P3M | Academy

Improving the practical application of Portfolio, Programme and Project management

AgilePM®
E-Learning

Course Workbook

Case Study – Millers Marmalade

History and Background

The Miller family are farmers, and three years ago they successfully expanded into a new area: making and selling of a wide range of marmalades (citrus fruit jams typically orange jam). They have been so successful that Food World (FW), an international food company has recently taken a 20% share in Millers Marmalade.

Millers sell most of their marmalade to national supermarkets ('trade sales'). This is currently the core of their business and is handled by account managers who have built up good relationships with several large customers.

The general public can already buy marmalade from a very basic website that Millers run and maintain. However, supporting and enhancing the website is now causing problems for Millers.

Award Winners

Recently Millers Marmalade were notified that they have won the special "Orange d'Or" award that will be presented to them at the international marmalade festival in France in four months time, it is expected that the publicity that this creates will lead to a significant increase in orders from around the world.

Millers have already converted several farm buildings to provide facilities to create large volumes of marmalade. However the website is not sufficient to support the current sales volumes, let alone the expected and desired increase in sales as there are still a number of manual task that take place like taking payment over the phone or processing cheques for orders, this was fine for the smaller numbers of orders initially but is not sufficient to support the future forecast and their strategy of being the No. 1 independent fruit preserve supplier in Europe.

Work to be done

For Millers to move forward there needs to be a significant upgrade to the existing website (or even a new website) in order to offer more advanced features to engage with their customers and process orders more efficiently for both the customer and Millers marmalade.

Millers marmalade have set aside £24K for the build of the website. They have set a deadline of four months for delivery of the website as sales are expected to increase immediately after the awards presentation.

Preparing for success – EXERCISE

Identifying the ideal environment

The Senior decision-makers on the project

Senior decision-makers on the project:	
Heard Agile is the way forward due to its strength around time/cost, and now feels that ALL projects in the company should be delivered in this way	
Familiar with Agile and really buy into the philosophy, principles and approach	
Doesn't believe in Agile and feels that it is just a fad and flavour of the month	

The Solution Development Team

Development skills and experience within the Solution Development Team:	
This will be the first website that your developer(s) have developed	
Built many websites before that utilise e-commerce	
Built a few websites before that utilising e-commerce	

Agile experience of the Solution development team	
Used Agile successfully many times before	
New to Agile, but has sat on an Agile PM foundation and practitioner course	
Completely new to Agile, read a few things about it but using it because senior staff have said that it needs to be used	

Business/customer knowledge within the Solution Development Team	
Detailed and specific knowledge of the business/customer needs and requirements	
New to the department and allocated by the department head to represent them on the project as they are the only resource available in the department	
Contracted in as someone with 'Product Owner' experience	

Location of Solution development team resources	
Located in different office all over the globe	
Co-located	
Located in different offices (all within the UK)	

Full-time or part-time	
Allocated Full-time to the project	
Allocated part-time to the project	
Allocated the appropriate amount of time to the project and available when needed	

People and responsibilities – EXERCISE

Appointing the roles

Mrs. Miller

Strong accountancy skills. She authorised the 'Website upgrade' project. Responsible for the running of the farm and responsible for any important financial decisions related to new initiatives. She doesn't like the impersonal nature of the internet.

Mr. Miller

Likes to play around with ideas. Starts many things but rarely finishes anything. Decides where the family business should be going at a strategic level. Very keen on technology and technology gadgets.

Jake Miller

'Hands-on' day to day running of the marmalade business. Leads a small team. Is very operationally focussed on getting the right thing to the right customer. Takes most of the telephone calls that do not go directly to the account managers.

Kerry Miller

Handles Customer Service and Marketing. Tries to keep everyone happy. Responsible for dealing with any queries including those about the machinery in the marmalade process. Responsible for the 'image' and reputation of Millers Marmalade. Ha attended the EU GDPR compliance course and is seen as the 'GDPR expert'…

Victor Popov

The I.T. Manager who started as a website designer at Millers five years ago, he Knows all of the existing systems and applications in good detail. In his role, he now defines the technical standards for any I.T. development work and ensures that technical best practices are being followed. Victor works long hours and leaves his phone on all the time in case of problems.

Sanjay Patel

Technical specialist at Webpay Ltd. Webpay Ltd provide payment gateway services to third party websites. Sanjay provides technical support to these third party organizations when they are implementing the Webpay solution onto their website.

Mimi Bertillon

Works very hard in order fulfilment. Is involved in the essential part of the process where the orders are packed and addressed according to the instructions provided by Sanjay and Jake and their colleagues. Is allergic to oranges and marmalade.

Sam O'Farrell

General 'all rounder'. Has worked for the Millers for many years and is seen as the 'old timer'. Has experience of all areas of the marmalade business (and the farm as well). Is currently looking after the production line from cleaning the jars to filling them. Affectionately known as 'Grumpy'

John Jones

A web developer within the IT department. He hates documentation and often needs to be chased for it. He is very good at his job and produces work at a very fast speed but is well known for wanting to work on his own as opposed to being part of a team

Rachel Miller

She started with the company straight from University (18 months ago). She has worked on several website related projects during her time here. She completed an Agile module on her University course and really likes the approach.

Robert Webb

The company he worked for previously specialised in website development. He is regarded quite highly within the I.T team and is often approached by other developers for advice and guidance with problems. He is not a big fan of marmalade on toast.

Laura Lyst

She used to work in the IT department originally but wanted to move into the business operations more and now works for Sanjay Patel within his department. She has been on several training courses recently, including an Agile Business analyst training course and developed should great practical skills in this area.

You

An experienced project manager that has used the Agile project management framework to manage many projects successfully in the past.

Appointing the Project-level role

Business sponsor	
Business visionary	
Technical co-ordinator	
Project manager	

Appointing the Solution development team role

Business ambassador	
Solution developer	
Solution tester	
Business analyst	
Team leader	

Appointing the Supporting role

Business advisor	
Technical advisor	
Workshop facilitator	N/A
DSDM Coach	

MoSCoW – EXERCISES

Assigning priorities

- Must have, Should have or Could have

Req. No.	Requirement	Statement from the Business Sponsor	Priority (M,S,C)
1	As a customer, I need the website to be available 24 hours a day, every day of the year.	If this requirement is not met, customers will have to ring the office during office hours, which will place a heavy workload on the office staff. Additional staff could be used in the short term, however, this would be seen as an expensive workaround.	
2	As a customer I want to browse product information (e.g. ingredients) so I can make sure the ingredients are healthy/will not cause an allergic reaction.	General food law regulation states that consumers must have confidence and assurance that the food they buy will do them no harm or have an adverse effect. Failure to deliver this requirement would mean that we are not meeting this regulation.	
3	As a customer I want to choose to have the order gift wrapped so that I can send it as a present already wrapped to someone else.	Although this is something that has been asked for in a customer workshop, this was only asked for by a few people, therefore, the value of this feature to the company is low.	
4	As a Head of Operations I want to promote special offers so that we can easily draw these to our customer's attention.	This is seen as a good way to increase revenue for Millers marmalade. It is seen that increased revenue through these special offers would be minimal.	
5	As a customer I want to delete my customer details so that I will no longer receive marketing information from Miller's.	We would like to continue to provide marketing information to our customer base, however, this requirement is now part of GDPR compliance guidelines.	
6	As a customer I want to change an existing open order (i.e. size, amount) so that I can ensure my order is what I actually want.	Customers have expressed their annoyance of having to start an order again when they want to change something. They see this as an large inconvenience, however, it would stop a number of customers from purchasing from us, but not everyone.	

Using MoSCow throughout Evolutionary development

No.	Requirement	Proj.	Inc 1	TB 1	Est.
					Days
1	As a customer I want to change an existing open order (i.e. size, amount) so that I can ensure my order is what I actually want.	S	C	C	3
2	As a customer I want to choose to have the order gift wrapped so that I can send it as a present already wrapped to someone else.	C	C	C	2
3	As a customer I want to browse product information (e.g. ingredients) so I can make sure the ingredients are healthy/will not cause an allergic reaction.	M	S	C	5
4	As a customer I want to see a price list/catalogue of marmalades so I know what my order would cost.	S	S	C	2
5	As an I.T. manager I want to ensure that the transaction over the web is secure so that customers have confidence in using our website.	M	M	M	3
6	As a customer I want to search and filter by size, price and type of marmalade so I can quickly search for the exact item(s) I want to order	S	C	C	4
7	As a Head of Operations I want to promote special offers so that we can easily draw these to our customer's attention.	C	W	W	2
8	As a customer I want to be able to enter alternative delivery addresses so that I can get my orders delivered to friends and family, and to my workplace.	C	W	W	1
9	As a Head of Operations I want to automatically authorise credit card payment so that the order payment process needs the least possible number of staff.	S	S	S	3
10	As a customer I want to delete my customer details so that I will no longer receive marketing information from Miller's.	M	M	S	2

Planning and control – EXERCISE

Identifying testing concepts

- Independent Testing
- Collaborative Testing
- Repeatable Testing
- Prioritised Testing
- Test-driven Development

No.	Description	Concept
1	The images will be selected based upon the page designs. The page designs should therefore be reviewed before the photographs are reviewed and chosen	
2	The Business ambassador and Solution developer will go over the page layout designs together in order to make any adjustments in a timely fashion	
3	To get an objective view, the marketing parts of the website will be reviewed by the Business ambassador who has had no involvement in undertaking the development work	
4	GDPR test scripts have been provided by the GDPR compliance department. These scripts will be used to test that we are in compliance. The Calendar will be developed specifically to achieve these tests	
5	The Solution Tester has worked with the Business ambassador to produce some test scripts to try and ensure that any testing undertaken is consistent	