Context

1. The client has a new need and discusses it on the phone (30 minutes) with the PO. The PO schedules a meeting with the customer in 1 week (= 40 hours)

2. The meeting takes place (2 hours) and the OP takes notes.

3. The PO will meet with the team the following week to explain the client's needs and to get their estimate of the time needed to complete the project (2 hours).

4. The PO schedules a meeting with the client in 2 weeks to present the estimate.

5. The meeting takes place (1 hour) and the client agrees. The PO calls the team (30 minutes) to schedule a requirements specification meeting.

6. The meeting takes place 2 weeks later and lasts 4 hours.

7. During the next 2 weeks, the team works for 8 hours to complete a detailed proposal for the client.

8. When the detailed proposal is completed, the PO schedules a meeting with the client a week later. The client accepts the final proposal at this 2-hour meeting.

9. The PO then tells the team that they can start working on the request. The team informs the PO that they will work on this user story in the next Sprint which starts in one week.

10. When the next Sprint starts, the team decides to allocate 25% of its capacity to this new user story and plans that the realization will extend over 4 Sprints of 2 weeks.

11. The customer and the PO come to the demonstration meeting (2 hours) at the end of the 4th Sprint. During this meeting, the customer gives his comments and some adjustments will be necessary. The team informs that it will be able to achieve this by allocating 25% of its capacity in the next Sprint.

12. The customer and the PO come to the demonstration meeting (2 hours) at the end of the 5th Sprint and accept and authorize the deployment of the user story. 13. Development team one informs operations who estimate the effort at 4 hours and will be able to do it next week.

13. The development team one informs the operations that estimate the effort at 4 hours and will be able to perform it next week.

Value Stream Mapping

Number	Added value (h)	No added value (h)	Explanation
1	0.5	40	The week-long wait adds no value to the product. On the other hand, the call with the customer is considered as added value, because the delivered product will have much less waste. Indeed, the needs of the customer will be better defined and the delivery will be more adapted.
2	2	0	As discussed in the previous point, this step corresponds to the taking of the client's needs in person.
3	2	40	There is a 2 hour brainstorming session with the team members in order t o evaluate the client's needs. A week of waiting before this meeting is recorded.
4	0	80	Waiting 2 weeks brings no value except frustration to the customer.
5	1	0.5	The time that the PO calls the team is a waiting time since no value related to the project takes place. On the other hand, the meeting with the customer brings value according to the same logic as the first point.
6	4	80	Waiting 2 weeks does not bring value to the product. However, meeting with the customer for requirements allows for a product that is representative of real needs.
7	8	72	Of the 2 weeks of work, only 8 hours are devoted to the completion of the detailed proposal to the client.
8	2	40	Meeting with the client 2h is useful. However, waiting a week is a little less.
9	0	40	Wait for the next useless sprint.
10	80	240	Since 100% of the team is allocated to the project, if 75% is not working on it not on it, they do not bring value to this project itself but surely to others. This reasoning is valid in reverse for the 25% who work on the project. For the added value, the calculation would be so 4 sprints * 2 weeks * 40h/week * 25% capacity.
11	22	60	During the demo, the customer will give feedback and points improvement that the team would not have guessed without this meeting. So this 2-hour meeting creates value because it allows the team to go further in the development of the product to improve it. Then, 25% of the team will work on the next sprint which lasts 2 weeks (80h) which corresponds to 20 hours of actual work on the project and 60 hours of non-added value.
12	2	0	The time the OP calls the team is a waiting time no value in relation to the project takes place. On the other hand, the meeting with the customer brings value according to the same logic as the first point.
13	4	36	The team works only 4 hours during 1 week, so 4 hours out of 40. There are therefore 4 hours of added value and 40 - 4 hours of non added value (waiting).
Total	**127**	**728**	
Total project time	**855**		
Percentage of value added	**14,85%**		
Percentage of non-added value	**85,15%**		

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