EXIN

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PROJECT MANAGER

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Content

Introduction

This workbook is part of the exam literature for candidates preparing for the Dynamic Project Management Method Project Manager certification. The content supplements the main literature of the certification. The workbook adds practical examples to the content of the DPMM® Reference book.

All specifications and characteristics of the exam can be found in the EXIN preparation guide of the certification, which can be downloaded from www.exin.com.

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Scenario 1 The Button Bay Music Festival

1.1   Purpose of the scenario

This project shows:
- the challenges of implementing a project in a context with a certain degree of complexity,
    - with many stakeholders
    - and a product-oriented delivery approach,
    - and how this can be managed effectively with DPMM®.

Although this scenario can only describe a small part of the complexity of a real project, this more extensive scenario was deliberately chosen to illustrate the multitude of factors that must be considered in a project. Not every detail of the project is described, of course, but the scenario is designed to give a more concrete idea of how a project like this may work in practice.

1.2   Background: Tregon

Tregon is a company in the event industry. Tom, the managing director of **Tregon**, used to perform at festivals himself as a musician with his band. Therefore, he knows the professional music scene and music festivals from the perspective of the artists. He also has several good contacts.

In 2010, Tom went into business for himself and founded his own agency. These are his accomplishments:

- Tom has hired 15 employees.
- Tregon has organized over 30 medium-sized music festivals.
- They have organized a few concert tours.

To accomplish all of this, Tregon uses various service providers. Tom has benefited greatly from his good contacts in the professional music scene.

Tregon's business has declined in the past two years due to a global financial crisis. Tom was lucky enough to find a financially strong investor called **Softpirates**, that enables him to continue running the company Tregon after the crisis. Softpirates is now the majority owner of Tregon.

Fortunately, there is now demand for concerts again, which is proven by studies by the music industry association. And, thanks to Softpirates, Tregon is financially well-equipped again.

Unfortunately, the Tregon company is rather unstructured. The company has sort of a procedural model for the organization of festivals and concert tours, but no formal documentation is present. Instead, the knowledge of the procedure is only known by specific employees. The turnover of the company is high, which is not that uncommon in the music industry. However, Tregon keeps making preventable mistakes because of the high turnover combined with lack of documentation. The company thrives solely on the personal commitment of individual employees that are loyal to Tom.

The company Softpirates develops a ticketing system for theaters, cinemas, and trade fairs, among other things. The company wants to improve this software and learn more about the event industry. Investing in Tregon was a little outside the main course of business for Softpirates. The main reason for the investment in Tregon is that Philippa, the founder, is a big music fan.

Since Philippa is not just a big music fan, but also a good CEO, she wants to make Tregon a financial success. Unlike Tregon, Softpirates is very structured, but not bureaucratic. The employees are familiar with the Agile mindset and have worked Agile for several years. They use Scrum as a delivery approach in their software development, and they have highly experienced project managers. For over two years, the project managers have used DPMM® as the standard internal project management method.

1.3   The new idea

Nadine is the head organizer of Tregon. She is good friends with Jana, the mayor of Button Bay. On one of their friend-trips, Jana and Nadine have the idea to use the old factory site in the town to organize a music festival.

- Jana sees this as a good opportunity for Button Bay to put the town on the map and attract some much-needed tourism to create new job opportunities.
- Nadine sees this as a good opportunity for Tregon to make a name for itself in the music industry by organizing and running major music festivals.

If the festival is successful, this could be a recurring event for both Tregon and Button Bay.

1.3.1 Festival site

The coastal town of Button Bay used to be rather industrial. Since the large factory closed 10 years ago, the municipality has bought the land cheaply and started to make the beaches and the town itself attractive for tourists. For this purpose, the municipality has received funding from the government, although this is subject to certain obligations.

The conditions are good because the old industrial charm of Button Bay has been preserved in many places. This unique atmosphere combined with the beaches attracts artists and culture to the town. The old factory buildings are currently unused, but in a good state. To preserve the town's charm, these buildings are ideally repurposed and not left empty or demolished.

The music festival is supposed to attract media attention for Button Bay. This should encourage more tourists to spend their vacations and weekends in Button Bay. Jana would also like to attract more residents to keep the town lively.

Because of its former importance for industry, the town is connected to a large city nearby by a railroad line, and it is also easily accessible by car. Jana offers to provide the festival grounds free of charge for the first event. For subsequent years, she promises to ask for support for the festival by applying to the regional authority for structural support.

1.4 The project idea

Jana and Nadine sit down to outline their idea on a form that Nadine found in the new project folder that was recently set up by Softpirates at Tregon. They fill out the following information:

- Who came up with the project idea and when?
  - Nadine (Tregon) and Jana (Mayor), date.
- What problem is to be solved, what is the background to the project idea?
  - Tregon should diversify to find new revenue streams, but has not succeeded to be well positioned as an event promoter in the music industry
  - Button Bay wants to develop and attract more tourists and residents
- First introduction to the solution:
  - A music festival in Button Bay is an opportunity for Tregon to reposition itself as an event promoter.
  - The event could become an annual festival.
  - Button Bay supports the idea and expects benefits for the town.
- When should the delivery be made?
  - In the summer of next year
    - [Note: The current date is September 1st of the year before the first festival.]
- What are the expected costs and benefits?
  - Costs: still to be assessed
  - Benefits: still to be evaluated
- Who is the project owner?
  - Probably Tom, the managing director of Tregon.
- Who could be the project manager?
  - Nadine, because she has the most professional experience in organizing large events at Tregon
    - [Note: Nadine feels a little insecure, because she has never had a chance to gain experience with a structured project management method.]
- Who will authorize the concept stage and when?
  - It must be authorized by the project portfolio committee at Softpirates. The new majority shareholder currently reserves this right for itself.

- Further information that could be relevant for the project:
  - List of initial considerations (e.g. funding opportunities and the risk of weather conditions).

1.4.1 Project portfolio meeting at Softpirates

Nadine discusses this idea with Tom, who is enthusiastic about it. Together they want to present the idea in the bi-weekly project portfolio meeting at Softpirates. This meeting has the following agenda:

- Update on the status of current projects, discussed among the relevant managers.
- Overarching decisions to be made when a project escalates.
- In addition, any employee (including those from Tregon) may present a project idea.

Project ideas are subsequently discussed, evaluated, prioritized, and approved or rejected with justification in this committee. The result is documented in a project portfolio register.

The music festival project is considered promising by the project portfolio committee. The financial resources are present, and human resources can be made available in principle. The project has a high priority because it is of strategic importance to Tregon.

The committee is aware that Tregon's projects have so far been carried out in a rather unstructured manner. This may have worked well enough with experienced employees so far. However, many preventable mistakes have been made in the past. As a result of the crisis, Tregon had to fire 4 experienced employees. These people could only be replaced by less experienced employees. Therefore, the project portfolio committee, of which Tom is a part, adjusts the project idea as follows:

- The management roles in the project are filled by Softpirates employees because they have significantly more experience.
  - **Project owner**: Arun , the managing director of Softpirates
  - **Project manager**: Sven, an experienced project manager from Softpirates who has experience outside of software development
  - **Technical specialist**: Nadine is needed as a technical specialist because she has experience in the music industry
- Tregon's indispensable expertise will be closely integrated into this management.
- The Tregon employees will all receive DPMM® training and will then learn how to apply it in practice in the project.
- The project is called the "**Button Bay Music Festival**".

The management of Softpirates does not want the company in the foreground of this project. Since Softpirates also develops a ticketing system, organizing a music festival may give its customers the impression that Softpirates is in direct competition with them.

Therefore, with his consent, Sven will be officially employed by Tregon for the duration of the project, at least for the purposes of external representation. Sven sees this challenging project as a great opportunity for his professional development.

1.4.2 Project portfolio committee input

The project portfolio committee provides input to the project. They give an examination of the implementation of a project that delivers the project product "Button Bay Music Festival".

- **Desired business case**:
  - The music festival should end with a profit and, through a positive image for the festival itself and the community of Button Bay, keep the opportunity open for a subsequent series of festivals.
  - Since this is a strategic project, the long-term benefit (the establishment of the festival and thus subsequent profits) is more important than the amount of profit from the first event.
    - Especially since it is assumed that subsequent festivals can be optimized based on the experience gained.
- **Timing and acts**:
  - The music festival should take place on a weekend (Friday to Saturday) in August of the coming year.
    - Since it is September now, this is 11 months away.
  - On Friday and Saturday, headliner bands must play that attract enough visitors to make the festival profitable.
- **Partnering**:
  - Preferably, advertising partners should be found for the music festival.
  - The Softpirates name should remain unassociated with the music festival.

Finally, the start of the concept stage is approved by the project portfolio committee.

1.4.3 Development of the project concept

As project manager, Sven is given the task of examining the project idea in more detail and creating a project concept from it. The project owner Arun represents the view of the project sponsors. This means that Arun must consult with Tom before making decisions and that Arun has the accountability for the project as soon as Arun approves the project.

Arun still has a few points for Sven that must be considered in the project concept:

- Security should be a high priority.
  - It would be disastrous for the image of the music festival if there was a security problem.
- Official requirements should be strictly adhered to.
  - The festival relies on the goodwill of the community.
  - Fortunately, the good relationship with the mayor may lead to uncomplicated solutions in the event of ambiguities.

Sven starts with the most fundamental question: Why is the music festival the best solution for the problem?

To answer this question Sven meets with Tom, Nadine and Arun, to define the current situation in more detail:

- **Problem**
  - Tregon must reposition itself in the market after the crisis.
- **Symptoms**
  - Some competitors went bankrupt during the crisis. This creates space in the event promoter market.
  - Four experienced Tregon employees had to be laid off during the crisis and were recently replaced by less experienced employees.
  - Tregon is now in a healthy financial position.
  - According to a study by the industry association, the demand for concert events and festivals is increasing sharply.
  - Service providers (sound, lighting, catering, et cetera) have also been affected by the crisis.

A solution must be sought for the repositioning of Tregon. This must be a business solution to a business problem. The problem to solve is that Tregon must reposition itself in the market.

- A **zero option** is not deciding for any solution but living with the problem. The problem is very general here, and therefore, it is not an option to do nothing.
- A **minimum option** is finding the solution with the least effort. This is the solution with the least costs, time, and resource effort. For Tregon, this is doing what they did in the past. This will also not work to solve Tregon's business problem.
- **Plus options** are any solution you spend more money, time, or resources on. It must be worth it to spend more resources than the minimum option. The business case should show this.

1.5   Solution options

Sven, Tom, Nadine, and Arun are considering the options:

- Zero option: the project is not carried out and no new festivals or concert tours are planned
    - The current business situation does not allow for a zero option.
    - So far, only a single concert is planned. More could follow, but this market area is rather difficult for various reasons.
- Minimum option: the solution with the least effort
    - Tregon can continue to organize medium-sized festivals and concert tours. They have a good estimate of the time and financial resources required.
    - For small events with little effort, Tregon has grown too big and too professional.
- Plus options
    - More marketing and sponsorship efforts could make medium-sized events more profitable.
        - However, these events already have a good number of visitors and large festivals are more interesting for sponsors.
    - The number of festivals held could be increased.
        - However, finding dates would be difficult, because they may coincide with other events such as important football matches, and several events would have to be planned overlapping. This would add to the complexity in Tregon's current unstructured situation.
    - Organizing larger festivals is a possibility.
        - The Button Bay Festival is a possible plus option due to the effort involved.
        - Other ideas for large festivals have already been submitted. However, these were rejected due to varying degrees of risk or clear arguments against feasibility.
        - Taking over the organization of a large, well-known festival that was previously managed by a bankrupt competitor. This is not an option because the festival location is no longer available and was an essential flagship for the festival.

The solution options ultimately reflect the strategic requirements of Softpirates, which were developed together with Tom. These requirements are, among other things, an expansion of the business and higher sales figures.

After considering the fundamental options to solve Tregon's problem, the only solution to the problem is organizing larger festivals.

- The Button Bay Festival is currently the only viable option for organizing a larger festival. This is perceived as a great opportunity.
- A **negative side effect** is that, should another opportunity arise, it is not possible to switch projects, because the Button Bay Festival cannot easily be canceled.

Arun, the project owner, confirms the solution "Button Bay Music Festival" after a short consultation with Tom, the managing director of Tregon, and Philippa, the owner of Softpirates.

1.6   Stakeholders list

The project manager Sven wants to get an overview of the project.

Sven knows what basic information is required for the project baseline. He also understands that the identification and evaluation of information within the concept stage is an iterative process. This means that he will gradually add to his information base to a level that provides the project board with a good basis for deciding whether to start the project.

> **Note:**
> *Sven cannot identify and assess all stakeholders of the project immediately. The following information does not accurately reflect this iterative process but instead lists the determined and evaluated results of the concept stage. The list is usually updated iteratively over the course of a project. For the sake of simplicity, a fairly complete list is provided here.*

Sven usually starts with a list of stakeholders, who he describes and evaluates, because the stakeholders will be able to provide him with further information. His list is:

- Softpirates
- Tregon
- Municipality of Button Bay
- The ministry for structural development
- The festival visitors

Based on this list, Sven holds initial discussions with the stakeholders and collects information and perspectives to develop a better assessment of what it means if the project were to be approved. Sven cannot get information directly from some stakeholders (for example from the festival visitors), but he can get an indirect impression of them first (for example through Nadine).

Softpirates
- **Philippa, the founder of Softpirates**
  - She founded the company in 1998 and resigned as managing director three years ago. At that time, she sold 40% of the company to an investor: Stargate Investments.
  - Philippa is still active in an advisory capacity as the majority shareholder of Softpirates.
- **Stargate Investments**
  - The investor helped shape the strategy of Softpirates and is only interested in financial success.
  - The investor wants to be kept up to date on major changes. Otherwise, the company gives the managing directors of the companies in its investment portfolio a mostly free hand.

- **Arun has been managing director for three years**
  - He previously worked as a member of the management board of another company, where he very successfully consolidated the finances of the group.
  - He is now driving forward the Softpirates strategy that was agreed with the owners.
  - Arun has no connection with the events industry other than that he likes going to concerts.

Tregon
- **Tom, the founder and managing director of Tregon**
  - Tom used to be a professional musician himself and performed at festivals with his band. He is well connected in the music scene, has good ideas, but is very unstructured himself.
- **Nadine, the head of festival organization**
  - Nadine was recently hired by Tregon. Before Tregon, she worked for 10 years for a large concert promoter. She is familiar with the organization of large festivals but has not worked in project management.
- **The other employees of Tregon**
  - These people play an important professional role in the organization of the music festival.

Municipality of Button Bay
- **Mayor Jana**
  - Jana is a very experienced head of administration, has good contacts in politics, and has been very committed to Button Bay for 5 years. She was re-elected last year.
- **The residents of Button Bay**
  - The residents are generally quite positive about the music festival. They trust the mayor, who has already made many positive changes.
- **Nolan, the spokesperson for the local protest group against the festival**
  - Nolan used to work at the plant and now has a job as a tradesman. He represents the protest community, which fears over-tourism and wants to retain the character of the town. The movement has nothing against tourists in principle, but they fear increasing rents.
- **The artists in the town**
  - The artists are a rather mixed group
  - There are several artists. Some are not residents of Button Bay but have their studio or workshop here and sometimes exhibit in one of the galleries. Other artists live and work in Button Bay. Some pursue their art very professionally, for others it is a hobby or a life's work.
  - The artists mostly know each other, but there is no central organization. In principle, most of them welcome a music festival, but some fear that the atmosphere of the town could suffer. In particular, the artists with a gallery in a hall on the festival site would be close to the music festival.
- **The Button Bay public order office**
  - This office is responsible for the implementation permit, specifies the local rules and checks compliance with them, including the inspection of the 'tidy' festival site after the event. The public order office pays particular attention to safety during the festival.

The ministry for structural development
- The ministry is responsible for awarding state funding to communities and initiatives that economically revitalize structurally weak areas while also creating a good living environment.

The festival visitors
- Festival visitors are a mixed group of people: various backgrounds, diverse needs and wants.
- Most visitors are likely experiences festivalgoers and are familiar with the circumstances of a festival. They want to have fun, listen to music, and party together. In other words, they want entertainment.

1.7   Project management team

Based on the stakeholder list and the solution options, Sven makes a preliminary proposal for the roles in the project.

- **Project owner**
  - **Arun** (already decided)
- **User representative**
  - **Tom**: representative for festival visitors and for Tregon
- **Supplier representatives**
  - Will later be chosen from the supplier teams
- **Decision-making committee**
  - Not needed for the time being
- **Project assurance**
  - **Nadine**: Tregon, consulting for major events
  - **Maritta**: legal, especially contract management at Tregon
  - **Naomi**: DPMM® coach, external consultant who accompanied Softpirates during the introduction of DPMM®
- **Project manager**
  - **Sven** (already decided)
- **Project support**
  - **Masahiro**: junior event manager at Tregon
- **Product owners**
  - Will be chosen after the individual products have been identified

1.8   Input documents

Next, Sven determines which input documents may be relevant for the project. By talking to the stakeholders, he compiles an initial list, which will be expanded as the project progresses.

- **Project idea and specifications** of the project portfolio committee
- **Additional requirements** of the project owner (Arun)
- **Project manual from Softpirates** (orientation for project management)
- **Official requirements for public events**
  - Registration for the event
  - Volume
  - Orderly arrival/departure
  - Security
  - Emergency preparedness (medical, fire, police)
  - Technical acceptance
  - Restaurant requirements (catering)
  - Waste disposal
- **Funding conditions** (with conditions for sustainability)
- **Data protection laws** (visitor data)

Sven documents an initial project baseline that includes the project agreement, the business case and a description of the project product.

1.9 Main products of the project

The project manager knows from previous projects that he must describe the project product in more detail to better understand and assess the project. He begins by defining the main products.

> **Note:**
> *For this step, common sense is most important. Sven, as an experienced DPMM project manager, finds it easy to ask Tom and Nadine the right questions, and a list of the project's most important products quickly comes together. Later, the detailed products and quality criteria contained in the list must be determined and described.*

- Usage contract with the Button Bay municipality
- Funding application
- Permits
- Date
    - A team must find out the most suitable date
- Safety devices
- Sound, light
- Side events
- Catering
- Bands
- Backstage area
- Visitors
- Support services
    - For example: parking attendants
- Infrastructure
- 'Restored' terrain
- Marketing
- Sponsors
- Ticket sales
- Visitor support

Sven discusses the approximate costs and time requirements for these products with Tom and Nadine.

- They base their estimates on their experience from previous events, which they scale up for the larger event.
- They add a large buffer as a safety margin for currently unknown factors (change budget).
- They conclude that, should nothing essential be forgotten, the costs will not exceed the expected sales through ticket sales (at market prices).
    - This does not include possible revenues from sponsors.

1.10   Main risks

Tom and Nadine are also helpful with an initial risk assessment. They identify the following main risks:

- **Weather conditions**
  - Rain, thunderstorms, or strong winds
- **Rail strike**
  - May lead to arrival and departure problems
- **Security**
  - Mass panic
  - Attack
- Bands that are popular with the public are already **booked elsewhere** on the festival date
- **Main act gets canceled** (band)
- Other event promoters perceive Softpirates as a **competitor**

For these risks, there are already initial ideas for suitable risk mitigations. Sven adds a separate risk budget.

1.11   Project context

1.11.1   PESTLE analysis

Sven summarizes the external influencing factors in **PESTLE categories**:

Political
- Support from the mayor
- Infrastructure funding

Economical
- Increased willingness of potential visitors to attend festivals
- The events market is reorganizing itself after the crisis

Socio-cultural
- As music has generally become an easily consumable commodity thanks to streaming services, the live concert experience is more appreciated.

Technological
- Technically supported services through apps

Legal
- Regulatory requirements of the municipality
- Laws

Environment
- Weather conditions
- Local conditions
  - Location
  - Traffic conditions
- Sustainability requirements

1.11.2   Cynefin analysis

To better assess the degree of complexity of the project context, Sven uses the **Cynefin framework**.

> **Note:**
> *Cynefin does not really distinguish between different levels of complexity, but categorizes the effects that can arise from the project context. From this, a project manager may be able to derive a necessary course of action. Complexity creates a certain dynamic in the project, which is an essential reason for an adaptive approach.*

Chaotic
In extreme cases, no structured approach is possible.

- Very large events always are at risk for a chaotic situation, for example if panic breaks out (for whatever reason).

Complex
Needs an Agile approach

- The challenge of a fixed deadline can result in high time pressure.
- The event is logistically complex and requires a great deal of coordination.

Complicated
Needs involvement of specialists

- The products of the event
- The size of the event
- Funding and official requirements

Obvious
Clear connections

- Many different stakeholders are involved. Fortunately, there is a clear distribution of responsibilities. However, certain risks may easily push this balance of the most important stakeholder views over the 'disaster cliff' (for example if the mayor suddenly turns against the festival due to protest movements).
- Agreement with the venue on the use of the festival site.

1.11.3   Conclusion

From this, Sven concludes the following points for the project:

- The products can be clearly identified and mostly described. This makes it possible to have a good insight in the planning necessities.
- The actions necessary as preparations for the festival are well known and can be roughly pre-planned. However, dependencies between the products can be challenging and require a dynamic approach (openness, analysis of the respective situation and quick decisions).
- The project planning must consider the fixed time goal of the festival. This requires a careful examination of the schedule at stage transitions and prioritized measures if this goal appears to be at risk.
- The point of no return must be identified. A stage transition should be set before this, giving the project board the opportunity to carry out an interim acceptance and, if necessary, an opportunity to cancel the project with acceptable damage. The criteria for acceptance of the project are:
  - A suitable date for the festival has been found
  - The headliner bands are bound by a preliminary contract
  - There is a written confirmation that the municipality will provide the site free of charge
  - There is no known immediately competing event planned that could probably severely limit the number of visitors
  - Official advertising and ticket sales have not yet started
  - The project manager is very confident that the date can be met.
  - The project assurance is satisfied with the progress of the planning so far.
  - There are no further main risks known that do not have acceptable mitigations.
  - Initial feedback from selected people in the music scene is positive.
- A panic situation on the festival grounds is difficult to control and would have a major impact. Therefore, appropriate safety measures must be taken to minimize the chance of a situation like that.
- Good communication with key stakeholders is essential.

1.12 Technical options

Sven is already starting to think about technical options, which means thinking about HOW the project's products will be delivered.

- **Make or buy**
  - In terms of the project: Tregon's business is well-versed in managing events, so the project itself will not be outsourced.
  - In terms of the products: Many of the products are supplied by external vendors.
- **New or extension**
  - Due to its size, this festival is a new experience for Tregon but they can build on experiences from previous festivals and the project is, therefore, an extension.
- **Standard or customized**
  - The festival is an individual solution (size, location, stakeholders), but can draw on the details of various standard solutions that Tregon has already created for festival organizations.
  - However, it is difficult to use these solutions because they are not well documented and, due to the departure of some employees, some solutions are not fully described within the company.

Sven knows that technical options can lead to certain process models. In this project, the technical options merely confirm the project context that has already been identified.

1.13 Project baseline

The project manager summarizes the information gathered in an initial project baseline, using the DPMM templates as a guide.

The most important information for the project baseline is listed below:

Project agreement
- **Time targets**
  - Start and end date of the project
  - The weekend of the festival
  - Key milestones
    - The intermediate acceptance (point-of-no-return)
    - Preliminary contracts signed with the headliner bands
    - The signed contract for the use of the site
- **Risk tolerance** of the project
  - The risk is considered too high if the conditions are not met during the interim acceptance. The project board reserves the right to make an individual, up-to-date assessment and decision in this regard.
- **Project management team**
  - See section Project management team
- **Reporting**
  - Project status reports
    - In writing, according to the standard template, every 2 weeks on Fridays, to the project board
    - Additionally, in-person at the stage transitions
  - Team status reports
    - These take place in-person in a project meeting until the intermediate acceptance, weekly on Thursdays
    - After that, every 2 weeks until 2 months before the festival
    - Participants
      - All product owners currently involved
      - The project assurance
      - If necessary, also individual team members
  - The aim of the status reports is to keep everyone up to date and to recognize dependencies.
  - Additional status meetings can be convened as required.
- **Reference to the input documents**
  - *See section* Input documents
- **Acceptance** (at the end of the project, after the event)
  - Acceptance is carried out by the project owner and the user representative
  - As the project product has already been delivered and used at the end of the project, this is a more formal acceptance that confirms that the project can be completed from the project board's point of view. For acceptance, the following must be true:
    - **The target tolerances of the project are met.**
    - **The visitor survey is positive.** Reference values are described in the project product description.
    - **A self-critical evaluation** of the project by the main participants is carried out. This takes the form of a retrospective.

Business Case

- **Benefits**
  - Estimated turnover of the festival. List of the main sources of revenue:
    - Ticket sales
    - Sponsorship money
    - Rental of food and beverage stands
    - Merchandise
  - Option for further events at this location and potential savings through efficiency gains at subsequent events.
  - **Positive side effects**: Competitive advantage.
    - The mayor would otherwise offer the venue to other event promoters.
- **Costs**
  - List of approximate costs of the main products identified
  - Project management costs
    - Including the costs of Softpirates' services
  - Change and risk budget
  - **Negative side effects**: Currently there is only the side effect that possible later event options can no longer be used during the project term (lost profits).
- **Main risks**
  - **Weather conditions**, such as rain, thunderstorms, strong winds
    - Experience shows that the number of visitors will decrease by about 10% in the event of unfavorable weather.
    - **Mitigation**: The decision to host outside or to use one of the large factory halls as an indoor venue can be delayed up to 5 days before the event. Some preparatory measures are necessary for this, but they can be managed.
  - **Rail strike** (arrival/departure problems)
    - **Mitigation**: A large proportion of visitors will come by car, but there are plenty of parking spaces available.
    - **Mitigation**: There is also the option of setting up a paid shuttle bus service between the city and the festival site.
  - **Security** (mass panic, attack)
    - **Mitigation**: Implement guidelines for visitors, bag checks at the entrance, trained security teams on the site, management of visitor flows by barriers, grouping of the public by sectors. External advice for further measures is given by a specialized consulting firm.
  - **Popular bands are already booked** for the festival date
    - **Mitigation**: Tom's good contacts in the music scene have already achieved a lot in the past and there are many good acts. The risk of this happening is considered to be low.
  - **Main act gets canceled** (band)
    - **Mitigation**: A preliminary contract is signed with a replacement band. This is another place where the project manager counts on Tom's contacts. Tom already has ideas.
  - **Other event promoters perceive Softpirates as a competitor**
    - **Mitigation**: It is openly communicated in the event promoter scene that Softpirates wants to gain practical experience in this project to improve its own ticket system. Softpirates plans to resell the shares in Tregon in the medium term.
    - ***Note***: *This measure was only discussed and decided in the design stage of the project.*

- **Investment calculation**
    - An up-to-date financial comparison of the main product costs and benefits over time.
    - It is assumed that the investment can be amortized (written off) directly by the festival date through ticket sales, sponsorship money and, to a lesser extent, subsidies.
    - The project can only be carried out with interim financing from Softpirates (at a favorable interest rate).

Project product description
- **Brief description of the project product**
- **Project scope**
    - List of main products
    - Scope exclusion: The costs for DPMM training for Tregon employees and DPMM coaching during the project are not paid for and accounted for from the project budget. However, they must be coordinated with the project management in terms of time (and, to some extent, content).
- **High-level quality criteria** (of the project product)
    - Between 35 000 and 45 000 visitors are expected
    - All official safety requirements must be complied with. The project board decides on a case-by-case basis whether to allow a tolerance.
- A **satisfaction survey** is done, to confirm the following:
    - Tregon gets a 4 out of 5 stars for the Button Bay festival.
    - At least 80% of visitors would like to come back the following year.

1.14 Creating a design stage plan

The following elements together form the (very simple) stage plan for the design stage.

- The product baseline.
- An estimation that the design stage of the project will take about 4 weeks.
- A quick cost estimation.
    - At this point, costs mostly arise from the project management activities of the people involved.

Sven presents the design stage plan in a meeting to the project board and supplies background information where asked. This background information can be added to the stage plan after the meeting.

This meeting is enough for the project board to approve the design stage of the project.

1.15 The design stage of the project

The project is now officially released, and the product owner, Arun, officially communicates this to both Softpirates and Tregon.

Sven's task now is to deepen and, if necessary, expand the information gathered until the planning is detailed enough to create a delivery stage plan, which allows the first delivery stage to start.

First, the project manager Sven sets up the registers for the project. The registers help both him and all others to keep track of the project elements. These registers are:

- Project backlog
- Issue register
- Risk register
- Quality register
- Stakeholder register
- Benefit revision register
- Improvement backlog

After the register setup, Sven invites some Tregon employees to a workshop. In the workshop, the project's detailed products are determined. It is not a problem that Sven himself has no experience in the music business. The project manager should just design the workshop correctly.

Sven has visualized the main products using a mind mapping tool and then leads the workshop with questions. He is aware that the discussions may change the mind map completely.

Contracts & permits
- Usage contract (municipality)
- Festival permit
- Date

Organization
- Backstage area
- Artist care
- Marketing
- Visitor support

Finances
- Sponsors
- Government funding
- Ticket sales

Terrain
- Restore terrain
- Infrastructure

Entertainment
- Catering
- Bands
- Side events
- Light & sound

Safety
- Permits
- Staff and services
- Devices
- Parking and transport
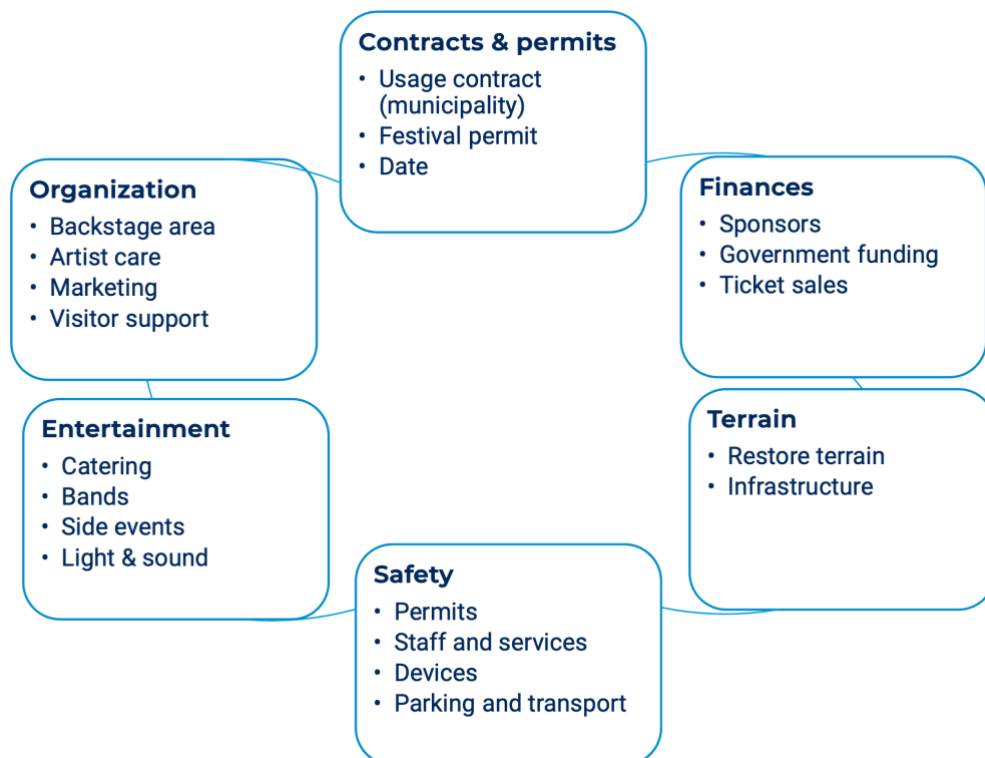
After a morning of intense discussions, the presentation of the identified products seems complete to everyone involved. Sven knows that 'complete' means 'complete for now'. It is normal for a project that more products are added in a later stage, or that identified products are changed over the course of the project. For now, he is satisfied with the result.

The first discussion has the following results:

- The **list of identified products** provides a good overview of the project
- **Individual themes are assigned to product owners** with the corresponding technical specialties.
- The product owners receive the following **tasks**:
    - **Create product descriptions** for 'their' products.
        - They will be coached by Naomi.
    - Since many products in this industry are supplied by service providers, the product owners should **consider**:
        - Which service provider or alternative supplier can take over the delivery?
        - What is the price ranges of these service providers or suppliers?
        - What risks might be associated with the delivery of the products?
- During the workshop, several **questions** arose that must be clarified.
    - Sven has written all questions down and enlists help from all participants (including himself) to find clarification.

A second workshop is held a week later. This leads to the following results:

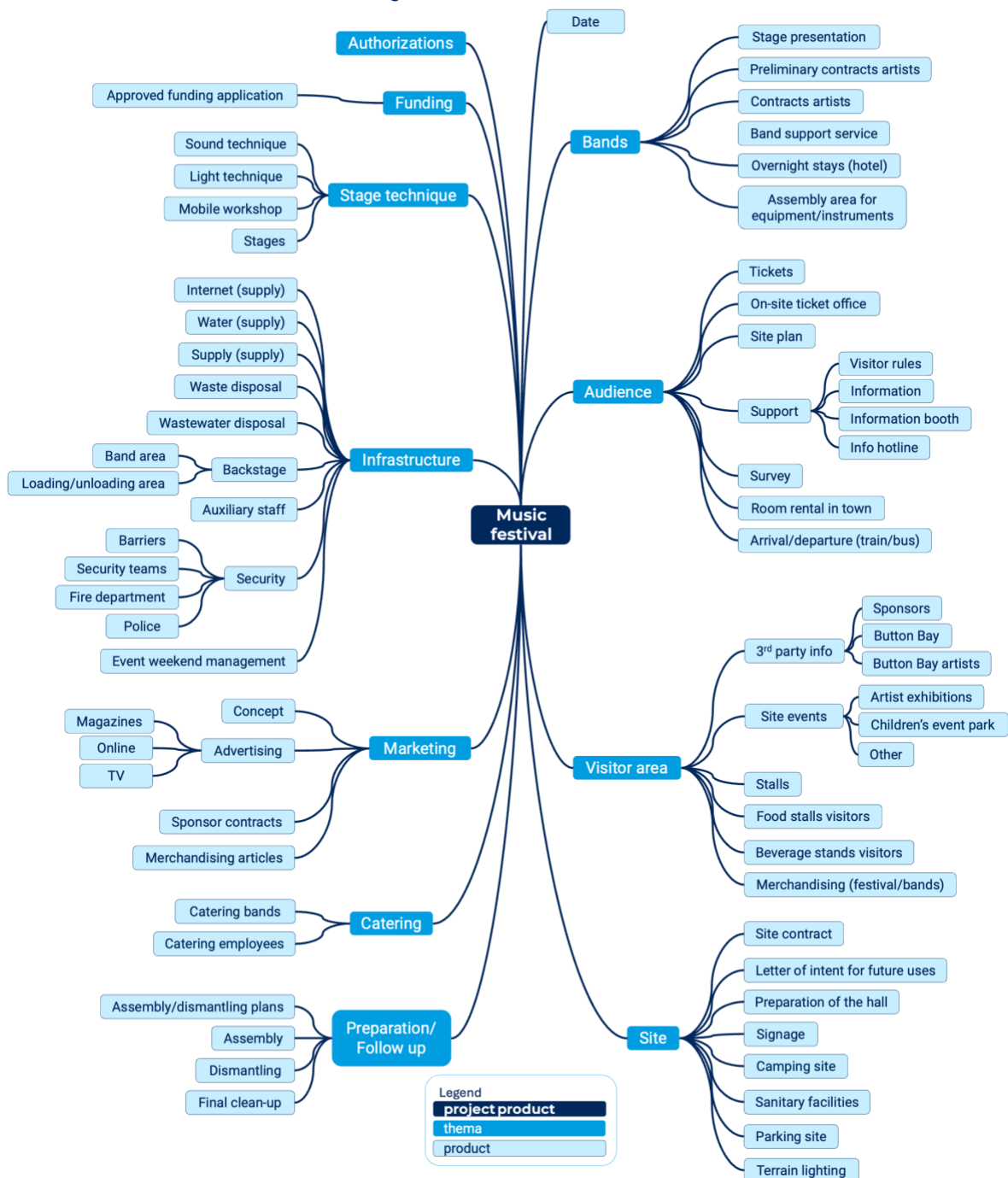- The product owners now have a **better idea of 'their' products**.
    - Various product descriptions are created.
    - The product owners identified additional products that no one had thought of in the first workshop.
    - A proposal was made to merge two products.
    - The cost estimation of the products starts to be more accurate, because some product owners obtained information from service providers. There are 2 major deviations from the original estimates:
        - Sound and video technology will be much more expensive than thought, because there is a shortage of staff since the crisis. This also means that the service provider must be booked far in advance.
        - Waste disposal can be provided free of charge by the public waste disposal company that operates in Button Bay, under the condition that they are made a sponsor, and the Button Bay municipality allows this sponsorship.
    - Sven adds both points to the issue register for the time being.
        - Discussion points that must be addressed are either solved immediately, or become issues, to be clarified later.
        - Since this a workshop about product planning, anything that is not product-planning related should be an issue.
        - The project manager decides what is and what is not an issue.
- In the discussion at this 2nd workshop, some **dependencies** also become clearer:
    - Marketing must begin at the same time as online ticket sales at least 8 months before the festival
        - Proposed date: in January (that would be about 3 months from now)
    - Discussions with suitable bands have a high priority, because the preliminary contracts must be signed far in advance. Most artists plan for the long term, and popular artists even more so.
    - All contracts with high financial or legal implications may only be signed after interim acceptance.
    - The period for applying for public funding is limited by the responsible authority to the end of November.
        - November is only a month away, so this is short on time.

1.16 Product structure

The result of the second workshop is the updated product structure. This updated product structure in turn results in the following:

Music festival

Authorizations — Date

Funding — Approved funding application

Stage technique
- Sound technique
- Light technique
- Mobile workshop
- Stages

Infrastructure
- Internet (supply)
- Water (supply)
- Supply (supply)
- Waste disposal
- Wastewater disposal
- Backstage
  - Band area
  - Loading/unloading area
- Auxiliary staff
- Security
  - Barriers
  - Security teams
  - Fire department
  - Police
- Event weekend management

Marketing
- Advertising
  - Magazines
  - Online
  - TV
- Sponsor contracts
- Merchandising articles

Catering
- Catering bands
- Catering employees

Preparation/Follow up
- Assembly/dismantling plans
- Assembly
- Dismantling
- Final clean-up

Bands
- Stage presentation
- Preliminary contracts artists
- Contracts artists
- Band support service
- Overnight stays (hotel)
- Assembly area for equipment/instruments

Audience
- Tickets
- On-site ticket office
- Site plan
- Support
  - Visitor rules
  - Information
  - Information booth
  - Info hotline
- Survey
- Room rental in town
- Arrival/departure (train/bus)

Visitor area
- 3rd party info
  - Sponsors
  - Button Bay
  - Button Bay artists
- Site events
  - Artist exhibitions
  - Children's event park
  - Other
- Stalls
- Food stalls visitors
- Beverage stands visitors
- Merchandising (festival/bands)

Site
- Site contract
- Letter of intent for future uses
- Preparation of the hall
- Signage
- Camping site
- Sanitary facilities
- Parking site
- Terrain lighting

Legend
- project product
- thema
- product

Product owners are appointed for the themes. Each product owner…
- is responsible for the delivery of the assigned product in the theme area.
    - This responsibility also applies to products that are delivered by external service providers or suppliers.
- clarifies dependencies and is responsible for ensuring the product owners responsible for the dependent products have the same clarification.
- supports the project manager in creating delivery agreements, contracts, and plans.

> **Note:**
> *Examples of dependencies between products:*
> - *The 'Infrastructure' product owner must discuss barriers for 'parking lots' with the 'Premises' product owner.*
> - *Marketing needs information about the bands.*
> - *The product owner 'Bands' must make arrangements for the band catering and needs to work together with 'Catering'.*
> - *The 'on-site ticket offices' are managed by the product owner for the topic 'Audience', but the booths are set up by the 'visitor area' team.*
> - *The power supply belongs to 'Infrastructure' but must supply various areas.*

Sven creates an initial project plan with a weekly overview, stage transitions and a rough overview of the most important products over the duration of the project. As a last action in the design stage, the plan for the first delivery stage is drawn up.

1.17 Short descriptions from the further course of the project

Sound engineering contract
In the first delivery stage, a provider for the sound technology must be selected and a preliminary contract must be signed. The preliminary contract is a kind of reservation for the festival date. SoundOut is a clear favorite among the service providers. SoundOut is not willing to sign a preliminary contract and instead would like a firm commitment for the date in the form of a full contract.

The 'Stage technique' product owner reports an issue to the project manager, because only preliminary contracts may be signed before the intermediate acceptance.

The project manager deals with this contract and asks SoundOut what it would cost to break the contract if the project must be terminated at the intermediate acceptance. The costs incurred would be about 20% of the full price in the contract, since the company would still have time to find another customer when the project is broken at the time of the intermediate acceptance.

The project manager weighs the company's benefit against this cost risk and concludes that this cost and risk are likely acceptable for the project. A factor in this conclusion is that the costs for premature termination of a preliminary contract would already be 10% of the full price.

However, the project manager may not make this decision on his own. The decision is the responsibility of the project owner, because rules for the intermediate acceptance were set . Therefore, the project manager must escalate the decision to the project board.

TV recording

After the first official announcements for the festival through online marketing campaigns by Tregon, a television station got in touch. The television station wants to record several of the performances. There was a small online meeting about this.

The project manager documented this in the issue register and made the following notes:

- **A new product: video recordings**
    - Do we have the space for the technology and the video teams?
    - The recording and usage rights must be agreed with the bands.
    - Data protection notices must be added to the visitor information.
    - What are the advantages for us (financial, image, etc.)?
    - What additional costs will we incur?
    - Is there still time for this?
    - Will this create new risks?
        - For instance, technical issues with connecting video recording systems to the audio mixing desk.

The project manager clarifies some of these questions with the stakeholders and staff involved (for example, the relevant product owners, and the television station) and decides to consult with the project board.

Button Bay artist competition

The local artists are listed as stakeholders in the project. Their stakeholder profile lists them as 'supporters'. That means that they are in favor of the festival but do not actively show their support. The project manager wants the artists to become 'champions'. It would be better if this group would actively and visibly support the festival. To this end, a few ideas are drafted, and the artists are invited to a meeting.

Many of the artists are present at this meeting. The artists are well connected and word of this meeting spread through word of mouth to all artists that were not directly reached.

The meeting starts with a summary of the background of the music festival and its status. Second on the agenda is the announcement that the festival would like to involve the artists. They are asked to submit ideas, which gets the artists excited.

After an internal coordination process, the following suggestions are included as products:

- The festival is sponsoring an **art prize**.
    - Artists can submit artworks related to the Button Bay Festival.
    - The jury consists of mayor Jana, Tom (the managing director of Tregon), and a well-known musician who also paints.
    - The artist's work will be used in marketing materials and a cash prize is given to the winning artist.
- The building that currently houses the workshops of various artists can be redesigned to host **an exhibition**.
    - This will give the resident artists, and possibly other artists, a well-visited exhibition space during the festival.
    - The artists would be responsible for organizing the exhibition and can discuss the concept with the product owner.
    - For festival visitors, the exhibition would be additional entertainment and enrichment of the festival atmosphere.

1.18 Link between the scenario and the exam specifications

1.18.1 The role of a project manager in developing project objectives

- The project manager discusses the requirements for the project with all key stakeholders. Initially, the target values are only roughly estimated. An increasingly accurate picture of the target values and their priorities emerges from the ever-increasing information that the project manager systematically collects over the course of the project.
- Since the timing of the festival (once determined) is fixed, all other target dimensions must be subordinated to this goal.
- The project product description should create a vision for the music festival. The most important elements for this are:
  - The list of main products
  - The essential high-level quality criteria.
- The project products (scope) can be identified quite well (although not completely) in advance.
- The quality of the products must be described well before signing contracts with external suppliers, because changes are only possible to a limited extent.
- The desired benefits of the project are specified by the project customer. The project manager is only responsible for checking the feasibility of these desired benefits.

1.18.2 Discovering project complexities

- The scenario shows how the project manager uses the Cynefin framework to better assess the degree of complexity of the project context.

1.18.3 Analyzing the value chain of a project

- The project manager does not explicitly analyze the complete value chain. However, the project manager must analyze value chain elements:
  - First analysis is during the creation of the project concept
    - Problem → symptoms → solution options → solution → change → benefit
  - More analyses follow for the business case
    - Costs, benefits, and positive or negative side effects

1.18.4 Turning a project idea into a business case

- The scenario shows how Jana and Nadine's spontaneous project idea leads to a project concept, and how the business justification is solidified in a business case.

1.18.5 Interpretation of the outputs of the project steering process

- The project board hands over the expanded project idea to the project manager and approves the concept stage, and later the design stage.
- The project manager consults with the project board when creating the project concept.
  - The project board must decide on the best solution option.
- If there is a risk of the stage tolerances being exceeded, the project manager must escalate to the project board.
  - For instance, in the case of the television station offer.
- The project board then makes the necessary decision.
  - The project manager prepares all necessary input for the decision and clarifies any remaining questions for the project board.

1.18.6 Performing activities of the project planning process and selecting the delivery approach

- The scenario shows an appropriate method for the initial planning activities of this project. This leads to the first project plan, and to the plan for the first delivery stage, via the product structure.
- Since the products are quite clearly identifiable and describable, a product-oriented delivery approach is chosen for this project. This is the standard approach in DPMM. In the product-oriented delivery approach, the product owner is responsible for one or more products or for all products in a theme. The challenge in this scenario lies in the dependencies between the products.
- For products that are outsourced to an external supplier, the project manager would prepare the delivery agreement together with the product owner and the external supplier.

1.18.7 Establishment of continuous improvement

- In the scenario, it becomes clear that the planning in the process has an iterative approach: initial assumptions and estimates lead to initial insights.
- Further information improves the level of knowledge and leads to ever more concrete data for the planning.
    - Information is for instance gathered through the workshops, and when the television station makes an offer.
- The product owners are responsible for independently contributing to the product descriptions and are supported by the DPMM coach in doing so. That means that the product owners do not receive one-sided specifications from the project manager. The product owners learn about product-based planning and about how to recognize dependencies with the other products.
- Each product delivery will be an opportunity to learn, analyze mistakes, and make improvements to the process.
- An evaluation of the project is required for its acceptance. This helps to use lessons learned in future projects to prevent repeating mistakes.

1.18.8 Explanation of the interfaces of the project manager's responsibilities

- The project manager prepares the work of the delivery teams by managing the identification and description of the products. To do this, he involves the product owners. This results in the delivery agreements, which, once approved, form the work orders for the delivery teams.
- During delivery, the delivery teams make independent decisions within the target tolerances of their delivery agreement.
- The project manager manages the issues (including escalations) the delivery teams may encounter.
- Risks in the delivery team must be reported to the project manager, who evaluates them from a project perspective and decides on appropriate measures.
- The project manager is always available to the delivery teams to answer questions or provide advice.
- After delivery is complete, the project manager formally accepts the product again and decides whether to hand it over for operational use. The handover may also already be agreed in the delivery agreement.

1.18.9 Analysis of input documents and status updates from the teams

- Input documents were considered in the project concept.
- In the example project, the project manager defined how often and in what way status updates from the delivery teams should be communicated to the project manager.

1.18.10 Creation of the baseline documents, registers and project status updates

- The example project shows how a project baseline is created.

1.18.11 How were the six DPMM® principles applied in the scenario?

Ongoing business justification
- The project manager does the following:
    - Ensures the festival is and stays aligned with stakeholder objectives
    - Manages key risks in a timely manner
    - Keeps a cost overview in place
    - Secures expected benefits through ticket sales and sponsorships

Continuous improvement
- Data and experience from previous events are used, even though some of this experience can only be used by involving employees
- During the project, lessons were learned and adjustments made as a result.
- Not all project parameters were defined before the project. Some had to be determined and applied during the project, for instance after the television station offer came up.

Defined roles
- Clear roles were assigned to people with the right skills and views to drive the project forward.
- Project assurance is staffed by people who advise on and monitor specific aspects of the project.
- Product owners are responsible for the delivery of products.
- Direct involvement of key stakeholders ensures their satisfaction
- Good communication with all stakeholders is essential for the inclusion of the various interests.

Governance
- The festival planning is divided into stages. Stage transitions make the status of the project transparent and give the project board the opportunity to make important directional decisions.
- Small-scale products make isolated problems visible, allowing the necessary corrective decisions to be made in good time. Product owners make local decisions about their products within clear tolerances.

Product orientation
- The project focuses on the products to be delivered for the festival because each of them contributes to the value added by the festival.
- Product planning is planning the essentials.
- Benefits will arise from the products.

Adaptation to the project context
- The project was launched using a tried-and-tested standardized process from Softpirates.
- The project can be planned well in advance because the project product can be described in great detail.
- However, it still requires a dynamic approach, as many adjustments and uncertainties can be expected over the course of the project.

Scenario 2 The TicketNew software
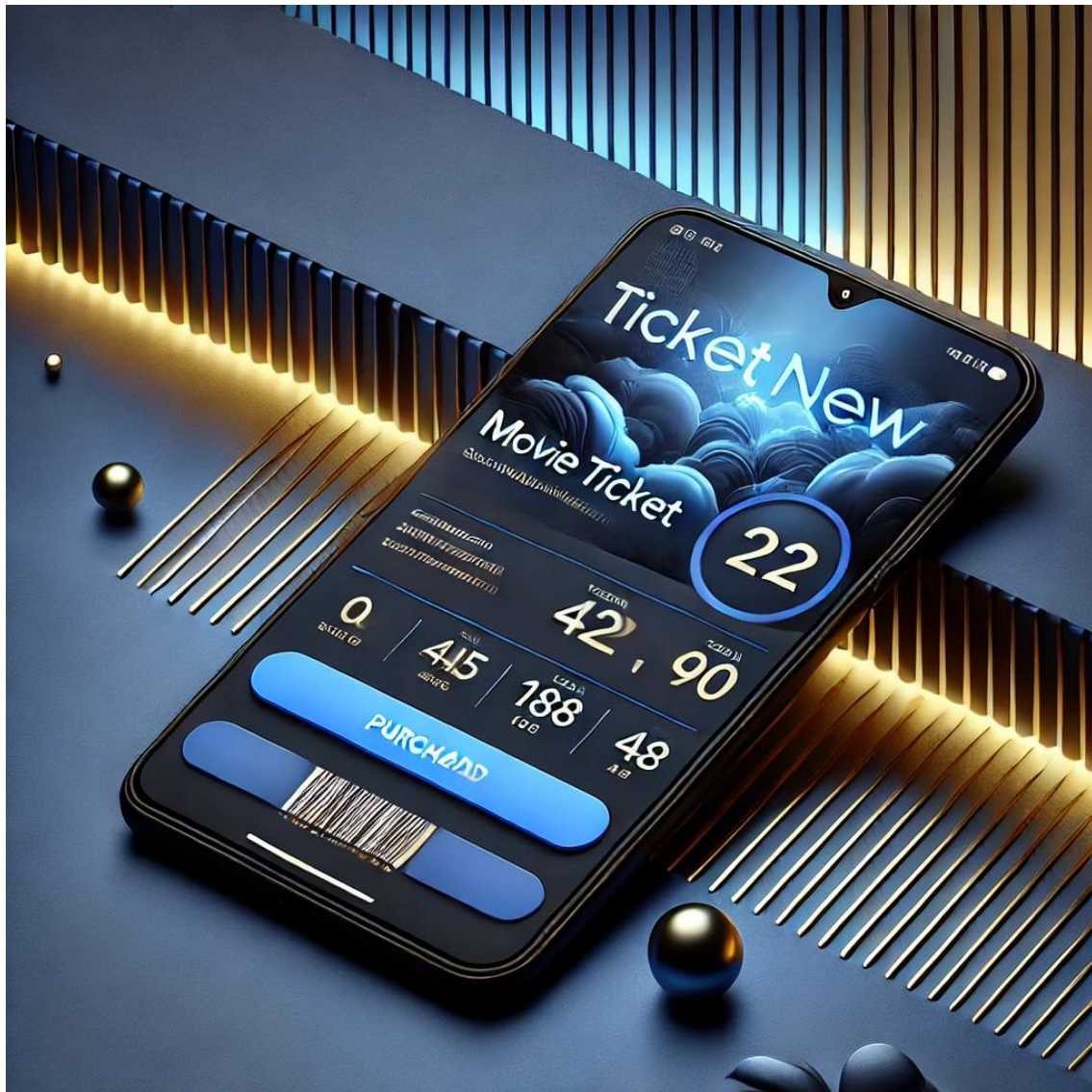
2.1   Purpose of the scenario

This project shows:
- the challenges of implementing a project in a context with a certain degree of complexity,
  - with a flexible project product,
  - several different delivery approaches,
  - and how this can be managed effectively with DPMM®.

Although this scenario cannot fully reflect the reality of a software project in all its complexity, the elements of the scenario were deliberately chosen to illustrate a variety of delivery approaches working together in a project. Not every detail of the project is described, and as such it is a complement to Scenario 1. Scenario 2 is designed to give a concrete idea of details of a project in a more Agile environment.

2.2   Background: Softpirates

Softpirates is a software company that has developed several complex web applications. The company was originally founded in 1998 as a small IT service provider. Currently, Softpirates has over 200 employees and has developed very successfully into a software manufacturer with over 20 applications.

One of the applications in Softpirates' product portfolio is a ticketing system. The application makes it possible for businesses to sell their tickets online. Customers of this application are, for example, trade fairs, cinemas, and theaters.

The Softpirates company is very structured. The employees are familiar with the Agile mindset and have worked Agile for several years. They use Scrum as a delivery approach in their software development, and they have highly experienced project managers. For over two years, the project managers have used DPMM® as the standard internal project management method.

2.3   The project idea

Every year in May, Softpirates organizes a strategy meeting. The meeting has three main agenda points:

- The current strategy is evaluated using strategic performance indicators.
- New ideas for future development are collected and evaluated.
- It is determined if an adjustment to the strategy is necessary or desirable.

The evaluation of the current ticketing system Ticketwelve shows a stagnation in the number of customers. The sales manager reports that some customers consider switching to a competitor product, due to innovative features.

Pietro is the software development manager. During the discussion on Ticketwelve, he remarks that there is already a list of requirements for a product extension of the existing ticketing system. Within Softpirates, it is common to work on innovation, because product managers get their own budget for product development.

Sarina, the product manager of the ticketing system, has already developed a rough design of a new, extendable architecture for a new ticketing system. The new architecture is necessary, because the current product is based on an old technology and can no longer be extended in a maintainable way. This new application has the working name TicketNew.

Currently, the new design is just a theoretical model. Softpirates needs a large investment budget to build the proposed application TicketNew. During the strategy meeting, the decision is taken to create a project concept for TicketNew. The project concept and business case will help to assess whether the idea is realistic, feasible, and promising.

The project idea for TicketNew is not yet included in Softpirates' project portfolio. The Project Management Office (PMO) acts as the coordinator for the project portfolio at Softpirates and is responsible for evaluating, categorizing, prioritizing and subsequently approving project ideas as well as designating the roles of project owner and project manager, among other tasks.

2.4 The PMO approval formally decides whether the project idea from the strategy meeting becomes a project concept

2.4.1 Project baseline

Project product
- **Purpose**
  - Comprehensive management platform for event promoters and their end customers as the successor to the current Ticketwelve software
- **Main products (scope)**
  - Web platform for event marketing
  - Core module for promoters
  - Extension modules
    - Example: online ticket store
  - User app (Android and iOS)
  - Hardware platform (cloud)
  - Sales concept
  - Marketing concept
- **Predecessor products**
  - Architectural design (model)
  - Current ticketing system Ticketwelve
- **High-level quality criteria** (specific measured values will be added later when more information on the technical solution is available)
  - Modular expandability
  - Low operating costs
    - The business model is based on a low price and high distribution.
  - Easy to use

The project idea contains this proposal for the project product. Other possible options must be examined as part of the business case.

Business Case
- **Reason for the project**
  - **Problem**
    - A few large providers of ticketing software dominate the market. Softpirates offers no real alternative.
    - The current ticketing system Ticketwelve is outdated and no longer expandable.
  - **Symptoms**
    - The first customers who use Ticketwelve are threatening to cancel their contract.
    - Attempts to implement additional features in Ticketwelve have generated a large number of subsequent errors (bugs).
    - In discussions with event organizers, the dependence on large ticketing system providers is lamented.
- **Solution options**
  - **Zero option**
    - The current ticketing system cannot be expanded for technical reasons. This will lead to a loss of customers and, in the long term, to the discontinuation of the software.
  - **Minimum option**
    - A new development of the current range of functions based on more modern technology. This option does not automatically promise growth and would not prevent current customers from leaving.

- - **Plus options**
    - A new development with modern architecture that allows for a new business model via add-on modules.
    - An additional marketing website.
    - In addition, a large number of ideas for modules
- **Benefits**
  - Financial benefit
    - Revenue from new customer contracts for the software
    - Revenue from advertising on the marketing platform
  - Image gain for the ticketing system business segment
  - Potential for sales through additional modules
  - **Positive side effects**: Building up expertise for a modular technical and sales structure.
- **Costs**
  - Software development costs
  - Marketing costs of the software (introduction to the market)
  - Operating costs (no project budget)
    - Technical operation of the cloud environment
    - Marketing of advertising space
    - Distribution costs of the ticketing system
  - **Negative side effects**: Cannibalization of the old ticket application
- **Result**
  - Softpirates is a solution provider for all types of events

Further information from the project concept
- In the future, the TicketNew should become one of the company's central products. It should have the following properties:
  - It should attract new customers for Softpirates.
  - It should, after a while, offer more services than are initially built.
    - The concept of the new application is to first build basic software with basic functionalities. To expand the application later, it must have the capability of adding modules.
  - It should offer a central website for marketing events.
- An idea for the future is to be able to support event promoters with add-on modules for the organization of their events.
  - It is not mandatory for the tickets from these event promoters to be sold through TicketNew.
  - The sales department hopes that this add-on will make it easier for event promoters to access the ticketing system, and maybe be swayed to start using TicketNew.
- TicketNew should offer event promoters:
  - Greater autonomy from central ticket service providers, who are now using their market power to exert great influence on event promoters
  - Fairer pricing
- TicketNew must be presented at a trade fair for the event industry in February of the next year.
- A technical prototype must be built first to demonstrate the feasibility of the application, because it is still uncertain if the new architecture model can be implemented in practice.
  - Although there is already experience with the technical modularization of software, a new technical framework should be used in this project.
- Because it is essential to incorporate practical know-how during development, a partnership with an event company, like Tregon, is essential.

2.4.2 Project management team

- **Project owner** (sponsor)
  - **Sarina** (the product manager for the current ticketing system Ticketwelve. Product managers at Softpirates are always budget owners for their product)

- **User representative**
  - Sales manager (representing the current customers)
  - **Tom** (the managing director of Tregon from scenario 1, because Tregon will be a customer)

- **Supplier representative**
  - **Franz** (software development manager)

- **Project assurance**
  - **Nadine** (head of organization at Tregon, for technical advice)

- **Project manager**
  - **Benisha** (fulltime project manager)

- **Project support**
  - *Currently not occupied separately*

- **Product owner** (persons still to be named in some cases)
  - **Piedro**
    - Core module and prototype
  - 3 other software product owners for
    - Software modules
    - Marketing website
    - Apps
  - Company lawyer
    - Professional partner
  - Product owners for the following themes
    - IT infrastructure
    - Trainings
    - Marketing products
    - Sales products
    - Demo data

> **Note:**
> *Possibly more product owners are necessary, but that is not yet known or goes too far for this scenario.*
>
> *The promoter, visitor, and artist app are not within the scope of this project, but are identified as possible future extensions, which should be technically possible in the future.*

2.4.3 Stakeholders list

The main stakeholders of the project are:

- **Project customer**
  - The Softpirates company
- **Sponsor**
  - The product manager Sarina
- **Users**
  - Tregon
    - Will become a TicketNew user
  - Softpirates customers
    - Should switch from Ticketwelve to TicketNew
  - Potential new customers for TicketNew
  - To a limited extent:
    - Softpirates' distribution (to sell TicketNew)
    - Softpirates' marketing (to do marketing for TicketNew)
    - Suppliers

2.5 Design stage

2.5.1 Product structure

Legend
- timeboxed delivery
- product-oriented delivery
- flow-based delivery
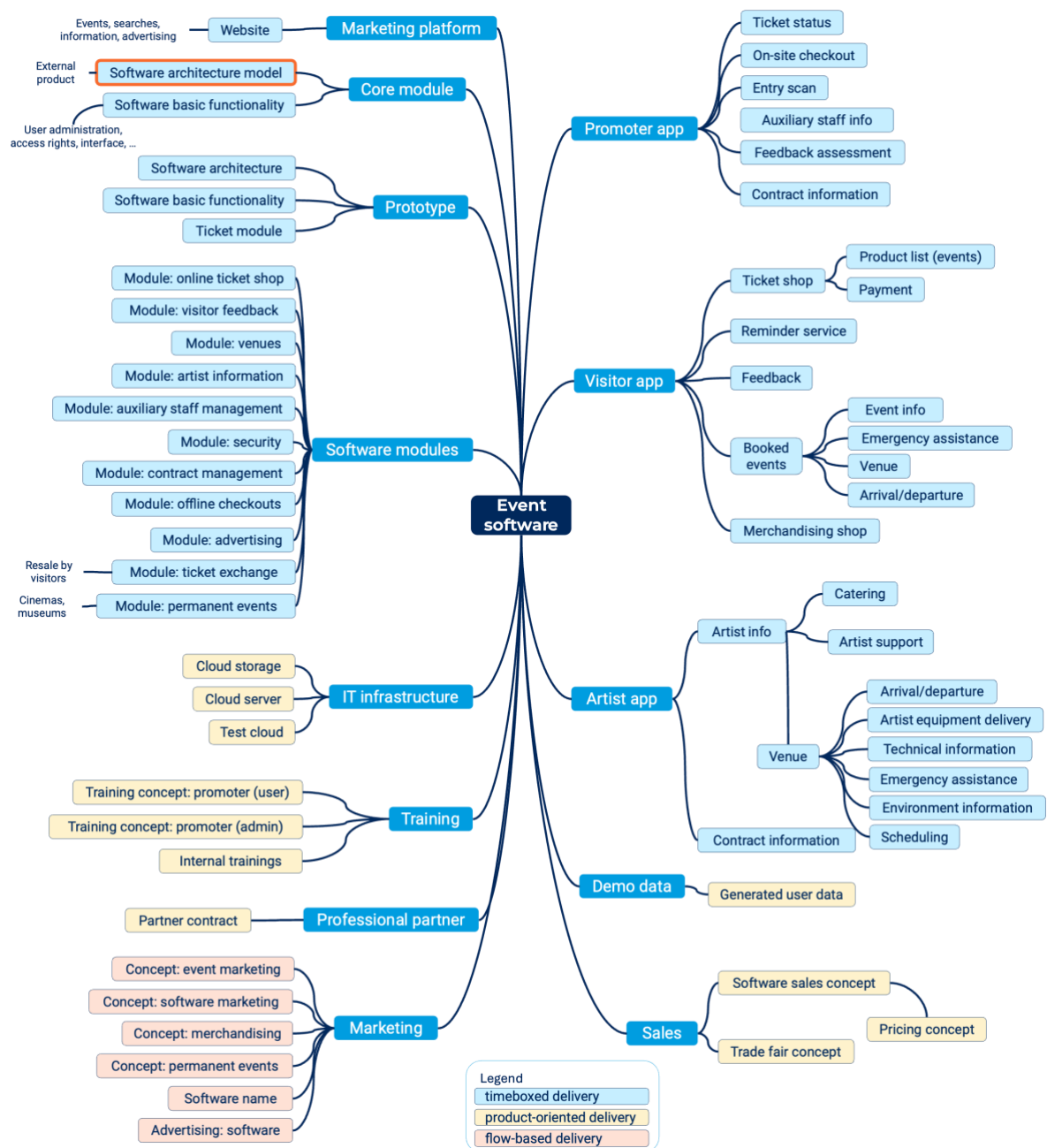
Notes on the product structure

The **external product** has an orange frame. An external product is part of the project product to deliver but cannot be managed within the project. Here, the model was already developed, which makes it an input to the project and part of the core software.

Some of the **identified software modules** and other related products (such as function packages in the apps or marketing support) may not be realized during the duration of this project. Nevertheless, in the product workshop, it is advisable to identify as many of the possible future products as well to get a comprehensive picture of possible future extensions. This may also be

relevant for the technical architecture (hardware and software) and the user design of the application, because these must support the future extensions.

In a real project, the identified products can be broken down much further.

The 3 additional apps (visitor, artist, organizer) could technically be a single app whose functionality and data access for the respective users are only regulated by different access rights.

Product	Delivery team	Idea Concept Design	~June		~July		~August		~September	
			Delivery stage 1		Delivery stage 2		Delivery stage 3		Delivery stage 4	
			2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks
Professional partner	Business development		Product oriented							
Tregon contract	Lawyer									
Technical protopype	Scrum 1		Sprint 1	Sprint 2	Sprint 3	Sprint 4				
Core module	Scrum 1						Sprint 5	Sprint 6	Sprint 7	Sprint 8
Test module	Scrum 2			Sprint 2	Sprint 3	Sprint 4				
Module ticket shop	Scrum 2						Sprint 5	Sprint 6	Sprint 7	Sprint 8
Event-Website	Scrum 3					Sprint 4	Sprint 5	Sprint 6	Sprint 7	Sprint 8
Marketing products	Marketing				Kanban					
Basic concept	Sales									
Test cloud	IT									
Cloud	IT									
Milestone: Interim acceptance							Stage 2>3			
Milestone: Start of the Tregon festival project									Date	

		~Octobre		~November		~December		~January	
		Delivery stage 5		Delivery stage 6		Delivery stage 7		Delivery stage 8	
		2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks
Core module	Scrum 1	Sprint 9	Sprint 10	Sprint 11	Sprint 12	Sprint 13	Sprint 14	Sprint 15	Sprint 16
Module: Ticket shop	Scrum 2	Sprint 9	Sprint 10	Sprint 11	Sprint 12	Sprint 13	Sprint 14	Sprint 15	
Module: Visitor feedbac	Scrum 2								Sprint 16
Event Website	Scrum 3	Sprint 9	Sprint 10	Sprint 11	Sprint 12	Sprint 13	Sprint 14	Sprint 15	Sprint 16
Visitor App	Scrum 4			Sprint 11	Sprint 12	Sprint 13	Sprint 14	Sprint 15	Sprint 16
Marketing products	Marketing	Kanban							
List of other products…									

It may be advisable to add notes to products when creating the structure so that it is easier to understand later what was meant by the product name.

2.5.2   Project plan

Notes on the project plan:

- This project plan only shows a section of around 9 months and does not list all the products that must be created during this period.
- The project plan focuses on software development.
  - The marketing products are agreed with the project manager at each stage transition and documented in the respective stage plan.
  - Various product-oriented deliveries from the other teams are not yet entered by the project manager.
- Scrum teams 1-4 must remain in contact throughout the entire duration of the project because there are dependencies between the products.
  - For example, a new module also requires an adjustment to the core module.
- The time required to develop individual products, or the actual number of Scrum teams necessary depends on many parameters and may therefore be different in practice.
  - Not every company could use 4 Scrum teams here.
  - It is also conceivable that only 1 Scrum team develops all the software (if this is possible in the time available).

2.6   Supplementary information

2.6.1   Background information

Professional partner
During the initial delivery stage, it quickly became apparent that potential professional partners (event promoters) had little interest in entering a cooperation. The reason behind this, is that the event promoters are too busy with rebuilding their business after the crisis. Therefore, it was decided to acquire a majority financial stake in an event company to gain access to valuable insider information. (And the then owner of Softpirates, Philippa, is a big music fan.)

After brief but intensive negotiations, the ailing event promoter Tregon was acquired, and a contract was signed at the start of the second stage. Softpirates expects to be able to sell the shares in Tregon after a successful first operating phase of the software and then continue to work together as partners after Tregon is a healthy business again. This procedure has been transparently agreed with Tregon's management.

This resulted in the following changes to the project:

- The product partner contract has been changed to a professional partner contract.
- During the second delivery stage of the TicketNew project, a new product 'Tregon contract' was created and the company lawyer was appointed as product owner for this deliverable.
- The management decides that the costs of the investment in Tregon and the contract costs will not be settled via the project budget. Instead, a separate change budget will be available for this purpose.

Business priority
The identified products are prioritized by the project manager using the MoSCoW technique subject to the following constraints (the 1st delivery stage will start in June).

- The beta version of the application must be ready for use during the event management trade fair in February of the following year. (9 months from now)
  - Must haves
    - Core module
    - Event marketing website
    - Module: Online ticket store
  - Should haves
    - 1 module (to be agreed with Tregon)
    - The visitor app
  - Could haves
    - 2 further modules (to be agreed with Tregon)
  - Won't haves
    - Server modules with central functionality for Softpirates
    - Mobile apps for promoters and artists
- Partner Tregon organizes of a music festival in September of the following year and tickets will be sold using TicketNew. (15 months from now)
  - Using input from both visitors from the event management trade fair and Tregon, further modules and the visitor app with some basic functions will be delivered.
  - Delivery of those modules must be in accordance with the festival planning requirements.
  - The festival will serve as a pilot for the practical use of the software.
  - A selection and prioritization of the modules still needs to be discussed.

- The project must be completed in December of the following year. (18 months from now)
  - Building on the status of the music festival, further modules and functionalities are to be delivered in the visitor app upon delivery.
  - The selection will be based on practical experience from the music festival and the requirements of visitors of the trade fair.

All other products are subordinate to these priorities and are planned in stages.

2.6.2   Agile delivery methods

Kanban in the marketing delivery team
Softpirates' marketing department is used to working in a flow-oriented manner. The company constantly makes demands on marketing: they launch new products, have product updates for 20 software applications, trade fair events, webinars. Therefore, all marketing-related requirements (including those for this project) are collected in a team backlog. The requirements are subsequently prepared and processed according to business priority.

The project manager discusses the delivery agreements for the respective stage transitions with the product owner marketing. They only define a rough sequence of delivery of the marketing products in the project plan, because the project-related products are prioritized together with all other marketing deliverables in the marketing product backlog.

Working in this way makes the marketing products from the project additional requirements for the marketing delivery team in their daily workflow. The priorities that are set by the project must be weighed by marketing against the business value of other requirements. This requires good coordination between the project manager and the marketing product owner.

Product development in the Scrum teams
The main products are assigned to product owners. In consultation with the product owners, the project manager assigns the **main products** and new requirements that arise during the project to the different Scrum teams. The project manager only defines the key characteristics of the products from the overarching perspective of the overall context and documents these in the product descriptions.

> **Note:**
> - *The **main products** are products that are not yet broken down into smaller projects.*
> - *The product owner breaks the main products down into more manageable products: **epics**.*
> - *Software development requires very detailed requirements, usually in the form of **user stories**.*
> - *User stories are created by the product owner during **product backlog refinement**.*

In their team backlog (Scrum: **product backlog**), the product owners independently ensure that the products are detailed into user stories. The product owners are responsible for involving stakeholders and the developers where necessary. They can independently make detailed decisions on behalf of the business, within the tolerances of the product description.

If requirements are brought to the attention of the product owners that do not fall under the responsibility of their products, they may not pass them on directly to another delivery team. Instead, they must report them to the project manager **as an issue**. Only the project manager has an overall view of the project and can evaluate these issues and make decisions here.

As the software products are interdependent, the Scrum teams must coordinate regularly. To identify all **dependencies** between the products, a joint meeting of the teams is held as part of the sprint planning and, if necessary, initiated on an ad hoc basis with individual members. The meeting usually includes the product owners and one developer from each Scrum team.

The project manager determines the status of the development at each **stage transition** and discusses the delivery of the next stage with the Scrum teams. As Scrum teams plan from sprint to sprint, and each project stage contains 2 sprints for this specific project, a stage plan should have an appropriate scope tolerance for the teams. If this tolerance cannot be met, the product owners must escalate an exception so that the project manager can determine the impact on products from other delivery teams in good time and react with changes to the plan, if necessary.

In this project, only limited users are available for stakeholder feedback in the reviews. The project manager must consult with the user representatives and product owners, who are available to provide feedback on the products. These include:

- Representatives from Tregon
- Current users of Ticketwelve
- Support staff (because they know the needs of the current users)
- The product manager (and project owner) Sarina

The products in this project cannot go into operation continuously, sprint by sprint, but are used for the first time as part of the music festival. Therefore, the project manager decides, in consultation with Tregon, which completed product packages can be used operationally. This requires a clear prioritization of the delivery. The full version of TicketNew is only available to other customers at the planned end of the project.

Team backlogs of the Scrum teams
If several Scrum teams deliver products in a project, there are two different options for using the team backlogs.

- **Separate team backlogs**
  - Each team has its own backlog (plus sprint backlog)
  - This procedure assumes that the teams are working on different main products and that the project manager has clear criteria for assigning the main products to the teams.
  - Separate team backlogs are a good way of delivering very different products that require teams with specific technical skills.
  - Even with separate team backlogs, the products to be delivered by the teams may have dependencies on each other. These must then be discussed and agreed between the teams.
- **A joint team backlog**
  - Two or more teams use a shared team backlog (plus separate sprint backlogs)
  - This procedure makes sense if the Scrum teams independently ensure that the items in the backlog are distributed among the teams.
- In this case, the refinement must be agreed between the product owners. A scaling approach for Scrum (e.g. Scrum@Scale, Nexus, LeSS) could also be used.
- A joint team backlog can have advantages in the even utilization of the teams if all teams would theoretically be able to deliver all items.

Aborting a sprint
The sprints of all Scrum teams are synchronized and take place within project stages without time tolerance. Stage transitions are necessary so that the project manager and the project owner can assess the status of the project and make decisions. The scrum teams must therefore agree on the length of the sprints with the project manager.

If a sprint must be aborted (which should normally only happen in extreme situations in Scrum), the Scrum team must be synchronized with the other teams again. This can be done by the team incorporating a shorter sprint so that all teams start together again at the beginning of the next sprint.

2.7   Final stage and post-project

Once the first version of TicketNew has been developed, any further development of the software becomes part of Softpirates' operational business-as-usual. This development usually takes place continuously and not in the form of projects. New requests for features, updates, and bug fixes will become part of regular software maintenance.

Ensuring the ongoing maintenance of the ticketing system is the responsibility of the product manager. The product manager coordinates a permanently assigned Scrum team, but also marketing, sales, and support efforts for the application on an ongoing basis.

The delivery of the project product is the signal that the product now is part of the product portfolio and is thereby handed off to the operational side of Softpirates. That is the end of the project.

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