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Known before Built

How enterprises decide what is worth building, before the big budget is spent

Keynote · Executive session · Guest lecture

ABSTRACT

In established companies, the decision to build is usually made long before anyone has evidence that it should be. Roadmaps fill with client requests, executive conviction and competitive gap-fills, and the cost of a wrong bet hides below the waterline: years of maintenance, capacity pulled from the core business, and quiet write-offs. Drawing on his book *Known Before Built*, Andreas shows how leadership teams move from belief to evidence before committing serious money, using observed customer behavior, cheap assumption tests and pilots designed to end in a clear decision. He closes with the question every product leader hears, “Why can’t we just ship it?”, and how to answer it with a number.

TAKEAWAYS

- Why the build cost is the cheapest part of a wrong decision, and the four cost layers (implementation, carrying, displacement, correction) that never appear in the business case.
- A staged path from first signal to investment decision, with clear decision rights at each gate: continue, hold, pivot or kill.
- How to answer “Why can’t we just ship it?” with a number instead of an opinion.

WHO IT’S FOR

Anyone who decides where product money goes, from founders choosing their next bet to leadership teams in established companies.

LENGTHS

Keynote 30 or 45 min
Executive session 90 min
Guest lecture 60–90 min

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