Prioritizing Your Product Backlog

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19 June 2009
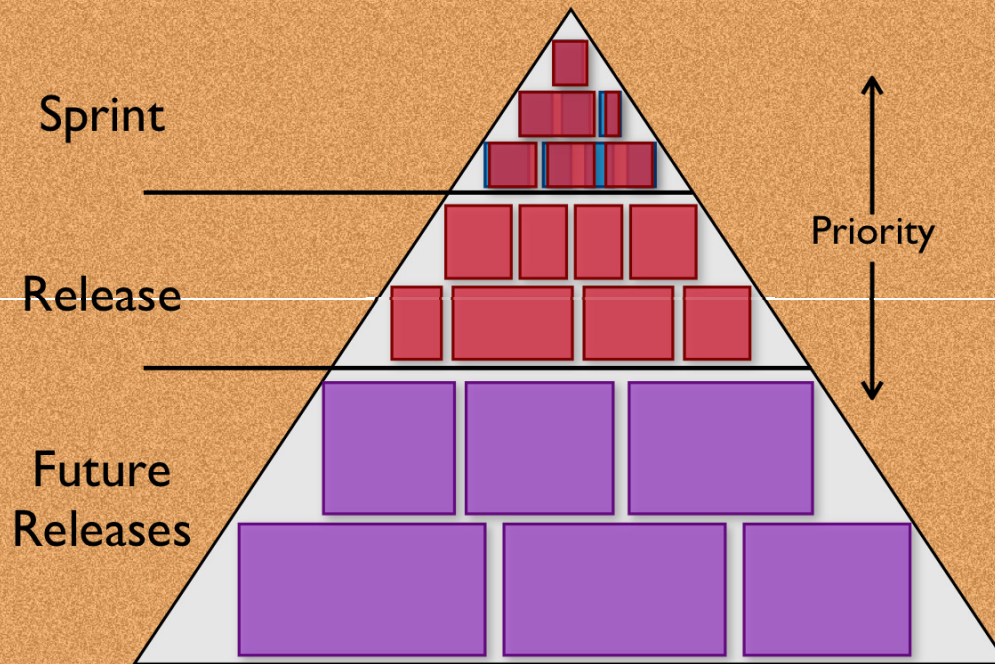

Agenda

- Kano analysis
- Theme scoring
- Relative weighting

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The product backlog iceberg

Sprint

Release

Future
Releases

Priority
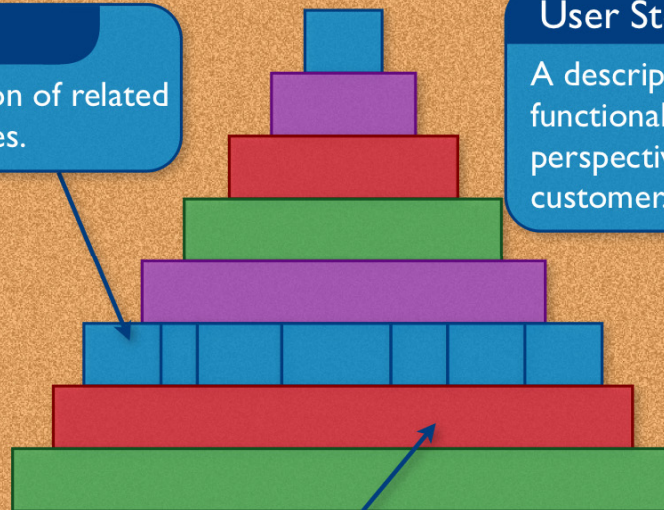
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Stories, themes and epics

Theme
A collection of related user stories.

User Story
A description of desired functionality told from the perspective of the user or customer.

Epic
A large user story.

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Kano Analysis

Choosing your approach

	Expert Opinion	User Interview
Kano analysis	✔	✔
Theme screening	✔	
Theme scoring	✔	
Relative weighting	✔	

Kano analysis

Three types of features

Exciters / Delighters	→ Features a user doesn't know she wants, until she sees it
Linear	→ The more of it, the better
Mandatory / Baseline	→ Must be present in order for users to be satisfied

Surveying users

- To assess whether a feature is baseline, linear, or exciting we can:
  - Sometimes guess
  - Or survey a small set of users (20-30)
- We ask two questions
  - A functional question
    - How do you feel if a feature is present?
  - And a dysfunctional question
    - How do you feel if that feature is absent?

Functional and dysfunctional forms

	Functional form of question	→	If your hotel room includes a free bottle of water, how do you feel?		
				I like it that way.	X
				I expect it to be that way.	
				I am neutral.	
				I can live with it that way.	
				I dislike it that way.	

	Dysfunctional form of question	→	If your hotel room does not include a free bottle of water, how do you feel?		
				I like it that way.	
				I expect it to be that way.	X
				I am neutral.	
				I can live with it that way.	
				I dislike it that way.	

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Categorizing an answer pair

Functional Question	Dysfunctional Question				
	Like	Expect	Neutral	Live with	Dislike
Like	Q	E	E	E	L
Expect	R	I	I	I	M
Neutral	R	I	I	I	M
Live with	R	I	I	I	M
Dislike	R	R	R	R	Q

M   Mandatory
L   Linear
E   Exciter
Q   Questionable
R   Reverse
I   Indifferent

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Aggregating results

Theme	Exciter	Linear	Mandatory	Indifferent	Reverse	Questionable
Apply formatting themes	3	11	(31)	1	3	2
Automate report execution	4	(22)	(20)	4	1	0
Export reports to PowerPoint	(21)	9	14	5	1	1

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What to include

- All of the baseline features

  - By definition, these must be present

- Some amount of linear features

- But leaving room for at least a few exciters

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Theme Screening

Theme screening

- Identify 5-9 (approximately) selection criteria for what is important in the next release

- Select a baseline theme

  - Likely to be included in the next release

  - Understood by most team members

- Assess each candidate theme relative to the baseline theme

Theme screening: an example

Selection Criteria	Theme A	Theme B	Theme C	Baseline Theme	Theme E	Theme F	Theme G
				Themes			
Importance to existing customers	+	+	–	0	–	+	0
Competitiveness with ABC Corp.	+	–	0	0	0	0	0
Starts us integrating product lines	+	0	0	0	+	–	+
Generates revenue in Q2	0	0	0	0	+	0	+
Net score	3	0	-1	0	1	0	2
Rank	1	4	5	4	3	4	2
Continue?	Y	N	N	Y	Y	N	Y

+ = better than
0 = same as
– = worse than

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Relative Weighting

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Relative weighting

- Assess the impact of having a story/theme from 1-9
- Assess impact of NOT having it from 1-9
- Calculate the value of each story or theme relative to the entire product backlog
  - This gives you the relative value of that story or theme
- Estimate the cost of each story theme
- Calculate the cost of each story or theme relative to the entire product backlog
  - This gives the relative cost of that story or theme
- Priority is given by (Relative Value ÷ Relative Cost)

Relative weighting: an example

Themes		Relative Benefit	Relative Penalty	Total Value	Value Percent	Estimate	Cost Percent	Priority
	More investment choices	8	6	14	40	64	44	91
	Portfolio rebalancing	9	2	11	31	40	27	115
	Comply with new law	1	9	10	29	42	29	100
Total				35	100	146	100	

Total Value = Relative Benefit + Relative Penalty
Value Percent = Total Value / ∑ (Total Value)
Cost Percent = Estimate / ∑ (Estimate)

Prioritizing MyCookSpace.com

- Assume we have a minimally functional site up with 4,000 registered cooks
  - We want 400,000 cooks
- Identify 2-3 themes that will help get more cooks to register on the site.
- Complete a theme screening or relative weighting worksheet
  - You'll have to make up estimates if you relative weighting
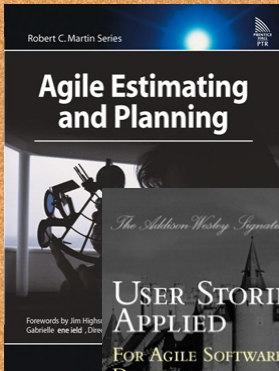 - You'll need to identify selection criteria if you do theme screening

Upcoming classes in Oslo

Date	What
22–23 June	Certified Scrum Product Owner
24–25 June	Certified ScrumMaster
12–14 October	Certified ScrumMaster (three-day)
15–16 October	Certified Scrum Product Owner
18–20 January	Certified ScrumMaster (three-day)
21–22 January	Certified Scrum Product Owner

Information and registration at
www.programutvikling.no

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