



## Product backlog refinement

1.5 H



Product backlog refinement is the process through which the product backlog items are reviewed and revised by the Scrum team, providing more detail and ensuring that there is greater clarity and a common understanding in the requirements for that item.

Also estimations of the efforts to complete a product backlog item are done in Story Points. In simple terms this is a number that tells the team how hard the story is. Hard could be related to complexity, unknowns and effort. In most cases the fibonacci series is used for a story point range: 1,2,4,8,16. Since story points have no relevance to actual hours, it makes it easy for scrum teams to think abstract about the effort required to complete a story.

**Preparation:** Product owner needs to ensure user stories are prepared for coming 1,5 / 2 sprints. Team reviews user stories on the product backlog.

**Deliverable:** Common understanding and actionable product backlog items, sufficient for coming sprint(s).

## Sprint planning

1.5 H



The sprint planning meeting is a negotiation between the team and the product owner to elaborate on what the team will do during the next sprint.

The product owner and all team members agree on a set of sprint goals, which is used to determine which product backlog items to commit to the sprint backlog. Often new backlog items are defined during the meeting.

Typically the team will then excuse the product owner from the room and break the backlog items down into tasks. The product owner is expected to be on call during this phase for renegotiation or to answer questions that affect the time estimates.

In the last 15min of the meeting the team gives commitment to PO and each other on the actual backlog items that will be in the sprint.

**Preparation:** product backlog refinement is finished, definition of done is clear for each product backlog item, everybody added own capacity for the coming sprint, tasks are added for each product backlog item.

**Deliverable:** committed sprint backlog, clear tasks and time estimates.

## Daily scrum

15 M



The Daily Scrum Meeting is a fifteen-minute daily meeting for each team member to answer three questions:

1. What have I done since the last Scrum meeting / yesterday?
2. What will I do before the next Scrum meeting / today?
3. Is there anything that keeps me from getting work done (impediments) or that brings down velocity?

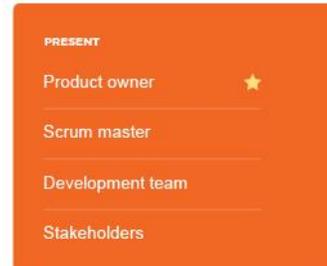
The ScrumMaster ensures that participants call sidebar meetings for any discussions that go too far outside these constraints, or that require discussion with the Product Owner. This meeting preferably takes place first thing in the morning, as soon as all team members arrive.

**Preparation:** if not attending the meeting ensure teammembers are updated on your progress

**Deliverable:** team alignment and knowledge of who to work with on the next sprint backlog item. Insights in impediments (preferably also a solution)

## Demo

1 H



The purpose of the meeting is for the team to show the customers and stakeholders the work they have accomplished over the sprint. The meeting is facilitated by the Product Owner, and he/she will work with the team to run the meeting. In this meeting, the customers should be reviewing the following data:

- The work the team committed to
- delivering
- The work they completed
- Demo of the work itself  
Key decisions that were made during the iteration/sprint (this may include technical, market-driven, requirements, etc, and can be decisions made by the team, the product owner, the customers, or anyone else)
- Project metrics (code coverage, etc)

**Preparation:** Demonstration of the business value of the sprint

**Deliverable:** Results of the sprint are shown to stakeholders, to keep them in the loop and catch possible new requests.

## Retrospective

1 H



The sprint retrospective meeting is held at the end of every sprint after the sprint review meeting.

The team and ScrumMaster meet to discuss what went well and what to improve in the next sprint.

The product owner is generally not attending this meeting to ensure openness of the team.

**Preparation:** Reflect upon sprint

**Deliverable:** Insights on strong points and actions to improve

## Release to production

PRESENT

Product owner ★

Scrum master

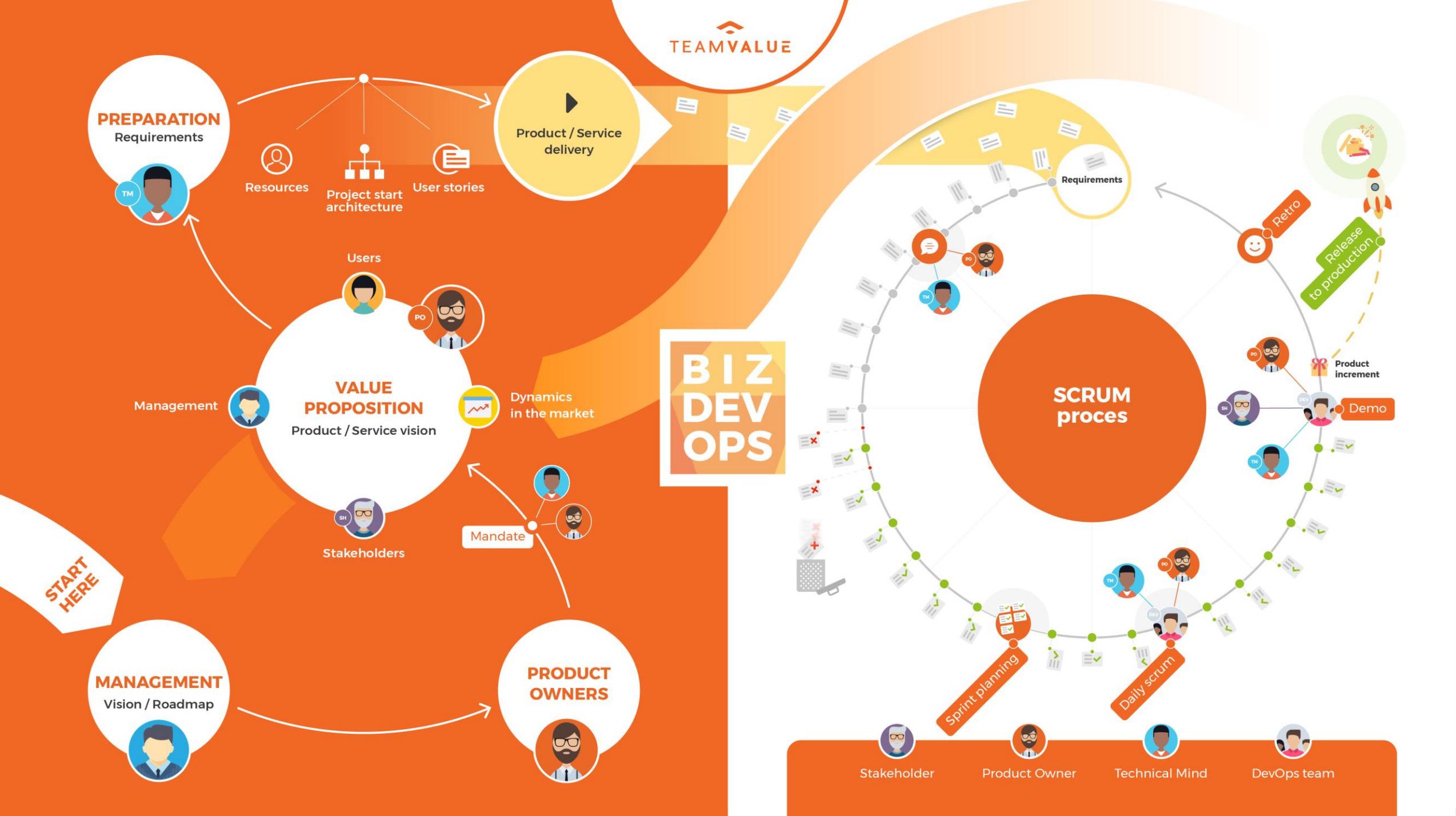
Development team

The transition of an increment of potentially shippable product from the development team into routine use by customers.

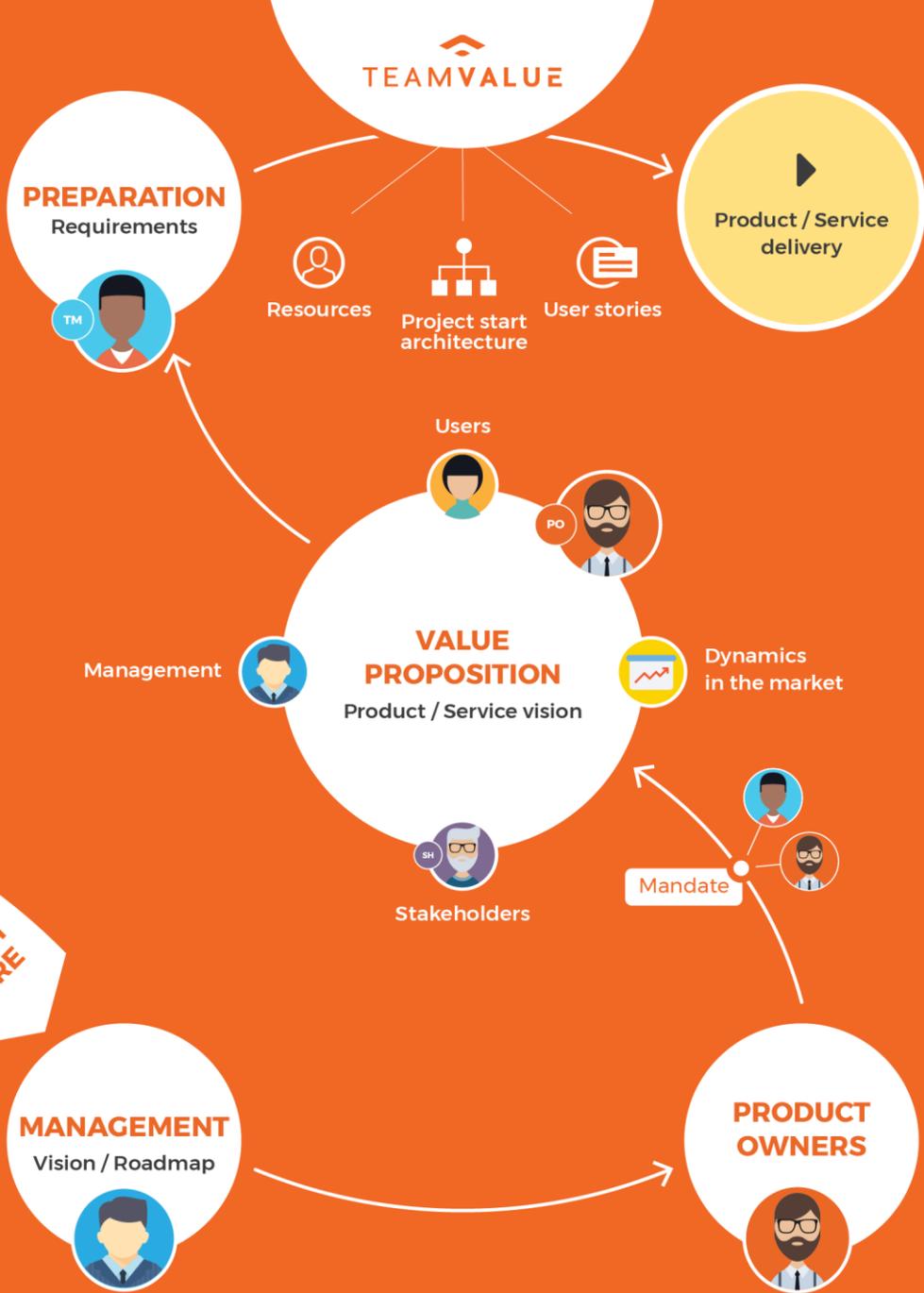
Releases typically happen when one or more sprints has resulted in the product having enough value to outweigh the cost to deploy it.

**Preparation:** shippable product is ready to release

**Deliverable:** scrum team accomplishments are live in production

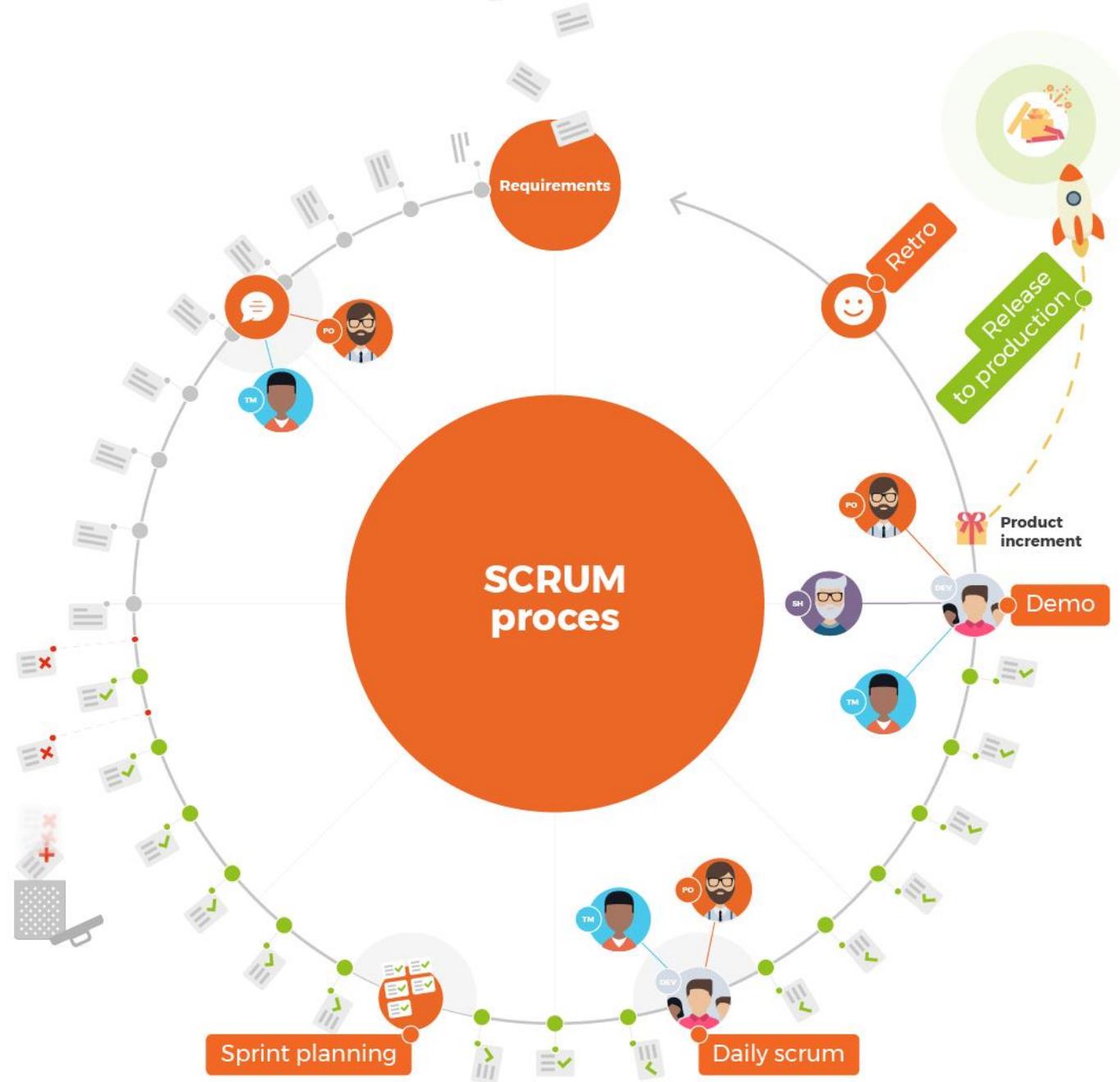


# BIZ DEV OPS



TEAMVALUE

BIZ  
DEV  
OPS

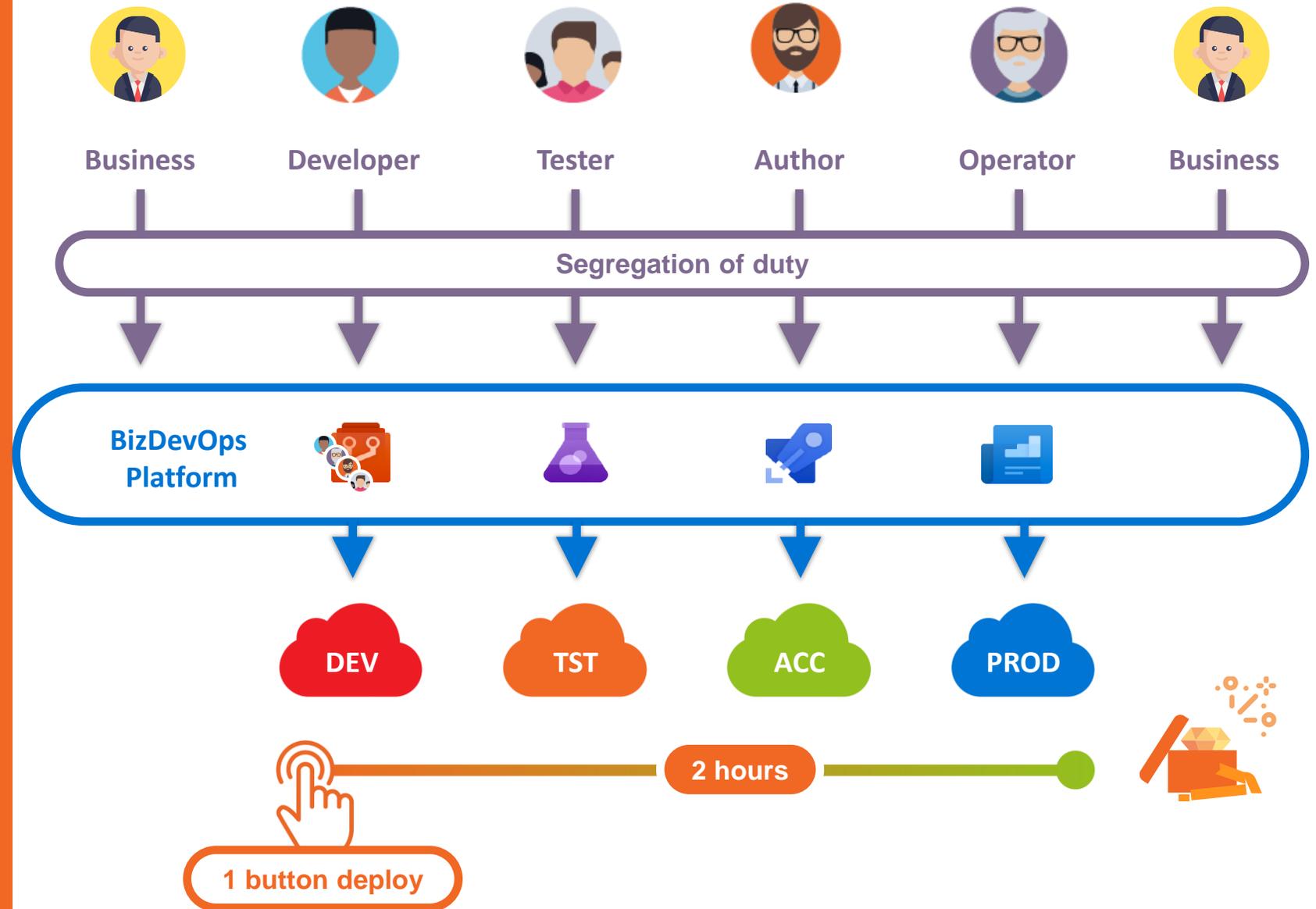


-  Stakeholder
-  Product Owner
-  Technical Mind
-  DevOps team

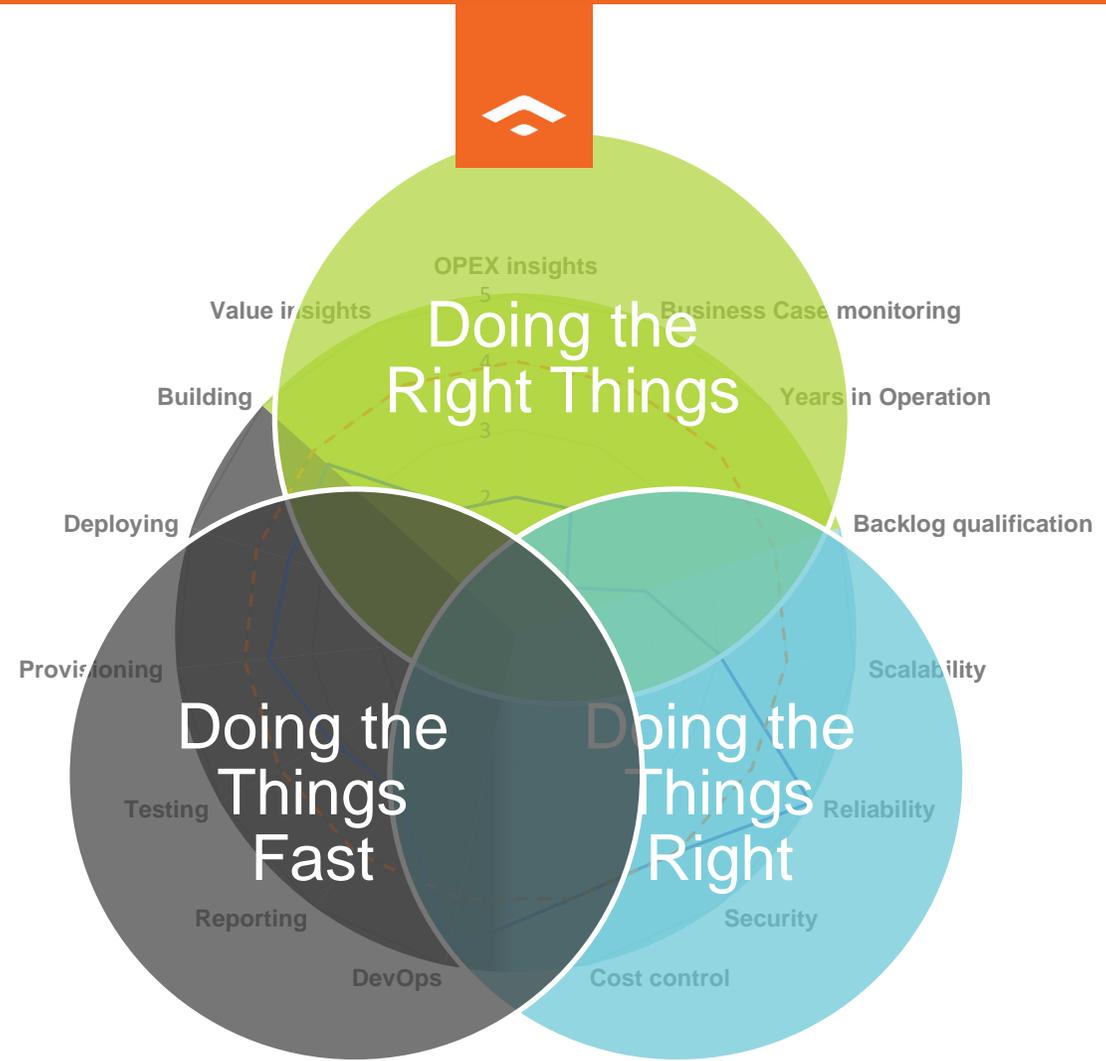
# The Golden Path

Facilitates in all tools and procedures to create, maintain and release features with a “**production first**” mindset.

100% compliant with company regulations and without noticeable downtime for customers.



# IT VALUE SCAN



# Digital Factory

- Value-based Prioritization
- Iterative Development/  
DevOps Practices
- Self-Organization
- Empirical Process Control
- Time-boxing
- Collaboration
- IT as Service Broker & Partner

Change

