IT WORKS – WE CARE
TECHTALK

Story Maps in practice

enable early feedback to build what really matters

CHRISTIAN HASSA (CH@TECHTALK.AT)
TWITTER: @CHRISHASSA

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About me

- Managing Partner at TechTalk
- Working as/coaching Product Owners

TechTalk office Vienna/Austria

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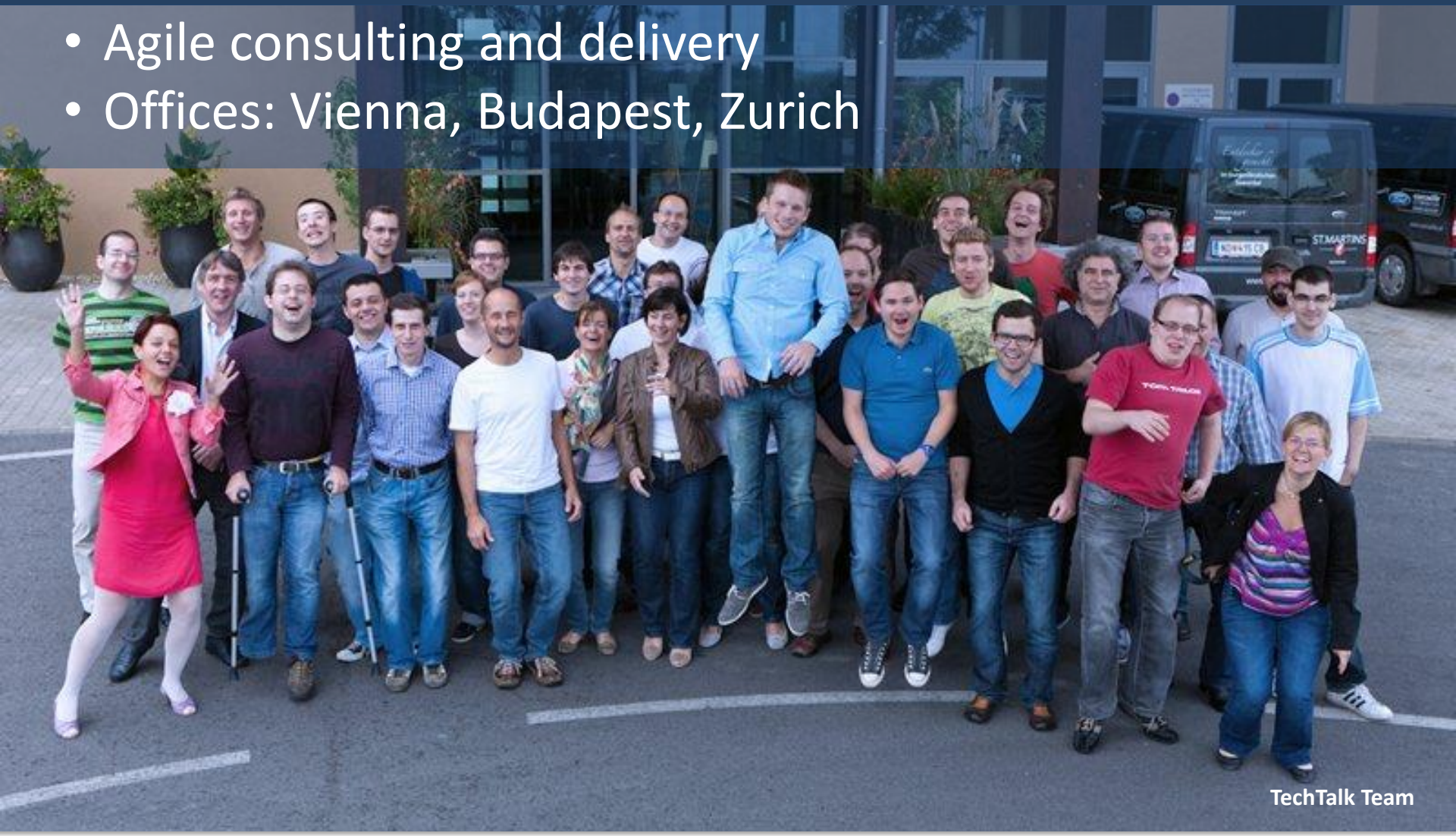
About my Team

- Agile consulting and delivery
- Offices: Vienna, Budapest, Zurich



TechTalk Team

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Why *agile requirements*?

Successful problem solving requires
finding the *right solution*
to the *right problem.*

Russell Ackoff, 1974

We fail more often,
because we solve the *wrong problem*
than because we get the
wrong solution to the *right problem*.

User Stories

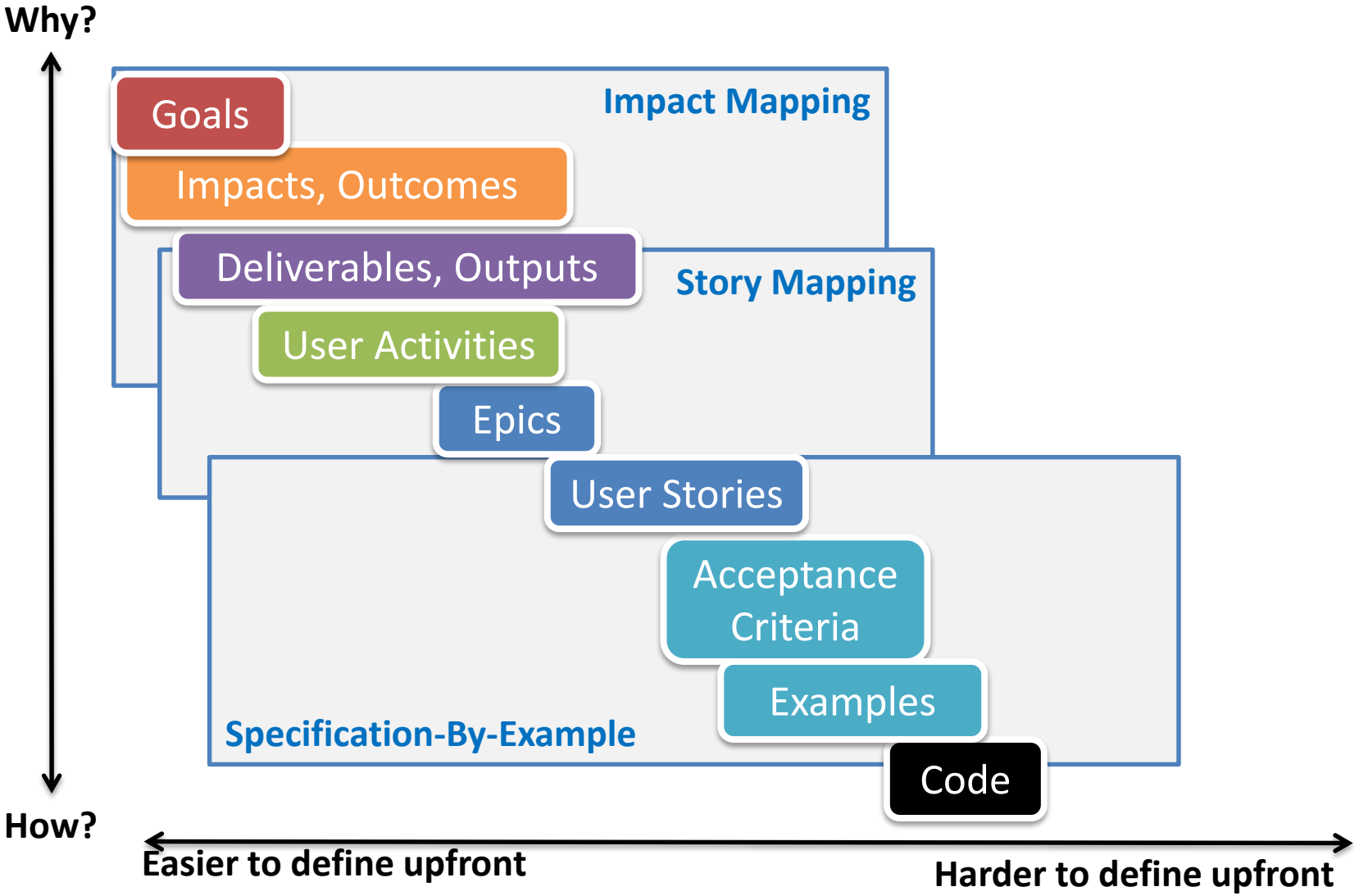
What makes user stories *agile?*

- ~~*Describe user needs or features*~~
- ~~*Unit of planning/prioritization*~~
- Future options for evolving the system
- Reminder for a conversation
- Deferring detail to the last responsible moment

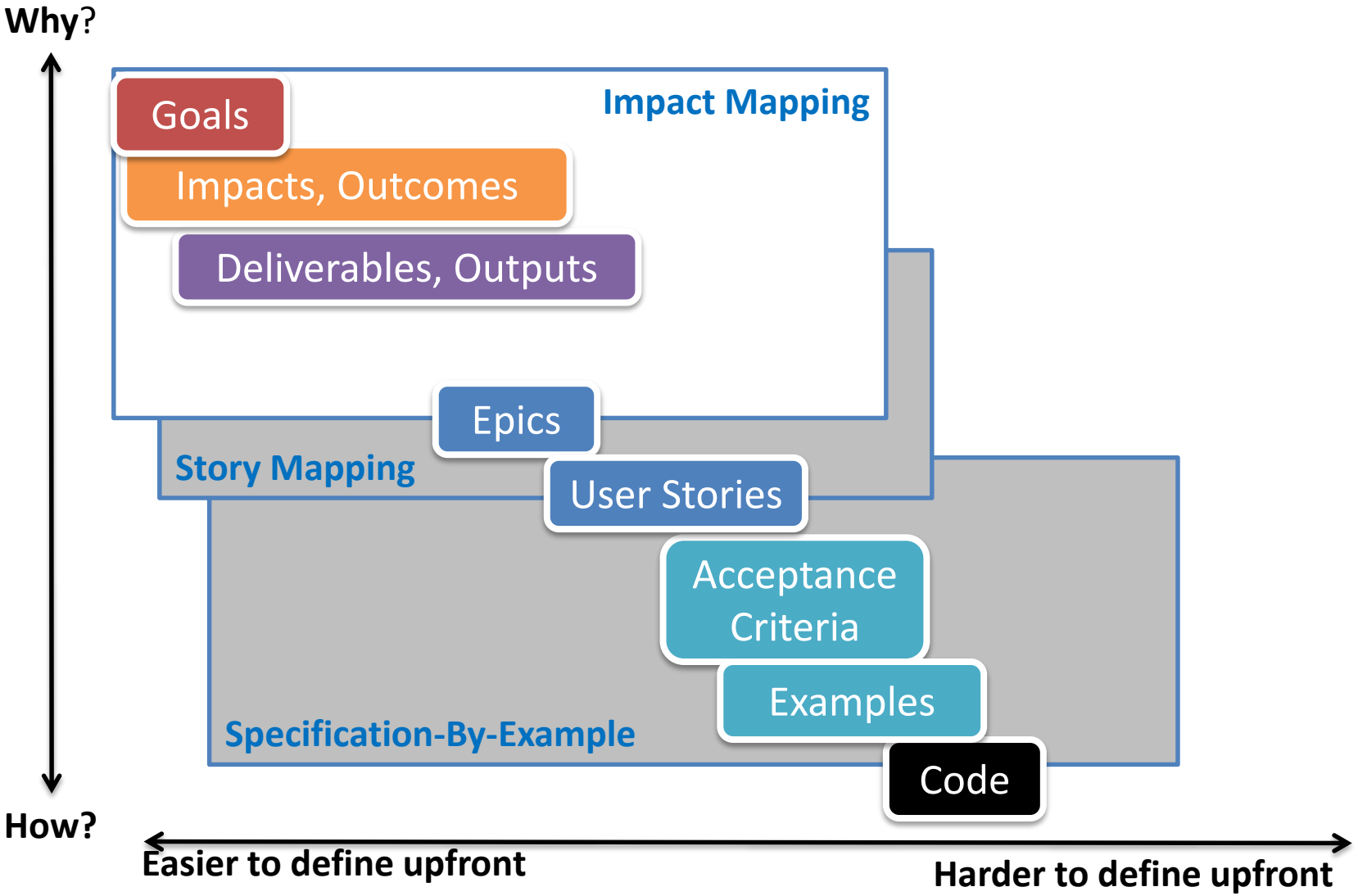
„User stories are really the artifact
at the heart of the continuing dialog between
what is possible and what is desirable.“

~ Kent Beck (http://c2.com/cgi/wiki?UserStory)

Discovering the problem to solve



Defining experiments



delivering software
that generates

Impact

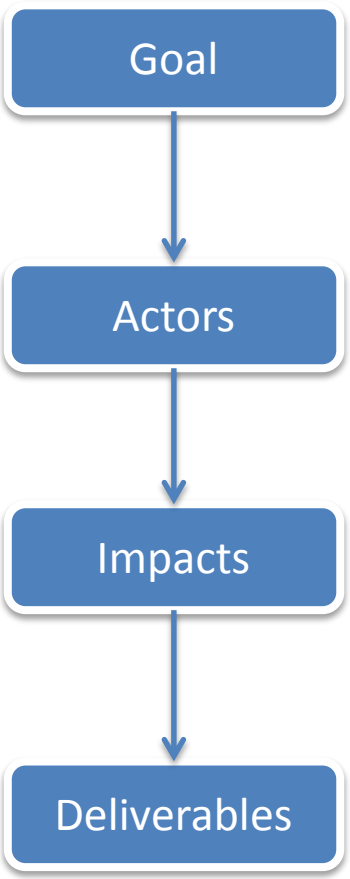
Impact Mapping

"Impact Mapping helps us plan better!
It is collaborative, visual and fast."

From: Gojko Adzic: www.impactmapping.org

Based on:
Ingrid Domingues,
Mijo Balic
Effect Managing IT

Impact Map structure



What is our goal?
Sell 10.000 books within the first 6 months after launching the business.

Who can help/prevent us reaching our goal?
Shopper of mainstream books,
Shopper of rarely available books,
Shipping Department, Hackers

Impact triggering behavior change to help/obstruct goal
Shopper of mainstream books:
- *Receive books quicker*
- *find popular books more easily*

Deliverables or features supporting/preventing these impacts (behavior changes):
Shopper of mainstream books:
- Receive books quicker
  - *order books online*
  - *semi-automated distribution center*

Defining Impacts as User Stories

Actor

As a *Shopper of mainstream books*

Deliverable

I want to *order books online*

Impact

So that I can *receive books quicker*.

Sell 10.000 books within the first 6 months after launching the business.

Actor **Impact** **Deliverable**

Defining Goals

Sell 10.000 books in the first 6 months

- **Scale**: What to measure
  - (Alternative scales to consider)
- **Meter**: How to measure
  - (Different options how to meter)
- Levels
  - **Benchmark**: Current Situation
  - **Constraint**: Break-Even for Investment, Minimum Acceptable Result
  - **Target**: Desired Result
  - (Further possible levels: Trend, Fail, Record, Survival)

Monthly orders of books

Shop system database

0

1.000

10.000

Tom Gilb: Competitive Engineering, PLANGUAGE

Combining Goals

	Selling books in 6 months	Development+ Operational Costs	Returning customers
Scale	# Monthly orders of books	Team Salaries + Operation Costs	% of Customers ordering for a second time within 2 months
Meter	Shop System database	Financial Accounts	Shop System
Benchmark			
Constraint	1.000	EUR 200.000	20%
Target	10.000	EUR 100.000	50%

Evolving goals over time

	Increasing book sales in 6 months	Development+ Operational Costs	Returning customers
Scale	# Monthly orders of books	Team Salaries + Operation Costs	% of Customers ordering for a second time within 2 months
Meter	Shop System database	Financial Accounts	Shop System
Benchmark	7.500	EUR 180.000	27%
Constraint	15.000	EUR 200.000	20%
Target	50.000	EUR 100.000	50%

Exercise

Mobile Ticket for Wiener Linien

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Ticket validation: current system

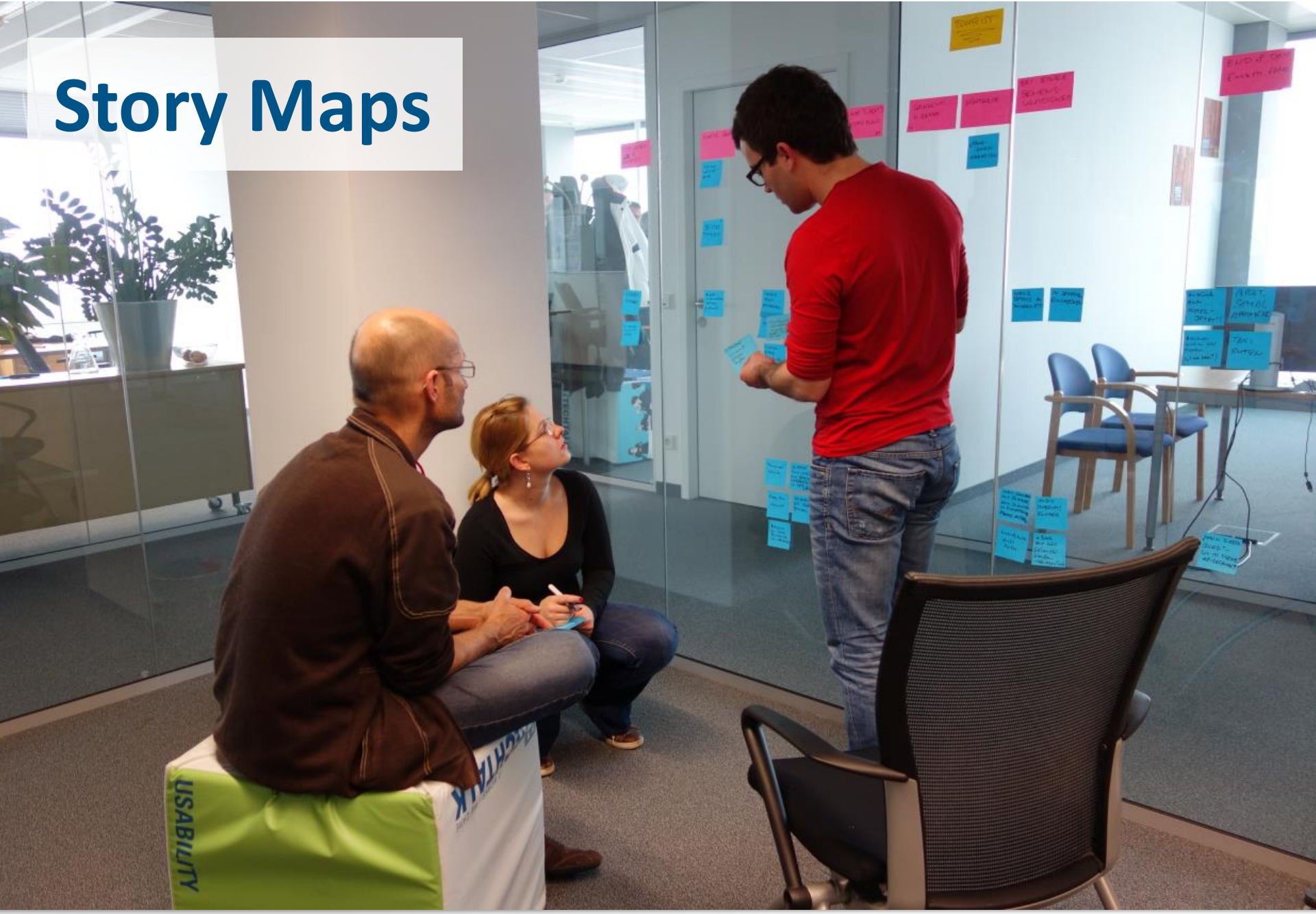
Exercise: Impacts on actors

- Target actors
  - Regular traveler to work
  - Ad-hoc traveler
  - Tourist visiting Vienna
- Brainstorm
  - Problems/desires of actors
  - Impacts to make on actors to change their behavior for supporting the goals of “Wiener Linien”
  - Deliverables that support the desired impacts/outcomes
- Arrange in a map
  - Who? **<Actor>**
  - How? Can we make an **<Impact>** on that actor?
  - What? **<Deliverable/Feature>** would support this?

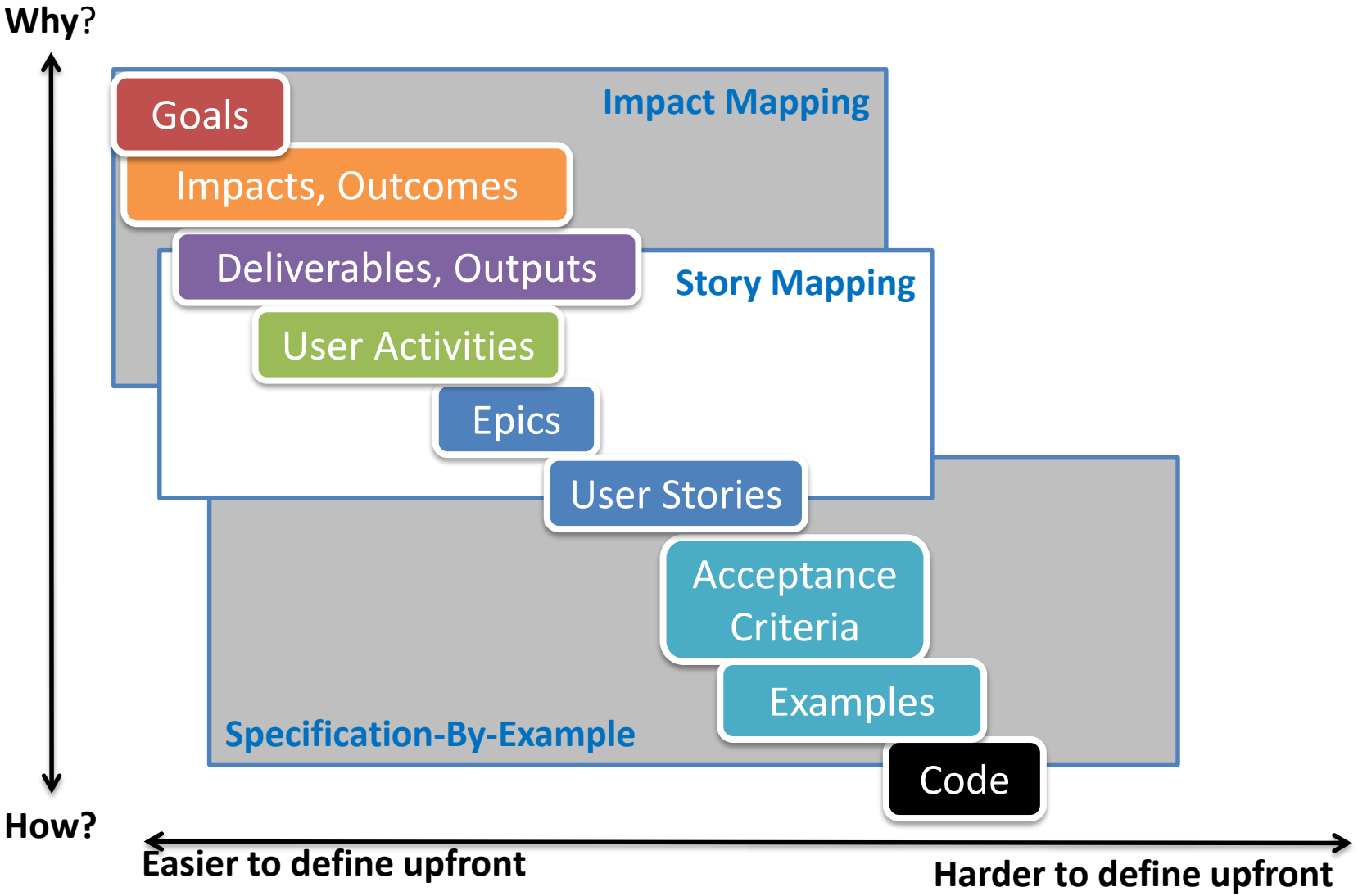
Decide on target to address

- Refine/agree on impacts (outcomes) and deliverables (output) to address
- Narrow down to 1-5 stories
  - As <Actor>
    I want <Output/Deliverable/Feature>
    so that <Outcome/Impact>
- Collect and refine assumptions needed

Story Maps



Optimizing and refining scope



Story Maps

- Concept by Jeff Patton
- Prioritize for impact/outcome
- Optimize design for user goal
- Inject features to support user scenario

Building story maps

Order books online

Deliverable achieving impact (Scenario delivers output)

Find book I want	Collect books	Commit order	Wait for book	Receive book	user activities
					time
browse best sellers	put into basket	enter address	receive delivery notificat.	receive delivery slip	system features
search book by title	create wish list	pay with credit card	inquiry order status		

necessity

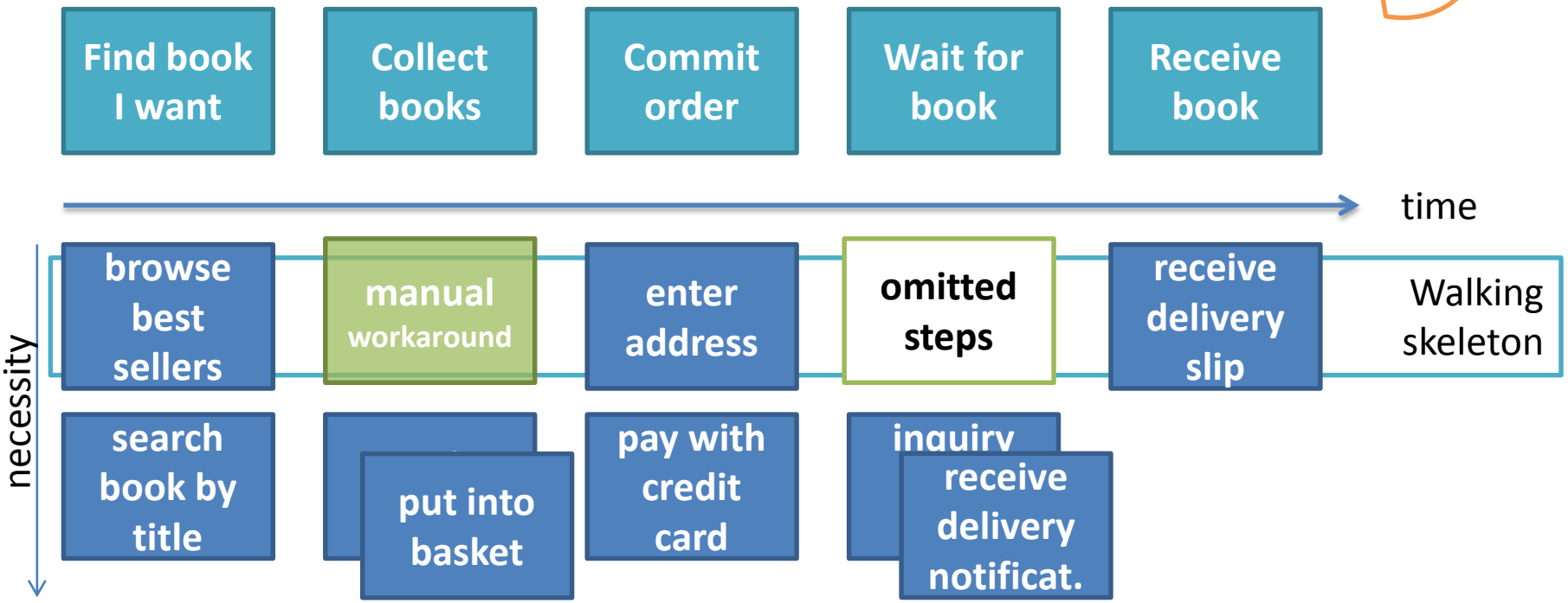
Enabling build – measure - learn

Does the impact help the business goal?

Impact: Shopper of mainstream books receive books quicker

Order books online

Does the deliverable achieve the impact?



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Exercise

Brainstorm user stories

- Think about the individual activities in the targeted user journey and collect additional user stories
  - Aligned with agreed impact
  - Extending deliverables identified so far
- Silent
- One Story for each Sticky

Map user stories

- Silent
- Put stories in a time order
- Group similar stories together
- Write-down new stories as needed

Discuss map in groups

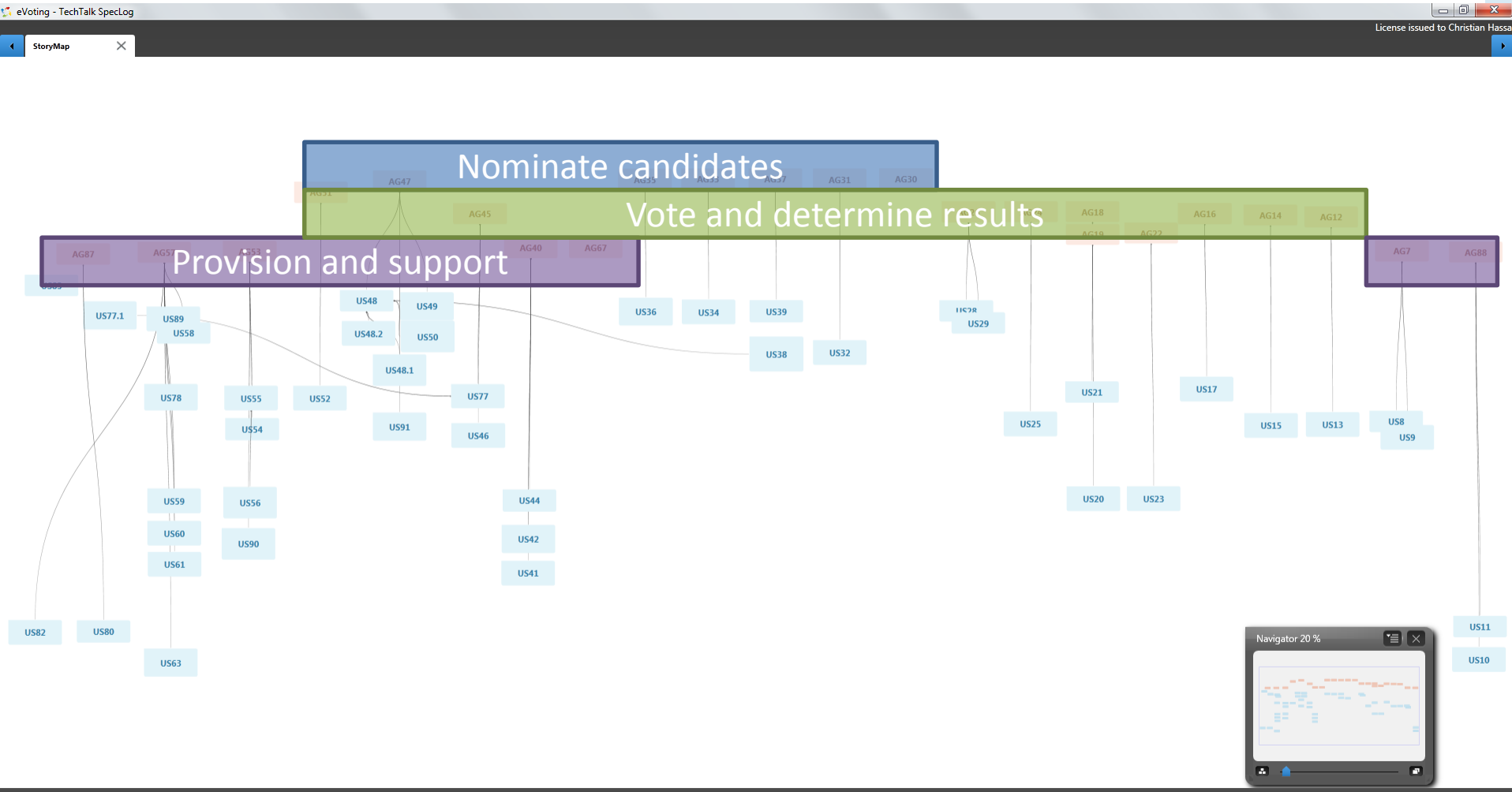
- Agree on names for groups of stories (user activities)
- Discuss flow
- Add/refine assumptions
- Prepare to present

Exercise: Slice first release

- Refine stories further for
  - Walking skeleton
  - Minimum Viable Product

Story Maps in Practice

Story Map Example: eVoting System



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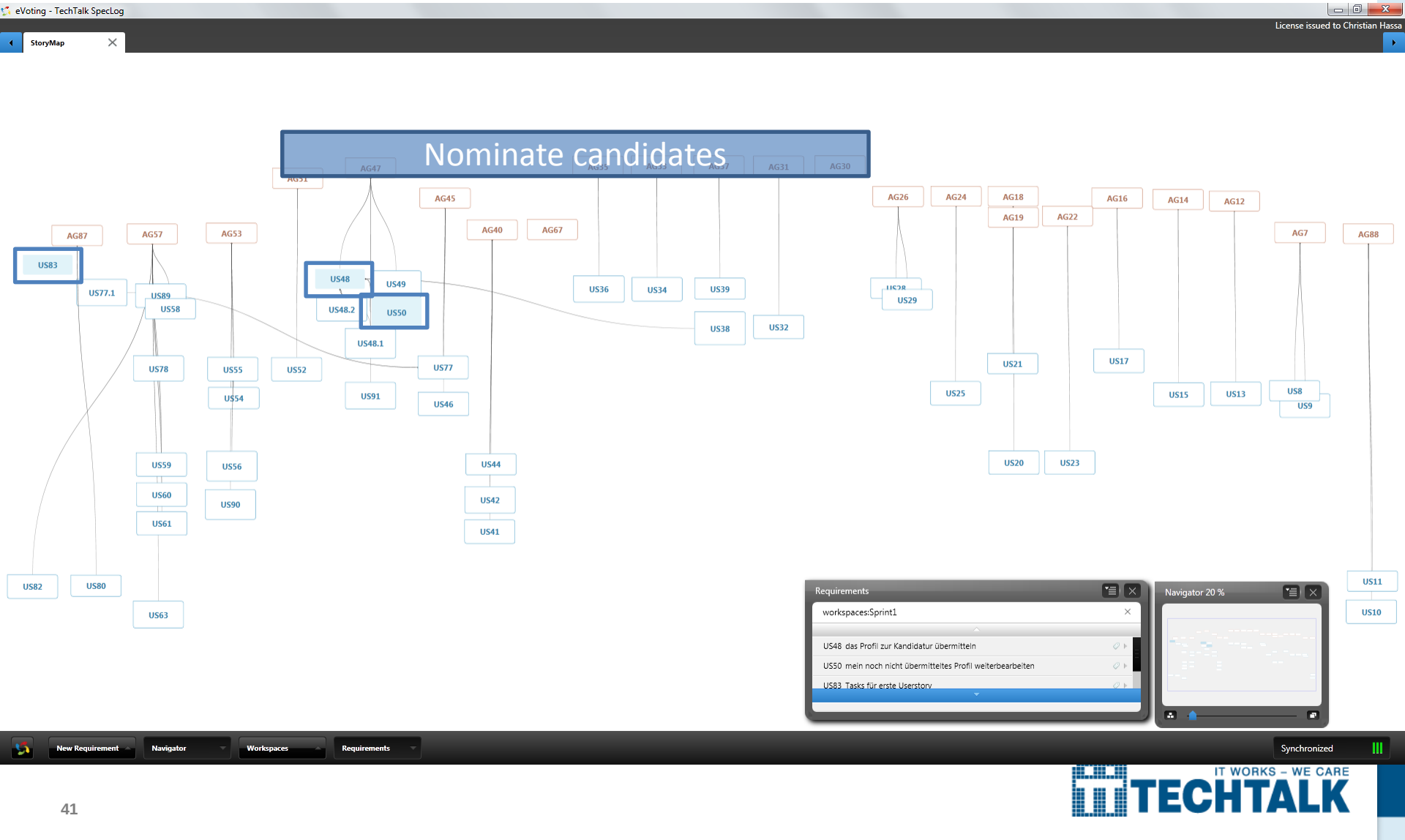
Sprint 1



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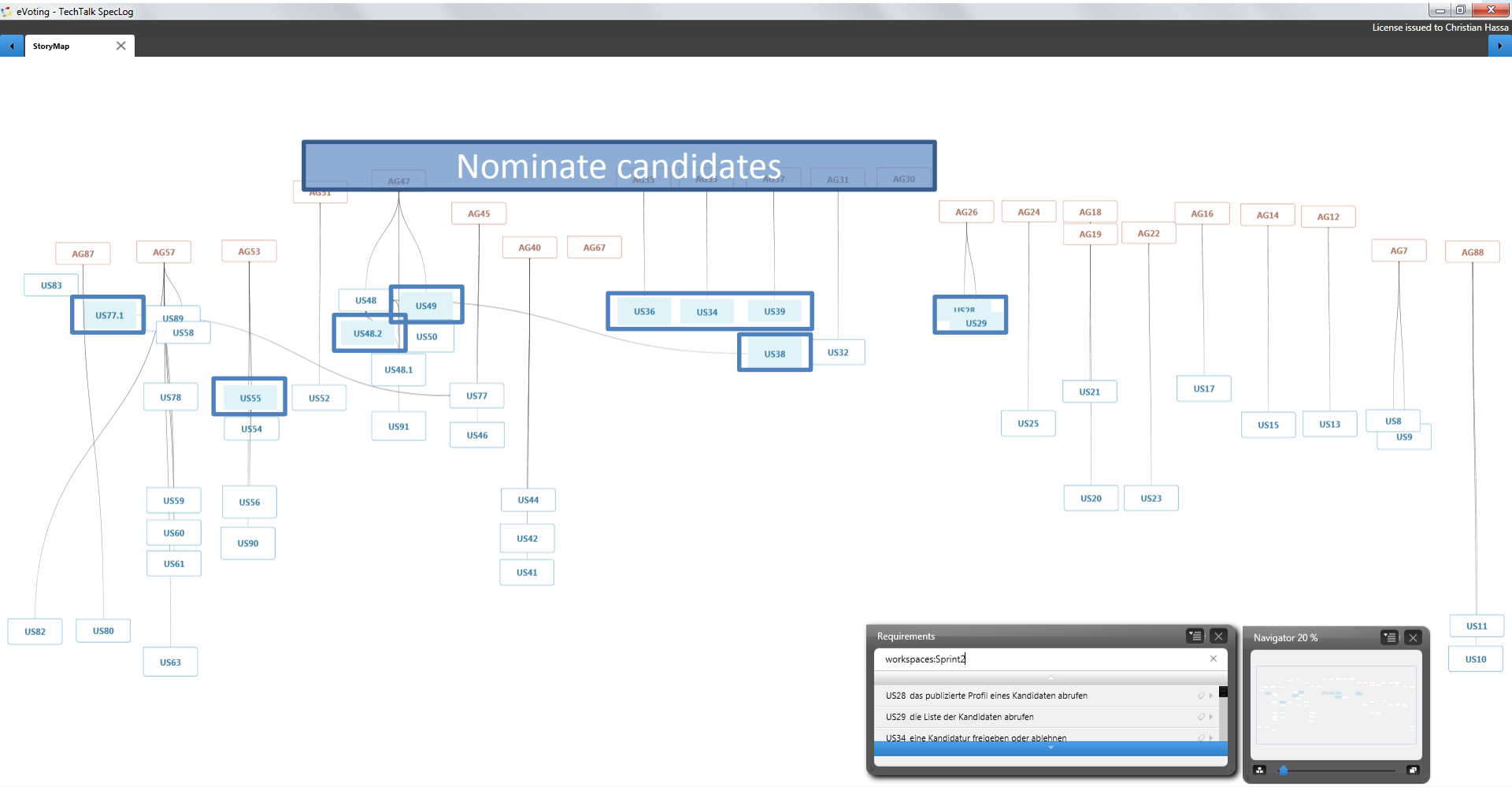
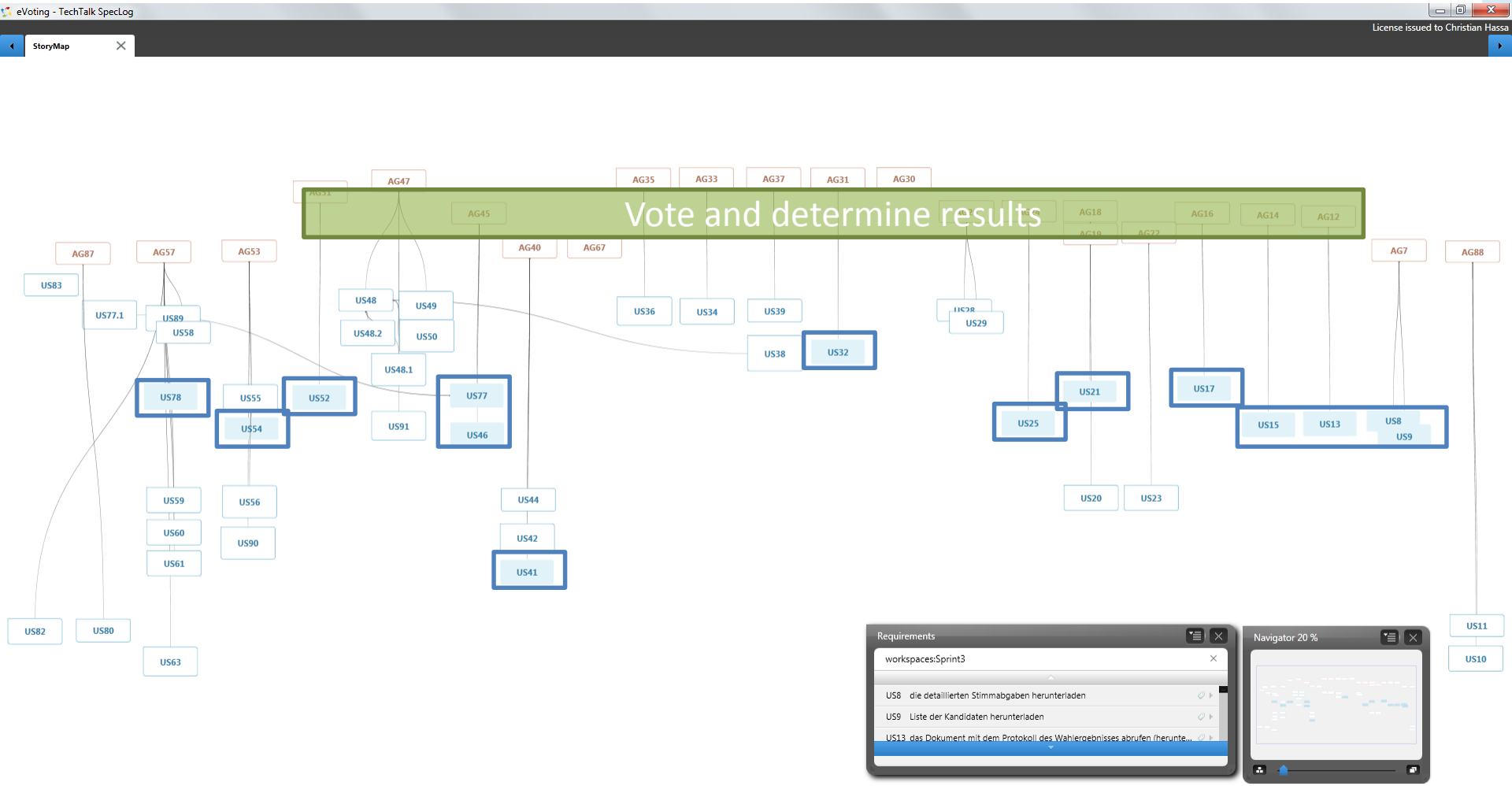
Sprint 2



Sprint 3



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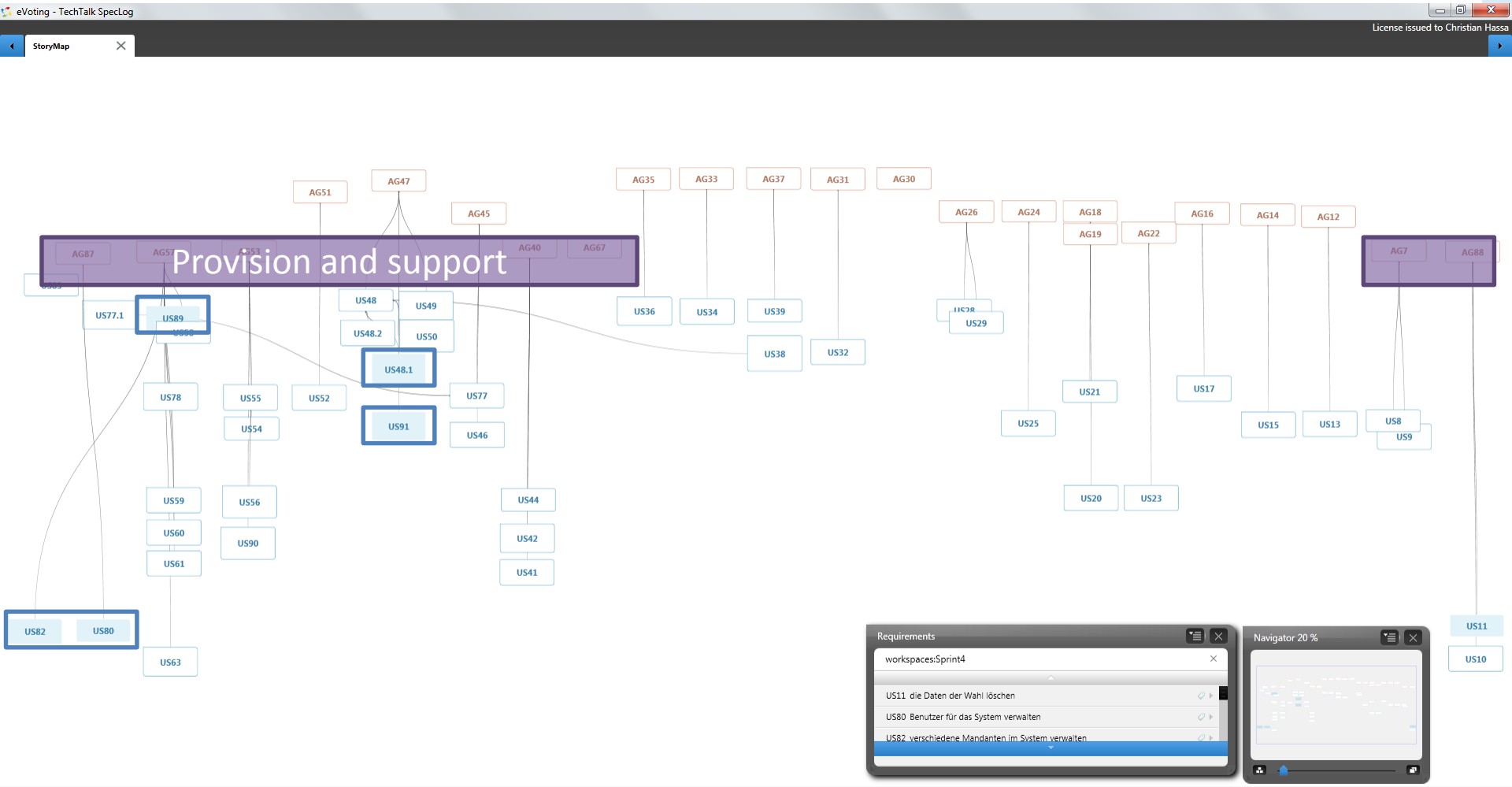
Sprint 4



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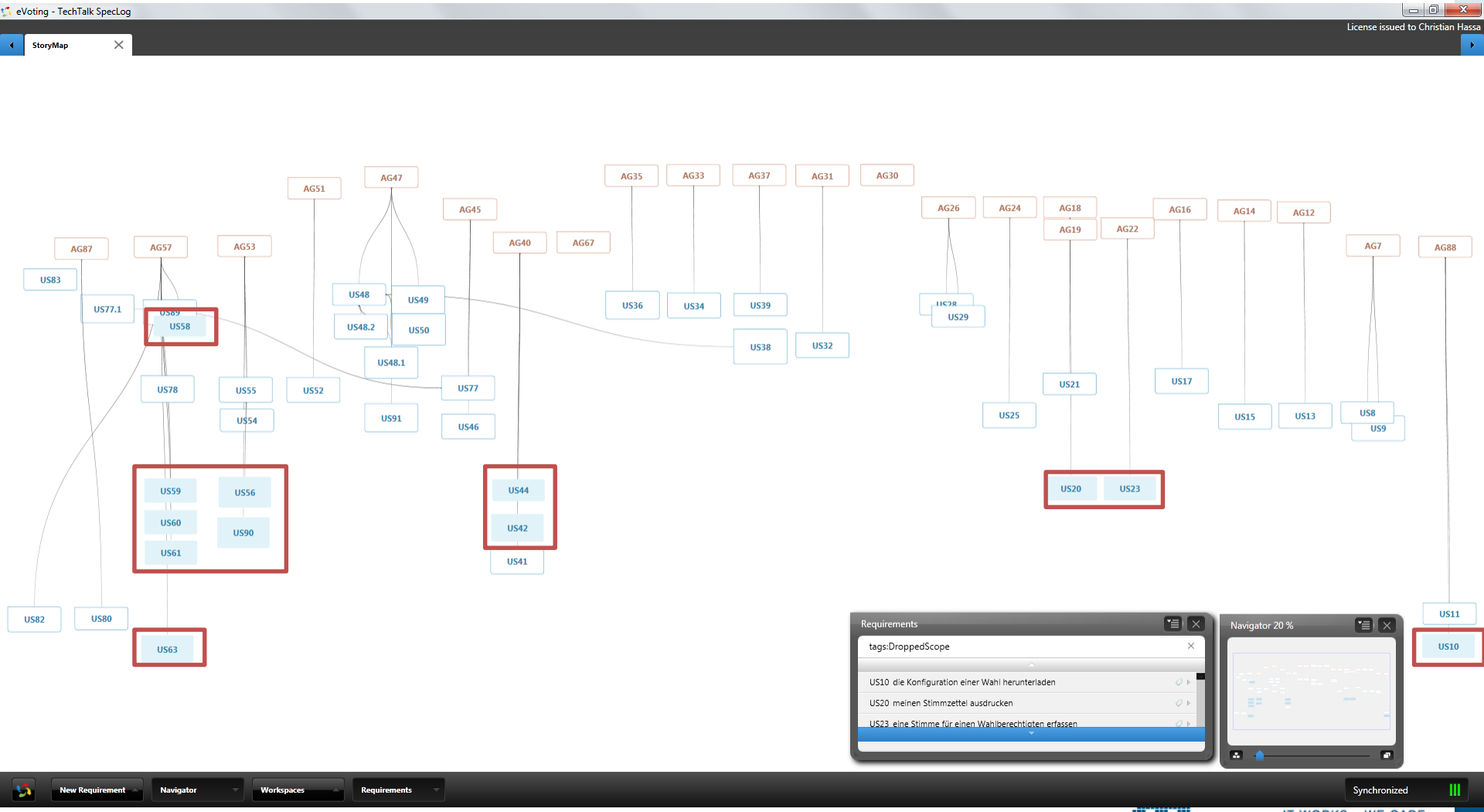
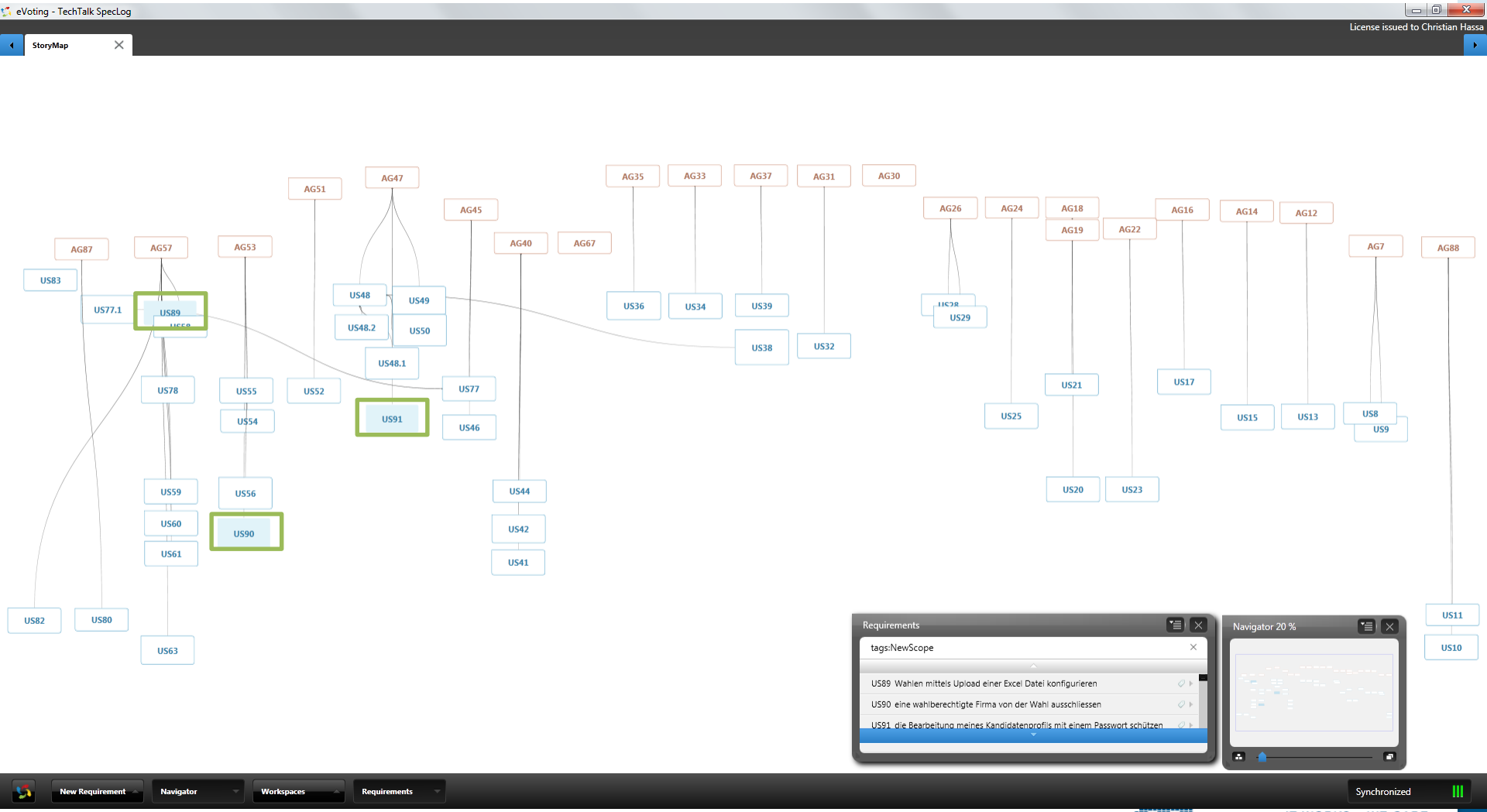
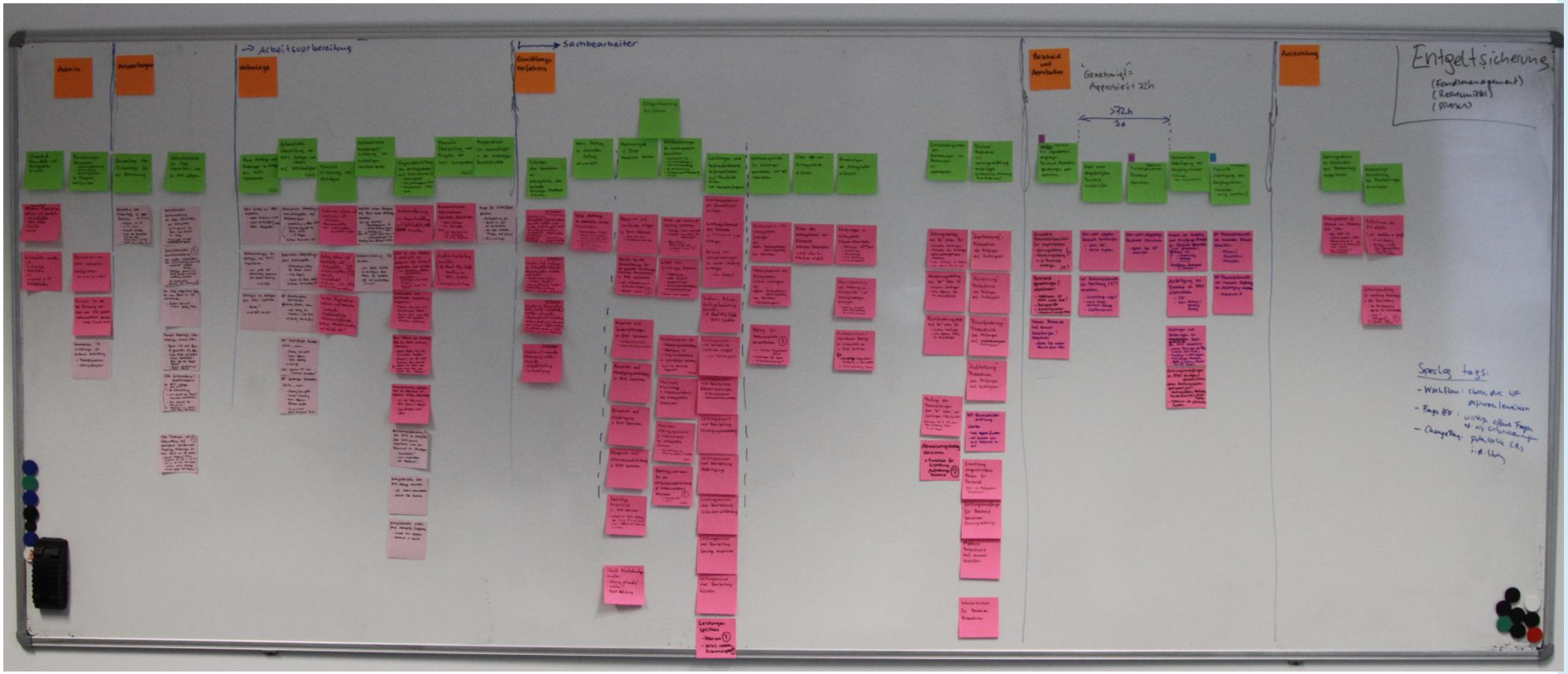
Not implemented functionality



Added functionality



Creation of Story Maps

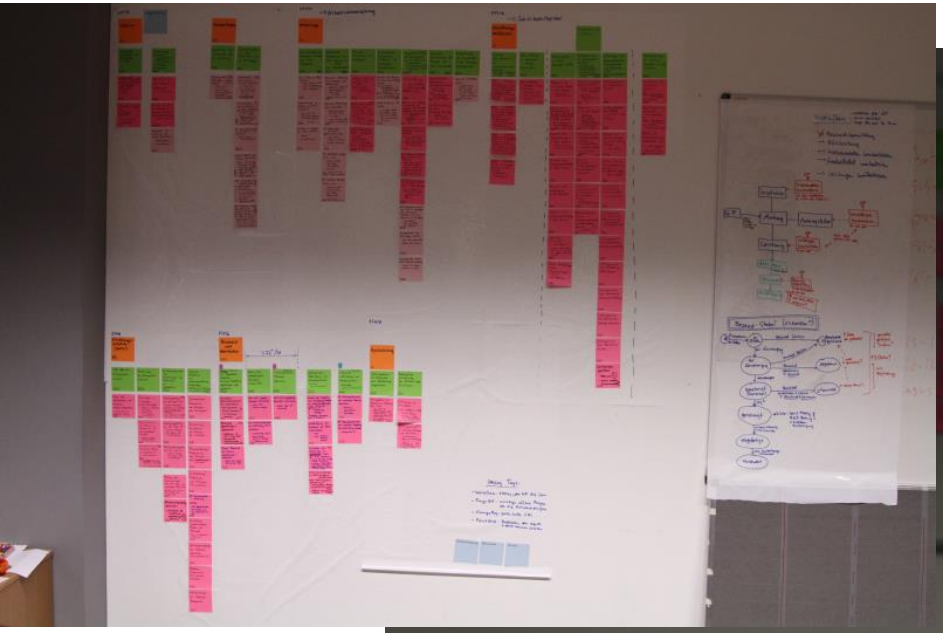


Product Design with Story Maps

Roadmap

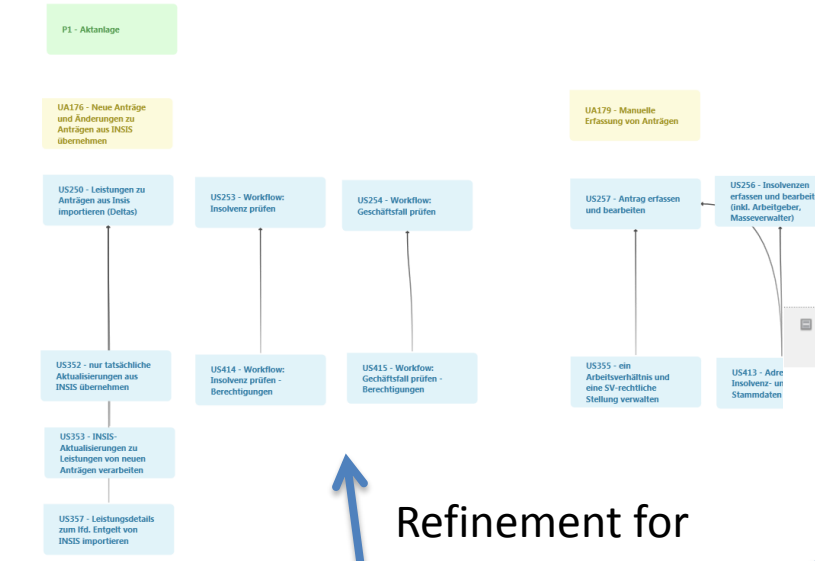
Tools

Transport and Conservation

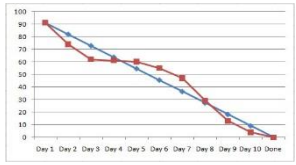


Linking within ALM

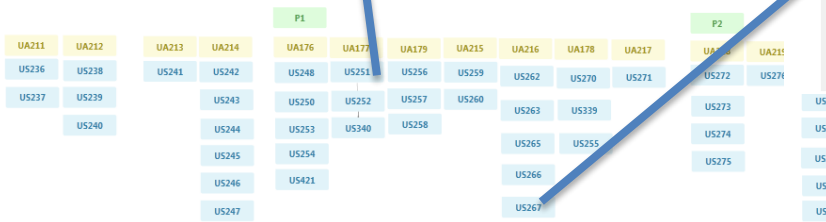
speclog
www.speclog.net



Link with Sprint Backlog
(Tasks, Taskboard, Burndown)



Refinement for
Sprint planning



Drill into Details
(Specification-By-Example)

Scenario: **Should handle bookings with different attribute values when displaying overall utilization for all screens**

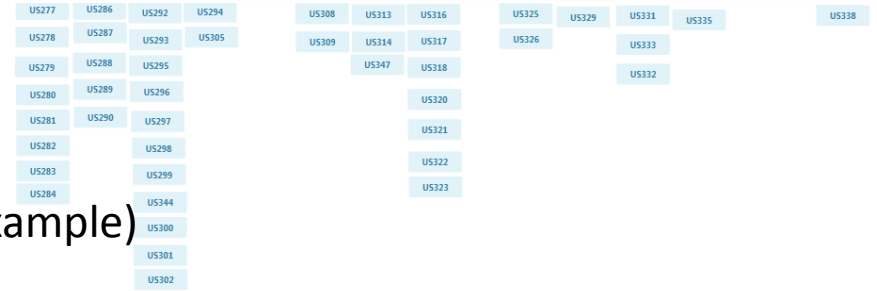
@automated @done

Given the following bookings

Start date	End date	Time range	Duration	Region	Bildschirmtyp	#Screens
2011-03-13	2011-03-21	Morgens	10			S1-9
2011-03-13	2011-03-21	Morgens	20	Region Ost		S1, S2
2011-03-13	2011-03-21	Morgens	30	Region Wien		S2, S3, S4, S5
2011-03-13	2011-03-21	Morgens	40	Region Wien	grosser Schirm	S3, S4
2011-03-13	2011-03-21	Morgens	50	Region Wien, Region West	grosser Schirm, kleiner Schirm	S2, S3, S4, S5, S6

And I am on the screen selection page
And the week from 2011-03-14 to 2011-03-20 is selected
And the product is selected
And all time ranges are selected

Then the displayed overall utilization for all screens should be 130(65%) for every day



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Summary

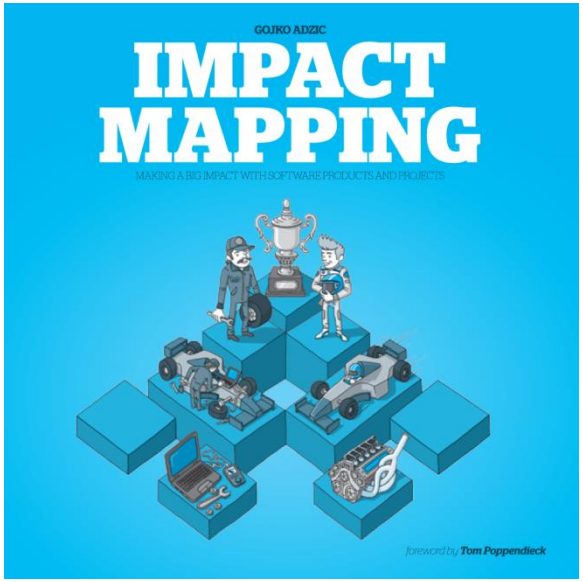
Impact Maps

- Define business goals
- Brainstorm impacts on actors to support (not obstruct) business goals
- Evaluate deliverables achieving impact

Story Maps

- Prioritize a deliverable to achieve impact
- Optimize a deliverable for user goal
- Inject features to support given user scenario

Books



Gojko Adzic
Impact Mapping

The tool you are missing to plan iteratively and validate continuously using Impact Maps, Story Maps, Specification-by-Example and Living Documentation. Available now!

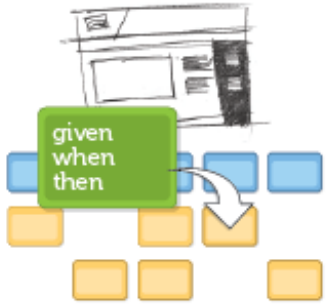
speclog

DISCOVER
what matters

Software that matters generates measurable impact. Collaborate visually with **impact maps** to quickly identify how actors and stakeholders can contribute to measurable goals. **Story maps** help you understand individual user scenarios and how they can be supported iteratively.

EVOLVE
your product

Prioritize and slice potential sets of features into valuable increments of your product. SpecLog provides a **virtual space** for your impact maps and story maps, and supports you with **product planning** in **distributed teams**. Your backlog becomes more than just a prioritized list.



REFINE
key examples

Use examples to develop a **shared understanding** about the domain. Add examples to illustrate user stories that are mapped in SpecLog. Start with UI scribbles, sample artifacts and acceptance criteria, and further refine them to formalized **Gherkin** scenarios.

VALIDATE
continuously

Extend your system using ATDD where the Gherkin scenarios become automated business readable acceptance tests. Linking automated Gherkin scenarios to the maps maintained in SpecLog allows you to build a continuously validated **living documentation** of your system.

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specflow
PRAGMATIC BDD FOR .NET

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SMARTER FEEDBACK

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Questions and further information

- Keynote Gojko Adzic on Wednesday
- Q&A Session on Wednesday with Gojko Adzic

- SpecLog: www.speclog.net

- Agile Trainings:
  www.techtalk.at/scrum-trainings
  Gojko Adzic, Mitch Lacey, Gaspar Nagy

- Email: ch@techtalk.at
  Twitter: @chrishassa