



**The Approach to  
Think Unlimited,  
Develop Agile and  
Produce & Operate Lean**

Presented by Arno Ritter

**Top down**

**versus**

**Bottom up**

**Waterfall**

**versus**

**Agile**

**Agile**

**versus**

**Lean**

**Lean**

**versus**

**Waste**

**And many others:**

**Globalization, digitalization,  
managing complexity, ..**

T

• THINK

U

• UNLIMITED,

D

• DEVELOP

A

• AGILE,

P

• PRODUCE &

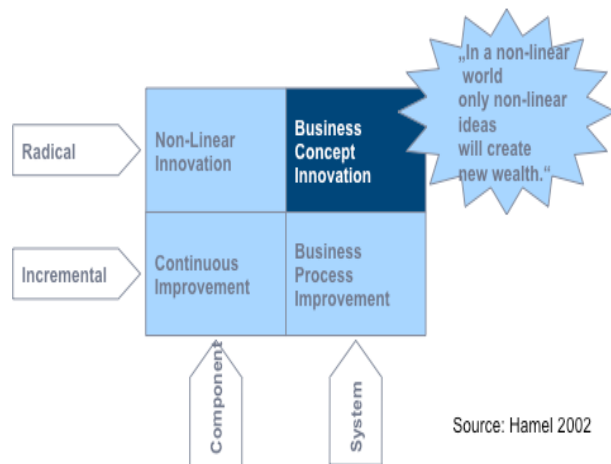
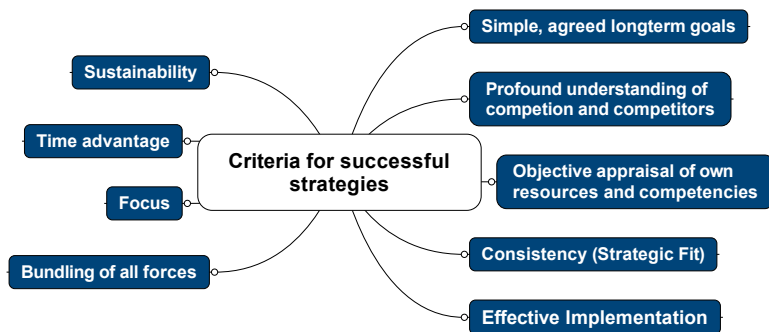
O

• OPERATE

L

• LEAN

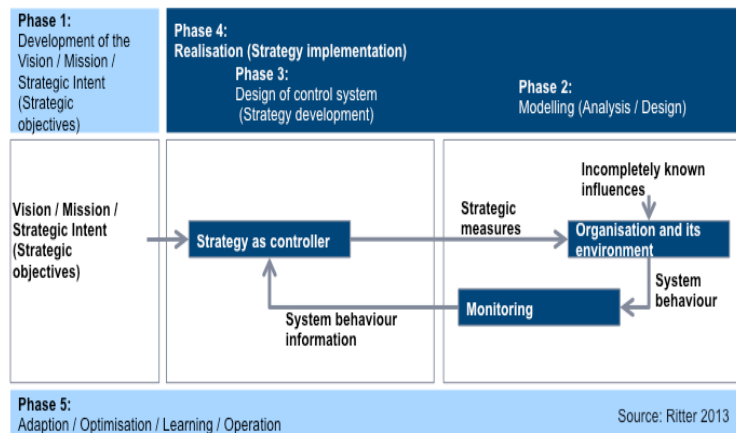
## Think Unlimited



Innovation is the enabler of your future success:

- Provide sufficient space for innovation by creating the right innovation culture
- Take advantage of creativity techniques
- Provide sufficient space (i.e. resources like time, budget, tools, place, people & capabilities); being too lean will kill you!
- Bring the right (interdisciplinary) people together
- Define the rules of the game
- Cross borders
- Surprise the markets
- Help your client succeed

## Develop Agile



### Frameworks like Strategic Control Loop

Waterfall or classic project management are not bad, but have some limitations. Take advantage of agility:

- Deliver fast and early (time advantage)
- Provide an early working product (increment); that is better than a perfect, but too late delivered solution
- Focus on the things creating value
- Accept that requirements could change
- Take advantage of integrated teams (e.g. DevOps) and early integration
- Think as a control loop
- Agility is to some extent the opposite of being lean: provide space & redundancy & buffer

## Produce & Operate Lean

Focus on value creation as proposed by lean approaches, e.g. by avoiding waste:

- Focus on value creation
- Avoid unnecessary waste
- Reduce complexity
- However: maintain the complexity, flexibility and redundancy you still need. A skeleton is not a living organism!
- Furthermore: enable transformation and sustainability

Ability to learn

Ability for innovation

(Reduce) costs

(Improve) quality and  
(improve) service

Flexibility and  
ability to change

Correspond to  
resources and  
capabilities

Avoid imitation

Establish profit earning  
potential of a resource  
and capability

Easy to apply

Source: Ritter 2005

## Strategy Guideline / Framework



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