

Assignment 10 - Deciding About Agile at Mighty Jaxx

Alyssa Paul

3/12/23

Writing Prompt 1

With a background in engineering, I am inclined to say that scrum/sprint methodologies would be best suited for the early stage design and development in preparation for manufacturing. However, in this case I think that Marketing could use scrum/sprint methodologies the most. The process in place currently is not efficient and likely hindering the growth of the business. The R&D phases early in design seem robust and effective, as this is Jackson's natural strength.

Marketing begins once the 2D renderings are available, a few main methods of marketing are as follows:

- Update the website with images and information on the new product
- Collector fans on Facebook and Instagram receive a pop-up announcement
- Past customers receive an email to pre-order

I think while a prescriptive strategy can be reliable, I believe the scrum/sprint methodology could help revive the Marketing teams' outputs. Scrum is aimed to tackle complicated projects and put customer's needs first. Marketing is often the most customer facing function, so I think scrum could improve the outputs from the Marketing team.

In 2016 the toy market grew to \$83B, with a forecasted CAGR of 5%. With the growth stemming from 3D printing, TV shows, and movies, Mighty Jaxx's marketing team has a lot of opportunity to capture a large part of that market with improved processes and outputs.

Writing Prompt 2

Manufacturing (production & distribution) is the best setting for kanban methodologies in this case, and could greatly improve Mighty Jaxx's throughput and efficiency. Given that Mighty Jaxx works with many different toys and designers, kanban methodologies can organize the WIP and stages of each product in production. Table 1 shows the proposed columns for Mighty Jaxx's manufacturing team to implement for their kanban board.

Table 1. Proposed Mighty Jaxx kanban board

Backlog	Assess Design For Manufacturing (DFM) Feasibility	Production	Distribution
Toy 3	Toy 2		Toy 1

Backlog in Table 1 would include anything currently in the early stage development process that manufacturing has been made aware of. These are toys that are with designers and/or graphic artists translating those ideas into 2D renderings. After the 2D renderings are created and after a review cycle, the 3D drawings are created for production. It is important for manufacturing/production to have foresight to what is coming through the company pipeline so they may prepare to accommodate that demand as well.

Jackson had reported that design considerations are important to manufacturing, and are vetted out through feasibility assessment for each product. This step can be iterative, especially if the product is not appropriately designed with DFM in mind. In the case that another iteration is required, the designers and graphic artists would be required to complete a redesign. It is important that this is a step on the kanban board because this sets manufacturing up for successful production throughout the lifetime of the product.

Kanban helps to improve efficiency, productivity, and improve collaboration. WIP limits are usually set for each step of the board, allowing the team to focus on what is in front of them instead of too many projects at once. As the marketing side improves with Agile/scrum methodologies, manufacturing will need to be ready to increase throughput to keep up with demand as well. Improved collaboration with the Kanban board and methodologies will help to keep an open line of communication between R&D and manufacturing.

Writing Prompt 3

Hello Jackson,

As your consultant, I reflected on the cognitive biases potentially associated with Mighty Jaxx decision to shift to Agile methodologies. I wanted to help inform you and your team about loss aversion bias, which is when one person or group believes the pain of a loss is greater than the joy of a gain. I bring this to your attention because this bias has the potential to cause the opposite effect for your company than you may expect.

In your apology letter in December 2017, it appears to me that you and your team are willing to increase production costs by double to meet an 8-week delivery fulfillment. While I understand

the company has been working to improve processes to deliver toys to customers, I want to caution against loss aversion bias in this scenario. In challenging times, it is natural to question if the customers will remain loyal to Mighty Jaxx, but I would consider every option within the company's control before deciding to double production costs. Perhaps the management team can meet to understand where Agile processes best fit, and where other methodologies may be utilized (Kanban, traditional waterfall, etc.).

Best,
Alyssa Paul