

Business Value Game Retrospective

SPA Conference, London, April 4th 2009

Scores

Team	Earned €	Points	Earned/point	ROI	Total €	Happiness	Total Score	Total/point
Cool	18.000 €	90	200,0	3.400 €	21.400 €	52	26.600 €	296 €
Hot	19.300 €	94	205,3	2.600 €	21.900 €	50	26.900 €	286 €

Remarks:

- Team Cool calculated their ROI incorrectly. The correct result is 3.400€ instead of 3.450€.
- Both teams played the “Release Process improvement” card
- Team Hot played the “Velocity improvement” card to give them an extra velocity point in rounds 5 and 6
- Team Hot didn’t release in round 2. This explains their lower ROI.
- Despite a higher velocity and a better Earned €/point ratio, team Hot only barely won because of the delay in delivery and the loss of a customer.

**The Business Value Game at Software Practice Advancement 2009 by Vera Peeters, Pascal Van Cauwenberghe and Portia Tung:
Retrospective**

Retrospective forms

What Went Well	What Went Wrong	Puzzles	Lessons Learned
<ul style="list-style-type: none"> • Well prepared and organised 	<ul style="list-style-type: none"> • The exercise may be a bit simplistic and doesn't quite fit the real situation? i.e. no option to dish a customer, on in biz as usual • More time to explain first iteration? 	<ul style="list-style-type: none"> • Identify Value Currencies 	<ul style="list-style-type: none"> • Assigning biz value gives feedback to business to help prioritise
<ul style="list-style-type: none"> • The Game • Bubble sort => got teams from similar background 	<ul style="list-style-type: none"> • Too little time for workshop and too little concrete questions • A question for "dangers" might have been nice 	<ul style="list-style-type: none"> • How much time is it worth spending on finding out the business value? • How does one measure business value that does not actually have monetary value 	<ul style="list-style-type: none"> • Since I'm not in the situation of actually doing business values I learnt a few moderation techniques, team dynamics etc.
<ul style="list-style-type: none"> • The game 	<ul style="list-style-type: none"> • Initial understanding of the game (introduce more progressively?) 	<ul style="list-style-type: none"> • Why don't business people or clients insist on measurement of business value? 	<ul style="list-style-type: none"> • Simulations work well for last session of conference
<ul style="list-style-type: none"> • Game well run • Clear lessons from game 	<ul style="list-style-type: none"> • Some confusion in round 1 	<ul style="list-style-type: none"> • Still not sure how to get business value 	<ul style="list-style-type: none"> • Problem is obtaining business value in highly uncertain ????
<ul style="list-style-type: none"> • Perception of the business value concept in the prioritisation decision making process 	<ul style="list-style-type: none"> • No model for interviewing customers and assessing business value 	<ul style="list-style-type: none"> • Model for comparing internal versus external versus maintenance projects 	<ul style="list-style-type: none"> • Before prioritising, assign a business value

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<ul style="list-style-type: none"> • Nice to actually get involved in a simple exercise 	<ul style="list-style-type: none"> • The workshop model we discussed seemed to almost be one of these “Irish Situations” (see puzzles) • Getting rid of project addiction to complexity is very common. Once you break this, the estimating comes easily. 	<ul style="list-style-type: none"> • As a contract analyst these decisions are made elsewhere. Yet we often have to advise how to improve them. I’m often in the “Irish situation” – “Don’t start from here!” 	<ul style="list-style-type: none"> • My first experience of XP. Good.
<ul style="list-style-type: none"> • The starting of the game with the powerpoint support • One coach for each table was useful • The paper “slides” at the beginning were useful 	<ul style="list-style-type: none"> • I didn’t find action during the workshop • To be perfect: • One coach for each group during the workshop? • Insist more on a relative estimation of Business Value? 	<ul style="list-style-type: none"> • No puzzle, just wrote something to pass your acceptance test [fill in every quadrant of the form] 	<ul style="list-style-type: none"> • Better understanding of the BV Game • The 2D bubble sorting
<ul style="list-style-type: none"> • Prioritising by the BV – on that [brings?] most value to client then adjusting it next iteration to include client happiness • Game was good/fun way to learn 	<ul style="list-style-type: none"> • Getting the planning of the Request done in a set way – this took a bit of time 	<ul style="list-style-type: none"> • Some of the prioritisation heuristics – more examples of this 	<ul style="list-style-type: none"> • Keep the big picture and get customer/clients to estimate
<ul style="list-style-type: none"> • Fun simulation game 	<ul style="list-style-type: none"> • Specific to software development and not easily applied to other contexts 	<ul style="list-style-type: none"> • How to see big picture earlier? 	<ul style="list-style-type: none"> • Losing customers can be an effective strategy • Roll of dice (luck) is a major factor

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<ul style="list-style-type: none"> • The Game 	<ul style="list-style-type: none"> • Explanation of the rules of the game could have been clearer – e.g. provided to each team in writing • At the end of the day, it's probably more interesting to decide how to assign BV in the first place than what to do with it in order to prioritise. What advice can you give on getting customers to come up with meaningful numbers? 	<ul style="list-style-type: none"> • Don't quite see how this maps on to my business situation. I need to help customers prioritise their stories and I find Jeff Paton's "story mapping" a lot more useful. 	<ul style="list-style-type: none"> • Business Value is not absolute – it's just a tool to help in planning. • Retrospectives are incredibly valuable in working out what happened and why – and what to do about it.
<ul style="list-style-type: none"> • Well run session • Good practical exercise 	<ul style="list-style-type: none"> • Not obvious how to apply 	<ul style="list-style-type: none"> • How to obtain the BV/Cost figures? 	<ul style="list-style-type: none"> • Quantify BV + satisfaction

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Detailed score sheets

Team name:		Hot						
Iteration	Release?	BV points	Potential Value €	Earned Value €	ROI €	Total €	Planned	Actual Velocity
1	Y	1800	1800	1800	0	1800	15	15
2	N	0	0	0	100	1900	15	13
3	Y	1500	1500	1500	100	3500	15	16
4	Y	3700	4000	4000	300	7800	15	17
5	Y	5900	5500	5500	700	14000	16	17
6	Y		6500	6500	1400	21900	16	16
			Total Earned:	21900				94
Happiness	50		x100€ =	5000				
			Total score:	26900				

Team name:		Cool						
Iteration	Release?	BV points	Potential Value €	Earned Value €	ROI €	Total €	Planned	Actual Velocity
1	Y	1500	1500	1500	0	1500	15	15
2	Y	1500	1500	1500	100	3100	15	16
3	Y	2500	2500	2500	300	5900	15	13
4	Y	2500	2500	2500	500	8900	15	14
5	Y	7500	7500	7500	800	17200	15	16
6	Y	2500	2500	2500	1700	21400	15	16
			Total Earned:	21400				90
Happiness	52		x100€ =	5200				
			Total score:	26600				