Writing Prompt 1

I think the marketing function could benefit the most from implementing scrum/sprint methodologies. It can help marketing activity becomes more creative and customer-focused, which can deliver better marketing result.

- Scrum/sprint methodologies enable all the team members to know the goal of the marketing project as well as the jobs they own. It can motivate them to dedicate themselves to the project and meet the goal and requirements of the project.
- Marketing is a process that requires close cooperation. Artifacts in the scrum can keep the key information transparent, which is the basis of good cooperation.
- Scrum/sprint methodologies require the team to report to the customers as opposed to the manager, which enables the marketing campaign to be customer-centric. The essence of marketing is to deliver information to customers, so the team must have a deep understanding of customer needs.

Scrum/sprint methodologies can operate in the marketing process as below.

- Product Backlog Creation: The owner of the marketing project needs to create the product backlog as well as prioritize those product backlogs.
  - The product backlog will involve developing a marketing campaign including a marketing theme, marketing content, and channels to deliver the marketing messages.
  - It will also contain creating images and information on the new product, pop-up announcements on Facebook and Instagram, and writing promotional articles on the blogosphere.
  - It also includes creating email invitations, which invite fans to pre-order the new products.
- Sprint Planning Meeting: The meeting will decide how many tasks need to be done in a sprint period.
- Daily Scrum Meeting: Everyday team members need to report what they have done yesterday and what they will do for the day ahead during the stand-up meeting as well as the obstacles they have encountered.
- Sprint review: During the review of the marketing activities result, they can decide whether to change the marketing plan, such as adjusting the marketing channel and target audience to meet their goal.
- Scrum retrospective meeting: Through the scrum retrospective meeting, the company can conduct an overall review of the entire marketing campaign and figure out where they can improve in the next marketing project.

In my opinion, marketing is a creative and unpredictable process that needs more flexibility. Kanban, however, is always used in projects with repetitive tasks, focusing on visualizing work and limiting work in progress, which is not suitable well in marketing projects.

Writing Prompt 2

I think delivery can benefit the most from executing Kanban methodologies. Delivery includes managing the inventory, and transportation of goods and orders, which is a day-to-day process. The project is aiming to reduce the delivery time and improve the accuracy of delivery. Visualizing the working flow enables the company to analyze the current delivery process more clearly.

- Creating the visualization of workflow: It will include "receiving orders", "packaging", "shipping" and "delivered".
- Creating the limits for WIP (Work In Progress): Create the maximum workflows that can be done in each column. It will cause new tasks to not advance to the next stage if there are still tasks in process at this stage that have reached the maximum of the workflow.
- Processing: When the company receives the order, it will begin to package the goods (in the packaging column), then the task will be moved into the shipping column. After the goods are delivered, the task will be moved into the delivered column.
- Review and monitoring: The project members need to review and monitor the Kanban to make sure that it will not be blocked and the work process will be smooth. For example, If an order is blocked, they can quickly identify and process it to ensure that subsequent orders are not affected.

In my opinion, delivery is a repetitive process that needs to be visualized clearly to make sure the team can identify the problem quickly and work on it. Using Kanban can improve the efficiency of the project. However, scrum/sprint is focusing on providing flexibility and agility, which are not required by the delivery process. Thus, compared to the Kanban, scrum/sprint is not the best fit for this function.

Writing Prompt 3

I think Availability Heuristic is the bias that could be a problematic trap for Jackson's thinking. Firstly, the Availability Heuristic is a bias that people may make decisions based on examples that come directly to mind or information that comes more easily to mind, rather than relying on more objective, comprehensive, and accurate information. If a manager doesn't pay attention to this bias, it may cause them to make decisions without having a deep understanding of the situation. Jackson thought that people didn't accept the scrum/sprint methodologies because they are reluctant to take on tasks outside their comfort zone or they didn't want to accept new things. He may have that thought due to the manager's report, which was easy information to get. However, it may not be the truth.

I suggest that Jackson can conduct an anonymous survey to ask staff what impedes them to work well in a team under scrum methodologies. It can help Jackson get more comprehensive feedback and enable him to have a wider perspective when approaching this issue. They may not work well because they don't know how to do that, or they need more incentives to accept tasks that are beyond their responsibilities. Only with a comprehensive understanding of the problem can he make the right decision.