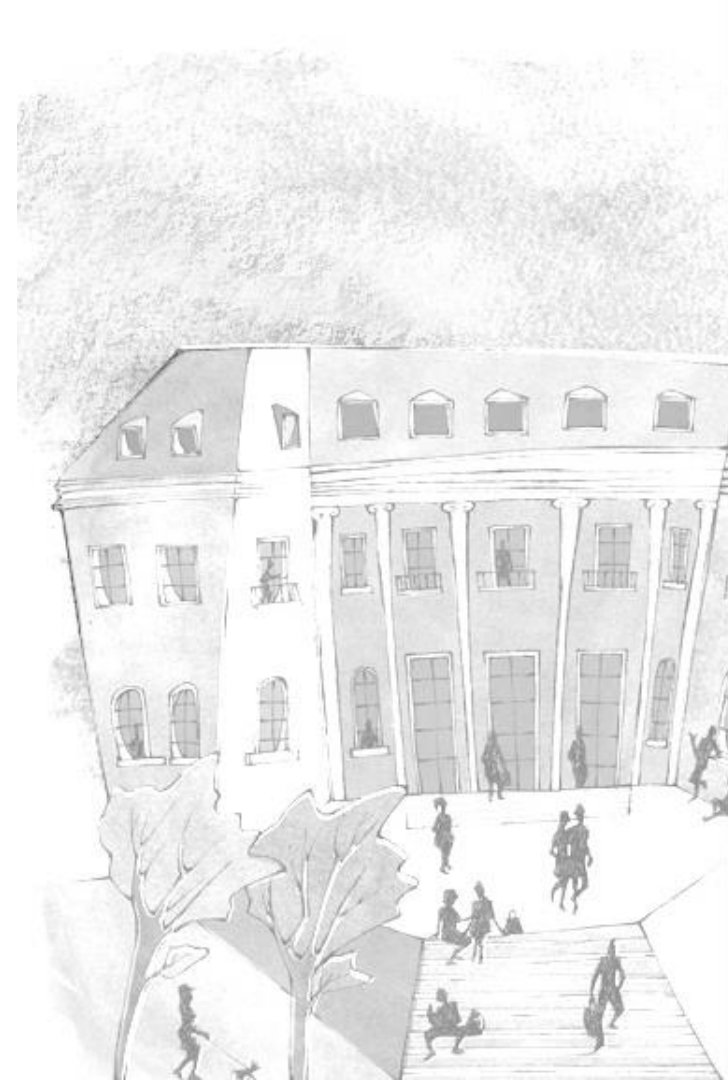


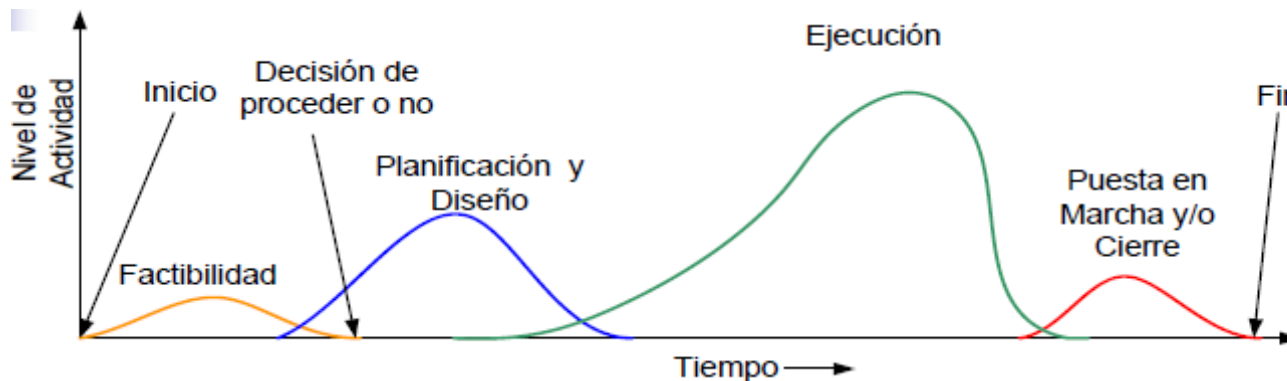
8. Gestión Agile de Proyectos

Christian Willatt H., M. Eng.



GESTIÓN TRADICIONAL DE PROYECTOS...

- Metodologías de gestión de proyectos tradicionales pueden resultar rígidas e inaplicables para proyectos de I+D+I o basados en tecnología.
- Nuevas tendencias en gestión de proyectos cuando el “dolor” es claro pero la solución no tiene alcance definido: SCRUM, Extreme Project Management, LEAN PM, entre otras.



Tradicional o Cascada

...VERSUS AGILE O ADAPTATIVA

- Metodología iterativa, adaptativa y ágil que entrega máximo valor a cliente dentro de las restricciones de costos y plazos.
- El alcance siempre es ajustado en cada iteración.
- El cliente decide que constituye el mayor valor, y al final de cada iteración, tiene oportunidad de cambiar dirección basado en lo aprendido → abraza el cambio, no lo evita.



5 FASES GENÉRICAS EN GESTIÓN AGILE/ADAPTATIVA

1. Alcance de la Versión

- Desarrollar condiciones de satisfacción/aceptación del cliente.
- Project Charter.
- Priorizar requerimientos funcionales.
- Desarrollar una EDT.

2. Planificar Ciclo (iterativa)

- Extraer de la EDT partidas a construir en el ciclo.
- Descomponer partidas en actividades y generar Gantt (participativo).
- Asignar grupos de tareas a equipos.
- Cada equipo desarrolla microprograma que cumpla restricciones de costo y tiempo del ciclo.

3. Implementar Ciclo (iterativa)

- Planificar detalladamente ciclo para producir funcionalidad.
- Comenzar ciclo.
- Monitorear y ajustar ciclo.
- El ciclo termina cuando el tiempo se agota.
- Crear banco de alcance y otro de problemas para registrar cambios/ideas, y problemas para resolver en siguientes ciclos.



5 FASES GENÉRICAS EN GESTIÓN AGILE/ADAPTATIVA

4. Chequeo con Cliente (iterativa)

- Revisión de calidad de funcionalidad con cliente contra objetivo de maximizar valor
→ Ajustes al plan/alcance y próximo ciclo
- Repetir 2,3 y4 hasta que el tiempo y presupuesto se hayan consumidos en esta versión.

5. Revisión Post-versión

- Determinar si el resultado de negocio es el esperado.
- Determinar lo aprendido para mejorar la solución.
- Determinar lo aprendido para mejorar la efectividad de la Gestión Agile.

GESTIÓN AGILE APLICADA A EMPRENDIMIENTOS

¿Se necesitan más emprendedores?

NO!!! Chile tiene una actividad de emprendimiento muy interesante (GEM 2009): **14,9%** de población adulta entre 18 y 64 años está involucrada en emprendimientos.

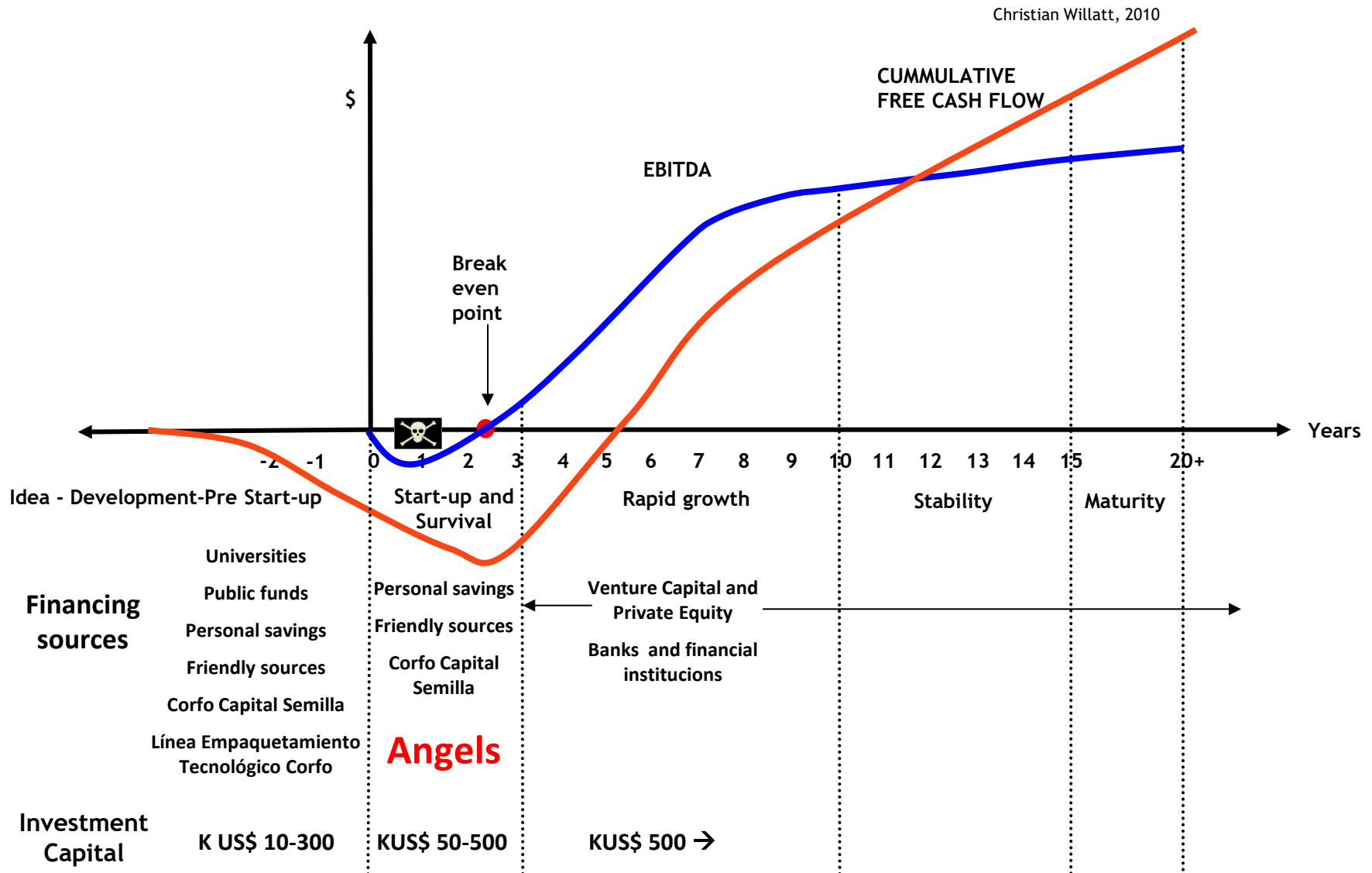
Problemas Reales

- Falta de start-ups innovadoras con alto potencial de crecimiento
- Insuficiente liderazgo y habilidades de gestión de los emprendedores versus valoración de los inversionistas locales que invierten en etapas tempranas (Source: Willatt 2010):
 - **50%** of del potencial de negocio proviene del equipo gestor
 - 28% proviene de la oportunidad de mercado
 - 15% proviene de los productos/servicios y su propuesta de valor
 - 7% proviene de las proyecciones financieras
- Falta de capital de riesgo para etapas tempranas
 - Pocos fondos de Venture Capital y no realmente "venture".
 - Escasez de inversionistas ángeles sin incentivos tributarios.

Top Ten 2009		
1	Uganda	33,6%
2	Guatemala	26,8%
3	Yemen	24,0%
4	Jamaica	22,7%
5	Colombia	22,4%
6	Perú	20,9%
7	China	18,8%
8	Venezuela	18,7%
9	Rep.Dominicana	17,5%
10	Tonga	17,4%
11	Argelia	16,7%
12	Marruecos	15,8%
13	Ecuador	15,8%
14	Brasil	15,3%
15	Libano	15,0%
16	Chile	14,9%

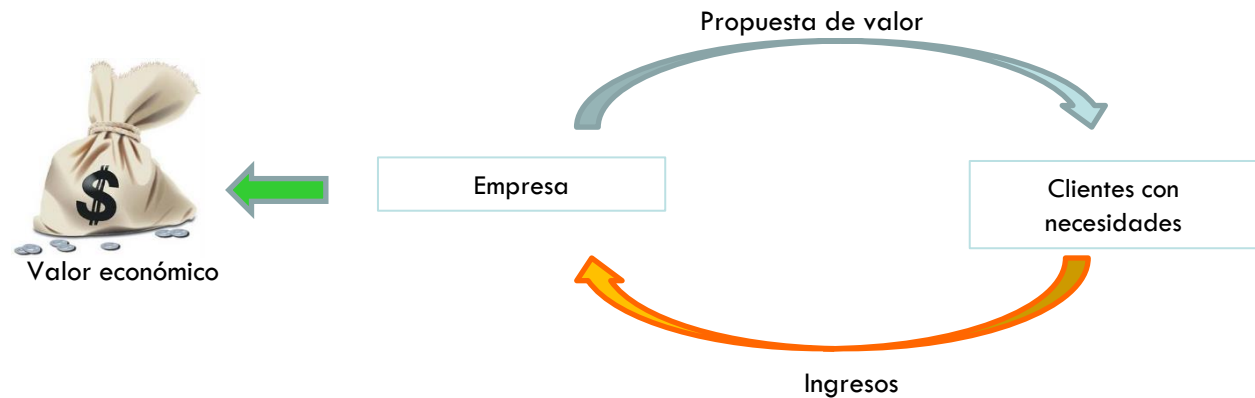
→ **80%** of total new companies dies before 5 years

CICLO DE VIDA DE UN START-UP

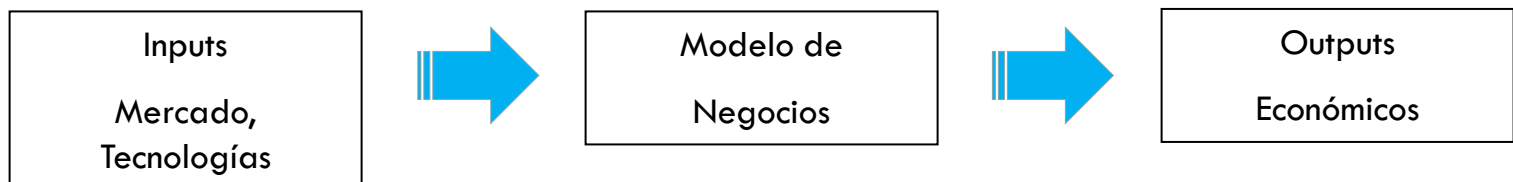


MODELO DE NEGOCIOS

- Un modelo de negocios describe los fundamentos de cómo una organización crea, entrega y captura valor. La esencia del modelo está en la manera en que la empresa entrega una propuesta de valor a clientes que están dispuestos a pagar, convirtiendo dichos ingresos en ganancias o beneficios económicos.



- Es vital en proyectos de nuevas empresas o negocios.
- El modelo de negocios se planifica y evalúa a través de un plan de negocios.
- El modelo de negocios convierte innovación / tecnología en valor económico.
- La innovación puede residir en el mismo modelo de negocios.
- Un modelo de negocios permite conectar el dominio técnico con el de negocios:



MODELO DE NEGOCIOS CANVAS

- Modelo de Negocios Canvas (Osterwalder, Pigneur, et al., 2010) es un esquema de uso práctico que permite conceptualizar y describir los diferentes elementos de un modelo de negocios.

The Business Model Canvas

Designed for: _____

Designed by: _____

On: _____

Iterations: _____

Key Partners  Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? Business Model Canvas	Key Activities  What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? Business Model Canvas	Value Propositions  What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? What customer needs are we satisfying? Business Model Canvas	Customer Relationships  What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? Business Model Canvas	Customer Segments  For whom are we creating value? Who are our most important customers? Business Model Canvas
Key Resources  What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? Business Model Canvas		Channels  Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? Business Model Canvas		
Cost Structure  What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? Business Model Canvas		Revenue Streams  For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? Business Model Canvas		

www.businessmodelgeneration.com

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MODELO DE NEGOCIOS CANVAS

Sketch Out Your Hypotheses

The business model canvas lets you look at all nine building blocks of your business on one page. Each component of the business model contains a series of hypotheses that you need to test.

KEY PARTNERS

Who are our key partners?
Who are our key suppliers?
Which key resources are we acquiring from our partners?
Which key activities do partners perform?

KEY ACTIVITIES

What key activities do our value propositions require?
Our distribution channels?
Customer relationships?
Revenue streams?

KEY RESOURCES

What key resources do our value propositions require?
Our distribution channels?
Customer relationships?
Revenue streams?

VALUE PROPOSITIONS

What value do we deliver to the customer?
Which one of our customers' problems are we helping to solve?
What bundles of products and services are we offering to each segment?
Which customer needs are we satisfying?
What is the minimum viable product?

CUSTOMER RELATIONSHIPS

How do we get, keep, and grow customers?
Which customer relationships have we established?
How are they integrated with the rest of our business model?
How costly are they?

CHANNELS

Through which channels do our customer segments want to be reached?
How do other companies reach them now?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CUSTOMER SEGMENTS

For whom are we creating value?
Who are our most important customers?
What are the customer archetypes?

COST STRUCTURE

What are the most important costs inherent to our business model?
Which key resources are most expensive?
Which key activities are most expensive?

REVENUE STREAMS

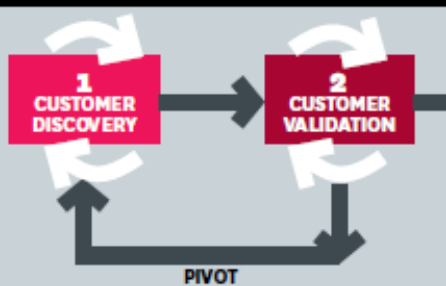
For what value are our customers really willing to pay?
For what do they currently pay?
What is the revenue model?
What are the pricing tactics?

LA FORMA “AGILE” DE EMPRENDER

Listen to Customers

During customer development, a start-up searches for a business model that works. If customer feedback reveals that its business hypotheses are wrong, it either revises them or “pivots” to new hypotheses. Once a model is proven, the start-up starts executing, building a formal organization. Each stage of customer development is iterative: A start-up will probably fail several times before finding the right approach.

SEARCH



EXECUTION

- 1** Founders translate company ideas into business model hypotheses, test assumptions about customers' needs, and then create a “minimum viable product” to try out their proposed solution on customers.
- 2** Start-up continues to test all other hypotheses and tries to validate customers' interest through early orders or product usage. If there's no interest, the start-up can “pivot” by changing one or more hypotheses.
- 3** The product is refined enough to sell. Using its proven hypotheses, the start-up builds demand by rapidly ramping up marketing and sales spending, and scales up the business.
- 4** Business transitions from start-up mode, with a customer development team searching for answers, to functional departments executing its model.

Lean / Agile

Traditional

Strategy

Business Model
Hypothesis-driven

Business Plan
Implementation-driven

New-Product Process

Customer Development
Get out of the office and test hypotheses

Product Management
Prepare offering for market following a linear, step-by-step plan

Engineering

Agile Development
Build the product iteratively and incrementally

Agile or Waterfall Development
Build the product iteratively, or fully specify the product before building it

Organization

Customer and Agile Development Teams
Hire for learning, nimbleness, and speed

Departments by Function
Hire for experience and ability to execute

Financial Reporting

Metrics That Matter
Customer acquisition cost, lifetime customer value, churn, virallness

Accounting
Income statement, balance sheet, cash flow statement

Failure

Expected
Fix by iterating on ideas and pivoting away from ones that don't work

Exception
Fix by firing executives

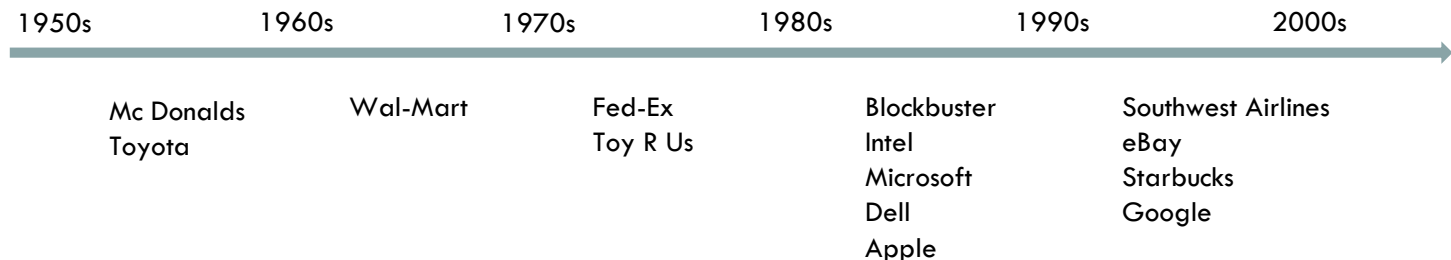
Speed

Rapid
Operates on good-enough data

Measured
Operates on complete data

TIPOS DE MODELOS DE NEGOCIO

- Modelo de venta virecta: venta directa a consumidor final
- Modelo “Bricks and clicks”: ejemplo es ordenar por Internet y retirar en la tienda
- Modelo sin intermediarios: usar Internet para llegar a clientes individuales en vez de canales de distribución
- Modelo de franquicia
- Modelo de subasta (off y on-line)
- Modelo “colectivo”: asociaciones y organizaciones agrupando personas y/o empresas
- Modelo “razor and blades”: Gillette, impresoras, Adobe
- Modelo de servicios : productos → servicios
- Modelo de suscripción: TV cable, proveedores de Internet y SW, gimnacios
- Modelo de “broker”: intermediación entre proveedor y consumidor
- Modelo Freemium (web services)
- Modelo de publicidad, etc...



EL MODELO DE NEGOCIO DE CHARLES ATLAS

- Nació en Calabria en 1893 y emigró a Nueva York en 1903
- Asistió escuela secundaria pero dejó sus estudios y trabajó como obrero en una fábrica de carteras de cuero
- Frágil y muy delgado, fue víctima de bullying a los 15-16 años lo cual dio forma a su vida y carrera.
- Asistió al gimnasio de la YMCA para fortalecer sus músculos sin buenos resultados.
- A los 17, se dió cuenta que el león del zoológico era musculoso en forma natural → inventó los ejercicios isométricos y luego se ganó la vida como modelo
- En 1922 inicia su negocio de curso de ejercicios por correspondencia pero va mal hasta que contrata en 1928 a Charles Roman quien se hace socio 50/50.
- Roman acuñó el término tensión dinámica y promocionó exitosamente los cursos a través de avisos en revistas populares leídas por hombres de clase baja-media.
- Junto con entregarles un libro introductorio y otros souvenirs, los interesados podían obtener un programa completo de entrenamiento por US\$ 30, junto con recomendaciones de dieta y lecciones para generar un carácter ganador.
- En los 30's el negocio despegó abriendo oficinas en Londres y Buenos Aires. Sus cursos fueron adoptados por celebridades como Max Baer y Rocky Marciano, entre otros, vendiéndose a más de 6 millones de personas de todo el mundo.



Hey SKINNY! ...YER RIBS ARE SHOWING!

DON'T LET HIM HIT YOU, UGE! WATCH WHAT YOU SAY, CELLA... SHUT UP YOU BAG OF BONES!

DARN IT! I'M TIRED OF BEING A SKINNY SCARECROW. CHARLES ATLAS SAYS HE CAN MAKE ME A NEW MAN! I'LL GAMBLE A STAMP AND GET HIS FREE BOOK. BOY! IT'S DON'T TAKE LONG. WHAT A BUILD. NOW I'LL TAKE CARE OF THAT BULLY.

HERE'S A LOVE-TAP FROM THAT "BAG OF BONES," REMEMBER?

OH, JOE! YOU ARE A REAL HE-MAN, AFTER ALL. WHAT A MAN! AND HE USED TO BE SO SKINNY!

I Can Make YOU a New Man, Too, In Only 15 Minutes a Day!

CHARLES ATLAS
Holder of title, "The World's Most Perfectly Developed Man."

PEOPLE used to laugh at my skinny 97-pound body. I was ashamed to strip for sports or for a swim. Girls made fun of me behind my back. THEN I discovered my body-building system, "Dynamic Tension." It made me such a complete specimen of manhood that I hold the title, "The World's Most Perfectly Developed Man."

What's My Secret?

When you look in the mirror and see a healthy, husky, fellow smiling back at you — then you'll be astonished at how fast "Dynamic Tension" GETS RESULTS! It is the easy, NATURAL method and you can practice in the privacy of your own room — JUST 15 MINUTES EACH DAY. Just watch your scrawny chest and shoulder muscles begin to swell... those spindly arms and legs of yours bulge... and your whole body starts to feel "alive," full of zip and go!

Thousands are becoming husky — my way. I give you no gadgets to fool with. With "Dynamic Tension" you simply utilize the dormant muscle-power in your own body — watch it grow and multiply into real, solid LIVE MUSCLE.

FREE My 32-Page Illustrated Book is Yours — Not for \$1.00 or 10c — But FREE

Send for my book, Everlasting Health and Strength. 32 pages of photos, valuable advice. Shows What Dynamic Tension CAN DO, answers vital questions. A real prize for any fellow who wants a better build. I'll send you a copy FREE. It may change your whole life. Rush coupon to me personally: Charles Atlas, Dept. 28 115 E. 23rd Street, New York 10, N. Y.

CHARLES ATLAS, Dept. 28
115 East 23 St., New York 10, N. Y.

Send me — absolutely FREE — a copy of your famous book, Everlasting Health and Strength — 32 pages, crammed with photographs, answers to vital questions, and valuable advice. This book is mine to keep, and sending for it does not obligate me in any way.

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