“The Customer CAN always be Right”

Realizing Business Agility through Customer Collaboration
Presenter Background

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THE IMPORTANCE OF CUSTOMER COLLABORATION

SUCCESS FACTORS OF AN AGILE BUSINESS

THE AGILE PRODUCT OWNER

TECHNIQUES TO EFFECTIVELY COLLABORATE WITH YOUR CUSTOMER

THE AGILE PRODUCT OWNER GUARD RAILS
The Importance of Customer Collaboration

...OVER CONTRACT NEGOTIATION
The Agile Manifesto Values

**Individuals and interactions** over process and tools
**Working software** over comprehensive documentation
**Customer collaboration** over contract negotiation
**Responding to change** over following a plan

The Principles

“Business people and developers must **work together daily** throughout the project.”

“The most efficient and effective method of conveying information to and within a development team is **face-to-face conversation**.”

“Our highest priority is to satisfy the customer through **early and continuous delivery** of valuable software.”
A Few Real World Instances...

- The Virtual Case File
- Microsoft Word
- The Dot Com Bubble
Success Factors of an Agile Business
Achieving Business Agility

- Embrace the Philosophy
- Realizable Vision leads to Realistic Strategy
- Accelerate Time to Value
- Invest in Learning and Development
The Agile Product Owner

Background
Where do they fit in?

Core Team is co-located and dedicated to project (ideally 5-7 people)

The Extended Team members are important and involved, but not allocated as heavily.

Facilitates ceremonies, removes impediments, protects team from interruption.

PO Owns product vision, writes stories, maintains (and owns) product backlog, Represents stakeholders
Rights and Responsibilities

• Owns the Vision
• Defines & Prioritizes Features
• Has “Content Authority”
• Empowered to Change Priorities
• Responsible for Business Success
INVEST in User Stories
The Agile Product Owner

Continuous Refinement
Refining Items in the Backlog

The Importance of the Product Backlog on a Scrum Development Project
By Kenneth S. Rubin
True / False?

1. Only the product owner has to worry about Refinement.  
False

2. In general, Refinement takes 5-10% of the sprint.  
True

3. Refinement happens once every release.  
False

4. During Refinement, the team helps prioritize and estimates backlog items.  
True

5. New backlog items can be created during Refinement sessions.  
True

6. Every team does Refinement exactly alike.  
False

7. Refinement includes refining backlog items to include more detail, identify dependencies, break into smaller pieces, and/or increasing understanding of the work.  
True

8. Anyone can lead a Refinement session.  
True

9. Meeting to refine the backlog in the middle of a sprint disrupts the team and provides little value.  
False

10. Refinement works great on my team!  
True
The Definition of READY

- Meets the INVEST criteria
- Acceptance criteria is clearly defined
- *Whole team* feels comfortable that they know what it takes to get story to “done”
- The *whole team* has contributed to the estimation of the story

Current Iteration
Customer Collaboration Techniques

The Shared Vision
Developing a Shared Vision

Create a single vision ("North Star")

Create in a collaborative manner

Consider:
1. What should project accomplish?
2. How does it provide value?
3. What defines project success?

A clear vision helps prioritization
Format of a Vision Statement

For Target Customers
Who Statement of Need
The Product Name
Is a Category
That Compelling Reason to Buy & Use
Unlike Competition / Alternative
Our Product Differentiator
Using Success Sliders

- have a satisfied client group/stakeholders
- meet the project's objectives / requirements
- meet an agreed budget - resources, capital, equipment
- deliver the product on time
- add value for the organisation
- meet quality requirements
- have a sense of professional satisfaction for the team
In Essence...

- Business Value
- Connect Benefits to Expected Product Outputs
- List Outcomes
Customer Collaboration Techniques

The Product Canvas
Product Backlog Canvas

Personas

1

Target group and needs

Journeys

2

Epics

3

Design

4

Constraints

5

Ready Stories

6

Implementable items

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# Product Backlog Canvas - Explained

<table>
<thead>
<tr>
<th>Vision</th>
<th>Name</th>
<th>Ready Stories</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personas</strong></td>
<td><strong>Journeys</strong></td>
<td>The assumptions to be validated next captured as ready stories: clear, feasible and testable stories prioritised from one to n. Bound by a sprint goal when Scrum is used.</td>
</tr>
<tr>
<td>The users and the customers, with the need to be addressed or the problem to be solved; described as personas.</td>
<td>The user’s interaction with the product captured as one or more scenarios, workflows, or story boards.</td>
<td></td>
</tr>
<tr>
<td><strong>Epics</strong></td>
<td><strong>Design</strong></td>
<td><strong>Constraints</strong></td>
</tr>
<tr>
<td>The product functionality described as coarse-grained user stories.</td>
<td>The product and user interface design preferably captured in form of paper sketches.</td>
<td>The generic operational qualities of the product such as performance, interoperability and robustness described in form of constraint cards.</td>
</tr>
</tbody>
</table>
## Product Backlog Canvas - Explained

### Vision
- **Brief statement**

### Personas
- [Persona A](#)
- [Persona B](#)

### Journeys
- [Journey A](#)
- [Journey B](#)
- [Journey C](#)
- [Journey D](#)

### Epics
- **Epic A**
- **Epic B**
- **Epic C**
- **Epic D**
- **Epic E**

### Design
- [Design](#)

### Constraints
- **Performance**
- **Robustness**
- **Interoperability**

### Ready Stories
- **Sprint Goal**
- 1. **Story**
- 2. **Story**
- 3. **Story**
- 4. **Story**
- 5. **Story**
- 6. **Story**

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