



innopolis
UNIVERSITY

WSJF

The SAFe Proxy

Using Relative Estimation:

**Cost
Of
Delay** **=** Business Value +
 Timing Value +
 Risk Reduction|Opportunity Enablement Value

Duration **=** Size (in story points)

Cost of Delay Components

- User | Business Value
 - Revenue Impact
 - Potential penalty or other negative impact?
 - They prefer this over that
- Time Criticality
 - Is there a fixed deadline?
 - Will they wait for us or move to another solution?
 - What is the current effect on customer satisfaction?
- Risk Reduction & Opportunity Enablement
 - Reduce the risk of this or future delivery?
 - Is there value in the information we will receive?
 - Enable new business opportunities?

A Sample Model for COD

Business Value

- Growth in revenue through more effective sales activities
 - Supporting customers in their 'grow' lifecycle
 - Upsell/cross sell
- Cross business strategy
- Process simplification
 - Ease of onboarding new customers
- Profitable revenue growth
 - Volume/ARPU
- Cost savings
 - Unit cost
 - Cost to serve
 - Cost to support
- Customer Satisfaction
 - NPS

Timing Criticality

- Political
 - Exec priorities
- System driven
 - Legacy system retirement
- Investment priorities
 - Financial targets
 - Funding availability
 - Early benefits
 - Customer segment growth
- Competitive positioning
 - Barrier to entry of competitors
 - First to market
 - Being well behind market
- Acquisition integration
- Customer Satisfaction
 - Conspicuous pain points
- Peak period sales

Opportunity Enablement | Risk Reduction

- Brand enhancement
- Learning about our customers
- Simple integration
 - Future flexibility
 - Speed to market
- Customer retention
 - Retention through tighter integration
 - Reduced churn risk
- Ease of use
 - Scalability
 - Single platform for customers
- Safety
- Market
 - Market share
 - Entry to new markets
 - Ability to change market
 - Compelling offer to new sub-segment

Practice. Round 1

- You are a property development company, and have bought up some farms a couple of hours commute away from the nearest major city, bulldozed them and are planning to build a satellite city
- You will make money by building houses and shops and selling them
- You have reasonable but not excessive cash reserves, so generating cashflow will be a primary consideration
- Your market research people have identified the first 9 major development opportunities for the city and you have done enough research to have a view on potential returns and effort involved
- These opportunities are “Epics” and your goal is to apply Weighted Shortest Job First (WSJF) to prioritise them

Instructions

1. Begin by reviewing all Epics as a group.
2. Determine the relative Risk Reduction and Opportunity Enablement value of each Epic using relative estimation (“1” is has the lowest indirect value proposition)
3. Determine the relative Timing Criticality of each Epic using relative estimation (“1” is the least time critical)
4. Determine the relative Business Value of each Epic using relative estimation. (“1” is the lowest Business Value)
5. Finish your maths and line the cards up from highest to lowest WSJF score.

Timebox: 35 minutes

Prioritising Features

- Features are our primary vehicle of value delivery. We apply the same economic prioritisation model.
- Once features are prioritised, we can lay the priorities over our capacity forecasts to produce rolling wave roadmaps.

Roadmap Setup

Traditionally, we maintain a rolling 3 releases



Practice. Round 2

- Utilise a capacity of 400 points per PI
- For the first PI, ensure a roughly 50/50 capacity allocation to residential and commercial features.
- For the second and third PI's, capacity allocation should follow common sense
- Use “best efforts” prioritization, referring to your Epics for context but applying COD and WSJF thinking to separate features at a finer grain

Timebox: 25 minutes