INFINITYWORKS
ACADEMY

Intro to Inception

Agenda:

1. Understand what an Inception is.
2. Take a break.
3. Announcement of group projects.
4. Workshop running an inception of your own.

Plan to succeed
### Let's plan our inception

- Why run an inception?
  - Also called a discovery
- Who should be there?
- Set and send out an agenda.

The team
Who should be there?

- Make sure you invite the right people
- Enables stakeholder involvement in key decisions early
- Start to build relationships with the immediate team

SMEs

Compliance

Developers

User research

Product owner/BA

Stakeholders
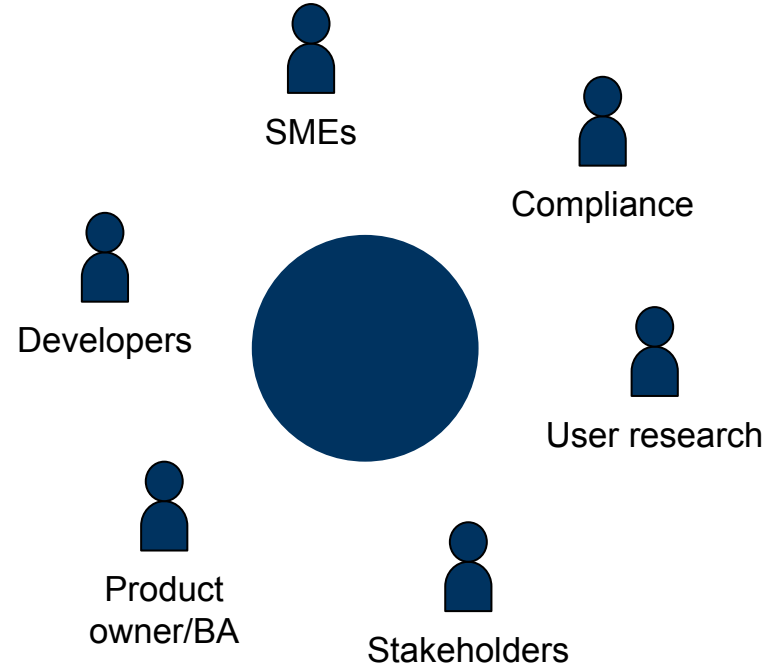
Begin the day
As we mean to go on

- Run an meeting icebreaker
- What is in inception/discovery?
- Why are we here?
- Work out what the problem is
  - Don't start with a solution
- Outline the problem (idea sponsor)
- Introduce the agenda

The problem:

A global pandemic has hit, we are a **bricks and mortar retailer** with **no online presence.** With **all our stores being closed** we need to **diversify to maintain sales**.

Agenda

1. Build an elevator pitch
2. Agree importance
3. Agree scope
4. Define the scope
5. Define success
6. The approach
7. The extended team
8. Breakdown the project

9. Estimation and risk
11. Epic roadmap

Elevator pitch
Let's all get on the same page

- Driven by the Product Owner / Idea Sponsor
- Elevator Pitch presented to the whole team for buy in
- Becomes the mantra for the project
- Any change to the pitch probably reflects a new project.

For *<our target customer>*

who *<statement of need or opportunity>*

the *<product/project name>*

is a *<product type>*

that *<key benefit/compelling reason to buy>*

unlike *<primary competitive alternative>*

our product *<describe product USP/primary differentiation>*

Elevator pitch
Let's all get on the same page

Example:

For *existing and new customers*

who *want to be able to shop online*

the *new online store*

is a *customer facing online shop*

that *allows customers to make purchases online*

unlike *the current physical stores*

**our product** *will allow customers to shop from the comfort of their own homes*

For *<our target customer>*

who *<statement of need or opportunity>*

the *<product/project name>*

is a *<product type>*

that *<key benefit/compelling reason to buy>*

unlike *<primary competitive alternative>*

our product *<describe product USP/primary differentiation>*

Agree importance
What can we flex to achieve success?

- Makes hard decisions easy later
- Scope is what we will deliver
- Budget is our ability to bring in new resource
- Time is when we will deliver
  - We will probably need more budget
- Quality means we could focus on happy path scenarios

To achieve success, what can we flex?

Scope

High ⟷ Low

Budget

High ⟷ Low

Time

High ⟷ Low

Quality

High ⟷ Low
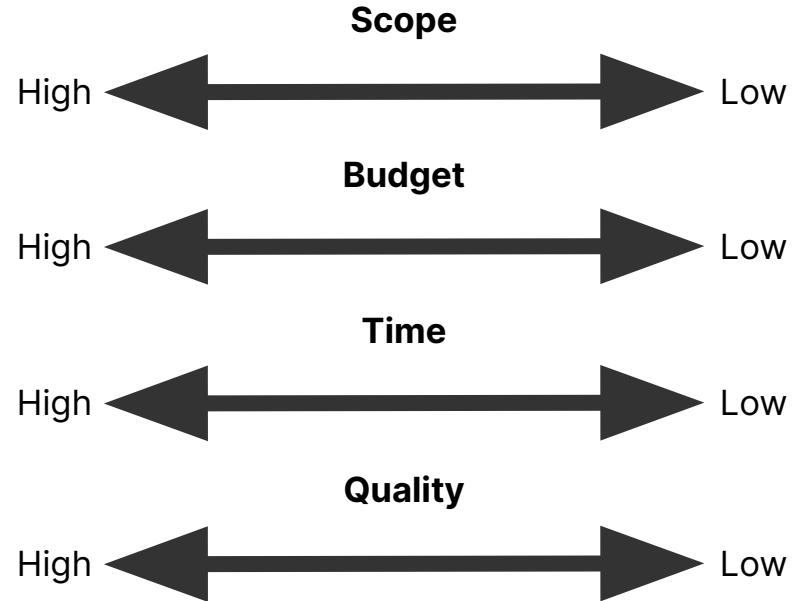
Agree importance
What can we flex to achieve success?

Example:
- Scope is great when it's highly flexible as its the easiest to flex
- Budget can be flexed if extra squad members can join or if time can be increased
- Time is sometimes hard to flex, especially if there are key dates
- Quality can be flexed by focusing on happy paths etc.

To achieve success, what can we flex?

Scope

High ← → Low

Budget

High ← → Low

Time

High ← → Low

Quality

High ← → Low
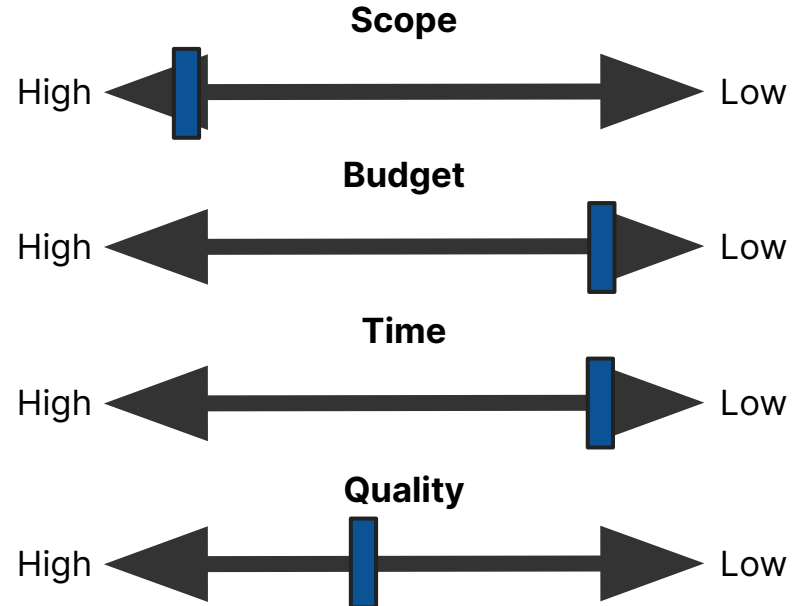
Outline the scope
What are we going to build?

- Delivers clear In / Out of scope
- Driven by the needs of users, but linked to value
- Agreed by the team
- Usually takes the format of Themes / Epics (with some Stories, not sized)

MoSCoW prioritisation

M   **Must Have** Non negotiable product needs/features

S   **Should Have** Important features that are vital but not required

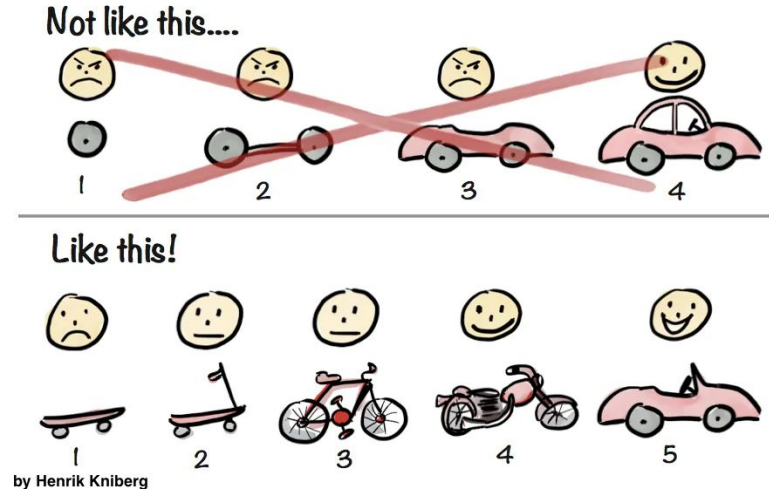**C**   **Could Have** Nice to have things that will have a small impact if left out

W   **Won't Have:** Things that can be left out with little or no impact

Outline the scope
Minimum viable product (MVP)

- Release a product to the market as quickly as possible
- Test an idea with real users before committing a large budget to the product's full development
- Learn what resonates with the company's target market and what doesn't
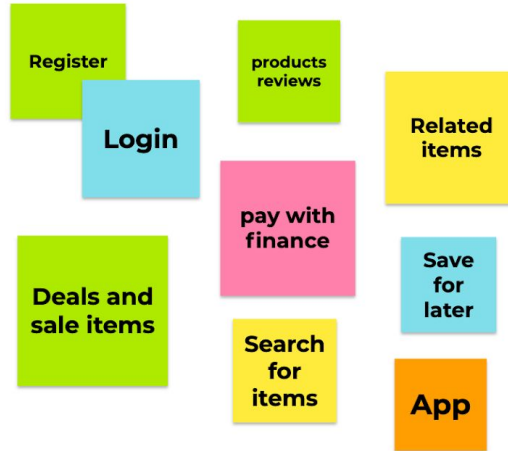
MoSCoW prioritisation

Not like this....

Like this!

by Henrik Kniberg

Agree scope
What are we going to build?

Must

- sell online
- Item description
- Item specifics (size, etc.)
- email order receipt
- website
- guest checkout
- Filter by category
- View basket
- purchase with debit/credit cards
- Order into warehouse for delivery
- Images of items
- Pictures

Should

- Register
- products reviews
- Login
- Related items
- pay with finance
- Save for later
- Deals and sale items
- Search for items
- App

Could/Wont

- user account area
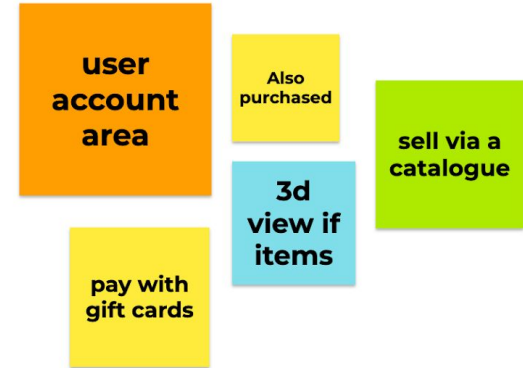- Also purchased
- sell via a catalogue
- 3d view if items
- pay with gift cards

Define success
What does success mean to us?

- Defines success for both the idea & the project delivery
- Can link to existing business key performance indicators (KPIs)
- Metric change is recorded using S.M.A.R.T. technique
- Priorities allow sacrifices to be made if necessary

Specific *(simple, sensible, significant)*

Measurable *(meaningful, motivating)*

Achievable *(agreed, attainable)*

Relevant *(reasonable, realistic and resourced, results-based)*

Time bound *(time-based, time limited, timely, time-sensitive)*

Define success
What does success mean to us?

Example:
- Customer satisfaction on our online ordering will got from a 1 to a 3 out of 5 within the first 6 months of launch
- Our first order will be successfully placed via the website on December 1st
- We will achieve 10,000 unique online sales by the end of December

Specific *(simple, sensible, significant)*

Measurable *(meaningful, motivating)*

Achievable *(agreed, attainable)*

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The approach
## Who do we need to get this done?

- Represents likely approach - Not a fixed commitment to be signed off!
- Includes both **Technical** as well as **Non Technical** solutions (i.e. business architecture, wireframes, etc.)
- May change the requirements
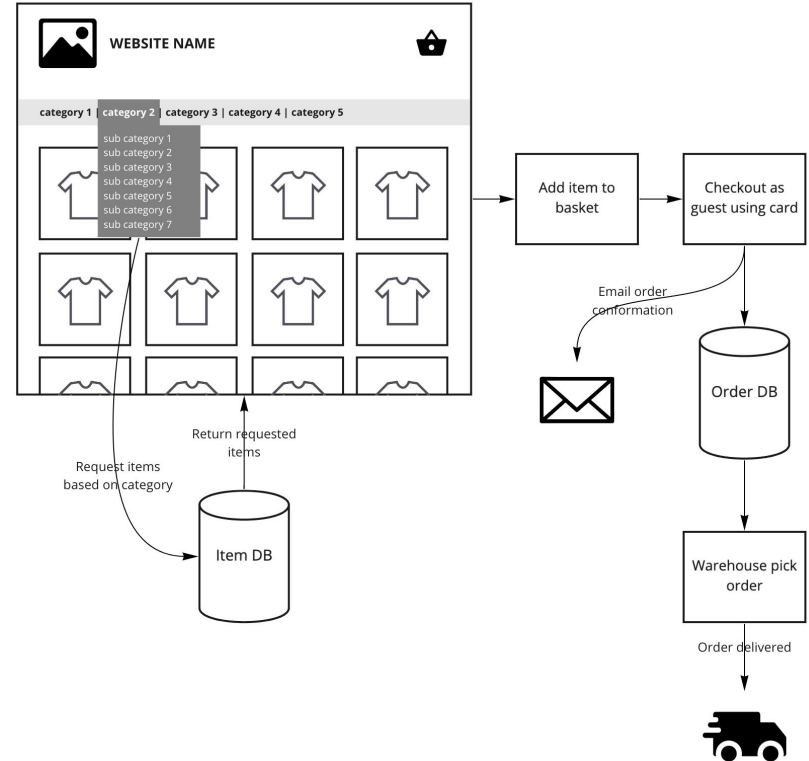
The extended team
Who should be involved?

- Includes Roles and Responsibilities
- Allows more relationships to be built ahead of time
- Enables stakeholder involvement in key decisions moving forward
- May include people external to the organisation (i.e. customers)
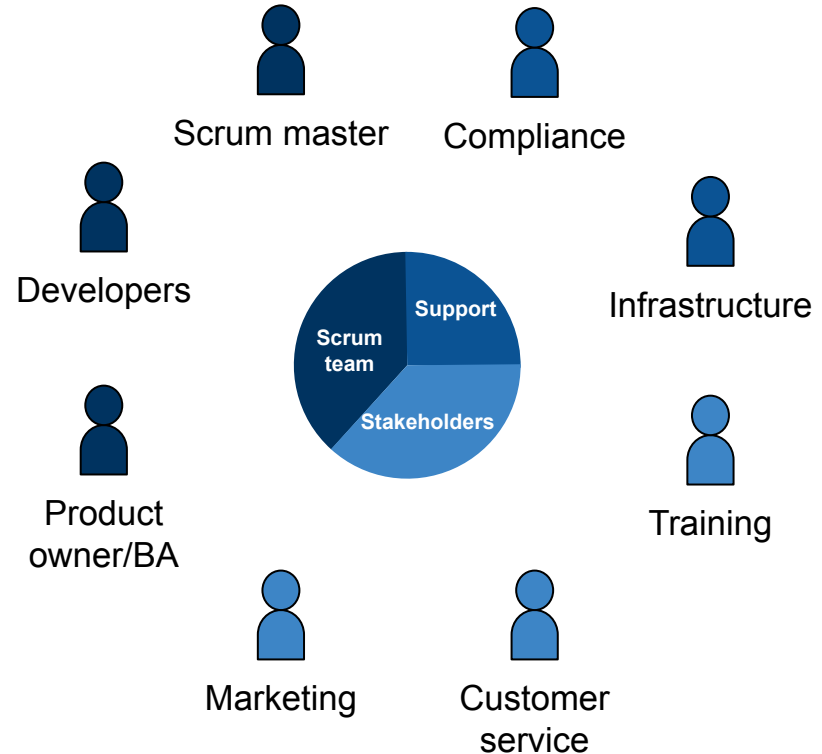
Breakdown the project
How will we break this into slices?

- We can split our approach into Epics or themes outlining the MVP within them
- We want to deliver vertical slices of value
- To make sure we deliver usable value we want to make sure we build end to end
- These Epics may well be different sizes, you won't always be developing a full slice
- The vertical slices represent features or functionality adding user value at the end
- The 80/20 rule, you can deliver 80% of the value doing 20% of the work

Store item in DB

Display an item on site

Customer pays for item

Order in warehouse

Breakdown the project
How will we break this into slices?

- Each slice can relate to an Epic
- An epic is a deliverable piece of value
- We can estimate Epics to help us plan delivery
- We can set priority of Epics based on their value

Store one item in DB

Display one item on site

Customer pays for one item

Order in warehouse

Estimation and risk
How to de risk the project

- Plan in risk early to de risk the project
- By understanding requirements you become more certain
- Doubt around requirements leads to increased estimates
- Certainty means estimates are more accurate
- Accurate estimates leads to a more accurate roadmap
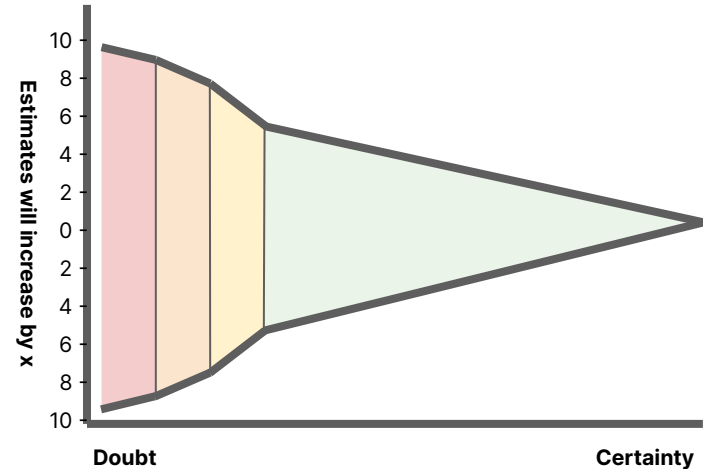
Roadmap
Let's call out any required dates

- Estimate epics at a high level and add them to an epic roadmap
- A roadmap helps understand delivery timescales
- Will allow the product owner to understand deliverables
- Prioritise the must have features early
  - Making sure to prioritise the risks (!)
- Make sure your Must haves fit within your delivery time frame
- Think about elapsed time rather than dates where you can

MVP

Month 1	Month 2	Month 3
Setup basic infrastructure	Be able to buy any item via the website (guest)	Support Beta roll out and test orders
Buy one item via new payment solution (!)	Categorise/filter to find a certain item	Buy an items related to an item I am on
		Buy an item as a logged in user

Introducing the client

Final project inception

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Activity (15 mins)

Split into groups and develop an elevator pitch

For *<our target customer>*

who *<statement of need or opportunity>*

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Activity *(15 mins)*
What can you flex in your project? Mark them on a scale of 1-5 (1 being low flex 5 being high)

To achieve success, what can we flex?

Scope
5 ← → 1

Budget
5 ← → 1

Time
5 ← → 1

Quality
5 ← → 1
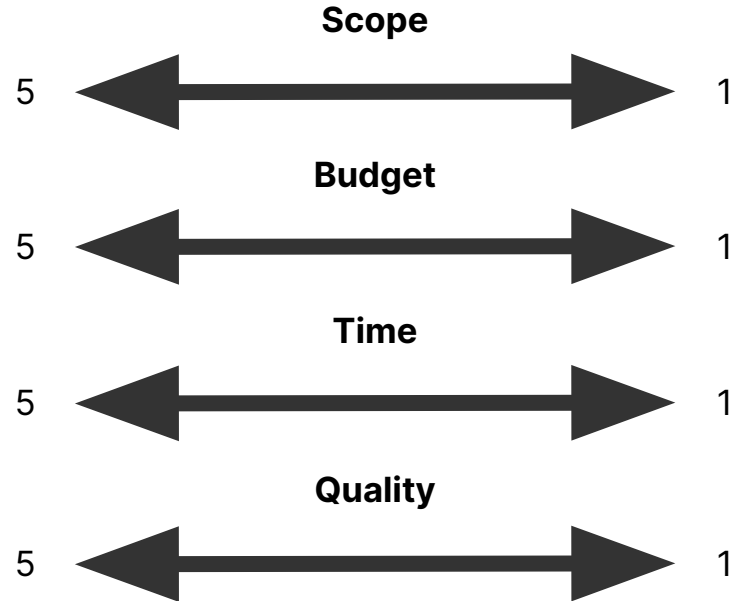
Agreed scope
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- Delivers clear In / Out of scope
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Activity (30 mins)
Thinking about the product brief we received, let's prioritise our features

MoSCoW prioritisation

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Activity (15 mins)
Define success, what will we class as a successful delivery of this project? How will we achieve it?

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Activity

How are we going to do this? Lets whiteboard a solution and focus on a structure for now, the tech will come later
(30 mins)