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This is a retrospective analysis of the SNHU Travel holiday booking system, the pilot for ChadaTech to change from waterfall to Scrum-Agile methodology. Our team successfully finished a five-week sprint cycle with weekly iterations, producing an operational holiday booking system for hip, niche holiday packages.

Clear role assignment facilitated the success of the project. I chaired regular 15-minute Scrum meetings covering achievements, plans, and obstacles (Schwaber & Sutherland, 2020). When integration issues were faced by Nicky, I scheduled 24-hour fix. Christy kept our priority backlog derived from user interviews, assigning "See Top Trips" Priority 1 and "Set Price Limit" Priority 2 (Cohn, 2004). Brian wrote extensive test cases with clear pre-conditions and anticipated results, working with Christy to discuss acceptance criteria such as Hot Deals metrics (Rubin, 2012). Amanda engaged regularly in sprint reviews, giving feedback right away.

In contrast to waterfall's sequential phases, we performed mini-SDLC iterations within each seven-day sprint. User Story #1 (See Top Trips) progressed through all phases of Sprint 1 with Amanda witnessing working functionality at the end of one week. User Story #4 (Set Price Limit) showed how the Definition of Done provided quality, with Brian noticing vagueness before real investment in development. User Story #2 (Customized Travel List) took several sprints, providing incrementally functional features with the option for future enhancement.

Scrum-Agile's largest advantage occurred when the direction for SNHU Travel shifted to detox/wellness travel toward the end of the project. The transition otherwise would have initiated a waterfall project anew. Instead, Nicky prudently requested a new revised backlog, definition of the categories for wellness, and translation to reusable features. Christy reassigned the backlog, retaining useful completed functions like filtering infrastructure and payment processing. Our seven-day sprint cycle resulted in never losing more than five working days (Rubin, 2012).

15-minute daily stand-ups facilitated coordination and early impediment detection (Schwaber & Sutherland, 2020). Brian's structured email with numbered questions facilitated crisp responses and prevented confusion. Sprint reviews worked with direct demonstration, fostering collaborative discussion. Weekly backlog refinement provided clear vision with Amanda and definite acceptability criteria. Sprint retrospectives established process improvements with an underscoring of charter principles (Cohn, 2004).

JIRA offered centralized planning for projects with an online Scrum board ("To Do," "In Progress," "In Review," "Done") and sprint burndown charts. The functionality for dealing with backlogs included sprint planning with rankings, story point estimates, and capacity planning. The integration with workflow and with version controls offered transparency through the requirements to the time of deployment (Rubin, 2012). Feature branches facilitated working in parallel, and automated checks at each commitment maintained the increments deliverable.

Scrum-Agile presented some major benefits: early value realization up to Sprint 2, adaptability for the pivot to wellness, alignment with business requirements due to the involvement of Amanda, accountability through formal events, and fast quality feedback (Cohn, 2004). Drawbacks were time dedication for the ceremonies (10-15% dedication for the working time), ever-present scope vigilance, preliminary requirement vagueness, and tight timeline urgency.

Scrum-Agile suited this project perfectly since the requirements were unstated and fluctuated greatly, Amanda could receive feedback iteratively, the five-week duration favored sprints of one week, SNHU Travel needed innovative products that necessitated experimentation, and integration problems were handled incrementally. Waterfall would not be suited since requirements were not stable and the mid-course shift that would demand the ditching of already completed tasks (Rubin, 2012).

In the pilot, the Travel project at SNHU demonstrated that Scrum-Agile is the winning solution for projects with fluctuating requirements, engaged stakeholders, and innovation aims. The pilot is concrete evidence for ChadaTech's overall transition, but successful scaling is contingent upon training investment, cultural change for self-organizing teams, and selective project selection.

References

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