

**The Agile Guide
to
Business Analysis and Planning:
from Strategic Plan
to Continuous Value Delivery**

Case Study Workshops

2021

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INFO@NOBLEINC.CA

WWW.NOBLEINC.CA

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N2N Case Study

Background

N2N Media and Communications is a company that provides Internet, telecom services and content to its customers. It is planning an initiative to address its reduced customer base - thought to be largely a result of voluntary churn (customers choosing to leave the company). The first step in the analysis will be to determine the root causes of the churn in order to identify a promising solution. This is to be followed by the articulation of a vision and hypothesis for a proposed solution. Finally, a plan will be developed for analyzing and implementing solution requirements in a way that continuously delivers value to the customer.

For educational purposes, attendees may be divided into teams of about 5-7 members to work on the case study, with one member acting as lead analyst, one as business Subject Matter Expert (SME) and the rest as assisting analysts. These roles should be rotated amongst team members so everyone has a chance to perform them.

All textbook references in this document refer to *The Agile Guide to Business Analysis and Planning – from Strategic Plan to Continuous Value Delivery* (Podeswa, Howard. Pearson/Addison-Wesley, April, 2021)

Workshops

Workshop 0 (Optional): Set BA Skills Baseline

The purpose of this workshop is to demonstrate your current business analysis skills and provide a baseline prior to the learning in this course.

Background

The system is to replace an older one that is based on outdated hardware for which parts and maintenance are no longer available. The system is to be used in the city's Main Central Terminal. (To keep matters simple, you may assume no other terminal will use the system.) The system will rely on input from Controllers for changes to the schedule, arrival times, etc. Information will be made available to passengers using display terminals throughout the station. Web and other channels for scheduling information are outside the scope of this project.

The Ask

You are tasked with eliciting and documenting requirements for the train scheduling system use at the Main Central Terminal. The output of your work will be used as the basis for selection of a solution and to identify gaps requiring customization.

Tips

Select one or two members of your group to act as stakeholders.

- Stakeholders: Use your experiential knowledge of train schedules and improvised guesses when answering questions. If you need help, you may ask the instructor. Do not volunteer requirements; wait until you are asked by the BAs.
- Other team members: Select a Lead BA. Facilitate a requirements elicitation meeting with the designated stakeholder(s) and with the rest of the group joining in the interviews as team BAs.

Workshop A: Cause-Effect Analysis

Textbook reference

See Section 7.4 BLINK Case Study Part 2: Cause Effect Analysis

Background

Review the N2N Case Study at the beginning of this document.

The Ask

You've been asked to facilitate a meeting of business SMEs to identify the root causes of high voluntary churn at N2N, i.e., the incidence of customers voluntarily leaving the company of their own accord. Following are the deliverables for the event:

- Deliverable 1: Cause–effect diagram tracing the causes of high voluntary churn. See Figure 7.4 for template.
- Deliverable 2: List of root causes. Identification of root cause(s) lying within the scope of the product development group.

Workshop B: Vision Statement

Textbook reference

See Section 7.8.4, BLINK Case Study Part 5: Vision Statement

Background

Based on an initial analysis of root causes of current pain points, N2N has decided to develop N2N-Shop as a way to increase brand loyalty. N2N-Shop will be an N2N shopping experience that will be accessible from multiple platforms: A customer will be able to order Product and Services using an app; N2N staff will be able to access it through an internal interface.

Both current N2N media customers and those who do not currently do business with N2N will be permitted to use the store. N2N media customers will be able to charge purchases against their existing customer accounts and reduce or eliminate charges by using their accumulated rewards points; all others will be required to pay using a Credit Card.

The Ask

Develop a long-term vision for the product (or program). Following are the deliverables for the event:

- Deliverable 1: Vision Statement

Tips

- Gain a consensus on a **Vision Statement** that articulates the motivation for creating the product or program. Focus discussion on big, inspirational themes.

Workshop C: Identify Stakeholders

Textbook reference

Section 7.9.4 BLINK Case Study Part 6: Identify Stakeholders

The Ask

You have been tasked with performing an initial analysis to identify the primary stakeholders that will be impacted by the proposal to develop a customer rewards program offering products and other benefits to loyal customers. You are asked to summarize the impact of the initiative on stakeholders as well as stakeholders' level of influence on the initiative, so that an appropriate communication plan may be developed.

Following are the deliverables for the event:

- Deliverable 1: Stakeholder Impact and Influence Matrix. See Chapter 7, Table 7.4 for template.
- Deliverable 2: Communication Recommendations. Provide high-level communication recommendations, based on Deliverable 1.

Tips

- Focus on the main players - the primary users and the primary off-stage stakeholders (e.g., compliance).

Workshop D: Craft Objectives

Textbook reference

Section 7.10 BLINK Case Study Part 7: Craft Goals and Objectives

The Ask

Now that you have articulated the Vision Statement and identified some of the main stakeholders, your next step is to determine the business and customer objectives for the initiative.

Following are the deliverables for the event:

- Deliverable 1: List of objectives and metrics

Tips

- Facilitate a discussion about business objectives:
 - What are the expected benefits to the business?
 - Increased efficiencies?
 - Increased market share?
 - Increased engagement?
 - Faster turnaround?
 - Increased customer retention?
- Facilitate a discussion about customer and user objectives:
 - What are the expected benefits to the customer and user?
 - New functionality?
 - Greater convenience?
 - Lower cost?
- Facilitate a discussion about the metrics that will be used to measure progress towards the objectives you've identified.

Workshop E: Identify Hypotheses and Metrics

Textbook reference

Section 7.11, BLINK Case Study Part 8: Analyze Assumptions

The Ask

You have been tasked with facilitating a discussion to identify the leap of faith hypotheses and assumptions that underlie the product development initiative.

Following are the deliverables for the event:

- Deliverable 1: List of hypotheses and metrics that will be used to test them.

Tips

- First, lead a discussion about whether the initiative qualifies as a lean startup or as a sustaining innovation. For example, ask if there is high uncertainty with respect to the market for the product, the technology, assumed customer behaviors, or the requirements.
- If this is a lean startup (high uncertainty), identify the “Leap of Faith” hypotheses that must be true for the venture to succeed.
 - Consider Value Hypotheses: unproved assumptions about the value of the product to the customer
 - Growth Hypotheses: unproven assumptions about growing the market for the product
- If this is a sustaining innovation, identify key assumptions that underlie the business case made for the initiative, e.g., expected unit costs, unit price, growth rates. This list will be used as a basis for planning assumption-testing once development and rollout proceeds.
- Discuss the metrics that will be used to prove or disprove the hypotheses you’ve identified.

Workshop F: Seed the Product Backlog

Textbook reference

Section 8.9 BLINK Case Study Part 9: Seed the Product backlog

Background

You invite user representatives and business stakeholders who have a close familiarity with the market to brainstorm features for N2N Shop.

The Ask

The deliverables planned for the event are as follows:

- Deliverable 1: Initial list of features, sequenced and roughly estimated
- Deliverable 2: Constraints and NFRs

Tips

- Lead a discussion on the product's **features**.
 - What are the top features that we want to market to Customers?
 - What features contribute to the business and customer objectives?
 - What features would most quickly test the critical hypotheses?
- Lead a discussion on the product's **constraints and other non-functional requirements (NFRs)**.
 - Are there any constraints regarding compliance, compatibility, platforms, etc.
 - Are there any performance requirements?
 - Scalability issues?
 - If any work is required for compliance, create a work item (feature) for it, e.g., stories to generate necessary compliance reports.
- Lead a discussion with Stakeholders and Developers on broad estimates for features.
 - Would the item take (hours), days, weeks, months or years to implement?
- Lead a discussion with Stakeholders and Developers on sequencing.
 - What is the first feature we should focus on? Second? Third?
 - Make sure stakeholders take into account estimates during sequencing.
 - Facilitate negotiation between the Triad (business, development and QA): Explore ways to reduce the estimate for a feature by delaying (or eliminating) some its requirements/ACs or by using lower-cost solution alternatives.

Workshop G: Create a Long-term Product Roadmap

Textbook reference

Section 9.8, BLINK Case Study Part 12: Long-Term Planning - Creating the Product Roadmap

Background

Now that you have articulated a view of the product's objectives and main features, you proceed to map these to upcoming releases.

The Ask

You have been tasked with planning release dates, goals and features for the long term. Following are the deliverables for the event:

- Deliverable 1: Product Roadmap. See Chapter 9, Figure 9.3 for a product roadmap template. For the purpose of this workshop, focus on the first three releases.

Tips

- Using the product roadmap template in the book, draw the template on a flipchart.
- Specify the planning horizon.
- Lead a discussion about **release dates**. You may decide to go with a regular cadence, e.g., every 3 months or time the releases to comply with market conditions or regulatory requirements
- Lead a discussion about **release goals** for each release. Consider the customer, business and learning objectives you discovered earlier as well as others that arise during the discussion. Consider early release goals to validate critical leap-of-faith hypotheses.
- Lead a discussion about **release features**. Consider the minimum set of features that would achieve release goals. Keep features high-level – especially those beyond the 1st release. Look to identify about 3 high-level critical features per release.

Workshop H: Personas

Textbook reference

Section 10.12 BLINK Case Study Part 13: Personas

Background

You've invited marketing SMEs, the product manager, data analysts, sales personnel, and the team in order to develop a persona or personas for N2N Shop.

The Ask

The deliverable from the event will be:

- Deliverable 1: Persona or personas representing key users. See Figures 10.3 and 10.4 in the text for persona templates.

Workshop I: Feature Preparation – Analyze Business Process

Textbook reference

Section 10.16 BLINK Case Study Part 16: BLInK Private Process Model

The Ask

You have been tasked with analyzing the end-to-end workflow that begins with a customer accessing the N2N Store to place an order and ends with the customer receiving the ordered items. Develop a workflow model that focuses on hand-off points between the customer and N2N, N2N and external parties (such as shippers and suppliers), and between different user roles within N2N, e.g., order fulfillment, shipping and receiving. Consider all the steps involved in placing the order, filling the order (e.g., in a distribution center (DC)) and shipping it to the customer.

You do not have to use any particular standard for your model. A simple block diagram is sufficient. (A solution is provided based on the standard for BPMN Private Process Models.)

Following are the deliverables for the event:

- Deliverable 1: Workflow model for N2N Shop and order processing. See Figure 10.6 in the textbook for an example.

Workshop J: User Role-Modeling Workshop

Textbook reference

Section 10.18 BLINK Case Study Part 17: Role-Modeling Workshop

The Ask

Following are the deliverables for the event:

- Deliverable 1: List of user roles and off-stage stakeholders.

Tips

- In an educational setting, each Team should now send 1-2 business representatives to speak with the instructor. The instructor will brief them on the emerging requirements for the product. NOTE: Repeat this step for all upcoming workshops.
- Conduct a User Role Modeling Workshop as described in the textbook (see Section 10.18).
- In an educational setting, spend 20 minutes on this workshop. (In a real scenario, you would allocate about 1 hour.)
- **Identify user roles.** Carry out the following steps:
 - 1. *Silent Brainstorming.* Rules:
 - Any attendee can write a role on a card.
 - The author of each new card posts the card on the wall and announces the role.
 - Other than role announcements, this stage is silent. No discussion!
 - Stop when there are no more ideas.
 - 2. *Arrange Roles.* Rules:
 - Attendees arrange cards so that related roles are grouped together.
 - The more the roles functionally overlap; the more they should physically overlap.
 - 3. *Consolidate Roles.* Rules:
 - Pick cards that overlap the most.
 - Ask card authors to explain the roles.
 - Group decides if they are equivalent: Same goals? Same way of using product?
 - If roles are equivalent, rip up one card.
 - If roles partially overlap, move them together and create a new card to represent the overlap.
- **Identify off-stage stakeholders:** e.g., Compliance, sponsor

Workshop K: Specify MVP

Textbook reference

Section 12.4 BLINK Case Study Part 20: Create an MVP

The Ask

You have been tasked with specifying the first MVP to test a hypothesis. Following are the deliverables for the event:

- Deliverable 1: Selected hypothesis and high-level description of MVP..

Tips

Facilitate a discussion between the customer and the development team about the leap of faith hypotheses that have been identified for the initiative. Gain a consensus about which hypothesis to test first. Then devise an MVP to test it with minimal effort. Consider the MVP types discussed in section 12.4 in the textbook.

Workshop L: Create Story Map Backbone

Textbook reference

Section 12.5 BLINK Case Study Part 21: Create Story Map Backbone

Background

Now that you have identified the main user roles, personas, and off-stage stakeholders, you plan to use those to generate a list of User Tasks for the product.

The Ask

Create the backbone of a story map by identifying user roles, user tasks and activities on the map. Following are the deliverables for the event:

- Deliverable 1: Story map backbone. See Figure 12.2 for Story Map template.

Tips

1. Draw a Story Map template as described in the text.
2. Review the features that have already been identified in the product roadmap for this release. Review the process model (if available), as well, to identify user roles (process participants who access the system) and user actions (interactions with the system).
3. Ask stakeholders to describe the order in which users generally get involved in the workflow. Post user roles at the top of the story map. If some tasks are triggered internally by the system, create a user role called “system.”
4. Ask stakeholders to describe the big activities that users must do, in the order they usually do it.
5. Post these activities in the order they are generally executed, under the appropriate user roles.
6. Use the posted User Roles to discover new activities and tasks. Ask, “What does user X need to be able to do?”

Workshop M: Specify Stories for an MVP

Textbook reference

Section 12.5.8 BLINK Case Study Part 22: Specify Stories for an MVP

The Ask

You now focus on the features that will be implemented in the first iteration. Work with stakeholders and the team to specify and plan the stories that will be needed for the MVP. Post the stories in the first row of the story map “ribs” section.

Following are the deliverables for the event:

- Deliverable 1: Story Map with MVP. See Figure 12.5 in the textbook for an example.

Tips

- Lead BA: Facilitate a discussion around the first Iteration Goal. Examples include: to validate a hypothesis, address a risk, deliver a capability
- Focus stories on the user tasks that are most important to automate in the 1st pass, in order to test the selected hypothesis.
- Places where workarounds will be required may be marked by posting “workaround” cards, as described in the textbook.
- Ask stakeholders to use their own words to describe each story. You may write the story informally, or following the Connextra Template (see below). Note that a template is not required at this stage because the story map provides context.

Workshop N: Specify Story Acceptance Criteria

Textbook reference

Section 13.10

The Ask

Refine the team's understanding of the stories in the plan by specifying Acceptance Criteria.

- Deliverable 1: Story Acceptance Criteria.

Tips

Facilitate a discussion about each story's Acceptance Criteria. Do not seek to cover every situation – only those that must be included for the story to be accepted. The story may be expressed informally or using the Connextra template described in the text and summarized below. Acceptance criteria may be expressed informally or using the Gherkin template. See section 13.10.9 in the text for a BDD template and example.

Connextra User-Story Template

"As a <<role>> I want <<goal>> so that <<benefit>>

Gherkin Template

Scenario <<Title>>

Given <<precondition>>

When <<trigger>>

Then <<postcondition>>

Workshop O: Story Splitting

Textbook reference

Section 13.13.

The Ask

You have been tasked with coaching the team on story-splitting. Review the patterns for splitting stories in Section 13.13 with the group. Facilitate a discussion about the examples described in the textbook quiz. (See Section 13.13.3.14 Quiz.) For each example, identify a pattern that applies and provide a solution for splitting the requirement into smaller stories.

Following are the deliverables for the event:

- Deliverable 1: Split stories.

Workshop P: Complete the Story Map

Textbook reference

Section 13.4. BLINK Case Study Part 23.

The Ask

You now focus on the rest of the iterations. Plan features stories for the rest of the iterations in the release and post them on the story map. Stories in upcoming iterations should be small and well-understood, with decreasing granularity and analysis for later iterations.

Workshop Q: Forecast What Will Be Accomplished

Textbook reference

Section 14.9.

Background

Choose any iteration on your story map for this workshop.

The Ask

You now focus on the estimates for an upcoming iteration to ensure that the work is within the team's budget. Ensure that the iteration represents the right amount of effort based estimates and the anticipated velocity. If it does not, negotiate the scope of the iteration by dropping stories, changing their acceptance criteria or exploring less expensive solutions.

Tips

1. Pick one of the story cards for the iteration.
2. Have the PO explain the story.
3. Ask the development team to estimate the story, following the instructions given in the textbook. You may use points or real time. If using points, you may begin with the assumption that 1 point is approximately 1 dedicated day of developer work. The steps are summarized below:
 - A customer reads a story.
 - Estimators ask customers questions.
 - Customers provides answer or best guess – or decide to defer the story.
 - Each developer writes estimate on a card; places estimate card face down.
 - Everyone turns their estimate cards face up.
 - Low and estimators explain their rationale: What assumptions were made about the solution? About the scope of the requirements?
 - Follow with a group discussion. Stories to be implemented in the upcoming iteration should not exceed the story point maximum. If a story cannot be estimated, consider creating a spike first to learn more about it.
 - Team members revise estimates and repeat.
 - Typically consensus on a 'reasonable' estimate is reached by the third round.
4. Now verify that the total for the iteration does not exceed the budget.
5. If the total exceeds the budget, work with the team and PO to negotiate stories and their acceptance criteria so that the work is within the budget.

Workshop R: Facilitate a Retrospective

Textbook reference

Section 15.4 BLINK Case Study Part 28

The Ask

Gain hands-on experience with retrospectives by facilitating a retrospective about the tools and techniques of this course and the drivers and impediments to applying them in the workplace.

Following are the deliverables for the event:

- Deliverable 1: Recommendations, pain points. You may use the artifacts developed in the *Sailboat* and *Circle and Soup* games discussed in the textbook. See Figures 15.23 and 15.24 for an example and template.

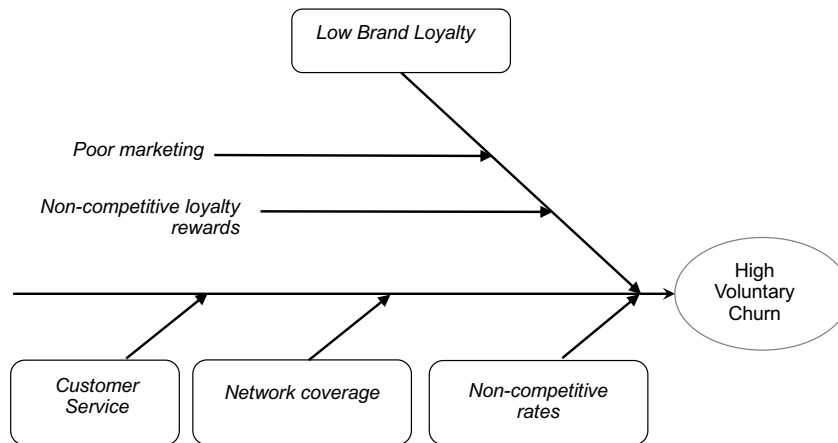
Tips

1. Begin with the Sailboat Game.
 - Find Sails: Ask participant to post agile practices from this course that would accelerate/improve development in their teams.
 - Find Anchors: Post hindrances to adapting these practices and other impediments to success.
2. If you have time, conduct a Circles and Soup Game. You may use the zones shown in the slides, or create zones for:
 - Things I can change individually
 - Things my team controls
 - Things the enterprise controls.

Solutions to Workshops

Solution - Workshop A: Cause-Effect Analysis

Deliverable 1: Cause-Effect Diagram



Deliverable 2: List of Root Causes

The analysis discovered the following root causes:

- Poor marketing
- Non-competitive loyalty rewards
- Customer service problems
- Network coverage
- Non-competitive rates

Of these, the root cause that the group is best equipped to address is deemed to be *non-competitive loyalty rewards* – i.e., that competitors have more attractive programs for rewarding loyal customers.

Solution - Workshop B: Vision Statement

Deliverable 1: Vision Statement

“To create fiercely loyal customers through a best-in-class rewards program.”

Solution - Workshop C: Identify Stakeholders

Deliverable 1: Impact and Influence Matrix

| | | | |
|---------------------------------|-------------|--|--|
| <i>Influence of stakeholder</i> | <i>High</i> | Product Champion Executive Sponsor Steering Group Approvers VP Product Development Architects; Standards and guidelines | Current N2N communications Customers Non-N2N market Business Process Owners: Order Fulfillment; Supplier Management Accounts Receivable |
| | <i>Low</i> | VP Marketing | Call Center Store Representative Supplier |
| | | <i>Low</i> | <i>High</i> |

Impact on stakeholder

Deliverable 2: Communication Recommendations

High Influence; Low Impact

- Product Champion
- Executive Sponsor
- Steering Group
- Approvers
- VP Product Development
- Architects
- Standards and guidelines

Communications Approach: Ensure stakeholder concerns are addressed. Keep stakeholders abreast of issues and overall progress.

High Influence; High Impact

- Current N2N communications Customers
- Non-N2N market
- Business Process Owners: Order Fulfillment; Supplier Management
- Accounts Receivable

Communications Approach: Consult stakeholders regularly about features, business objectives and targets. Keep stakeholder abreast of issues and overall progress.

Low Influence; Low Impact

- VP Marketing

Communications Approach Communication can be summary (e.g., public announcements).

Low Influence; High Impact

- Call Center
- Store Representative
- Supplier

Communications Approach: Consult stakeholders about targeted areas where new features or changes will impact them.

Solution - Workshop D: Craft Objectives

Deliverable 1: Objectives

Business Objectives

- Decrease voluntary churn (by x% within X time period). Metrics: Voluntary churn rate; retention rate.
- Increase revenues (by x% within X time period). Metrics: Total sales revenues from N2N Shop; revenue from increased market share,
- Increase market share (by x% within X time period). Metrics: N2N Market share increase (N2N sales / total telecom sales in same period)

Customer Objectives

- Obtain great products and other benefits in return for customer loyalty. Metrics: Value of N2N Shop products and benefits received per shop customer.

Solution - Workshop E: Identify Hypotheses and Metrics

Deliverable 1: Hypotheses and Metrics

Value Hypotheses

- People will engage with the store: people will use N2N Shop once they see what they can purchase with their points. Metrics:
 - % Customers signed up for N2N Shop
 - # downloads N2N Shop app
 - conversion rate: browsers to shoppers
 - # unique visitors/week
 - engagement metrics: average time/day/customer
- N2N Shop will increase company revenues. Metrics: N2N Shop total sales per reporting period
- Voluntary churn will go down because of N2N Shop. Metrics: Voluntary churn rate

Growth Hypotheses

- People will invite their friends to sign up for N2N Shop if they are offered benefits. Metrics: Referral rate. (Strategy: test using various benefits as enticements.)

Solution - Workshop F: Seed the Product Backlog

Deliverable 1: Initial list of features (sequenced and roughly estimated)

- Redeem rewards for products and services (Weeks)
- Top up rewards with other payment methods for N2N Shop purchases (Weeks)
- 1-Click Purchase (Days)
- Win rewards for recommending N2N to others (Days)
- Ability to manage projected volume (Weeks)
- Recommend N2N Store through FB, IG (Weeks)
- Test hypothesis that program will impact retention: Offer rewards to customers whose agreement is about to expire (Days)
- Submit product recommendations (Weeks)
- Highlight rewards-program information on monthly invoice (Weeks)

Deliverable 2: Constraints and NFRs

- Complies with data privacy regulations (GDPR, etc.)
- Scalable to 1 million customers
- Supports 100,000 concurrent users


Solution - Workshop G: Create a Long-term Product Roadmap


Deliverable 1: Long-term Product Roadmap

| | | | |
|----------------------|--|--|---|
| Release Date: | April 1 | July 1 | October 1 |
| Release Name | N2N Shop 1.0 | N2N Shop 2.0 | N2N Shop 3.0 |
| Release Goals | Validate that customers will engage with Store. (Use dark launch to selected customers.) Validate that N2NStore will reduce Churn | <ul style="list-style-type: none"> Validate Growth Hypothesis that incentives will lead customers to recommend store to friends Scale system | Increase participation by highlighting customer loyalty program in communications with customer |
| Metrics | <p>Engagement Hypothesis:</p> <ul style="list-style-type: none"> % Customers who signed up; browsed; purchased at least one product; purchased 5 or more # hours/day/user <p>Reduce Churn Hypothesis</p> <ul style="list-style-type: none"> Voluntary Churn Rate for Renewals exposed to N2N vs. Control Group | <ul style="list-style-type: none"> Churn Rate # Customers who signed up for N2N Store # Customers who Shopped % Customers who recommended it to their friends % recommended people who joined N2N Store | <ul style="list-style-type: none"> % Customers who signed up; browsed; purchased at least one product; purchased 5 or more. |
| Features | <ul style="list-style-type: none"> Redeem Rewards for Products and Services Top up Rewards with Other Forms of Payment 1-Click Purchase | <ul style="list-style-type: none"> Win rewards for recommending N2N Shop Ability to manage projected volume Share, recommend N2N Store through FB, IG | <ul style="list-style-type: none"> Offer rewards to customers whose agreement is about to expire Make product recommendations Provide reward-program Information on monthly invoices |

Solution - Workshop H: Personas

Deliverable 1: Personas

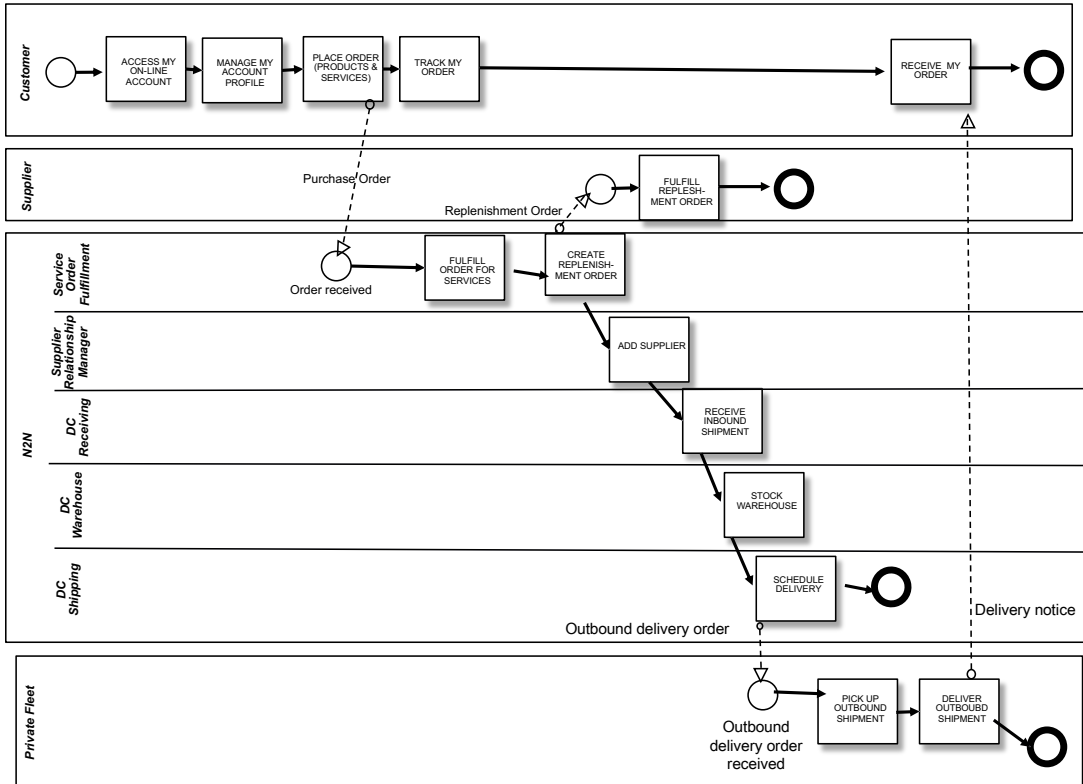
| | |
|---|--|
|  | <p>Max Battaglia: N2N Media Customer</p> <p>"I love my perks"</p> |
| <p>Goals: Get lots of free stuff</p> | <p>Background</p> <p>Age: 25</p> <p>Occupation: Personal trainer</p> <p>Education: High school diploma</p> <p>Interests: Max is a go-getter and people person. He values his time, abhors routine and is tech-savvy. He prefers to do his shopping on-line and loves 'free gifts'.</p> <p>Pain Points: Minimal loyalty to brand</p> <p>Context for use: At the end of each contract term, as Max is weighing his decision about whether to switch providers, he receives a notice of free offers and prizes from the N2N loyalty program. He browses the N2N store. Realizing that switching would mean forfeiting upgrades, he extends his contract.</p> |
| <p>Delighters: Significant reward on renewal</p> | |

| | |
|--|---|
|  | <p>Marie Bastille: N2N Media Customer</p> <p>"I'm a tactile person"</p> |
| <p>Goals: Access wide range of products</p> | <p>Background</p> <p>Education/Training: Business operations</p> <p>Age: 32</p> <p>Occupation: BA</p> <p>Interests: Woodworking, painting</p> <p>Pain Points: Unhappy with limited service at physical outlets</p> <p>Scenario: Marie uses N2N Shop on the Web to browse items but she prefers to make her purchases in person. On her next trip to the Mall, she goes into the N2N outlet to view and try the products she has seen on the virtual store. She appreciates the fact that trained personnel are able to help her make choices and set up devices on the spot.</p> |
| <p>Delighters: Exceptional customer service for purchasing and setting up devices.</p> | |

Solution Workshop I - Feature Preparation: Analyze Business Process

Deliverable 1: Workflow Model

This is only one possible solution. Note that, for academic purposes, it excludes other participants and sub-processes that would be required to launch N2N Store. For example, a process would also be required to manage products in the catalog.



Solution Workshop J – User Role-Modeling Workshop

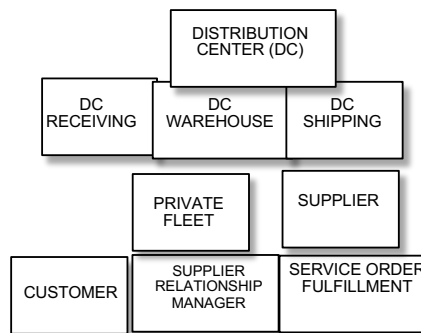
Deliverable 1: User Roles and Off-stage Stakeholders

Following are some examples that might be included for this case study.

Off-stage Stakeholders

- Product Champion: Max Gimble
- Executive Sponsor: Michelle Duffy
- Steering Group
- All approvers
- VP Marketing
- VP Product Development

User Roles

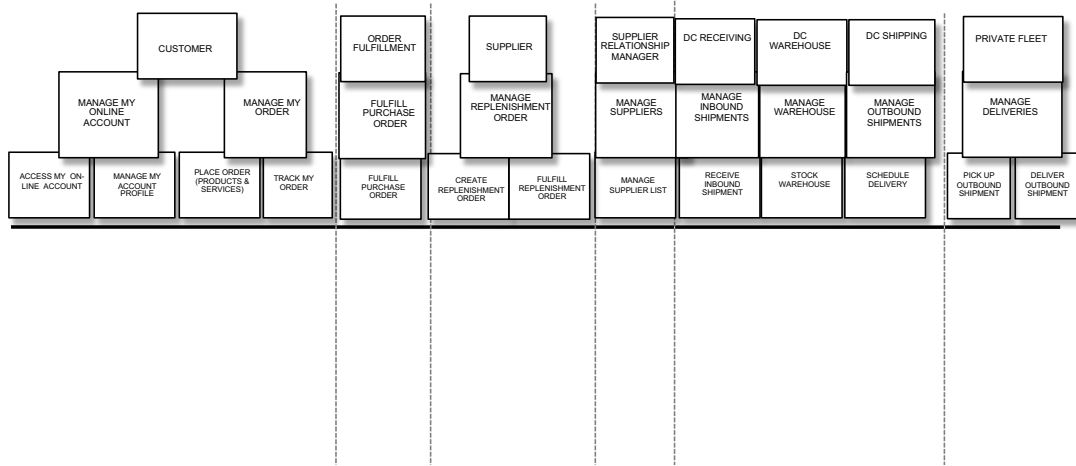


Solution Workshop K – Specify MVP

- Leap of Faith Hypothesis selected for early testing:
 - **People will engage with the store:** people will use N2N Shop once they see what they can purchase with their points
- MVP: Develop a value stream skeleton MVP as a sandbox (disconnected from back-end systems) that provides the capability for customers to order a small number of products on the N2N Store. (Product or products may be hard-coded.) Customer-facing site displays select high-demand products and a button to place a call to an operator, who completes the order using a workaround (e.g., call to supplier or using existing ordering system).

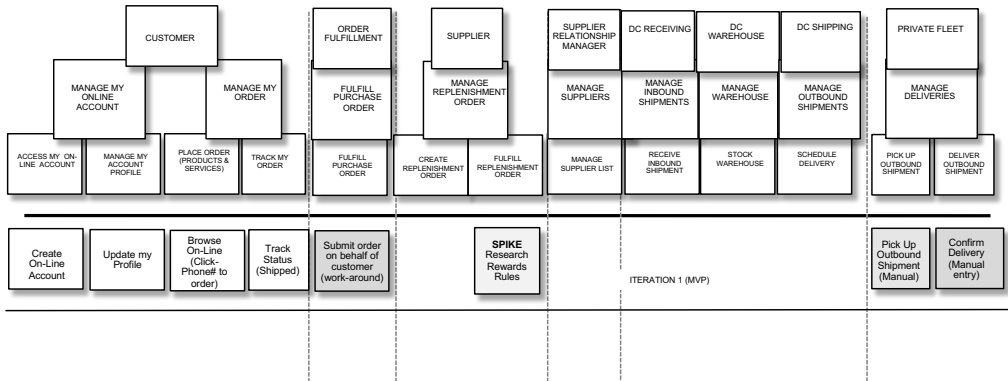
Solution Workshop L – Create Story Map Backbone

Deliverable 1: Story Map Backbone



Solution - Workshop M: Specify Stories for an MVP

Deliverable 1: Story Map with MVP



Solution - Workshop N: Specify Story Acceptance Criteria

Deliverable 1: Story Acceptance Criteria

The following are examples of stories and their acceptance criteria. The first example follows the Connextra and Gherkin formats; the others are expressed informally.

| | |
|--|--|
| As a customer I want to create an on-line shop account so that I can begin redeeming rewards | Acceptance Criteria Scenario: I can create my account Given I am visiting the shop home page When I submit a valid email address and password for a new account Then I can see verification that my account has been activated Scenario: Account already in use (fail) Scenario: Invalid email address (fail) Scenario: Invalid password (fail) |
| Browse On-Line (Click-Phone# to order) | Acceptance Criteria AC1 I can browse by product category AC2 I can browse products by manufacturer |
| SPIKE Research Rewards Rules | Acceptance Criteria AC1 Rewards redemption rules are well-enough understood to estimate the story for iteration planning. |

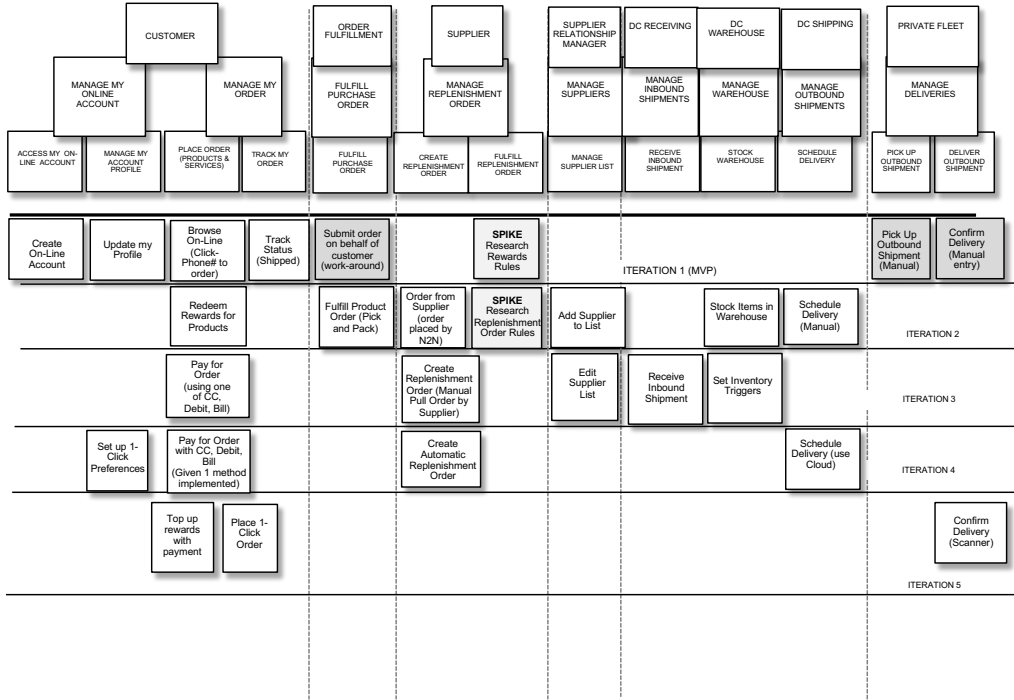
Solution - Workshop O: Story Splitting

Deliverable 1: Split Stories

For a sample solution, see 13.13.3.14 Quiz Answers.

Solution - Workshop P: Complete the Story map

Deliverable 1: Completed Story Map



Solution - Workshop Q: Forecast What Will Be Accomplished

Deliverable 1: Estimated Stories for the Upcoming Iteration.

Estimates will vary by team. Ensure that estimates for upcoming 1-2 iterations are within the story point maximum and that the total budget for the iteration is not exceeded.

Solution - Workshop R: Facilitate a Retrospective

Deliverable 1: Sailboat and/or Circles and Soup Artifacts

Results will depend on discussion.