

GOJKO ADZIC

# IMPACT MAPPING

MAKING A BIG IMPACT WITH SOFTWARE PRODUCTS AND PROJECTS



foreword by **Tom Poppendieck**



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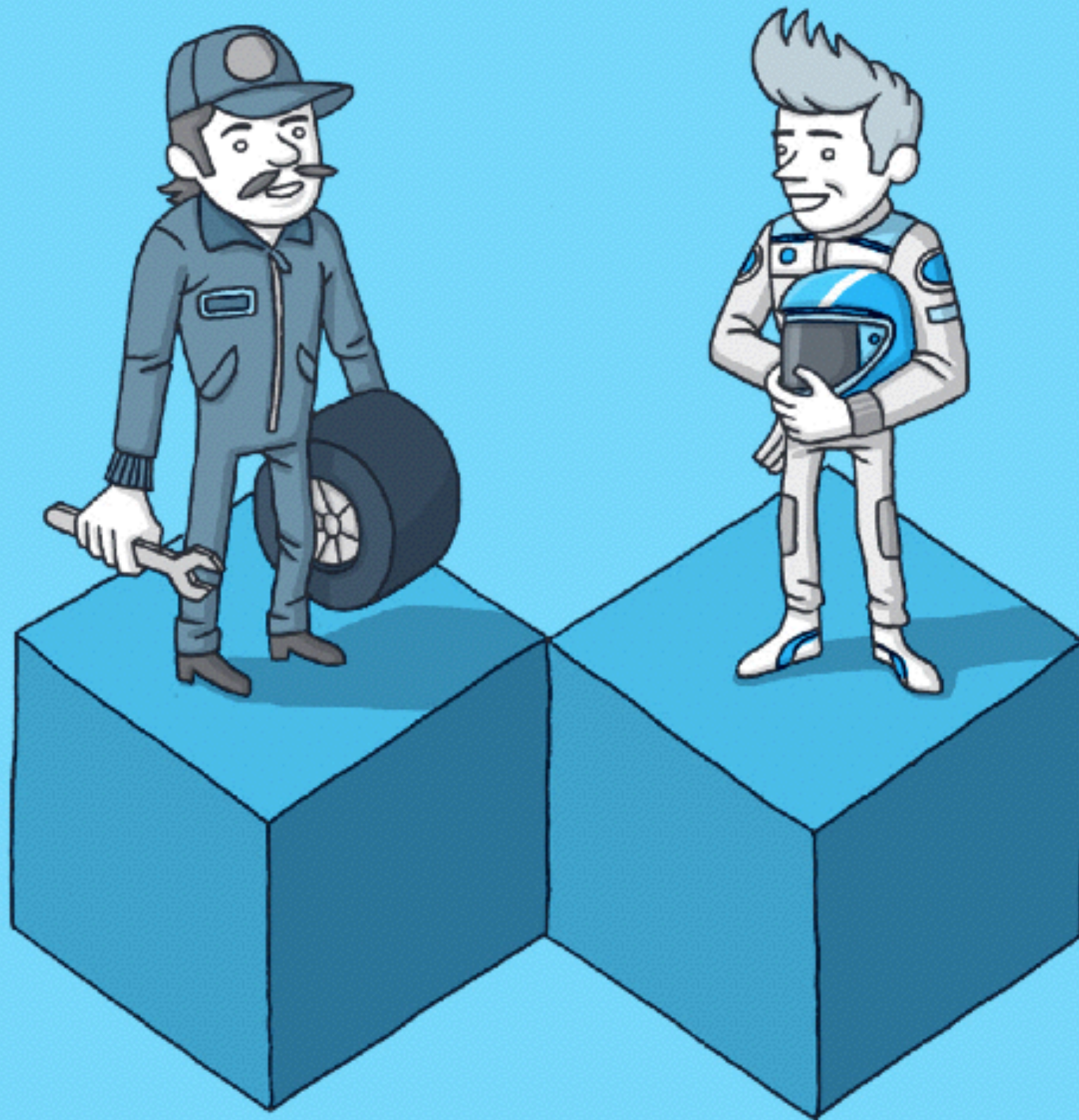


**WHY?**



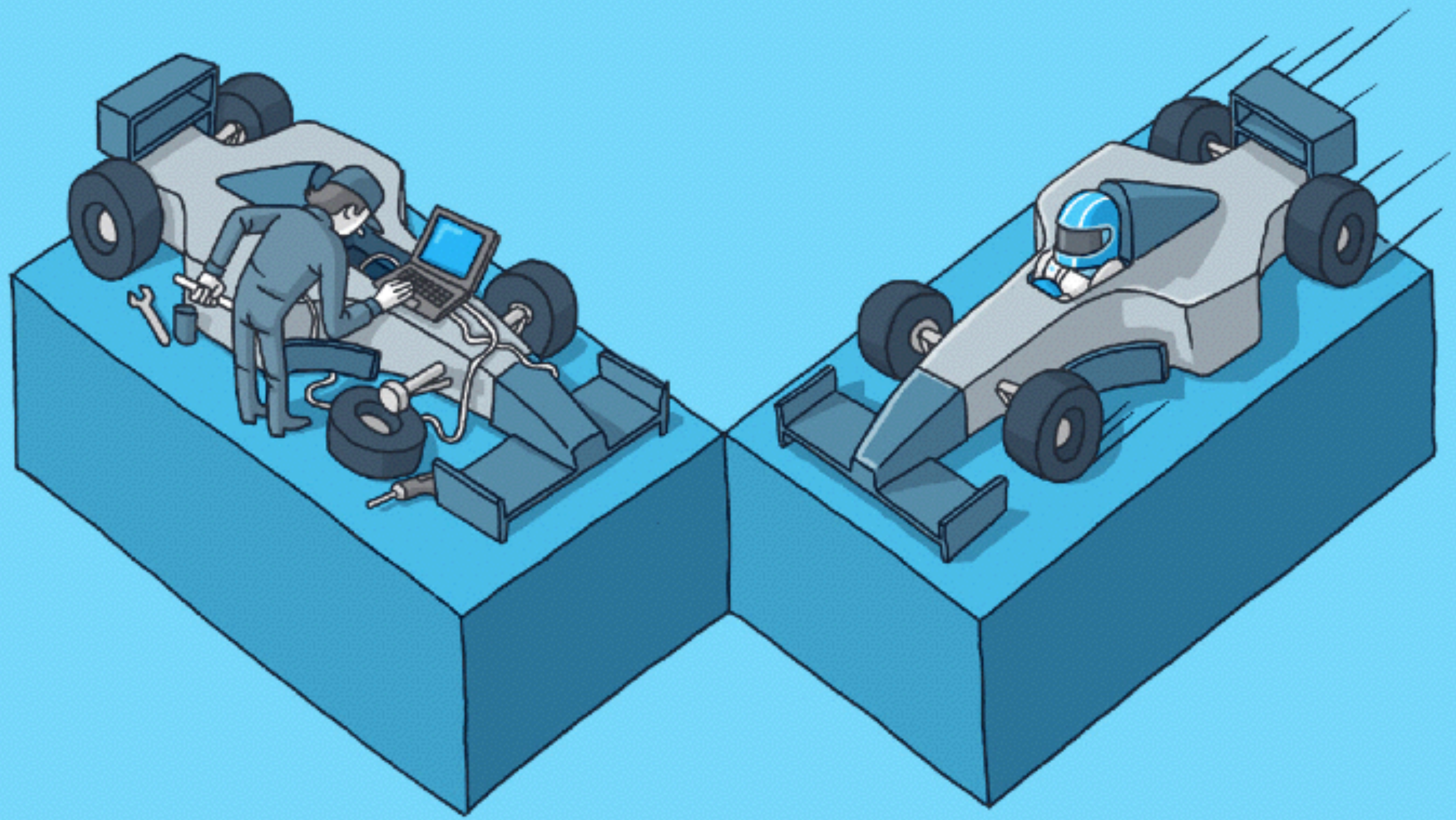


**WHO?**



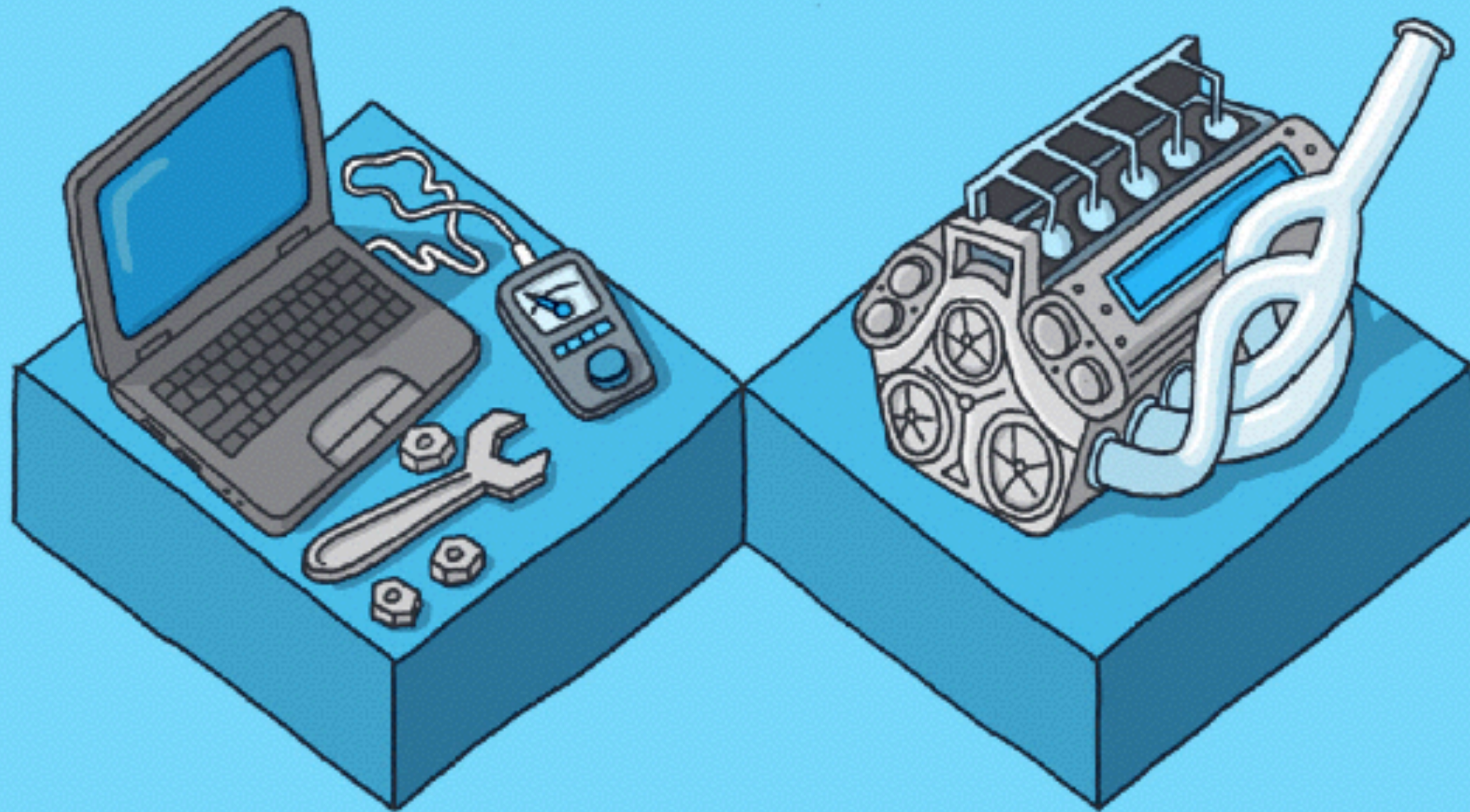


# HOW?

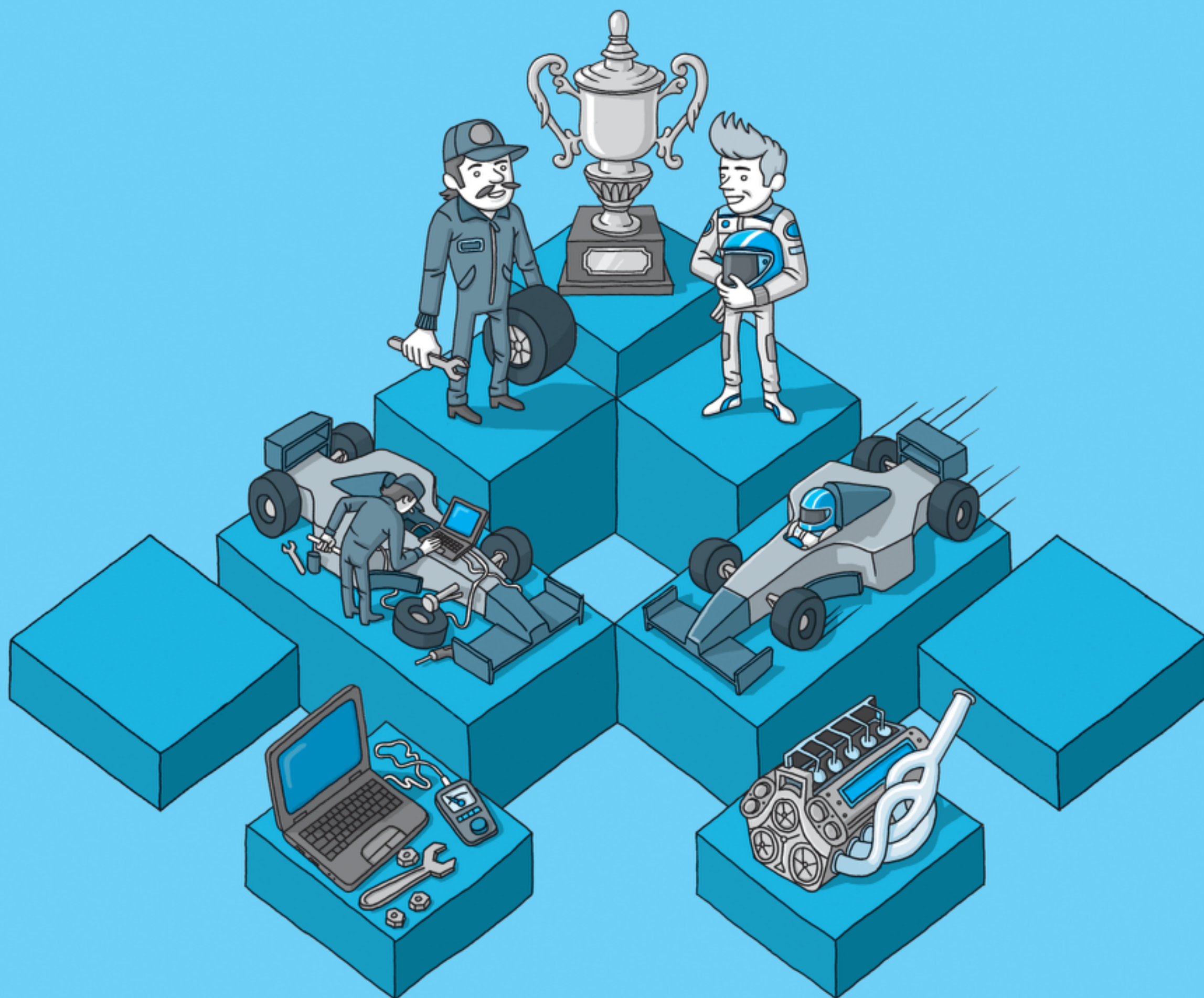




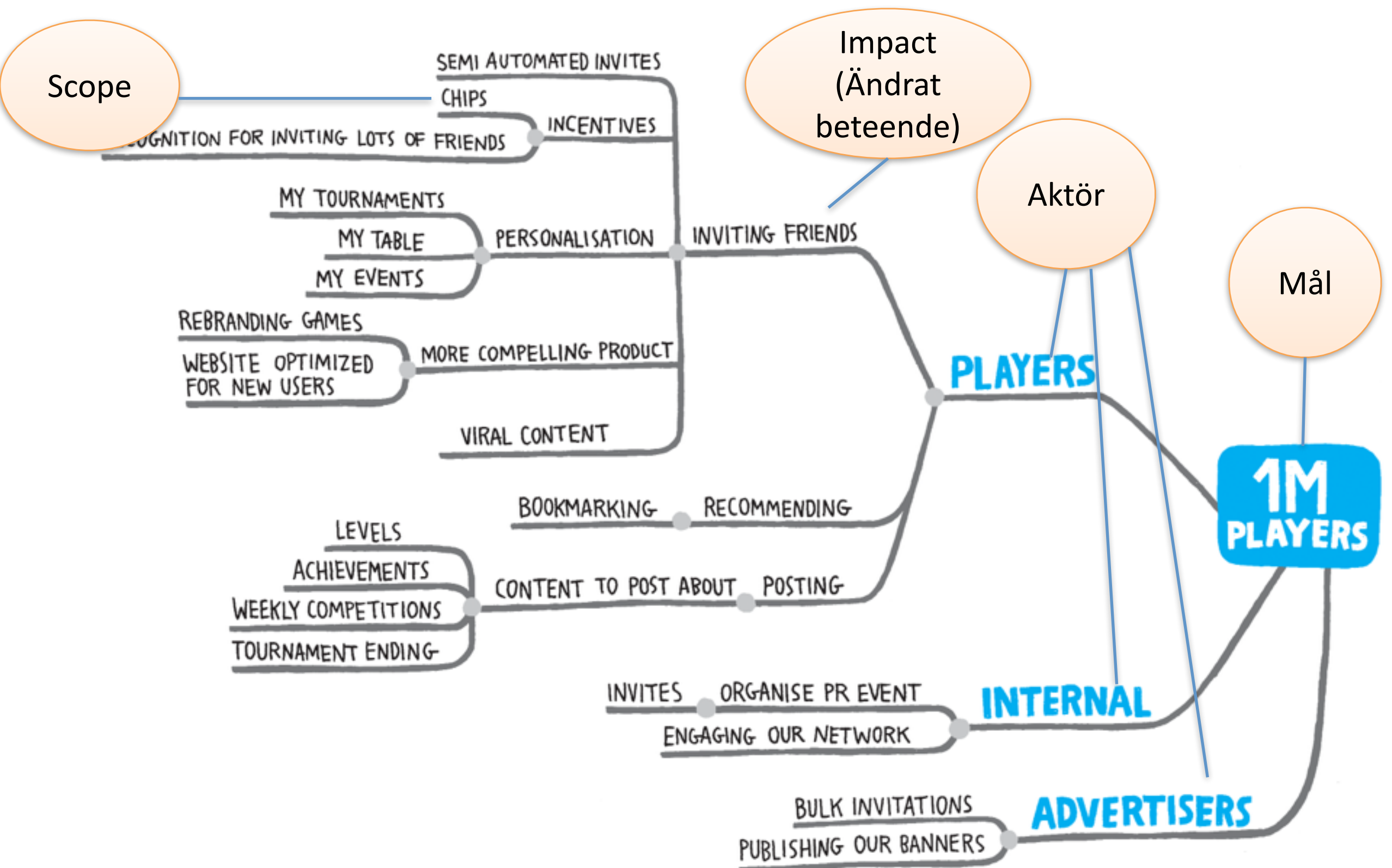
**WHAT?**







# Exempel – Impact map för spelsajt





***Never aim to implement the whole map.***

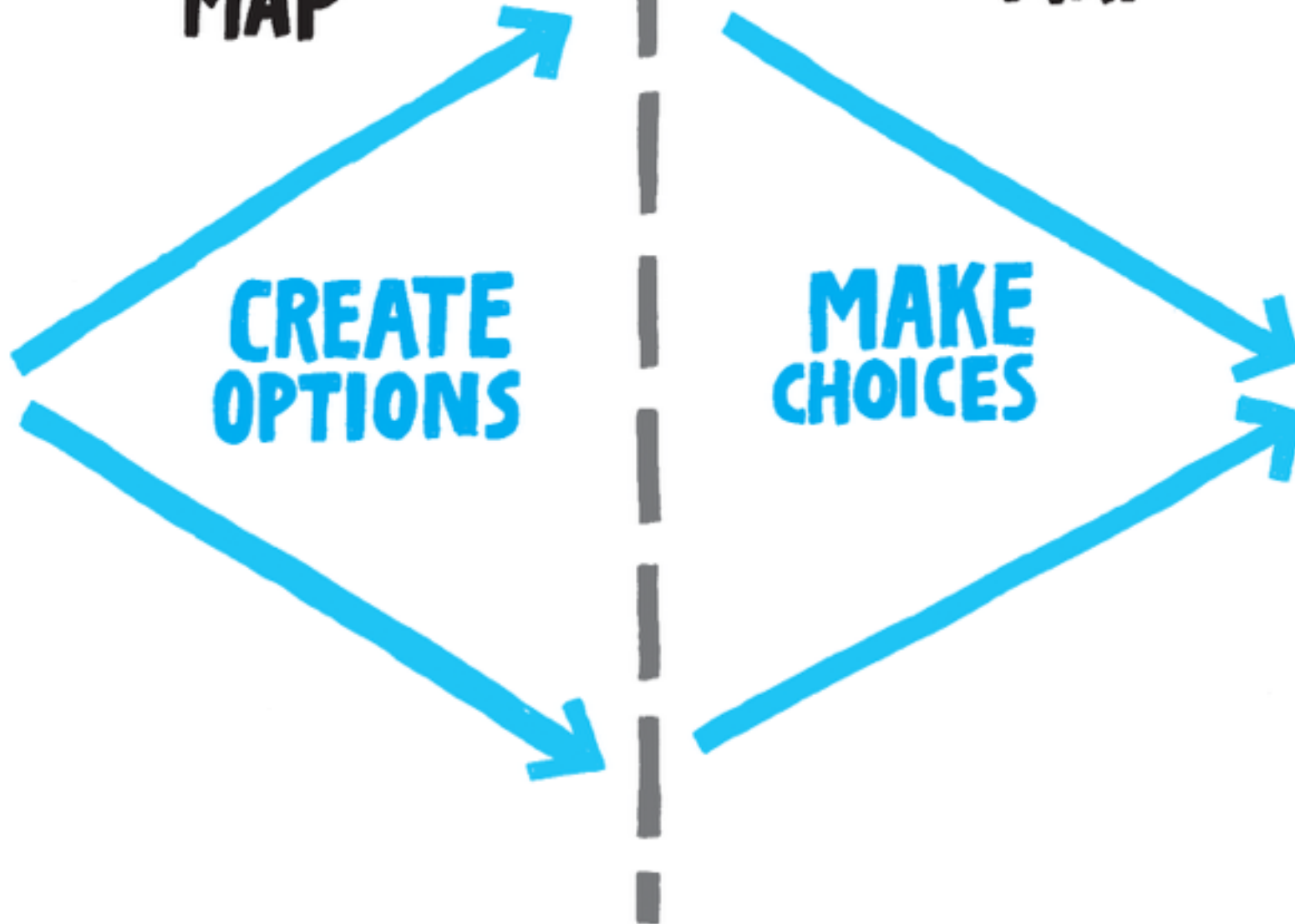
***Instead, find the shortest path through the map to the goal!***

**DIVERGENT:**  
**GROW**  
**MAP**

**CONVERGENT:**  
**PRIORITISE**  
**MAP**

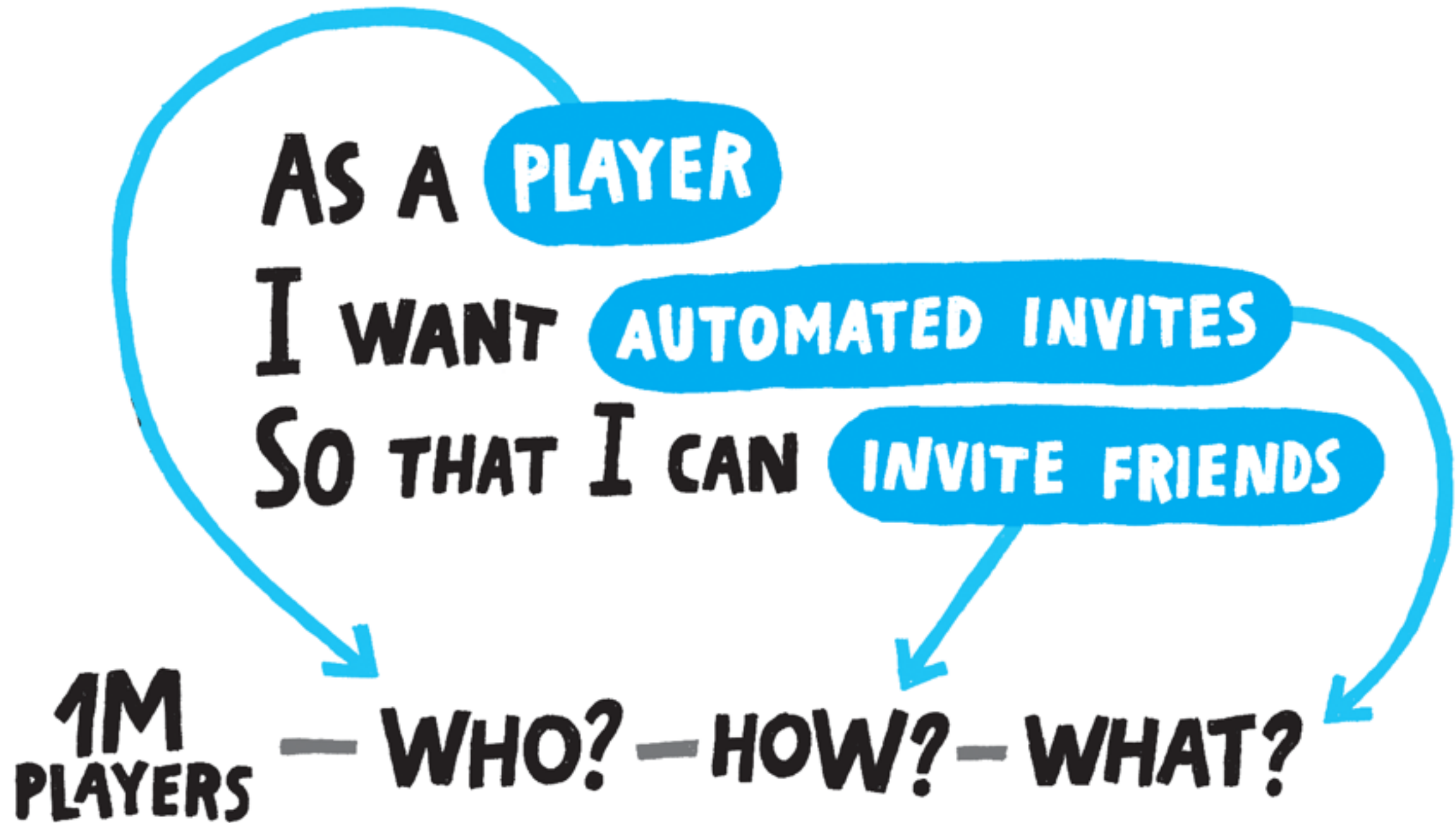
**CREATE**  
**OPTIONS**

**MAKE**  
**CHOICES**





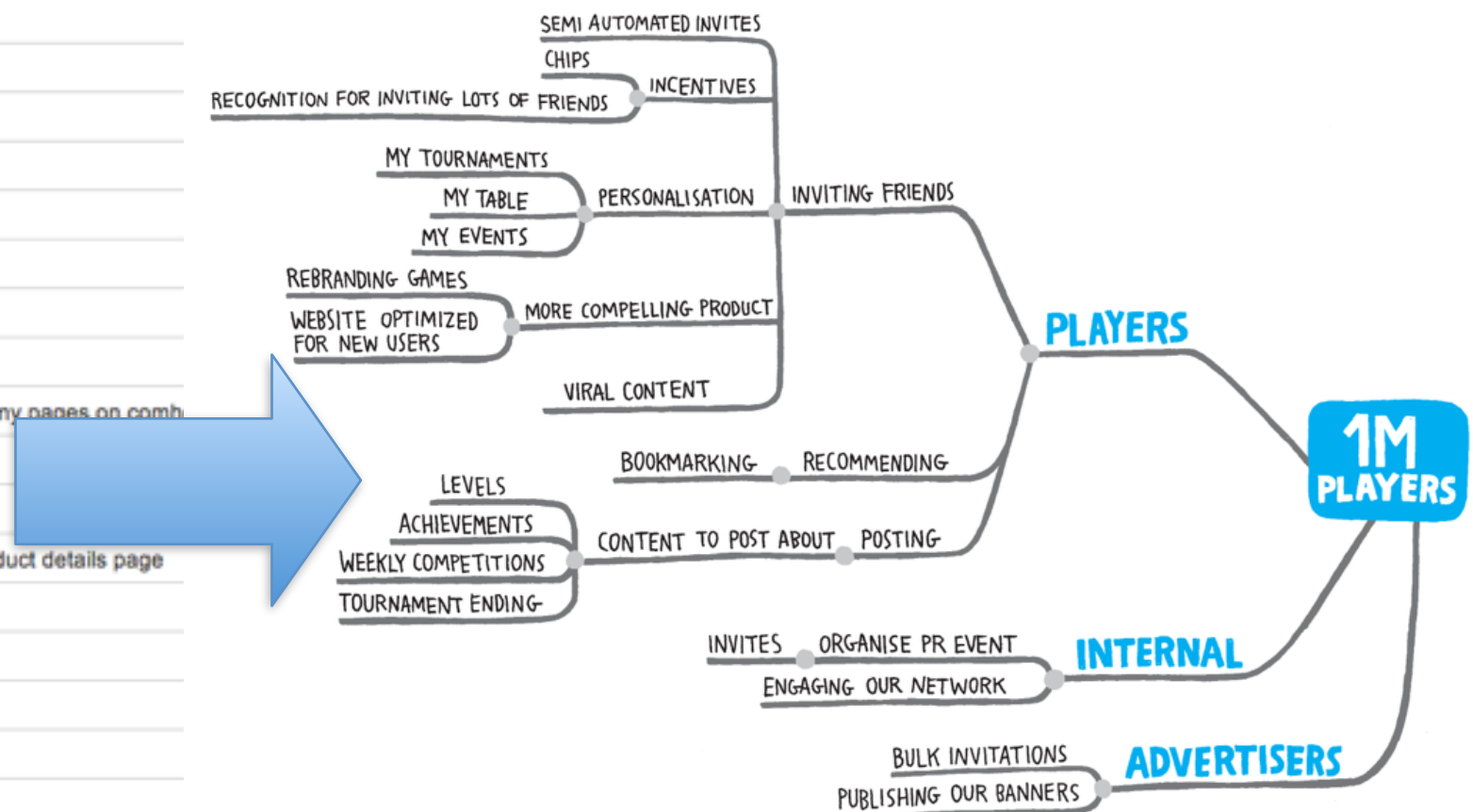
# User Story



# Tvådimensionell backlog

Backlog 36/353 Clear all filters

↑	WEB-8612	Netflix codes in Reseller
↑	WEB-8579	Netflix codes on the web
↑	WEB-8613	Bundling additional equipment together with the TV subscriptions
↑	WEB-6701	[Security] - Analysis of Error Codes (OWASP-IG-006)
↓	WEB-6703	[Security] - Testing for HTTP Methods and XST (OWASP-CM-008)
↓	WEB-6702	[Security] - SSL/TLS Testing (OWASP-CM-001)
↓	WEB-8603	[Carousel] - Improve performance on iOS
↓	WEB-6705	[Security] - Testing for Cookies attributes (OWASP-SM-002)
↓	WEB-6704	[Security] - Business Logic Testing (OWASP-BL-001)
↑	WEB-5286	[My Pages] TV - details page - View and remove registered devices from my pages on comb
↑	WEB-6955	[CHOIS] New CHOIS services for retriving and removing TVE devices
↓	WEB-6698	[Security] - Testing for Web Application Fingerprint (OWASP-IG-004)
↑	WEB-6400	[Broadband pages] - Service coverage map on the mobile broadband product details page
↓	WEB-6881	Import Shipping Fee
↓	WEB-8410	[Responsive] Show 8 Fav on mobile device
↓	WEB-7647	[Minor fix] Introduction to article not correctly displayed in teaser view.
↓	WEB-8311	Problems with login and reset password logic
↓	WEB-7952	[Technical] Fine tune responsive breakpoints
↑	WEB-8539	Front End Performance - Tool and processes for the front end performance measurement
↑	WEB-8549	Front end Performance - How to handle all hidden content e.g filterbased pages, tab container, accordion containers
↑	WEB-7665	Studio editor text and element format





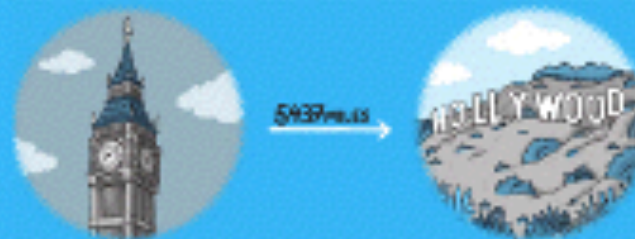
# CREATING AN IMPACT MAP

## PREPARATION

DISCOVER REAL GOALS



DEFINE GOOD MEASUREMENTS

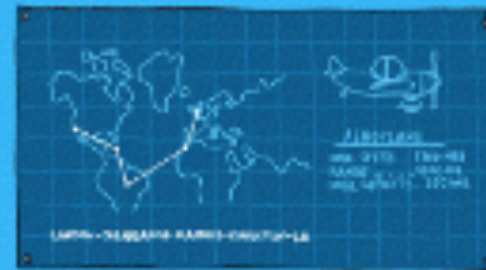


PLAN YOUR FIRST MILESTONE



# MAPPING

## DRAW THE MAP SKELETON



## FIND ALTERNATIVES



## IDENTIFY KEY PRIORITIES



## EARN OR LEARN





*Make impact, not software*

*Effective meetings*

*Team building*



*Just nu!*  
**Vårt bästa TiVo-paket**  
**för 149:-** /mån i 3 mån



**Till erbjudandet**



Störst på tv. Snabba stabila bredband. Flexibel telefoni.

**Digital-tv**

TiVo-paket från 149kr/mån



**Bredband**

Från 199 kr/mån i 3 mån



**Telefoni**

Just nu för 29kr/mån i 3 mån



**TiVo + Bredband**

Com Bo från 299 kr/mån i 3 mån





Varför?

Varum?

Hur?  
Inklud. behövande

Vad?

As a  
I want  
so that I can

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Orange sticky note with handwritten text.

Orange sticky note with handwritten text.

Yellow sticky note with handwritten text.

Orange sticky note with handwritten text.

Yellow sticky note with handwritten text.

Orange sticky note with handwritten text.

Orange sticky note with handwritten text.

Pink sticky note with handwritten text.

Orange sticky note with handwritten text.

Orange sticky note with handwritten text.

Orange sticky note with handwritten text.

Orange sticky note with handwritten text.

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

Orange sticky note with handwritten text.



Handwritten notes or scribbles on the left side of the whiteboard.





# Mål

Varför ska vi göra det?

Ett bra och mätbart mål är en förutsättning för att kunna göra en impact map.





Vi ska höja kundupplevelsen  
på comhem.se

Mål/Mission statement comhem.se



# Hur kan vi mäta?

- Antal onödiga samtal till kundservice?
- Kundnöjdhet på webben/impact på NPS?
- Kundservice trygghet att hänvisa till [comhem.se](https://comhem.se)?



Impact mapping är ett verktyg för att alla som arbetar med en produkt eller tjänst ska förstå värdet av att bygga en specifik mjukvara.



# Wisdom of crowds

To get the most out of impact mapping, work in groups with technical and business people.



# TEAM RULES

## Story-start

När man börjar på en ny story ska man i självklarhet gå igenom diskussioner:  
Bör storyn brytas ner i mindre testscenarier/substories?

Finns risk att man påverkar andra testscenarier?

Bör vi skjuta skräckscenariet?

Har kun vi programmerare eller QA testare?

Så här ser scenariet ut och hur är test i samarbete med QA/QA/QA?

## Deployer

Alla ska känna sig nöjda med att deploya till QA och Prod. till feedback.

## Test/UAT

Ready for UAT = i QA (Dessa ska vara i QA som ligger i den kolumnen i deploy till QA/QA/QA)

## Bugger

Lista prioriterade buggar i varje dag i backloggen. Ready for to-do

## 20% Kaizen

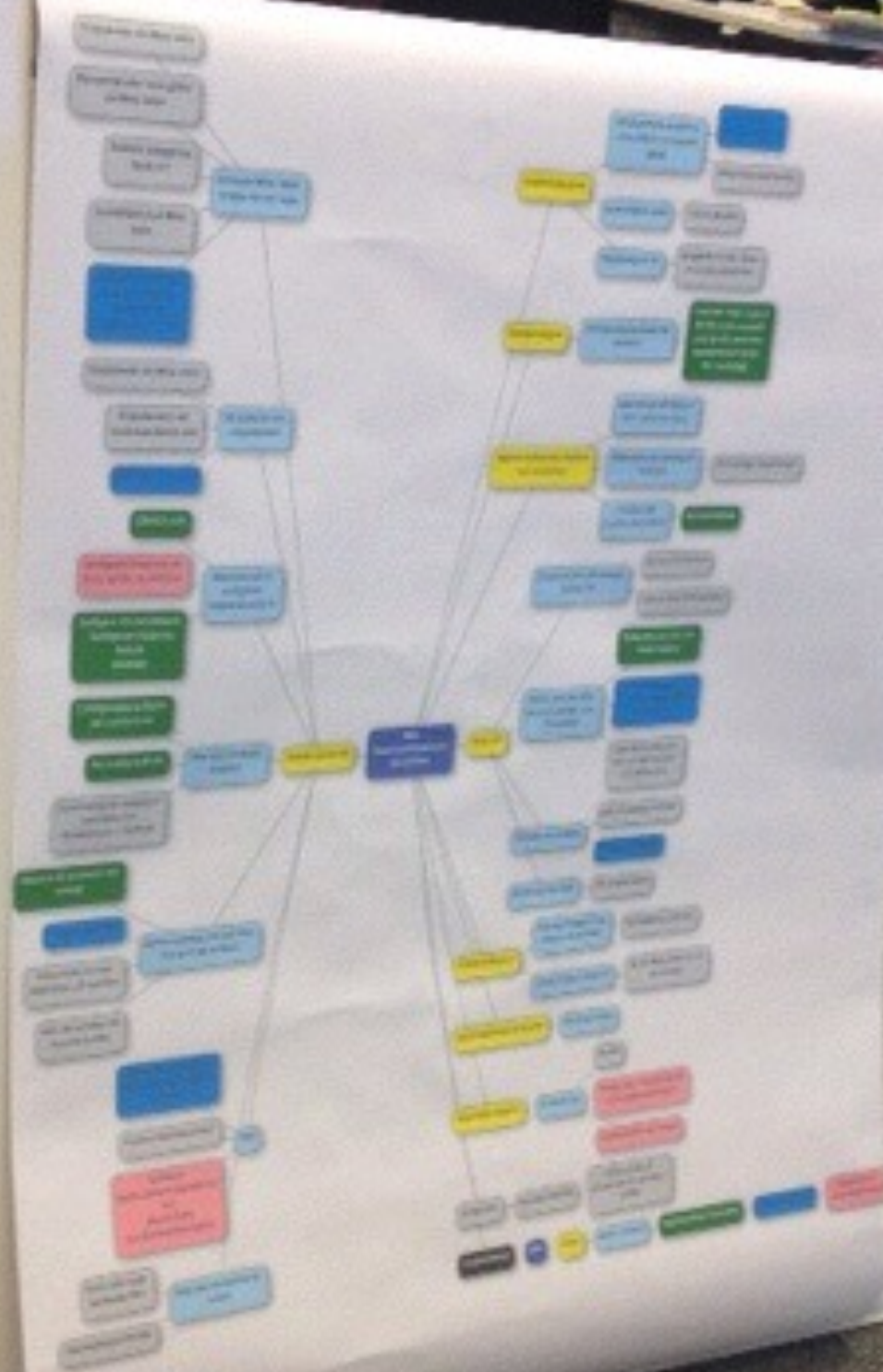
Säkra på att 20% av alla buggar är förbättringar

## Epic-start

Lista inkommande värde av epic med att kalla till grooming (i övrigt inga planerade groomingplaneringar)

## Demo

Versiviska och test demo beslutas på dagens möte om demo



## QUICKSTEP

### ROADMAP



### QA effort 1

100% effort

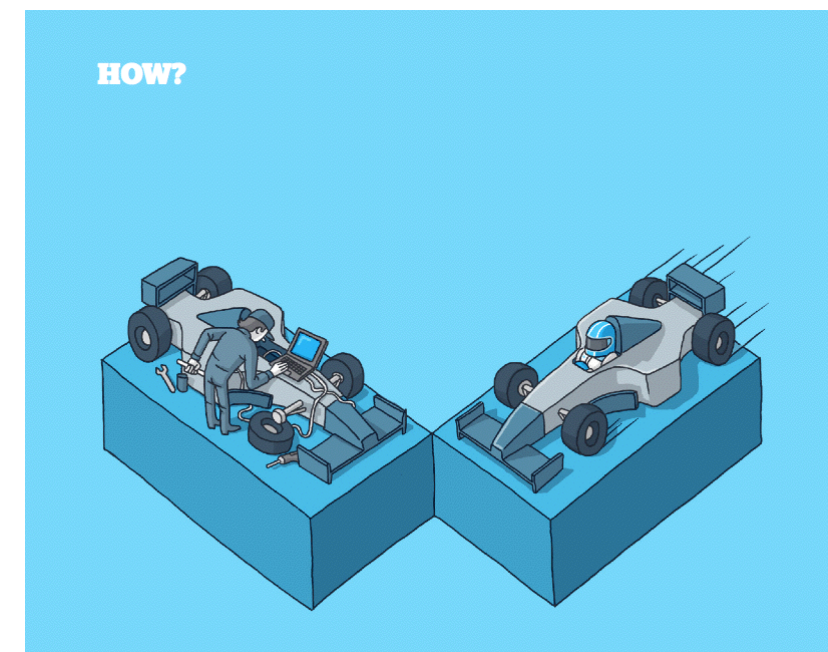
### QA effort 2

100% effort

### QA effort 3

100% effort





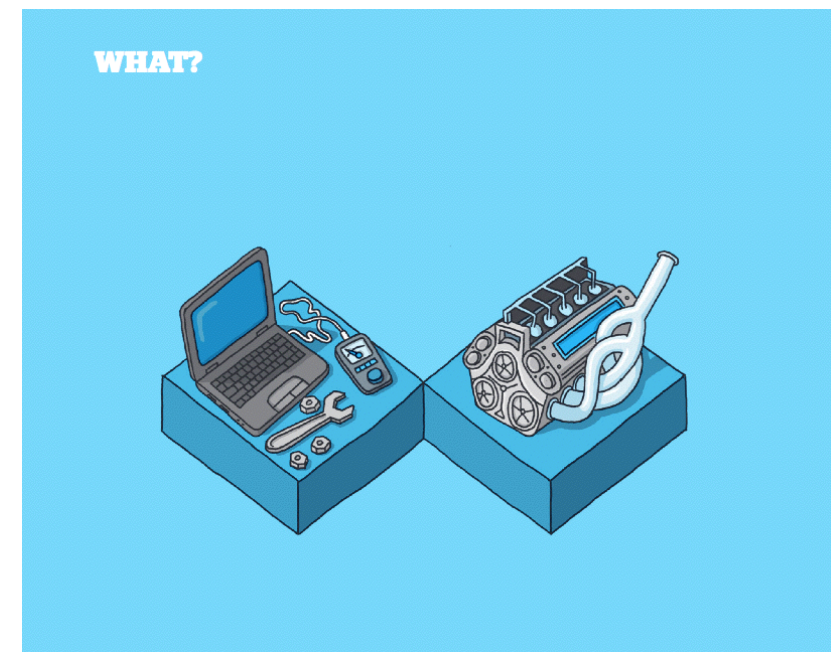
# Hur?

Hur kan de hjälpa oss att nå målet?

Hur påverkas de av vår produkt?

Hur kan deras beteende få oss att nå målet?





# Vad?

Vad kan vi göra?

Vilka features/funktioner behövs för att påverka aktörerna?



# Brainstorming



# Glöm inte omvärldsbevakning

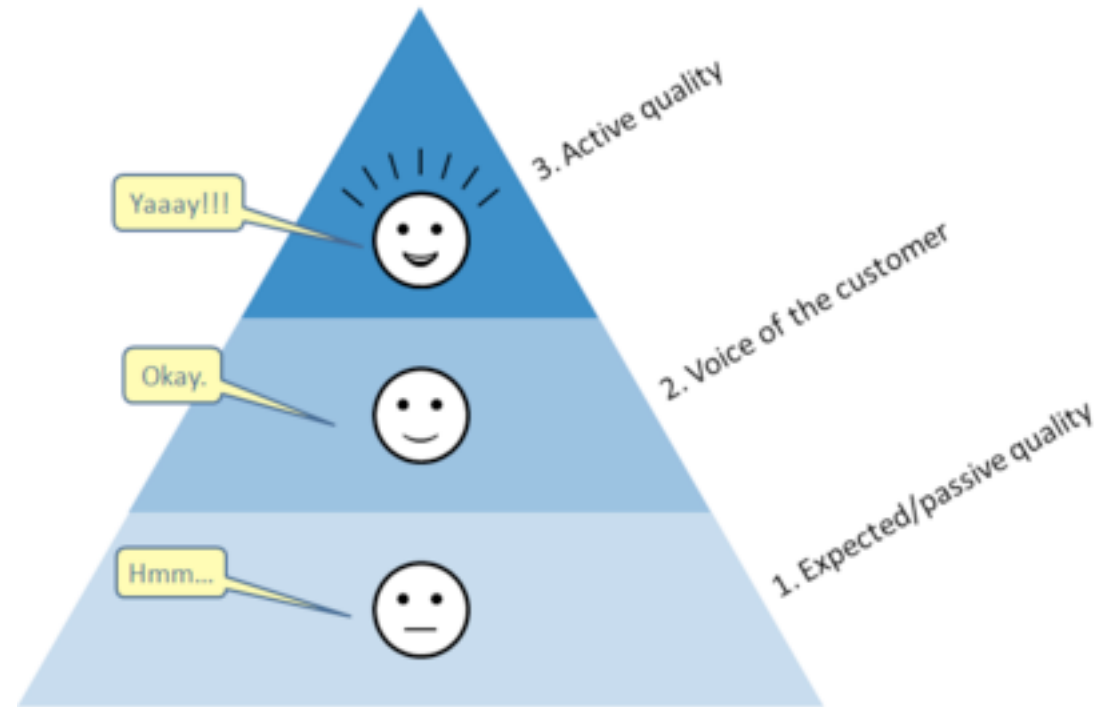
Hur gör andra?





# Prioritering

Var ska vi börja?



# Kano-modellen

Hur nöjda blir användarna av funktionen?  
Hur missnöjda blir de om de inte får den?

Very satisfied / excited

## How we'll delight users

Delighters

Theme / Epic

...

...

...

## The more, the better

Performance Features

Theme / Epic

...

...

...

Need not fulfilled

Need well fulfilled

Reverse qualities

We should not:

- ...
- ...

Basic needs

Theme / Epic

...

...

...

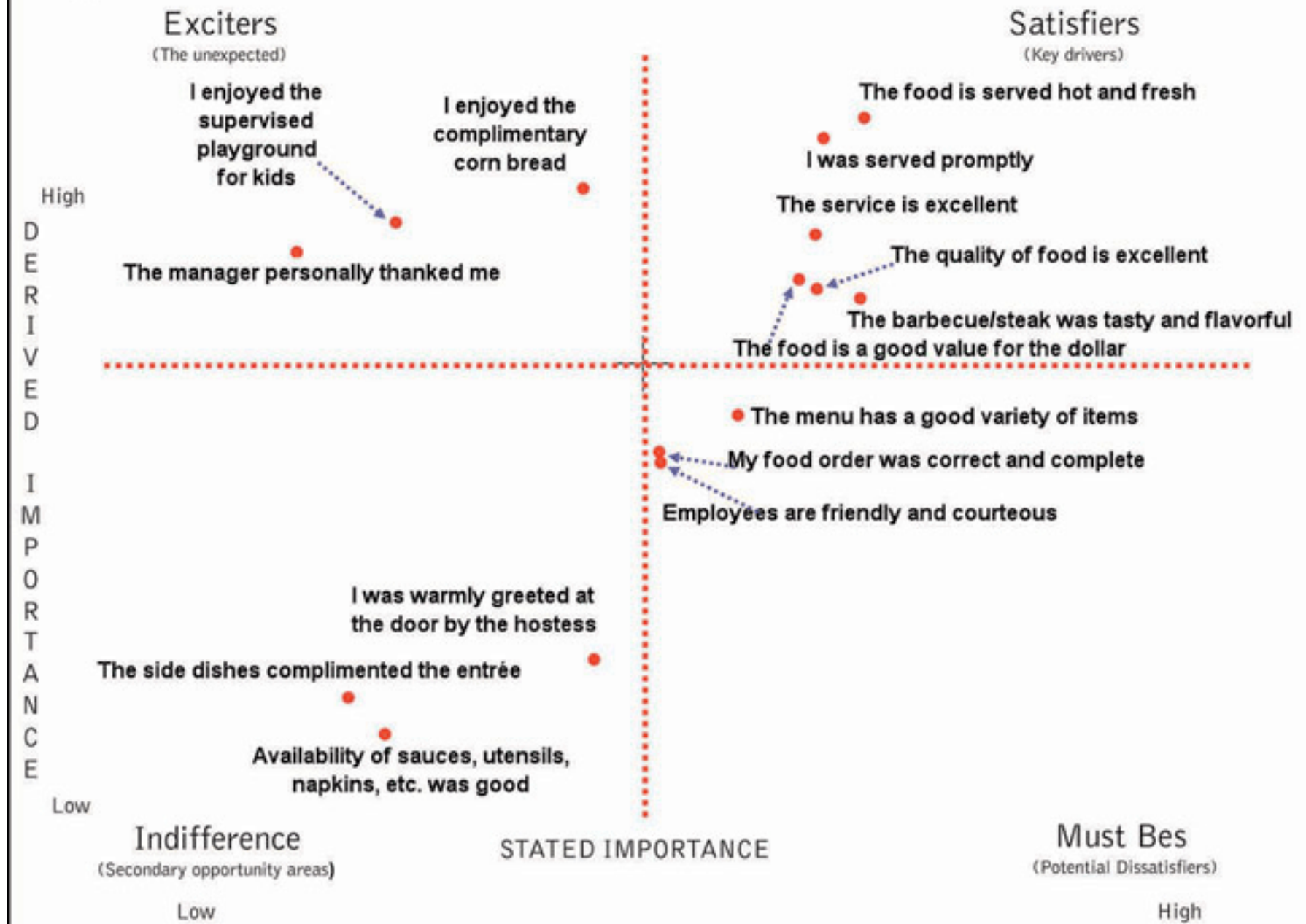
What could be even counterproductive?

What is simply expected to be viable?

Unsatisfied



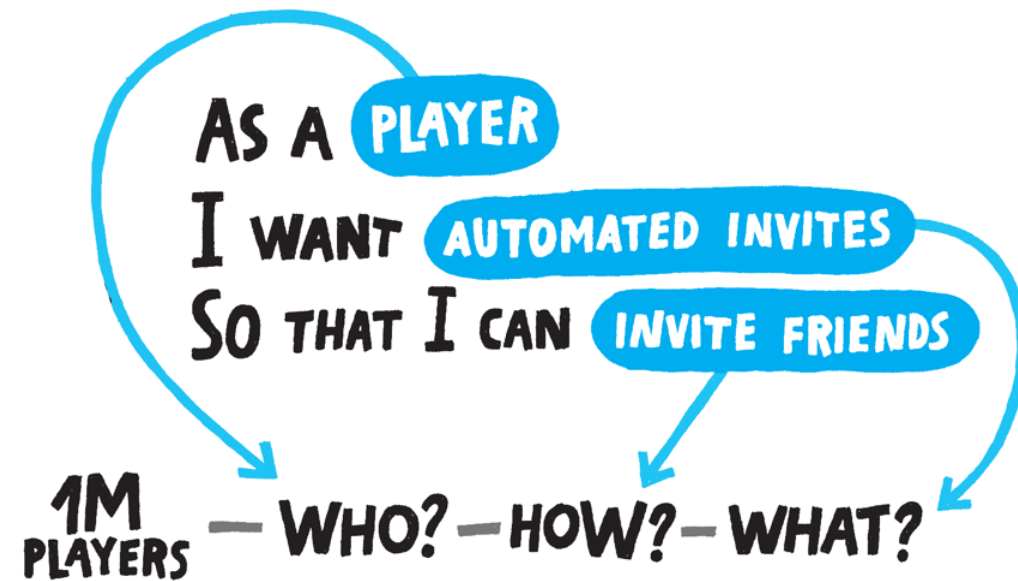
Figure 4





# Backlog

De högst viktade funktionerna tas in i backloggen



# User stories





# Prototyp

Testa din hypotes så enkelt som möjligt



# Earn or learn

Metrics-Driven Design - Shipping is only the beginning!

Great results happen when

- People know **why** they are doing their work
  - Organisations focus on delivering **outcomes and impacts** rather than features
  - Teams decide what to do next based on **immediate and direct feedback** from the use of their work
  - Everyone **cares**
-



# Make a big impact with software products and projects!

Impact mapping can help you build products and deliver projects that [make an impact, not just ship software](#). Impact mapping is a strategic planning technique that prevents organisations from getting lost while building products and delivering projects, by clearly communicating assumptions, helping teams align their activities with overall business objectives and make better roadmap decisions.

## For beginners

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