Writing Prompt 1

In my opinion, marketing will be benefited most from implementing scrum/sprint methodologies.

The PO will clearly define the marketing objectives, including market share, sales, revenues, and budgets. PO needs to make the marketing goals transparent to the development team members and have open discussions to decide sprints needed to complete the goal. For example, composing a go-to-market plan for its new toy could be a sprint. Furthermore, this spring is composed by many sprints that could include selecting advertising agencies, establishing cooperation with influencers on social media, making promotional materials and working with channels. The process is responding to change. If some tasks are failed or face impediments, the development team members could come up with new marketing techniques while remaining the same marketing effects. Also, if budget is suddenly cut or marketing goal is adjusted to be lower, the precious efforts will not be wasted because the principle of scrum/sprint methodologies is to finish most valuable tasks first. Moreover, the PO and scrum masters could hold sprint meetings to keep marketing team on track. Also, scrum/sprint methodologies help employees to focus on their sprint goals, reporting difficulties faster to improve efficiency.

More importantly, marketing efforts could be implemented without a natural limitation or end. As long as there are resources and time, marketers could come up with ideas to do marketing. As a result, in reality, many marketing departments are burning cash with low ROIs. Therefore, by implementing scrum/sprint methodologies, Mighty Jaxx could maximize the value delivered by marketing and minimize wastes.

On the contrary, Kanban methodologies is not the perfect fit because marketing needs creativity while contains tedious work. For the former, Kanban methodologies cannot reflect the new ideas coming up in marketing. These new ideas could change the previous plan and pivot to a very innovative marketing method. Scrum/sprting methodologies encourage pivots and flexibility while the Kanban methodologies only can visualize the completion status of each task. For the latter, steps for marketing are so different that cannot be categorized into the same process. There is content marketing, digital marketing, branding and advertising, each of which has distinct steps. The Kanban board cannot present all of these marketing efforts.

Writing Prompt 2

Personally, I believe production will be benefited most from implementing Kanban methodologies. The possible columns are mould, prototype (samples and coloring), assemble, mass production, and packaging.

First of all, as stated in the case, Mighty Jaxx's product offerings were increasingly visually sophisticated and complex. There were various production lines

and limited-edition products with complete uniqueness. Therefore, Kanban methodologies could visualize the production process of each project and clearly present their status on the board. Second, the production process of Mighty Jaxx's toys could be clearly divided into certain fixed steps. Even if for the production of limited-edition, the steps are fixed while only the implementation details of each step are based on the toys being assembled, such as the color scheme. Thus, it is suitable to be presented on the board and be organized by the methodologies.

In addition, Kanban methodologies can benefit this function because of managing many tasks as well as controlling the WIP to ensure the smoothness and completeness of the production process. This is very vital to Mighty Jaxx's production. Different production lines should have different managers. On each production line, there are different tasks, each of which is composed by pieces of toys. However, there is a limit to the productivity constrained by production resources, human capital, and other capabilities. The company cannot produce every piece of toys at the same time. Also, they need to control the production of limited versions because of their costs. Consequently, the company need to comprehensively plan and organize every task in terms of sequences, resources allocated, and time permitted in order to prevent resource conflicts and wastes, enabling the on-time completion of tasks. In this way, WIP in Kanban methodologies could help Mighty Jaxx to control the maximization of tasks in each step addressing the limits. Also, Kanban methodologies enables different project managers to discuss with each other to add, block or restart the tasks they owned from a big-picture perspective. This could improve the internal cooperation efficiency.

On the other hand, scrum/sprint is not the best fit because it is more suitable for a flexible process and encourage changes during the process. Also, it allows MVP to maximize delivered value and minimize waste. However, the process of toys' production is fixed, which is similar to a construction project. The top priority of the production process is to complete pieces of toys as many and fast as they can. It is hard to define sprints during the process and not necessary to hold many sprint meetings for there are not many issues to discuss with each task except for the overall productivity planning, because it is an "Assembly line work".

Writing Prompt 3

Loss aversion bias is a cognitive bias where people tend to feel the pain of losing something more strongly than the pleasure of gaining something of equal value. It is a tendency to prefer avoiding losses rather than acquiring gains. A possible error that could occur in your decision is that you might be too worried about the possible bad outcomes caused by your decision, while neglect the positive effects your decision could bring to the company.

However, in business world, it is vital to be willing to take risks to survive in the business world because your organization needs to develop and move fast. Also, the possible effects might far outweigh the negative outcomes. If you do not pay attention to this problem, your organization might loss its innovation capability, which will

ultimately lead to failure in business competition. To avoid the bias, I suggest you list both the possible positive and negative effects to remind yourself of the existence of positive effects. Moreover, you could weight the importance each effect. Then, based on the comparison of possible effects and negative effects, you could rationally make the final decision.