Scenario: SeiEntertainment has decided to implement SAFe (Scaled Agile Framework) with their company of agile teams. They have been running with agile teams for a few years now, but have gotten too big with too many dependencies. SeiEntertainment has 4 major large solutions in their SAFe implementation, 2 of which are at play today: Subscription Billing and Theatrical Releases.

You are Blue, the new Solution Manager for Subscription Billing

You used to be the individual team PO for the SeiSounds Engine team (the recommendation engine behind SeiEntertainment's online music platform), but when your company moved to SAFe, you were "promoted" to be the Solution Manager over all of Subscription Billing, which includes the Subscription Music and Subscription Video programs. You are meeting with the business executive over this area who also owns the Theatrical Releases large solution to understand the overarching objectives for SeiEntertainment with this move to SAFe and how it impacts your two main programs.

Role playing: Ask as many questions as you need to understand the metrics of the company and how they impact your area. You have your own metrics below for Subscription Billing that will help you break down your objectives into even more granular ones for your two main programs: Subscription Music and Subscription Video.

Metrics for your area:
- Subscription Billing today represents $20M of the $100M annual portfolio for SeiEntertainment
- Today, most of the revenue comes from SeiSounds ($15M) and only $5M from SeiMoves (online video platform), but SeiEntertainment owns the rights to the movies and so would like to invest there.
- Today SeiSounds has about 100,000 paid subscribers per month. Each paid subscriber pays $10/month to the company. In addition, SeiSounds has about 250,000 free users each month use to listen to music on our platform in exchange for listening to ads. On average, we get $1/month of ad revenue per free user.
- Today SeiMoves has no paid subscription option and no full-length TV shows or movies, they only show short videos to users for free in exchange for ad revenue. SeiMoves has about 105,000 active free users and the average ad revenue per free user is $4/month.
- Marketing shows that we think we can convert 17,000 of the free SeiSounds users into paid subscription users if they have the ability to create a list on the platform (18k users), be able to rate songs (6k users) and share those songs with their friends (2k users).
- Since we have no paid subscription option today on the SeiMoves platform, we want to not focus on generating more ad revenue but instead on creating the subscription service. Our marketing says we can charge $10/month for our subscription video service and that we would be able to get 50,000 paid subscriptions in the next 6 months, while not impacting our current ad revenue from the free users (unlike SeiSounds, the free and subscription versions would cater to different user groups, free for short videos and paid for movies and TV shows).

Scenario: SeiEntertainment has decided to implement SAFe (Scaled Agile Framework) with their company of agile teams. They have been running with agile teams for a few years now, but have gotten too big with too many dependencies. SeiEntertainment has 4 major large solutions in their SAFe implementation, 2 of which are at play today: Subscription Billing and Theatrical Releases.

You are the business executive over both Subscription Billing and Theatrical Releases large solutions

You are meeting with Blue about the objectives for the areas of Subscription Billing and Theatrical Releases, especially with the new SAFe implementation and that the company wants to reach 20% more revenue across the entire portfolio within the next 6 months!

Role playing: You want to help Blue as he owns one of the major solutions in your realm- Subscription Billing. You have the metrics below to help, but don't show Blue your page! Make him ask the questions to get to these answers!

Metrics for your area:
- Subscription Billing today represents $20M of the $100M portfolio for SeiEntertainment
- Theatrical Releases today represents $30M of the $100M portfolio
- And the other $50M come from the other 2 areas outside of your realm.
- The C-level executives have mandated that they want to see a 20% increase in revenue across the entire portfolio ($100M to $120M) in the next 6 months
- Since your area is 50% of the current portfolio, they want to see 10M increase in your area, but have given you leeway about how to split and drive that revenue increase.
- Even though Theatrical Releases is a greater part of the revenue today, that market is saturated, and you don't think we can grow it much more, so are looking for only $2M of the revenue increase to come from there, largely through acquisitions.
- Blue's area of subscription billing has the largest room for growth and so you would like to see an $8M revenue increase there.
- Blue has two main programs in his domain: SeiSounds (an online Music Platform) and SeiMoves (an Online Video Platform). Today, most of the revenue comes from SeiSounds ($15M) and only $5M from SeiMoves, but SeiEntertainment owns the rights to the movies and so would like to invest there. At the end of the 6 months, you would like to see a $6M increase in SeiMoves (by implementing a paid subscription for the videos- today they are free and we only get Ad revenue) and an additional $2M from SeiSounds(today you have a paid subscription but not many people use it).
- Blue has the lower level metrics on users, costs, etc. to help you figure out how to hit these objectives.