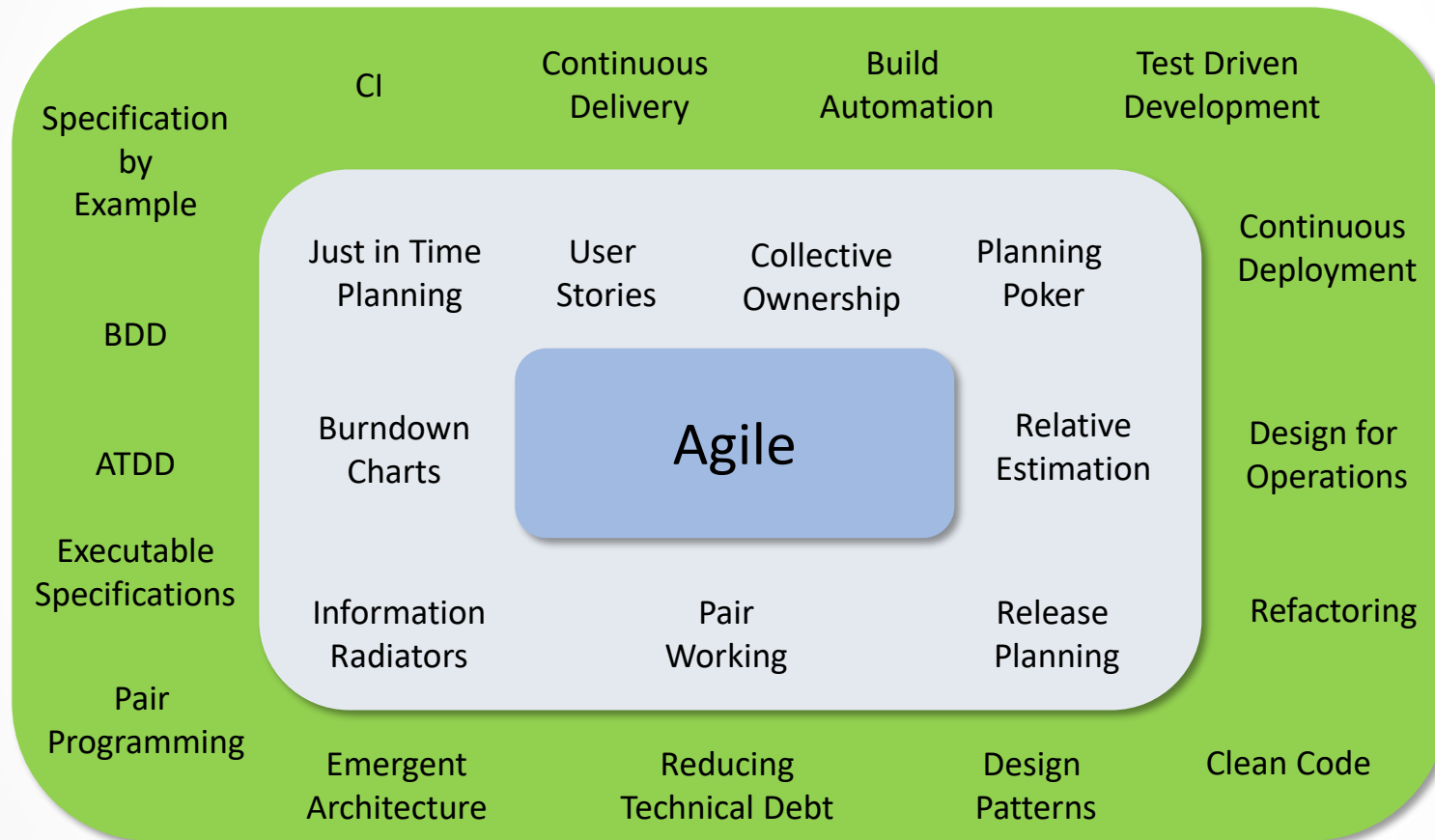


**Peter Gfader**

@peitor

A mindset to deliver value faster and  
continuously improve the way doing it.  
[#Idefineagile](#)

# You need more than a mindset



<http://agilemanifesto.org>

Can you admit that you don't  
know?



You should!

You should!

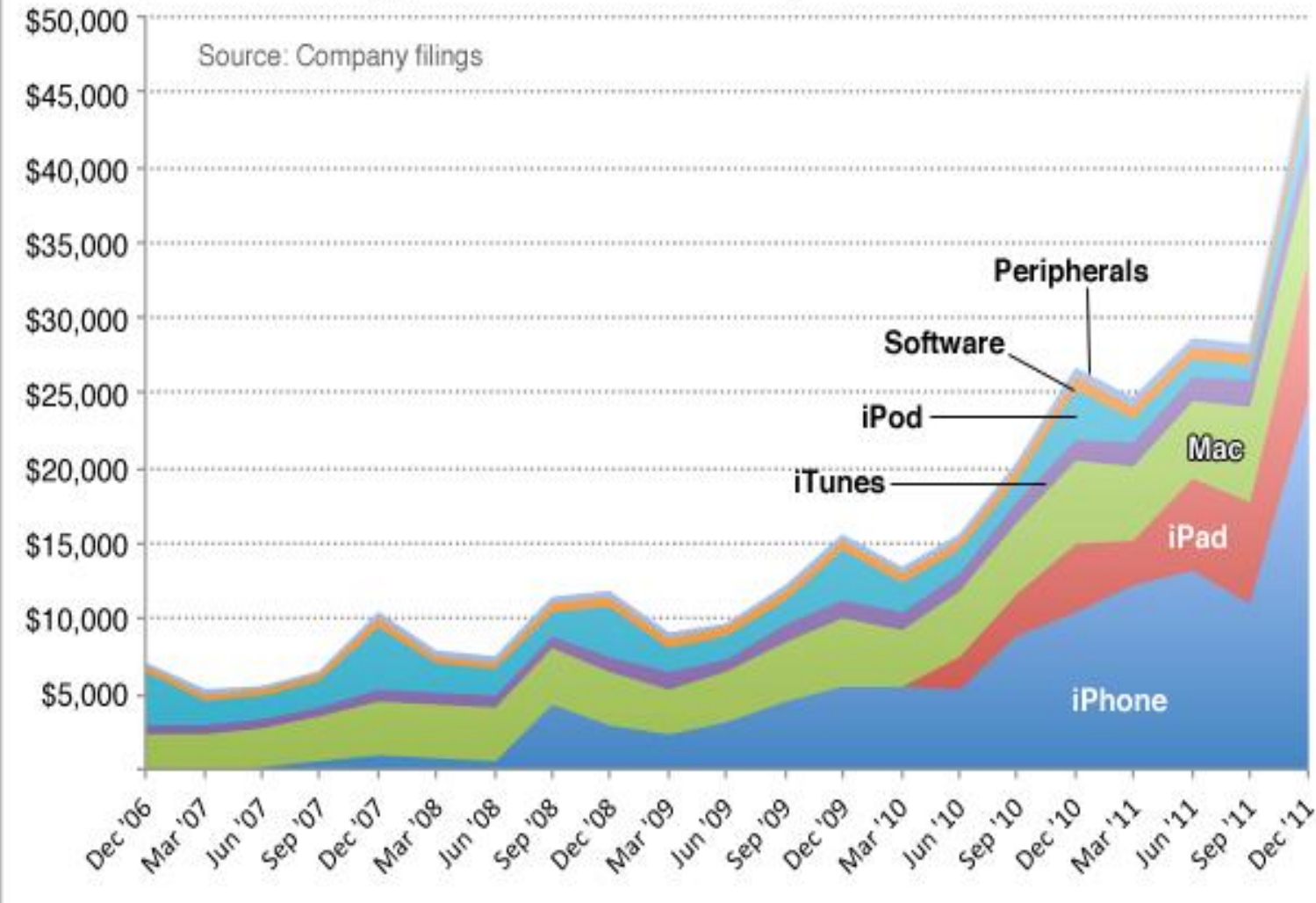
Or someone else does



# Apple's Revenue By Product

In millions

Source: Company filings



**Uber**, the world's largest taxi company **owns no vehicles.**



**Uber**, the world's largest taxi company **owns no vehicles.**

**Airbnb**, the world's largest accommodation provider **owns no real estate.**

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**Facebook**, the world's most popular media provider **creates no content.**

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**Facebook**, the world's most popular media provider **creates no content.**

**Instagram**, the most valuable photo company, **sells no cameras.**

**Uber**, the world's largest taxi company **owns no vehicles.**

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**Instagram**, the most valuable photo company, **sells no cameras.**

**Netflix**, the fastest growing television network, **lays no cables.**



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**Netflix**, the fastest growing television network, **lays no cables.**

**Alibaba**, the world's most valuable retailer **has no inventory.**

Suprises?

- Flexible Workplace
- Kommunikation
- Continuous Learning

Get Inspired



# # Inspire by What exists already

- <http://37signals.com/bootstrapped>
- <http://www.producthunt.com/>
- <http://betalist.com/>

# # Inspire by Failure & Feedback

- <http://autopsy.io/>
- Amazon 2 \*\* reviews

# Homework

- Check the links on my Twitter feed <https://twitter.com/peitor>
- Sign the Agile Manifesto <http://agilemanifesto.org>

# Thank You!



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