Lecture Notes
in Business Information Processing

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The LESS 2010 conference was the first scientific conference dedicated to advancing the “lean enterprise software and systems” body of knowledge. It fostered interactions by joining the lean product development community with the agile community coupled with innovative ideas nurtured by the beyond budgeting school of thinking. The conference was organized in collaboration with the Lean Software and Systems Consortium (LSSC). The conference is established as a conference series. The idea of the conference was to offer a unique platform for advancing the state of the art in research and practice by bringing the leading researchers and practitioners to the same table. Indeed, LESS 2010 attracted a unique mix of participants including academics, researchers, leading consultants and industry practitioners. The aim of the conference was to use this diverse community to advance research and practical knowledge concerning lean thinking within the field of software business and development. LESS 2010 had more than 60% of its speakers come from the industry and the remaining from academia. LESS is poised to grow as we advance into future iterations of the conference and become the conference for lean thinking in systems and software development. Its growth and credibility will be advanced by the communities and knowledge exchange platform it provides. LESS offers several avenues for knowledge exchange to create a highly collaborative environment. Each year, we aim to bring novelty to a program that fosters collaboration, letting new ideas thrive during and after the conference.

Lean is a new word hitting software companies. Many consider it as the next step after agile. Several methods and tools have already been proposed that present a blend of agile and lean practices. We in the LESS conference aim to evolve bottom-up by bringing different communities who have two common denominators—lean and software or systems. This cannot be done without consideration of how any business is run. For these purposes, the beyond budgeting school of thinking fits nicely into the conference scope. Beyond budgeting is about rethinking how we manage contemporary organizations where innovative management models represent the only sustainable competitive advantage. In a holistic sense, beyond budgeting aims at releasing people from the burdens of stifling bureaucracy and suffocating control systems, trusting them with information and giving them time to think, reflect, share, learn and improve. Similarly, agile was originally started as a movement towards lighter weight process models and ways of working. Lean thinking promotes a holistic system-like philosophy that encompasses the whole organization. LESS builds on these schools to move forward—towards the software organization of the 2010s.

The LESS conference had mainly two types of submissions—academic submissions with full or short papers and industry submissions with mostly short talk proposals. Industry submissions attracted several leading consultants and practitioners from large companies. All the full and short paper proposals (irrespective of whether they were academic or industry based) were reviewed by at least two Program Committee members. All the talk proposals were reviewed by Track Chairs. Track
Chairs were fully empowered to design their tracks. The LESS conferences will continue to build upon this value of trust and empowerment of communities to develop novel, engaging avenues. The selected papers represent a diverse range of experiences, studies and theoretical angles. The selected talks represent some of the most eminent speakers from their respective communities. LESS 2010 was organized in three tracks: (1) Scaling Agile to Lean, (2) Lean Product Development and Innovation and (3) Beyond Budgeting. Furthermore, our distinguished keynote speakers included Deborah Nightingale from MIT, Duc Truong Pham from Cardiff Manufacturing Centre and Martin Curley from Intel. The conference also hosted a range of other engaging avenues including tutorials, workshops, panels, open spaces, lightning talks and social networking programs.

We would like to extend our deep gratitude to all those who contributed to the organization of the LESS 2010 event. The authors, the sponsors, the chairs, the reviewers, and all the volunteers: without their help this event would have not been possible. Nonetheless, we thank the lean, agile and beyond budgeting communities, whose integral role made this conference an exciting platform for sharing and presenting innovative research. These proceedings continue that LESS journey, which started in Helsinki, Finland.

August 2010

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Nilay Oza
Conference Organization

University of Helsinki, Department of Computer Science

Lean Software & Systems Consortium

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