Was passiert vor dem ersten Sprint?

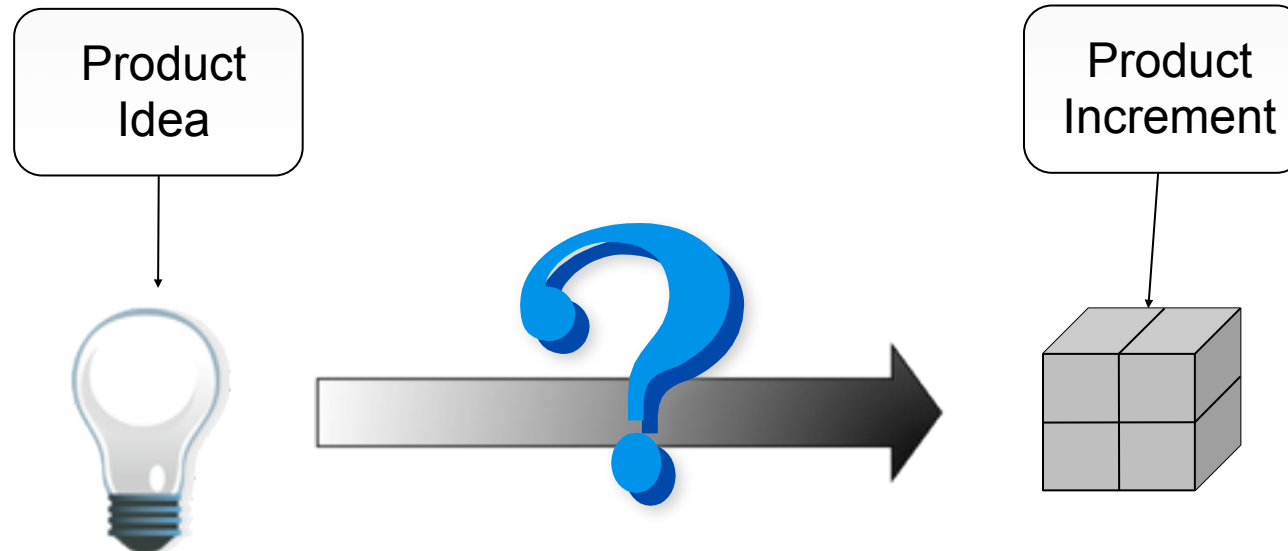## XP Days Germany 2009

Roman Pichler

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About me

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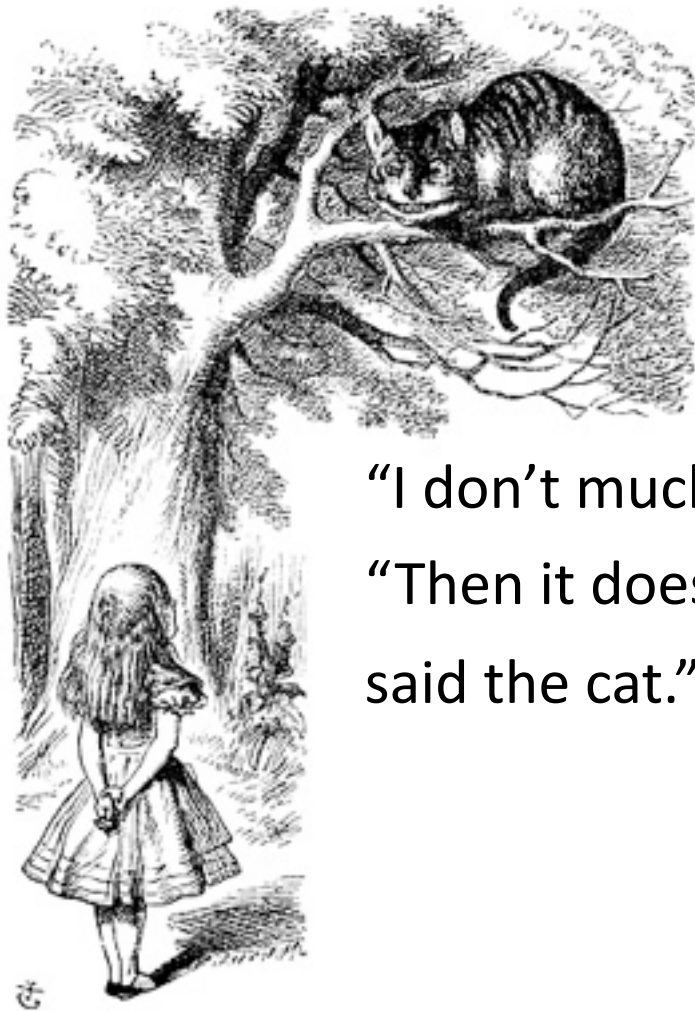# The Objective

Product
Idea

Product
Increment

The Minimum Plan

„The minimum plan to start a Scrum project consist of a vision and a Product Backlog. The vision states why the project is being undertaken and what the desired end state is."

Ken Schwaber, Agile Project Management with Scrum

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Do we really Need a Vision?

"Would you tell me please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the cat.

"I don't much care where –," said Alice.

"Then it doesn't matter which way you go, said the cat."

Lewis Carroll, Alice in Wonderland

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The Product Vision

The product vision describes the essence of the product:

- Who is going to use or buy the product? Who is the target customer?

- Which customer needs will the product address?

- Which product attributes are critical to address the customer needs selected?

- How does the product compare against existing products, both from competitors and the same company?

- Is the product feasible? Can we develop and sale the product?

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The Vision in Action: Polycom's SoundStation

- Customer needs
  - Have effective meetings with geographically distributed attendees
  - Close to natural face-to-face conversation without having to shout, distortion, echoes or other interruptions

- Product attributes
  - Full duplex sound quality or better than competition
  - Simple to use
  - First-class looks

Benefits of the Product Vision

- The vision is the product's foundation. It establishes the high-level scope for the release and facilitates stocking and prioritizing the product backlog

- Sets the common direction everyone pulls towards: commonly understood and agreed mission for the project

- Provides important information for the creation of a business case

- Supports launching, marketing and selling the product

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Moore's Elevator Test

A good product vision can be summarised in two sentences and communicated during an elevator ride.

The vision passes the test if it contains the following information

> For <target customer>
>
> who <statement of the need or opportunity>
>
> the <product name> is
>
> a <product category>
>
> that <key benefit, compelling reason to buy>
>
> unlike <primary competitive alternative>
>
> our product <statement of primary differentiation>

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Simplicity

"Companies frequently make the mistake of trying to pursuit a perfect solution that gets everything right from day one. The results are often over-engineered, expensive products that don't actually work very well."

Anthony et. al., The Innovator's Guide to Growth

The Minimal Marketable Product

- Envision the *minimal marketable* product, a product with minimum functionality that meets the selected customer needs

- Advantages

  - The product is launched more quickly and time-to-market is reduced; functionality is released in a more timely manner

  - The product is developed at a lower cost and generates a higher return on investment

  - Payments are received earlier, improving the cash flow, and learning is accelerated

  - Less money is lost if the product underperforms and has to be withdrawn from the market early

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Fail to Succeed

"We anticipate that we're going to throw out a lot of products, but [people] will remember the ones that really matter and the ones that have a lot of user potential."

Marissa Meyer, VP for search products and user experience at Google

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How much Visioning Work?

- Just enough to have a shared and clear product vision in place

  – Effort depends on newness, complexity and the product scope

- Start small to minimize the visioning work and the overall time-to-market

  – Small is beautiful

  – Inspect and adapt: "Get it out, then get it right"

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Pet Projects to Create the Vision

"I recommend you set aside a part of every employee's time to pursue activities that are outside their current Scrum teams and that benefit the enterprise. I recommend an allowance of 20 percent of their time. Let people coalesce into interest groups where they work together. Some of this can be spent working with peers in sustaining and enhancing functional expertise. Some of the work can be researching and prototyping new ideas. The yellow sticky notes of 3M and Gmail at Google were developed in this way."

Ken Schwaber, The Enterprise and Scrum

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Scrum to Create the Vision

"If a larger effort is necessary to create the vision, use Scrum to do the job. Ask the product owner, ScrumMaster and team to carry out the visioning activities, with the product owner leading the effort. (...) Each visioning sprint will create an increment that forms a step towards the product vision and ultimately a shippable product. (If only one visioning sprint is required, then its output is the product vision.)"

Roman Pichler, Agile Product Management with Scrum

Selected Techniques for Creating the Vision

- Prototypes

- Personas and scenarios

- Storyboard and mock-ups

- Vision Box and Trade Journal Review

- Kano model

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Famous Last Words
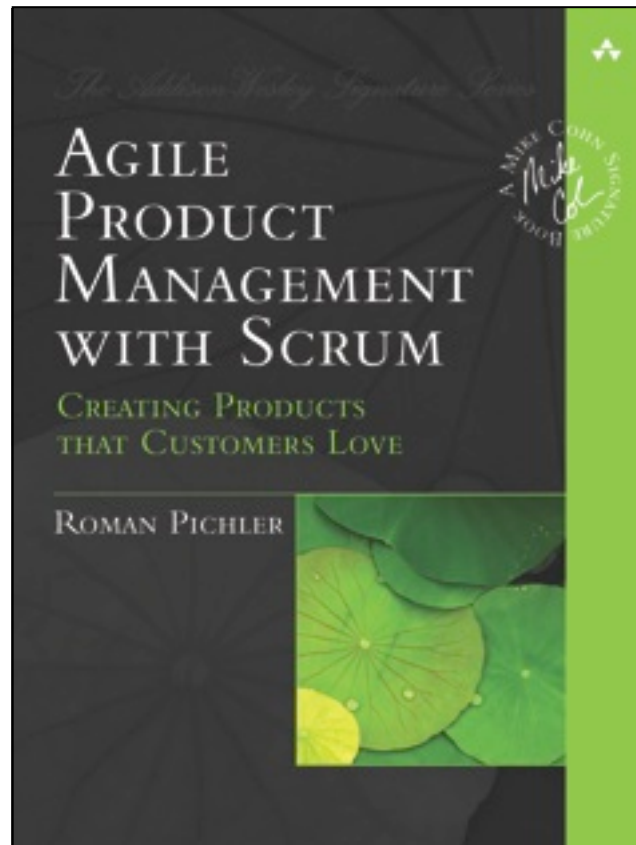
"Vision without action is a dream.

Action without vision is simply passing the time.

Action with vision is making a positive difference."

Joel Barker

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Thank you for your attention!

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Find out more:

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