# From Solution-Oriented Backlog to Customer-Focused Backlog

## The Proposed Agile Product Backlog Solution

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| **PARITY** | **+ (Gap on old customer goals)** |

**Consideration of Non-Existing Customer Goals (missed)**

**Replatforming Existing Solutions**

No double-wheel if they have campaign-specific data mapping for migration and migrate just the data for a campaign at a time – this facilitates the “+” right side. Slower.  
  
If they don’t have campaign-specific data mapping, then it still isn’t double-wheel but it keeps the “+” side from starting until everything is migrated. Incrementally faster.

TIME-TO-VALUE by campaign is must quicker if we can oriented the backlog around campaign.

If campaign analysis is workflow specific, then they can do incremental delivery. (no double-wheel)

If campaign analysis is big-upfront for all needs, then it isn’t incremental delivery. (double-wheel)

Campaign Workflow Steps (customer step goals as “stories” identified specific to a Campaign Workflow)

Customer Campaign Workflows (Feature addressing the customer workflow steps)

Technical Enabler Migration Activities identified (enabler “tech stories” identified specific to a Campaign)

Campaign Scope Identified (Replatforming a Campaign as a Rally Feature)

Migration Scope Identified (Replatforming Migration Capability created in Rally)

CAMPAIGN (Post-replatforming unachieved customer goals as a Rally Capability)

## The Standard

According to the Scrum Guide, the goal of Product Backlog Item clarity is focusing on customer uses of our product through:

1. Product Owners (POs) establishing goal for the use of the product
2. POs clearly communicating incremental goals of use in Product Backlog Items (PBIs)
3. POs Prioritizing PBIs for delivery
4. Achieving emergent transparency, visibility, and that each PBI is understood through refinement by the scrum team.
5. Each PBI’s customer goal is made incrementally achievable during refinement by the team isolating sub goals within a customer centric functional goal using sizing to determine if it can be accomplished in a future sprint (or broken apart by customer sub-goals)
6. The Dev Team members work together after refining a PBI to size it once they select a technical approach (technical solution) for the PBI. The details of the approach are emergent within the timebox of the sprint rather than completely worked out in big upfront design.

## The Challenge

Comparing Agile Product Backlogs to Waterfall, a typical waterfall process:

1. Focuses on a requirement by documenting a solution and creates a work breakdown structure (WBS) that is solution-oriented which drives the timeline.
   1. Agile Product Backlogs identify customer functional goals for the backlog and not a solution-centric work breakdown structure.
   2. Agile Product Backlogs timelines are oriented around prioritization of delivering customer centric PBI goals, ordered in the backlog.
2. Focuses on building solutions in the order of the dependencies in the technical layers of the solution, leading to units of work that build layers of technology a whole layer at a time and as a result deliver nothing to the client until the completion of the work breakdown structure addresses all of the technology layers
   1. Agile Product Backlog Items focus on delivering enough for each layer to incrementally deliver a single functional customer centric goal of highest priority
   2. Agile Product Backlog Items deliver incrementally but the PO and client may choose to not use the incremental parts until enough goals are achieved to complete a minimum marketable product (several user goals to accomplish an entire customer-centered workflow part)
3. Analysis of new goals happens up-front as a single focused effort of analysts relative to an entire project, from defining the need to breaking the need into a solution focused WBS.
   1. An agile product backlog new goal is typically clarified by a PO (and the PO can invite Dev Team Members with Analysis skills to a goal mapping session) by building sets of customer centered functional PBI goals (where a project might be a Rally Capability, a customer centered workflow becomes a Feature, and each user process step is a PBI)
   2. Each PBI goal is then refined by the Dev Team Members with the PO to further clarify a shared transparent understanding of the goal during the Refinement meetings. Dev Team members with analysis skills then work with all types of Dev Team members with different skills (programmers, testers, user experience designers, database analysts and dB developers, etc) to select an efficient solution to the problem and then estimate the PBI goal relative to both the challenge and their approach to the solution.
   3. Tasks to achieve the solution are attached to the PBI goal (this is like a WBS) in order to build just enough of all necessary layers to deliver the functional customer centered goal (both the analysis and the solution are incremental and come from the Agile Dev Team).