ENGN 2125
Deciding About Agile at Mighty Jaxx
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Writing Prompt 1

I think the second function (use 3D renderings and drawings as input to producing molds for manufacturing) could benefit the most from implementing scrum/sprint methodologies.

Scrum is a simple framework to support collaboration among team members developing complex products. Among these five primary functions, I think the second function is the most essential and requires high team collaboration. It connects the designers with the producers. Generating new toy ideas is not a problem since the studio always collaborate with different artists. The problem is that how to effectively transfer the 2D renderings into the 3D manufacturable molds. It not only needs to restore the 2D renderings as much as possible, but also needs to make sure the quality of the toy (to be more specific, some of the ideas might be so fantasy, which is nearly impossible to achieve in real life either because of the limitations of manufacturing or costs). In addition, the efficiency of team's performance on the second function is relative low. According to the passage, "at this early stage in the Scrum adoption cycle, designers, particularly the 3D designers producing technical drawings used for production, were "essentially heads-down workers", who were often reluctant to take on tasks requiring communication and decisions outside their comfort zone". This is terrible situation which need to be improved as soon as possible to avoid similar failures of growing organization to meet delivery promises over the 2017 Christmas holiday season.

The application of Scrum/Sprint method could improve three aspects: 1. Improve the internal communication which make sure the whole transferring 2D to 3D process finish in time 2. Improve the communication with customers by frequently update the transparent working process status and deliverables according to customers' requests 3. Increase the production efficiency by efficiently communicate with the outsourcing manufacturers.

Kanban is not best fit for this particular function since it could not satisfy the frequent changes of customer requests and some unexpected technique difficulties from manufacturers.

Writing Prompt 2

I think the first primary function (Produce 2D renderings of new product ideas) could benefit the most from implementing kanban methodologies.

Kanban is a visual approach to managing work that emphasizes continuous delivery and efficiency. One of its core concepts is limiting the work in progress (WIP), which

helps to manage the flow of work and prevent overburdening the team. We all know that the toy company will not launch of new products unlimitedly. New products are offered every season or every year in a while. Even though there might be hundreds of new toy ideas from artists around the World, the studio needs to carefully screen out several ideas with most economic potential. In this way, Kanban method is helpful since it can setup a suitable limit about the number of new ideas team need to focus. In addition, it could also help team visually monitor the process of production of the 2D renderings to make sure the advancement of the whole project.

Kanban Board:

Collection of new ideas	Sifting the new ideas (WIP = 10)	Produce 2D renderings of new product ideas (WIP = 3)	Checking with artists, finalizing the 2D renderings (WIP=1)	Done

Scrum/sprint methodology is not the best fit for this particular function since it does not need frequent update and delivery like the producing a software or rugged and precise 3D mold.

Writing Prompt 3

Dear Jackson,

I want to remind you of the Anchoring bias. Anchoring is a cognitive bias that involves relying too heavily on the first piece of information encountered when making a decision or judgment. I noticed that you were acutely aware the need to raise the performance level of your studio in its order fulfillment, and to communicate not only his intent, but the achievement of this target, with your collectors. It is good to think highly of customer's opinions. However, sometimes customers' requirements might be a trap. For example, all collectors want to receive their desire products as soon as possible. If they require that you need to deliver the products in 8 months, in order to satisfy the customers, you might adjust your expectations fully on this 8-month requirement, which might stuck in the Anchoring bias.

Instead, you should not fully schedule your timeline according to customer's requirements. Since there are also some other important aspects you need to consider such as the difficulty of designing the 2D and 3D renderings, the corresponding time of mold designing, the expected production time of outsourcing manufacturers and the availability of supply chain. You need to make decisions according to thorough information.

Best regards,
Yundi Xu