**Scenario**

Bargains Extra is a general merchandise retailer with 55 stores spread across the UK, selling homewares, cosmetics, toys, stationery, clothing and groceries. Bargains Extra is growing as its low prices and variety of products is proving to be a success with customers.

Over the last year, Bargain Extras has gained market share, winning customers from leading supermarkets and other homewares retailers. To keep up with demand, the leadership team has prioritised investment in the online and ecommerce areas of the business. Bargains Extra has an operational website that shows a few product lines, store details, store location and opening hours.

The website also contains customer service information and links to social media channels. Bargains Extra is very active on twitter and has a passionate Social Media Lead who comments on news and events of the day. Positive activity on Twitter has led Bargains Extra to be regarded as a retailer that is close to its customer and wider society.

Up until now, the website has been fit for purpose and is a general information hub for customers. On the website, customers can browse products, create an account to save favourite products and pay for products for collection in store.

Alongside the website, Bargains Extra has an app that is around 4 years old. It is in need of a major update. The app only allows customers to browse a sub section of products and find their nearest store. Getting products in front of customers and ensuring products are readily available in stores is a key priority for the business.

The leadership team has worked with a team of external retail consultants to identify the key features they want the app to have, plus develop an overall ecommerce roadmap for the next 18 months.

At the heart of the Bargains Extra business is the customer, the leadership team is about to embark on a Customer Experience programme. The programme will be made up of a number of projects and process improvements that will enhance customer interactions. In particular, the leadership team is keen to harness the connection Bargains Extra has with its customers by establishing a loyalty programme and introducing a Customer Relationship Management (CRM) system.

Bargain Extra’s Tech department has adopted an agile approach to delivering projects. The leadership team prefer short projects and quick delivery over lengthy projects.

As the Project Manager for the online and ecommerce business unit, you are responsible for the delivery of the App Refresh project. You have recently received the following emails and information.

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| The Product Manager works across the Online & Ecommerce, Customer and Warehouse Scrum Teams. They have shared each roadmap with you.  **Online & Ecommerce Roadmap**   * New Feature - Tell me when back in stock * New Feature - Create account on the app * New Feature - Save favourite products on the app * New Feature - App and Website to talk to CRM * New Feature - Browse all products on the website * New Feature - Pay on app, collect in store * New Feature - Initiate a return on the app * New Feature - tell us about a faulty product on the app * New Feature - Customer hub - Key FAQs * Improved Feature - App talks directly to warehouse system * Improved Feature - Pay with multiple payment types * New Feature - Deliver some items direct to customer   **Customer Roadmap**   * CRM System * Loyalty Programme * Email receipts * Personalisation on the app   **Warehouse Roadmap**   * Inter-warehouse moves of stock based on stock data in stores * Up to the minute accurate and reliable stock data * Warehouse expansion programme * Accommodating More Groceries |

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| **To: "You" <projectmanager@consultancy.com.>**  **CC:**  **From: "Chief of Staff"**  **Subject: Board Meeting**    *Hi (Your Name),*  *I’m preparing the agenda for the next quarterly board meeting. The leadership team would like to receive a short presentation on the where we are with the overall ecommerce roadmap and an update on the App Refresh Project.*  *The App Refresh Project update needs to include a demo. The leadership will also want to know when the beta app will be ready and when they can start to play with it.*  *Some of the team have been looking at other apps, mostly from our competitors and have a few requirements that they want to see as part of the demo. What is the best way of getting this information to you so that it can get onto the project’s backlog?*  *I bumped into your Scrum Master whilst grabbing a coffee, I mentioned the board meeting is coming up and they let me know the date coincides with Sprint 4. Letting you know so that you can factor it into your planning.*  *Regards,*  *Chief of Staff, Bargains Extra* |

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| **To: "You" <projectmanager@bargainsextra.com.>**  **CC:**  **From: "Product Owner"**  **Subject: Help Needed**    *Hi (Your Name),*  *I’m a bit stuck! I’ve been speaking to business teams today and they all want everything on the roadmaps to happen at once! They’ve all told me the benefits they think they will get from each item on the roadmap.*  *It would be great to get your view on the projects that should start after the App project. What do you think would be the best things to develop after the app?*  *The Customer team are desperate for a way to communicate with customers on a personal level. Studies show that this increases customer retention and repeat purchases. On the other hand, the Warehouse team are fed up with the current system and want to replace it with something that is based on Artificial Intelligence (AI). AI technology will enable us to make stock moves in an innovative way, based on intelligent data.*  *The Warehouse Manager has also shared that the warehouses are all full as we have outgrown our current sites. Their view is that there is no point investing in a fancy new website and app if we can’t service the demand for products that they will trigger.*  *I know that Warehouse projects can take a long time and be very costly, as you have sight of the project portfolio and strategic objectives, what do you think the next projects should be?*  *Let’s grab a coffee and discuss.*  *Regards,*  *Product Owner* |

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| **Today’s Standup**  The App Refresh project is planned to be delivered over 6 sprints. We are currently in Sprint 2. In today’s standup, the Scrum Master has shared that two of the developers require licences to key development tools relating to payments and therefore have not been able to work on some backlog items this week. These items will rollover to next sprint. This will delay testing and deployment of some features. The Test Lead is on annual leave for all of Sprint 3.  The Website Refresh project is running simultaneously with the App Refresh project. You have agreed to share UX/UI team resource but the Website Project Manager is using around 75% of UX/UI team time rather than the 50% that you agreed.  The Developers have expressed some concern over the information security development as they are not specialists in this area and have asked for some guidance.  This sprint, focus has been shifted to design related backlog items, these items are in progress. Customer experience related items have been pushed to next sprint.  All store location development work has completed. All finance reporting work can wait until next sprint.  The Developers are very enthusiastic about creating new features for the business and don’t always stick to the product roadmap. Because of this, the TO DO backlog can include items that are not relevant to the project goal.  **Project Goal**   * Deliver an MVP App Refresh (Minimal Viable Product) that provides multiple ways to pay, improved UI/UX, a wider product selection and reporting for our Finance team. The new App must have a robust back up process and must comply with information security requirements. |

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| **To: "You" <projectmanager@bargainsextra.com>**  **CC:**  **From: "Audit Lead"**  **Subject: Security Concerns**    *Hi (Your Name),*  *We have carried out a risk assessment across all live projects and would like to draw your attention to our findings.*  *We are concerned that a number of projects across Ecommerce are not compliant with current data protection and information security regulations. If we do not comply with regulations, we risk receiving a hefty fine as the penalty.*  *Please can we meet to discuss the plans you have in place to manage data protection and information security. Please note that these areas are priorities for the leadership team and we have their full backing to ensure all projects take appropriate actions.*  *We have an external audit visiting us in 2 weeks time. For the App Refresh project, please ensure that all information security related development has been completed by then as they have a special interest in this project.*  *Please let me know if you need to discuss any of this with me further.*  *Regards,*  *Audit Lead* |

**ADDITIONAL INFORMATION:**

**Project Resources**

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| **Role** | **Time Allocated to Projects** | **Notes** |
| **You - Project Manager** | 100% | Responsible for total delivery of App Refresh project including all project planning, stakeholder management and risk management aspects. |
| **Product Owner** | 50% | Responsible for prioritising work in line with the ecommerce roadmap. Acts as the bridge between the Scrum Team and the business. |
| **Scrum Master** | 100% | Responsible for ensuring the Scrum Team operates and delivers effectively.  Manages the team’s backlog and monitors progress of work. |
| **Test Lead** | 100% | Responsible for ensuring all testing is planned and managed. Also carries out testing, writes test plans and test scripts. |
| **4 x Developers** | 100% | Responsible for all technical development in line with the ecommerce product roadmap. |

**Other Key Resources and Touchpoints:**

* UI/UX Team time is allocated at 50% to the App Refresh project for the life of the project.
* The App is currently supported by a 3rd party who has recently been taken over by another company. Since the takeover, communications from the 3rd party supplier have decreased and there have been a few incidents where support has not been received within the existing Service Level Agreement (SLA).

**Cadence and Project Reporting:**

* The delivery cadence is 2 week sprints.
* There are scrum teams for each key business unit/business system.
* The leadership team expects a report from each Scrum Team on value delivered, at the end of each sprint.

**Taking everything into account, acting as the Project Manager and using the templates provided, you are required to complete the following:**

**Each question/ sub-question will count out of 10. Marks will be allocated per question as follow – an average of 65% will be required to pass**

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|  |  | **Mark** |
| Professional Format | As a Project Manager, you always need to be professional in your reporting to stakeholders - demonstrate professionalism | **2** |
| Correctness based on Scenario | Did the student understand the case study and scenario to provide the correct answers and solutions | **2** |
| Attention to detail Attention to detail | As a Project Manager, you need to catch the detail in situations and be able to provide resolutions - demonstrate problem-solving | **2** |
| Critical thinking | As a Project Manager, you need to be able to demonstrate critical thinking and insight to fact and scenarios | **2** |
| Project Management Theory | Is the student able to revert and provide the theory and methodology for best practices? | **2** |

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| **Project Management Area** | **What is Required?** |
| 1. **UNDERSTANDING ROADMAPS & PRIORITIES** | 1. *Review the list of items on the Ecommerce Roadmap.*   Based on the information you have, order the roadmap to show the order of priority, number your list with 1 being the highest priority and 14 being the lowest priority.   1. *Review the Project Portfolio*   Of the 10 projects/programmes in the portfolio, which 3 should be the next projects to be initiated after the app project. Give your reasons for your choices. |
| 1. **KANBAN BOARD** | Move the TO DO backlog items into the correct swim lane.  Strikethrough any items that are not aligned to the Project Goal. |
| 1. **MANAGING RISK** | Identify and define the key risks in this project (minimum of 3).  Document them on the Risk Log. |
| 1. **MANAGING ISSUES** | Identify and define the key issues in this project (minimum of 3).  Document them on the Issue Log. |
| 1. **MANAGING RESOURCES** | 1. *The Development Team*   Review the Planned vs Actual chart from the last sprint. What questions do you have for the Scrum Master?     1. *Working with other projects*   The Customer Business Lead would like to start talking to you about CRM requirements in Sprint 3, can you accommodate that? Give your reasons why.  How will you negotiate with the Website Refresh Project Manager regarding the UX/UI team’s time? |
| 1. **END OF SPRINT REPORT** | 1. *Complete an End of Sprint Report.*   This is a view of current status that will be submitted to the leadership team.  Are there things that you need to escalate? If so, include these in your report or state whether the risks and issues you have identified are manageable within your remit as Project Manager. |
| **7) SETTING TARGETS** | Based on the information in your updated Kanban Board, draft a ‘Sprint Goal’ for Sprint 3. A short description of what the Sprint is targeting to achieve. (No more than 25 words) |
| **8) MANAGING**  **STAKEHOLDERS** | Based on the information you have, draft a reply email to the Chief of Staff. |
| **9) PROJECT**  **COMMUNICATIONS** | What are your suggestions for improving communications within the team and with other key Stakeholders?  How could the Project Manager handle work more effectively? |