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Schedule

1 week to interview
1 week to investigate
3 weeks to determine root cause(s)
1 week to report

High-Level Issues

Everything is screwed up!

- No process
- No accountability
- No governance
- Project Estimation
- Quality Assurance
- Development methodology is questionable

A whole lotta issues

- Low Customer Satisfaction
- A lot of customer complaints **(10K calls / yr)**
- Lots of Product returns
- Critical features were missing
- User manual was hard to understand
- Reports were missing
- Response time was low
- Incoming service requests are high
- Last two releases were delayed
- Frequent elaborate parties
- Bad Quarter // Revenue at an all time low //
- Increased expenses while not making enough profit
- # of defects increased by **29%**
- Influx of **23 developers** may be inexperienced
- Scheduling issues: four enhancement releases were delayed by **29-38%**
- No documentation
- ad naseum.

Problem #1: Customer Satisfaction

- A lot of customer complaints (**10K calls / yr**)
- Lots of Product returns
- User manual was hard to understand
- Incoming service requests are high

Solution #1: Customer Satisfaction

- Extract quantifiable data from CRM from **10K** calls: Get data & prioritize key issues
- Prioritize and solve the #1-2 issues
- Go to big customers, get specific complaints. Make them happy / manage the relationship
- Conduct a sprint demo(s) with our customers who've complained before => show them progress

Problem #2: Software Development

- Critical features were missing
- User manual was hard to understand
- Reports were missing
- Response time was low
- Last two releases were delayed
- # of defects increased by **29%**
- Influx of **23 developers** may be inexperienced
- Scheduling issues: four enhancement releases were delayed by **29-38%**
- No documentation

Solution #2: Software Development

- Interview directors of engineering & leads
- Go through existing backlog.
- Go through existing documentation & systems
- Inspect all customer complaints. Find the highest priority ones.
- First few sprints will be focused on bug fixing and solving existing customer problems
- Include Toto Suppliers*

Problem #3: Project Estimation

- Last two releases were delayed
- Influx of **23 developers** may be inexperienced
- Scheduling issues: four enhancement releases were delayed by **29-38%**

Solution #3: Project Estimation

We recommend Agile w/ Scrum

- We recommend adopting agile with scrum to enforce accountability and transparency
- “One throat to choke”: one person becomes accountable
- Daily sprints will identify problems earlier
- Places structure around the development process
- Improved communications, teamwork, efficiency, focus
- Demo day at the end of the sprint to understand current progress / **Quick customer feedback!**
- Burn down charts to determine velocity
- Predicable software releases
- Break out 23 developers into 3 scrum teams
 - Monitor performance of each
 - Lead developer will monitor performance of junior developers
 - Assess performance at the end of the release

Phased Approach

Phase I	Phase II	Phase III	Phase IV
<ul style="list-style-type: none">- Conduct Due diligence- Interview CFO to determine remaining runway- Investigate competitors- Talk to customers & stakeholders- Analyze & quantify data from 10K customer calls- Prioritize bugs and issues- Engage most unhappy customers 1st	<ul style="list-style-type: none">- Educate company on the problem- “Come to Jesus” Meeting. No parties! RIP Goodtimes- Adopts Scrum & Estimation Tools- Train company on Agile- Reinforce company values- Hire Scrum Masters	<ul style="list-style-type: none">- Get requirements & signed off- 1st few sprints: Prioritize chief customer complaints first!- Use proper tools for estimates & sprint planning- Develop prototypes: vertical prototypes, throw-away, and visual- Include tech writer as part of Scrum team- Hire QA	<ul style="list-style-type: none">- Evaluate first few sprints- Get lessons learned. Implement learnings into next sprint- Implement core improvements- Investigate the acquisition of Toto Suppliers- Reassess operational spending (possibly reduce spending on call center & service personnel)- Plan for new feature development (paper prototype)

