

26 April 2023



Agile Business Cases

Damien Braeckman


Thank you!



Today we welcome Damien

- Always looks for the higher purpose behind teams or companies
- Supports people and teams to rise and shine
- Combines agile, lean and teal techniques with personal development based on nonviolent communication
- Loves to discover new places and (company) cultures
- Puts his mind to rest by playing music



A decorative white floral border with intricate scrollwork and leaf patterns, framing the central text.

**THE AGILE
BUDGETING
SAGA**

A decorative white border with intricate floral and scrollwork patterns in each corner, framing the central text.

THE CAST

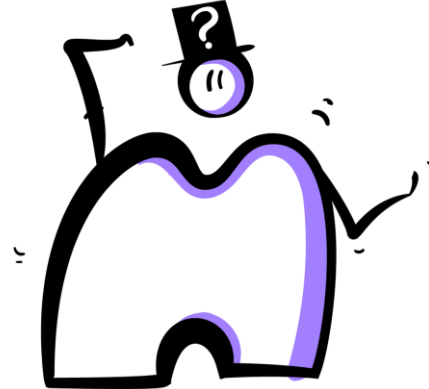
CAST



LUC
Business



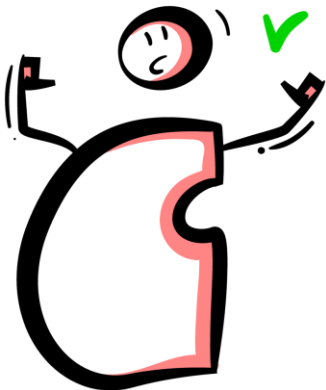
PAUL
Product Owner



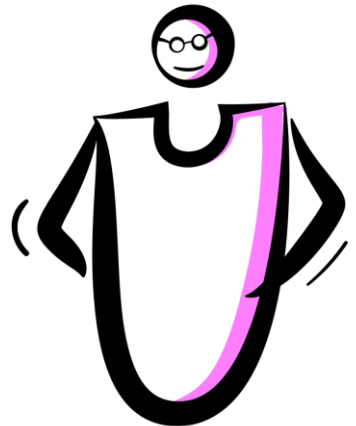
MARIE
Manager



AGNES
Agile Team



CARL
Customer



UMA
UX Expert

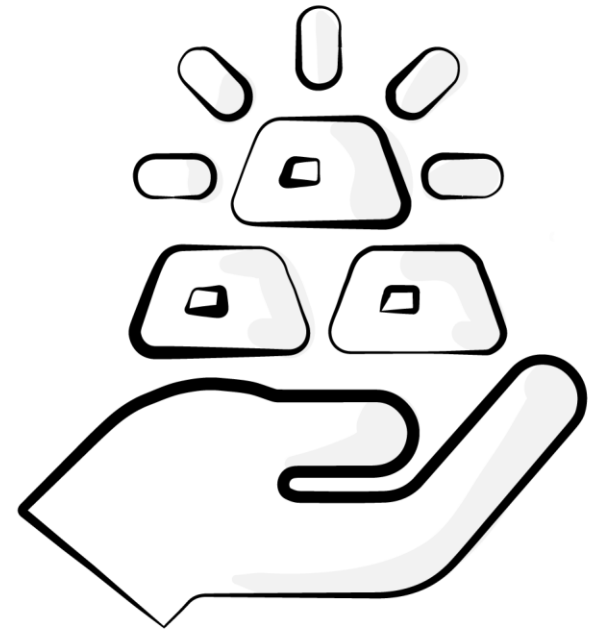


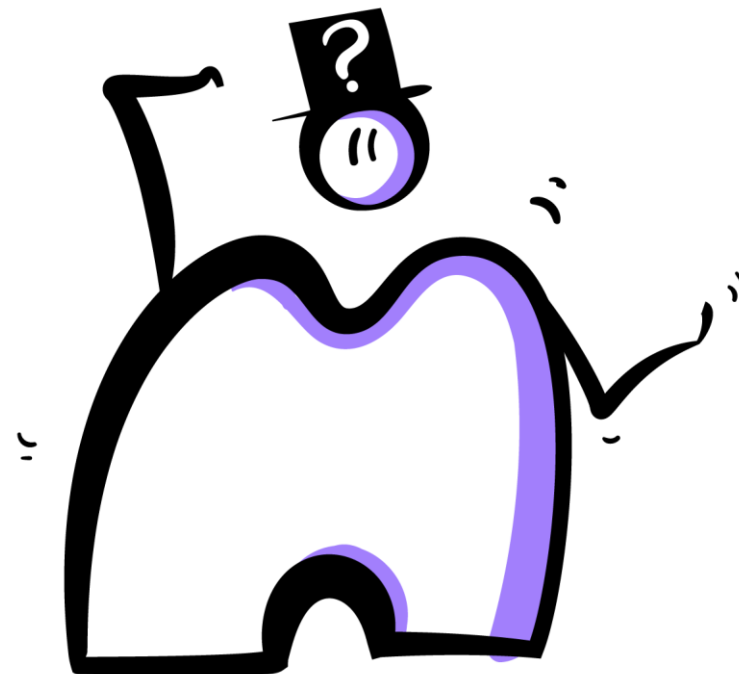
Eva
Expert

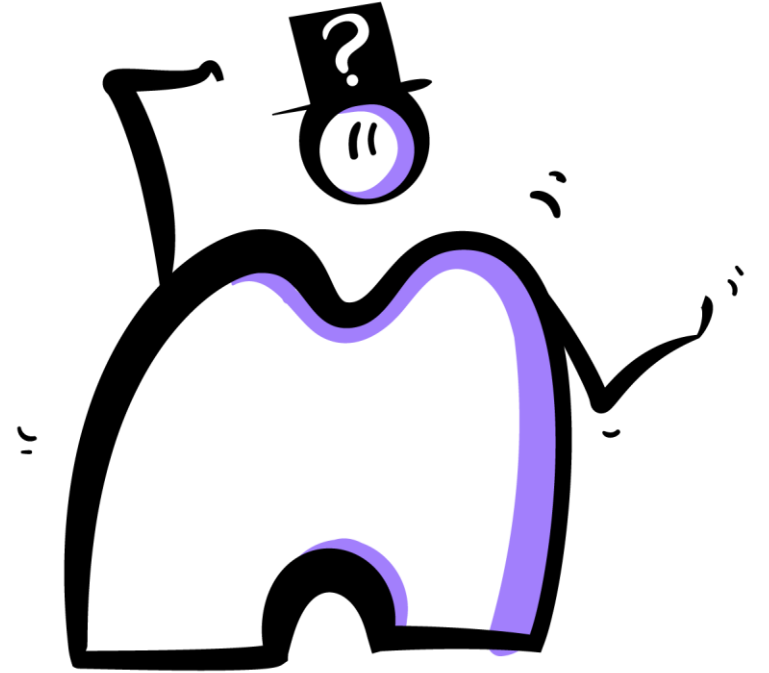


A decorative white border with intricate floral and scrollwork patterns in each corner, framing the central text.

LUC HAS
AN
IDEA





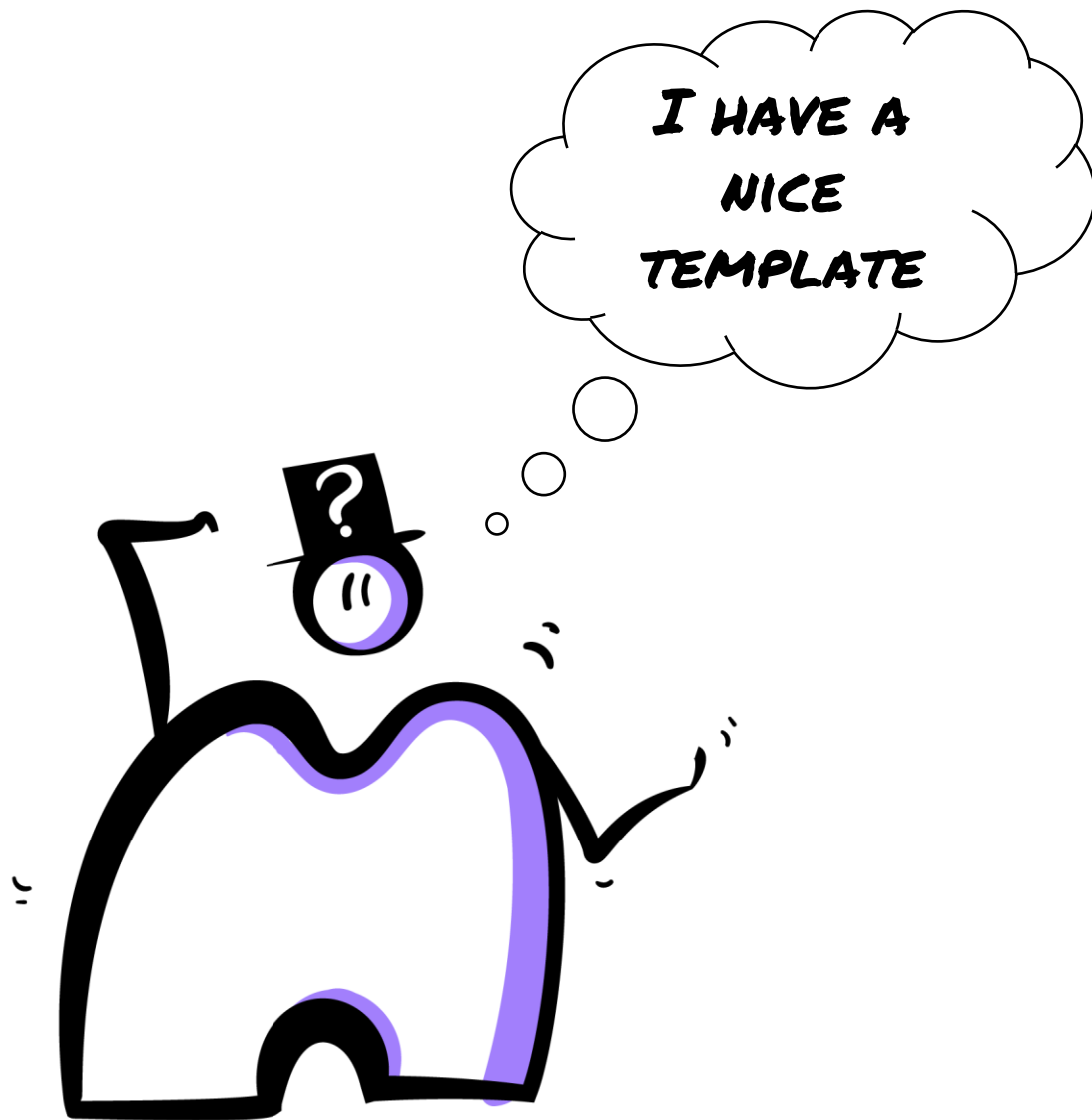


A decorative white floral border with intricate scrollwork and leaf patterns, framing the central text on a black background.

MARIE ASKS FOR

...

**OH YES,
A BUSINESS CASE**



BUSINESS CASE

- 1 - DESCRIPTION OF THE IDEA
- 2 - POSSIBLE SOLUTIONS
- 3 - RISKS + ASSUMPTIONS
- 4 - PLANNING
- 5 - COST ESTIMATION
- 6 - ROI



BUSINESS CASE

1 - DESCRIPTION OF THE IDEA



2 - POSSIBLE SOLUTIONS



3 - RISKS + ASSUMPTIONS



4 - PLANNING

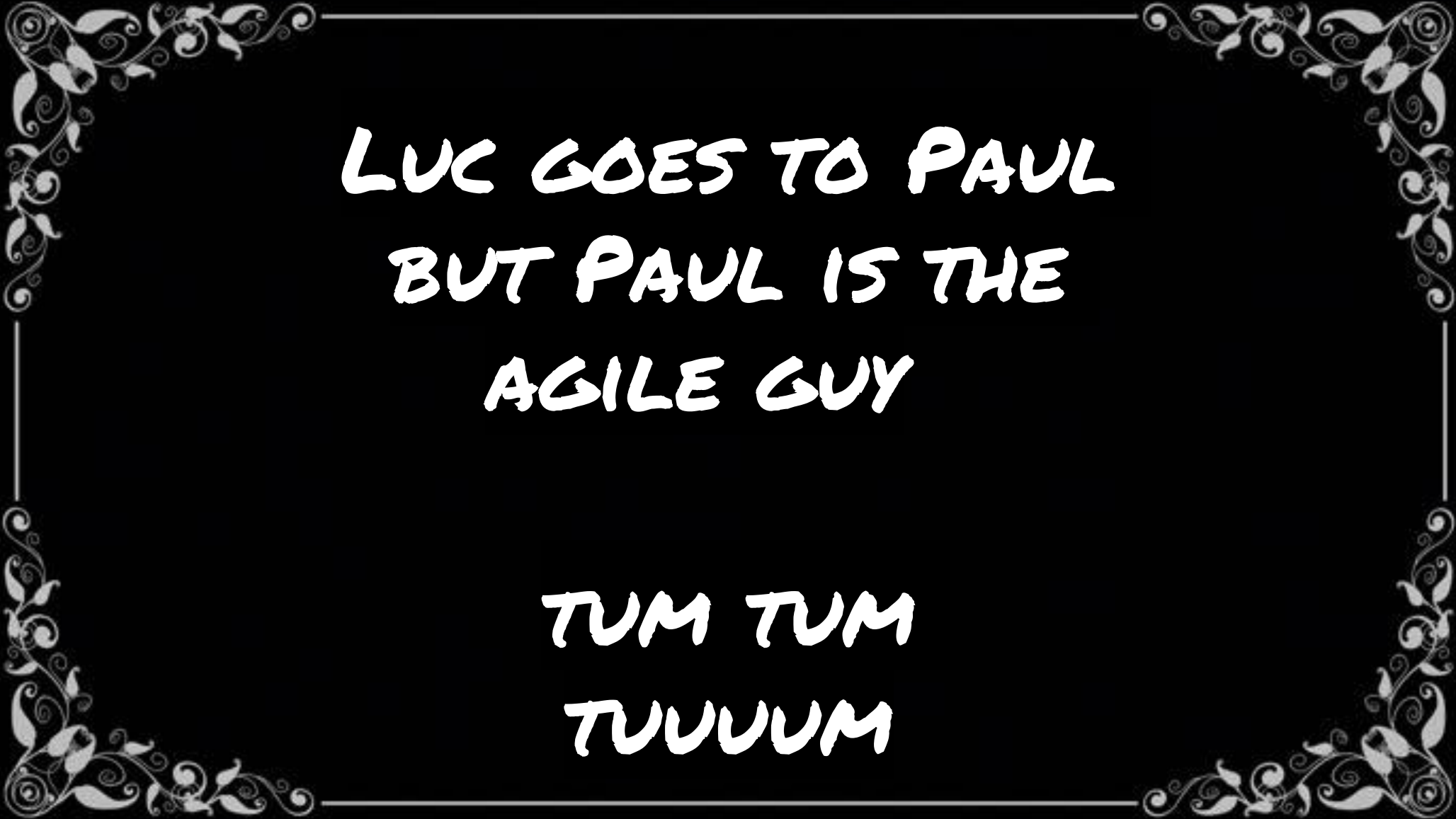


5 - COST ESTIMATION



6 - ROI



A decorative border with intricate floral and scrollwork patterns in the corners, framing the central text.

LUC GOES TO PAUL
BUT PAUL IS THE
AGILE GUY

TUM TUM
TUUUUM



+



BUSINESS CASE

- 1 - DESCRIPTION OF THE IDEA
- 2 - POSSIBLE SOLUTIONS
- 3 - RISKS + ASSUMPTIONS
- 4 - PLANNING
- 5 - COST ESTIMATION
- 6 - ROI

A decorative white border with intricate floral and scrollwork patterns in each corner, framing the central text.

**PAUL IS BEING
AGILE**

BUSINESS CASE

1 - DESCRIPTION OF THE IDEA



THIS IS VERY INTERESTING

2 - POSSIBLE SOLUTIONS



THIS WE CANNOT KNOW NOW

3 - RISKS + ASSUMPTIONS



THIS WE WILL HANDLE SOON

4 - PLANNING



THIS WE DO NOT NEED

5 - COST ESTIMATION



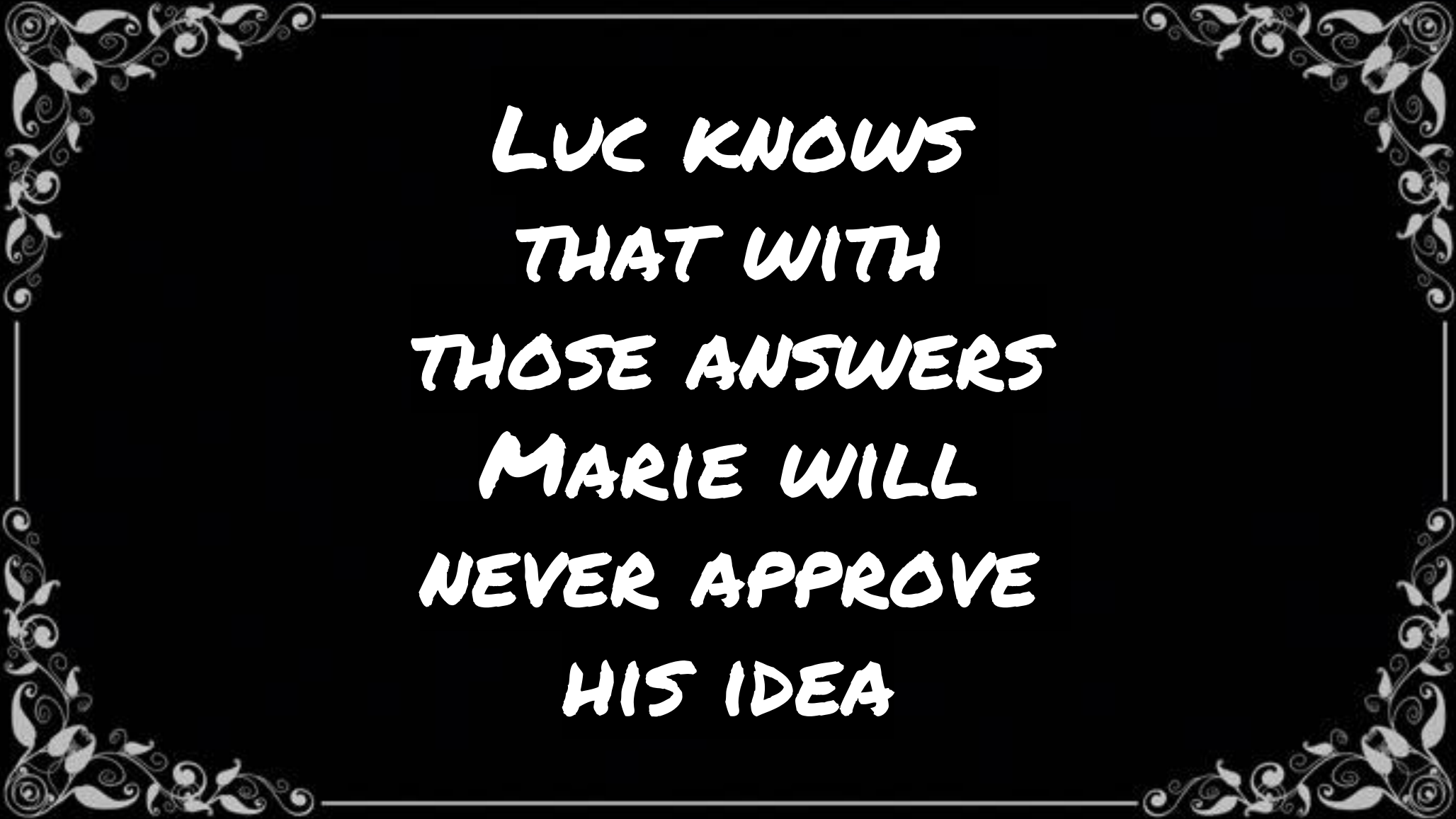
THIS WE DO NOT DO

6 - ROI



THIS WE DO NOT CALCULATE



A decorative border with intricate floral and scrollwork patterns in the corners, framing the central text.

LUC KNOWS
THAT WITH
THOSE ANSWERS
MARIE WILL
NEVER APPROVE
HIS IDEA



OLD LESSONS LEARNED DOCS

- 1 - DESCRIPTION OF IDEAS
- 2 - LOTS OF ASSUMPTIONS
- 3 - OLD RISK LOGS AND RACI MATRIX
- 4 - PLANNING WITH 23 BASELINES
- 5 - CHANGE + BUDGET REQUESTS
- 6 - ROI SHEETS AND CALCULATIONS

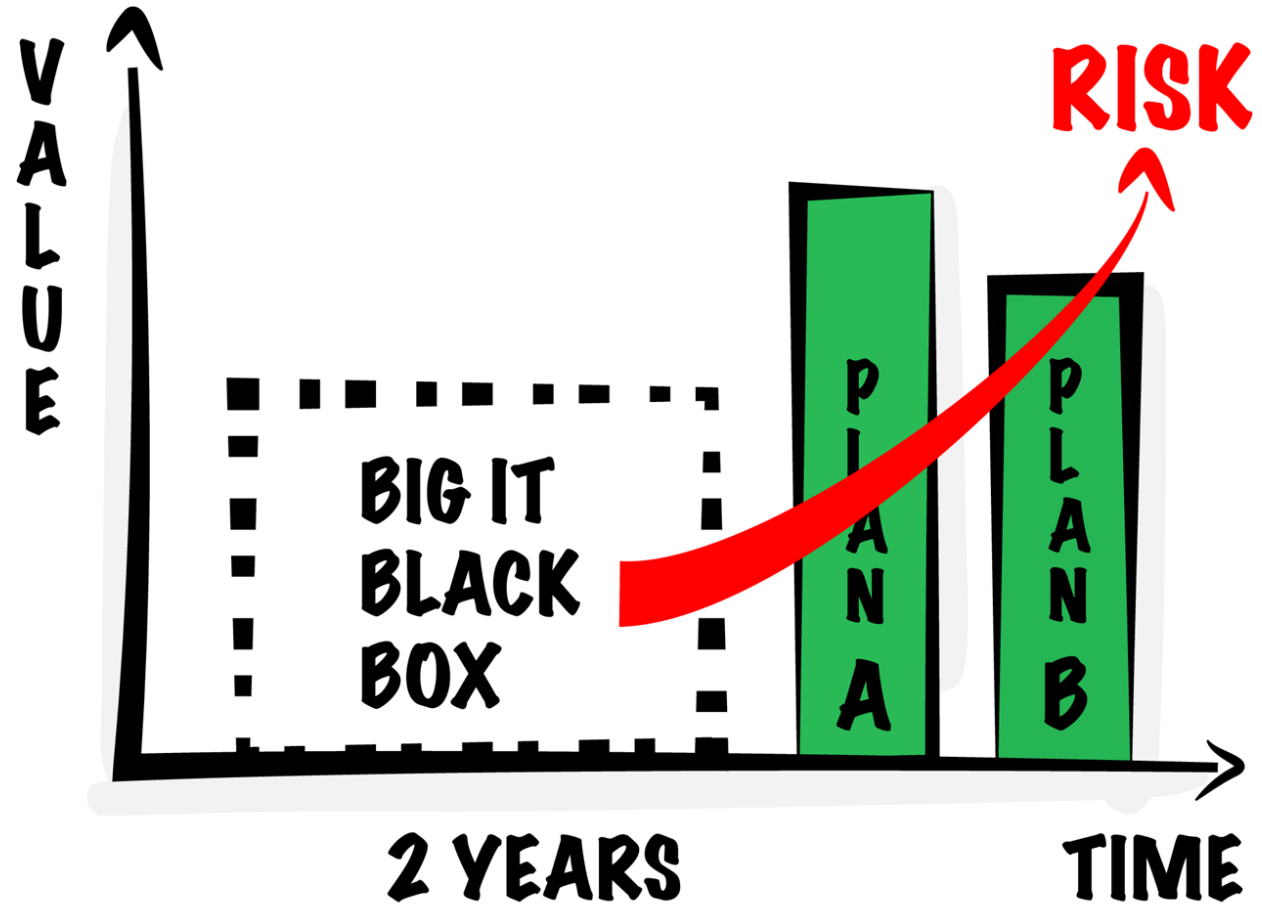
BUSINESS CASE

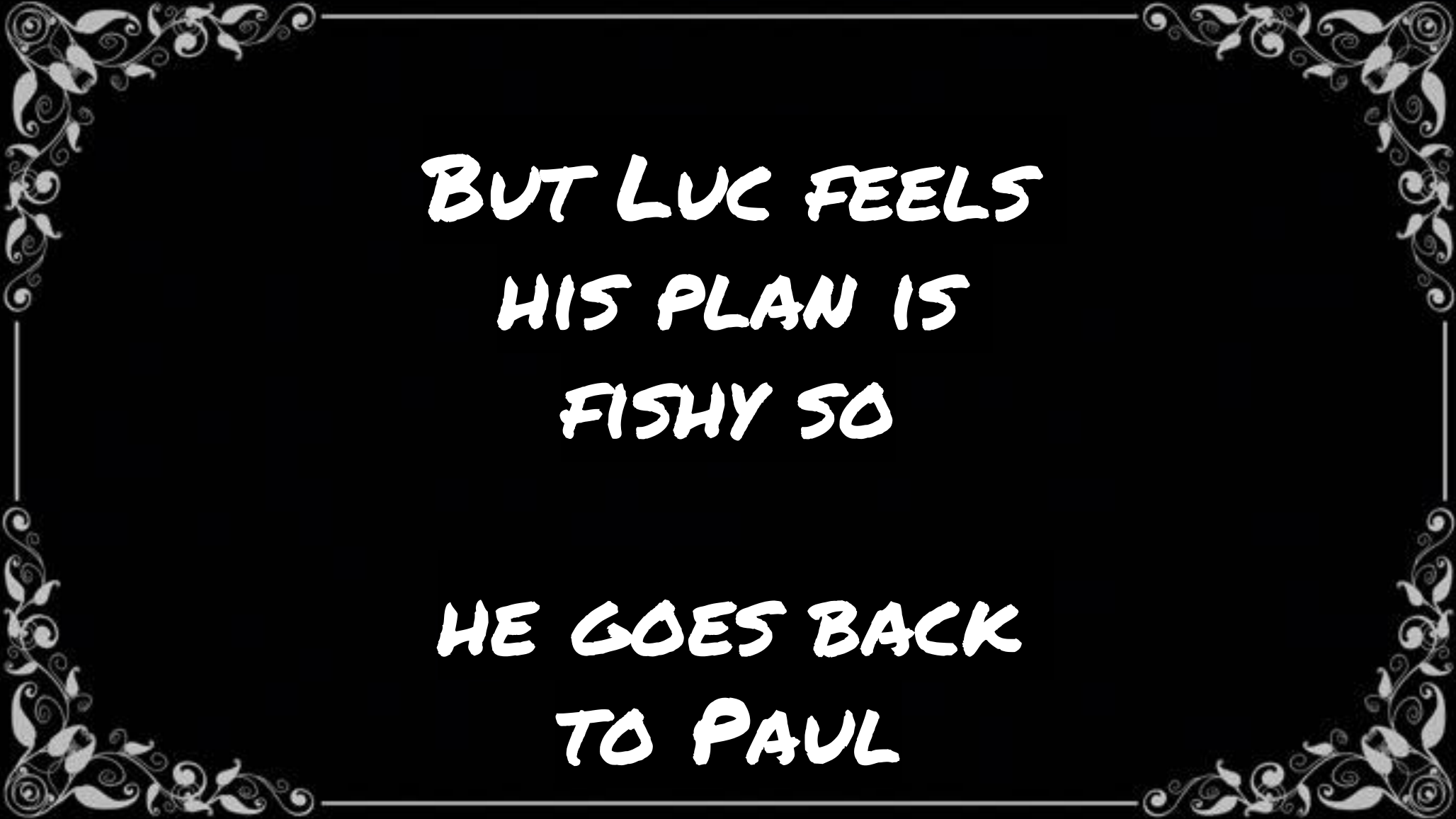
- 1 - DESCRIPTION OF THE IDEA ✓
- 2 - POSSIBLE SOLUTIONS ✓
- 3 - RISKS + ASSUMPTIONS ✓
- 4 - PLANNING ✓
- 5 - COST ESTIMATION ✓
- 6 - ROI ✓

A decorative white floral border with intricate scrollwork and leaf patterns, framing the central text on a black background.

LUC HAS A PLAN

AND IT LOOKS
LIKE
THIS...

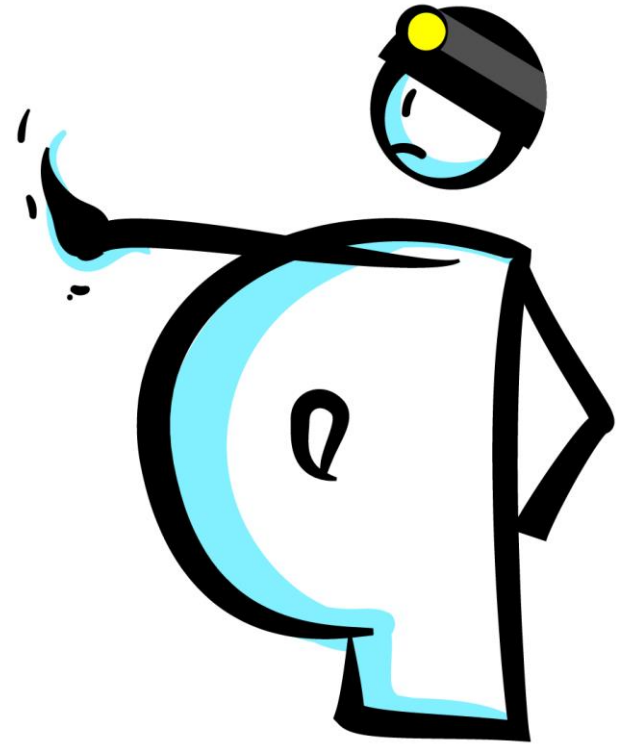


A decorative border with intricate floral and scrollwork patterns in the corners, framing the central text.

**BUT LUC FEELS
HIS PLAN IS
FISHY SO**

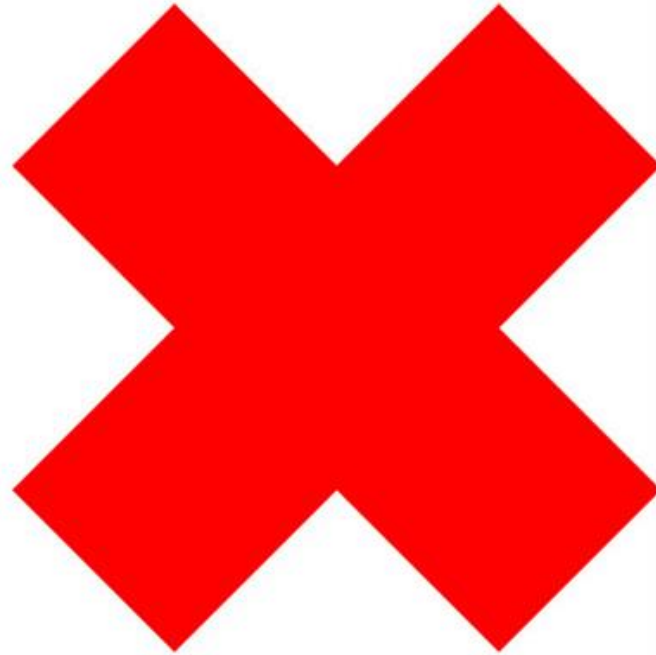
**HE GOES BACK
TO PAUL**

HOW DO YOU
CONVINCE MARIE
TO INVEST IN AN
IDEA?

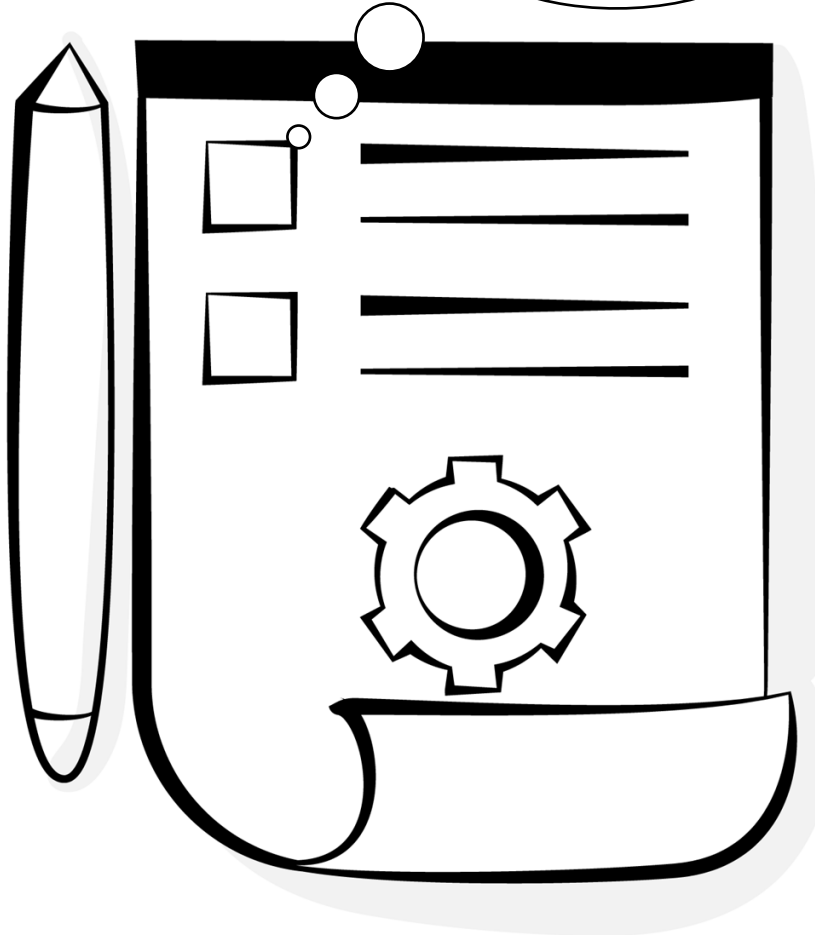
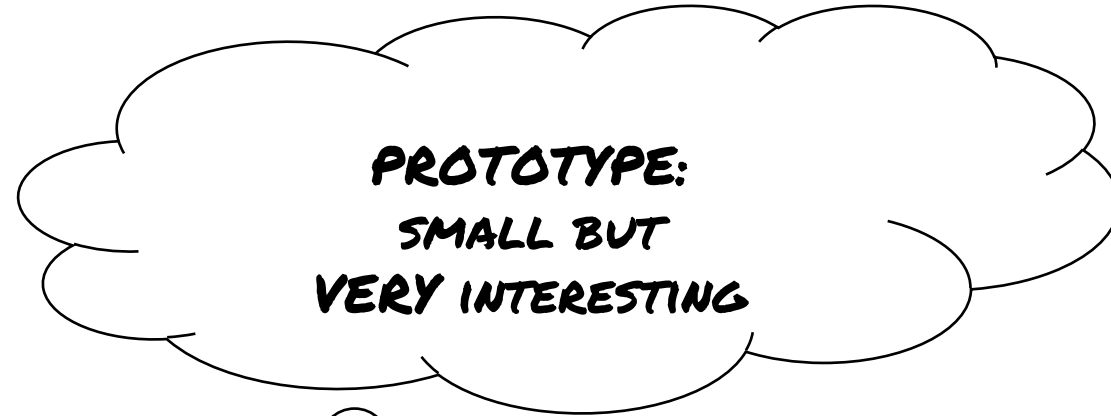




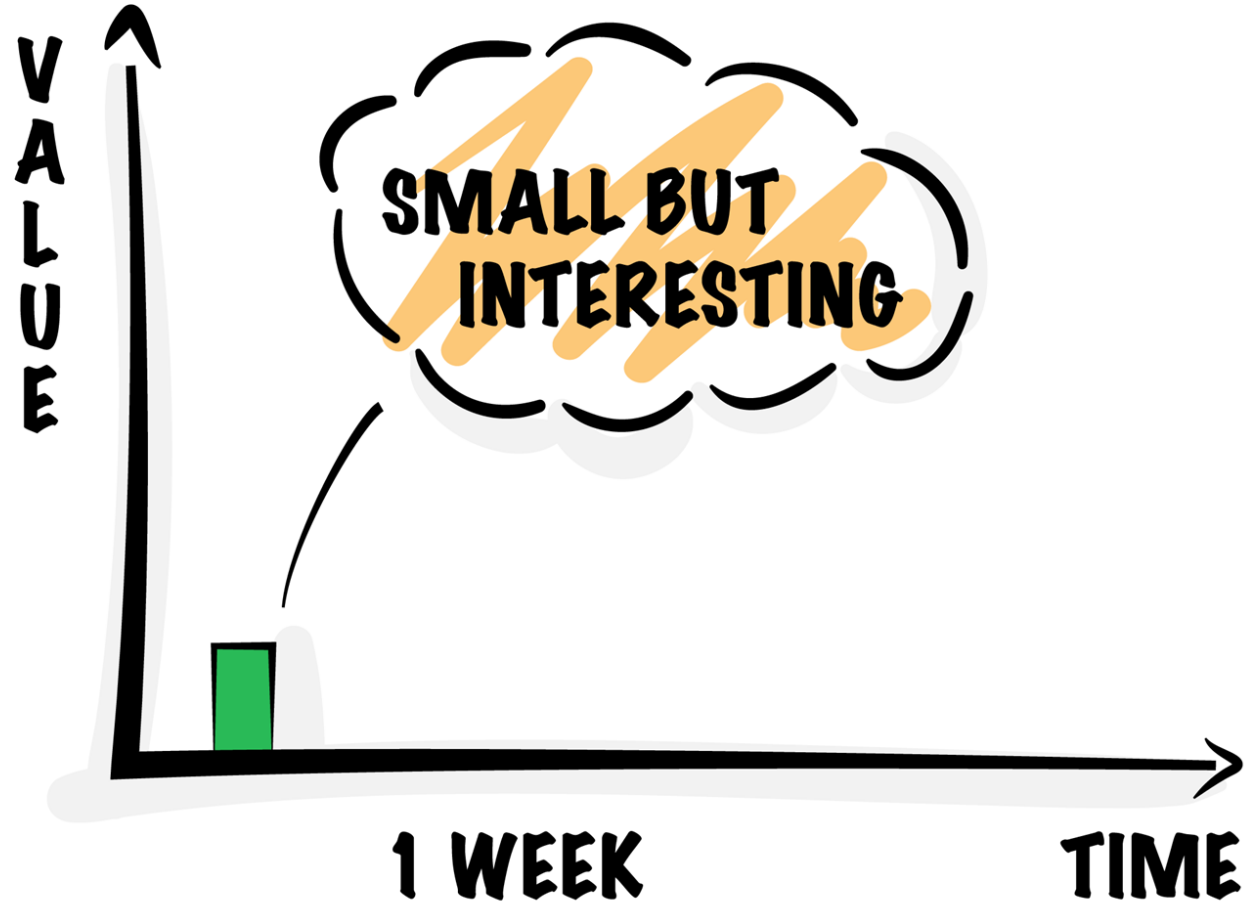
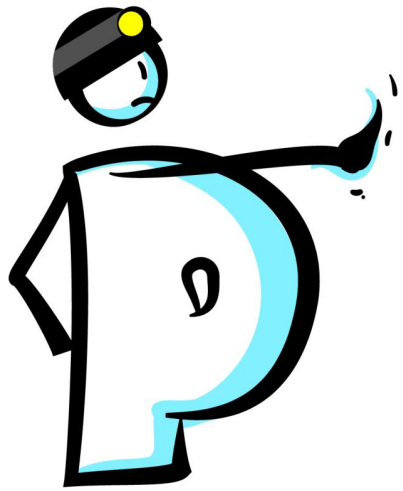
BUSINESS CASE

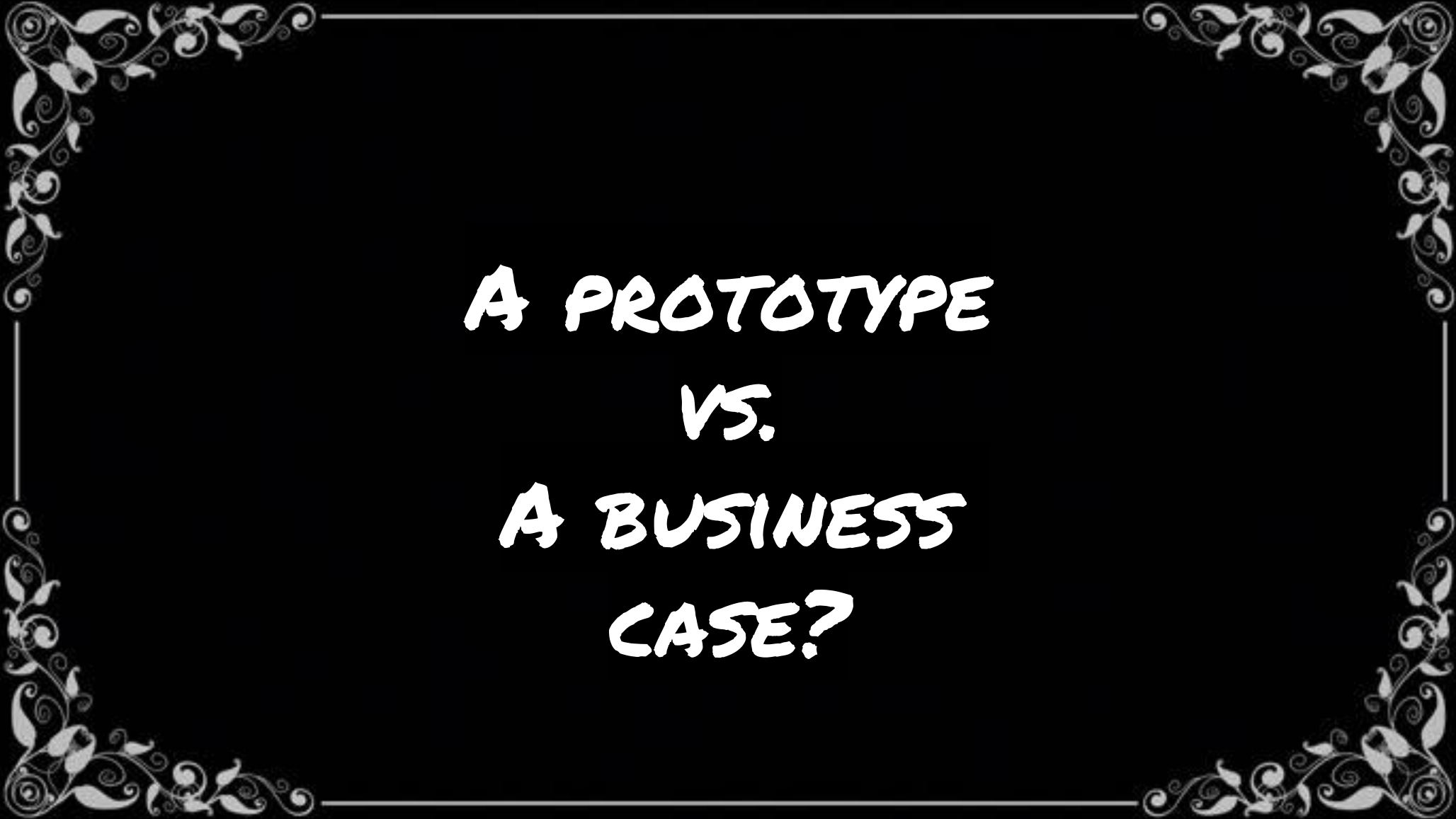


- **BIG BUDGETS**
- **BIG RISKS**
- **HAZARDOUS PLANNING**
- **SLOW ROI**
- **BUILDING WHAT IS NOT NEEDED**

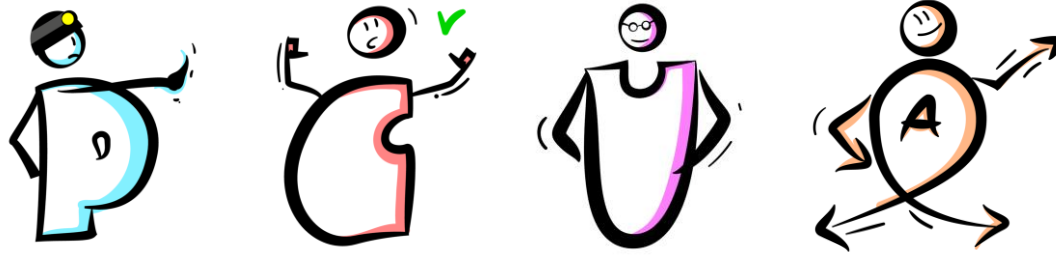


- **SMALL BUDGETS**
- **SMALL RISKS**
- **TRANSPARENT PLANNING**
- **FAST ROI**
- **EXACTLY WHAT WE NEED**

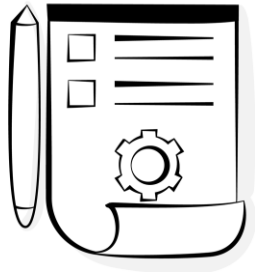
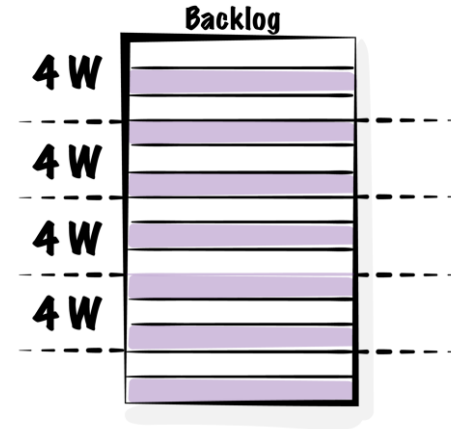
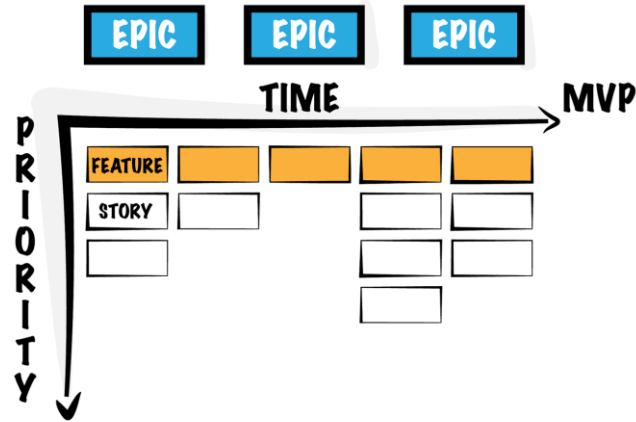
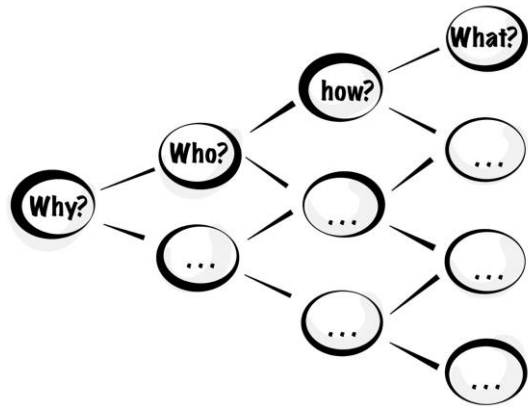


A decorative white floral border with intricate scrollwork and leaf patterns, framing the central text on a black background.

**A PROTOTYPE
VS.
A BUSINESS
CASE?**



Goal Actor Impact Deliverable



+

+

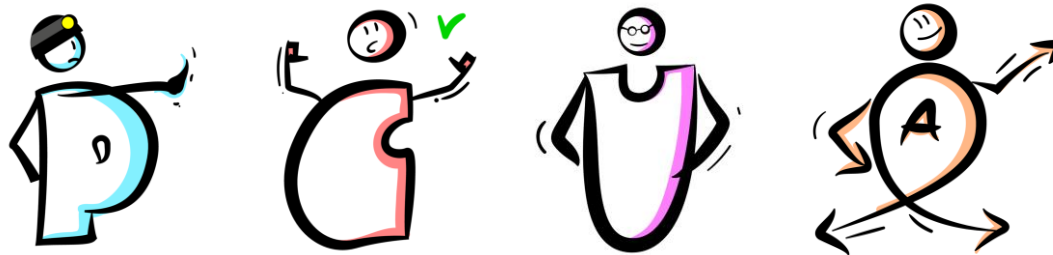
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LESS RISKS + ASSUMPTIONS

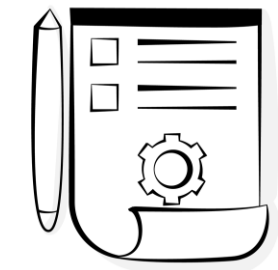
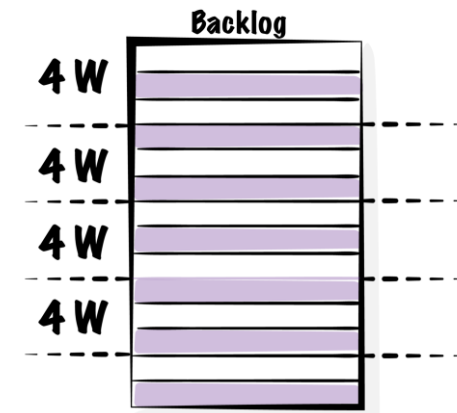
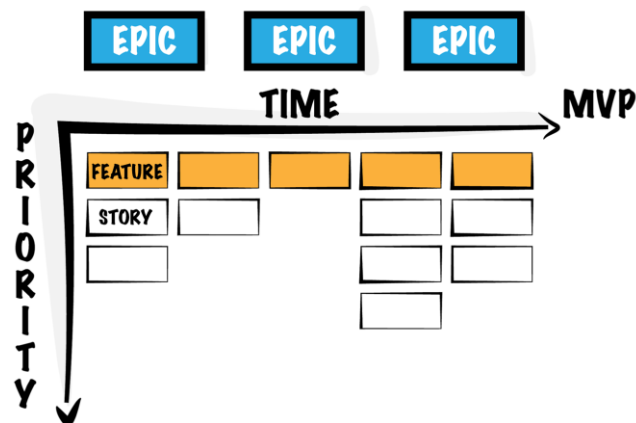
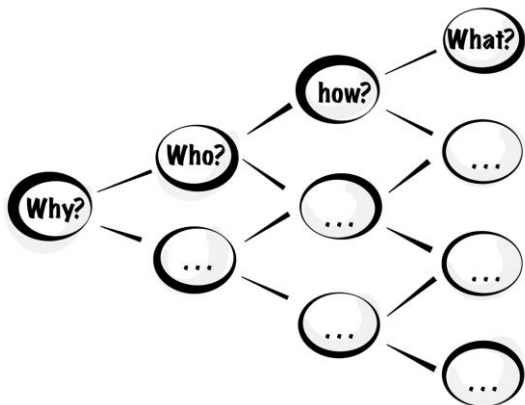
**VISION + OPTIONS
PRIORITIZED ON
VALUE**

**FAST ROI +
DEVELOPING
THE RIGHT THING
AT THE RIGHT TIME**

**TRANSPARENT
PLANNING**



Goal Actor Impact Deliverable



+

+

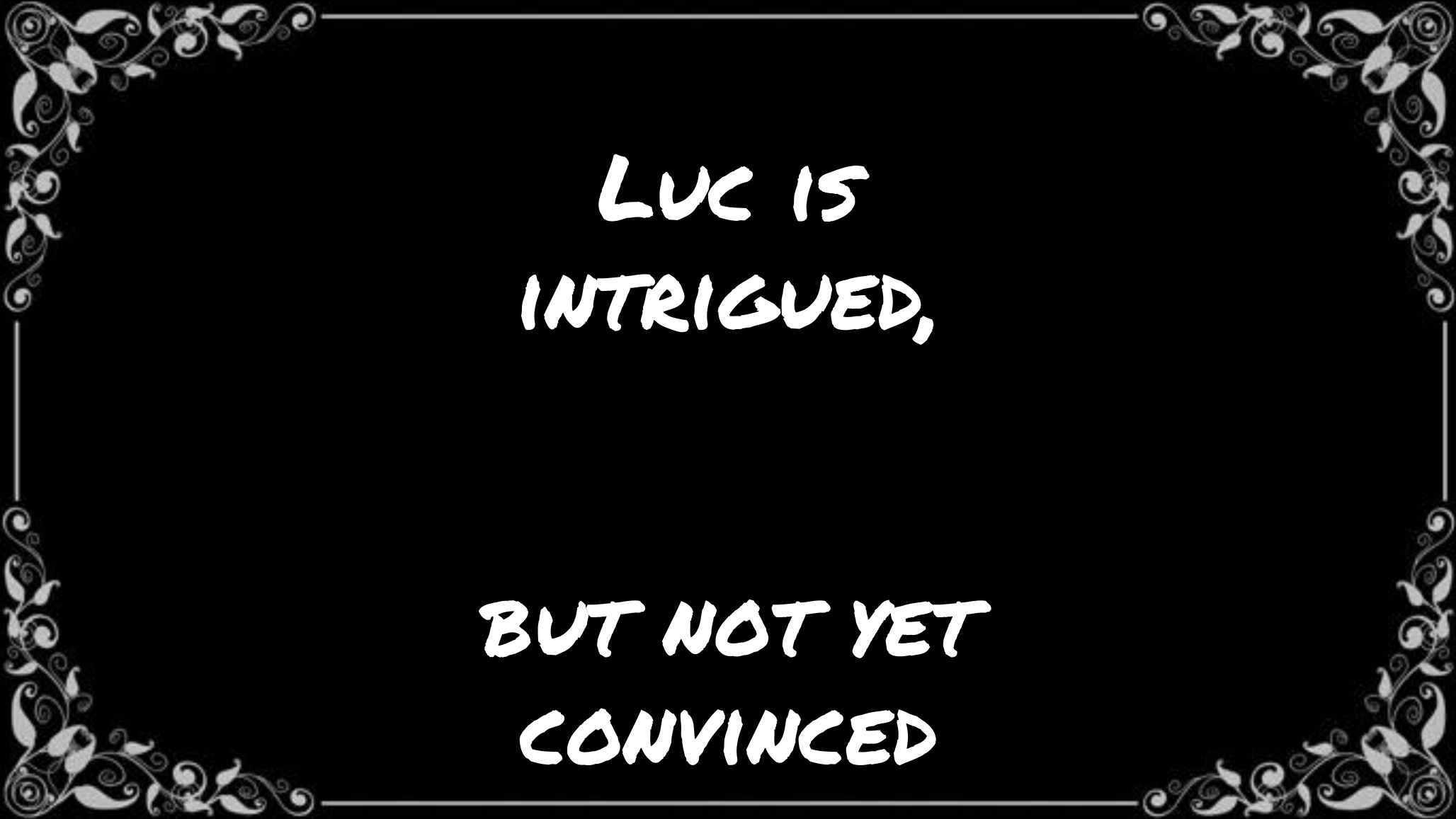
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2 WEEKS



**HOW MUCH EFFORT DO YOU SPEND ON A BUSINESS CASE?
WHAT IS YOUR BUSINESS CASE BASED ON?**



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LUC IS
INTRIGUED,

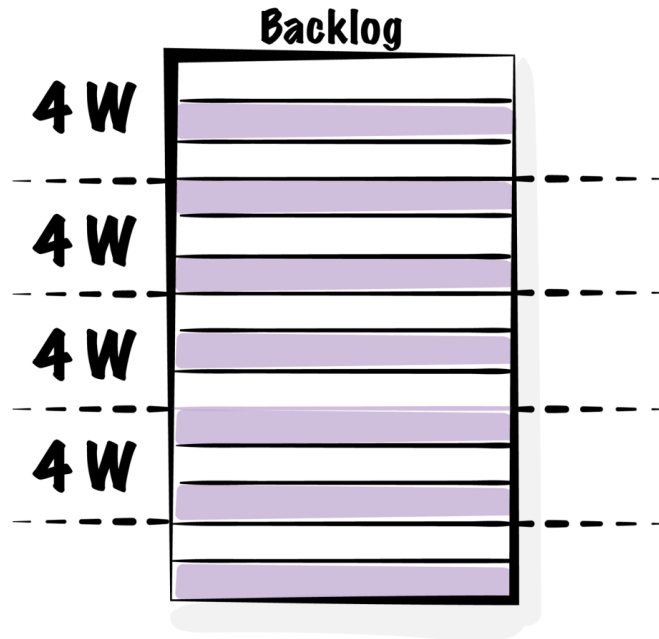
BUT NOT YET
CONVINCED



**SO YOU HANDLE A LITTLE
BIT OF RISKS AND
ASSUMPTIONS DURING 2
WEEKS...**

**HOW DO YOU HANDLE THIS
DURING IMPLEMENTATION?**

FIRSTLY, WE PRIORITIZE THE BACKLOG
LIKE THIS:



1) VALUE (ROI)

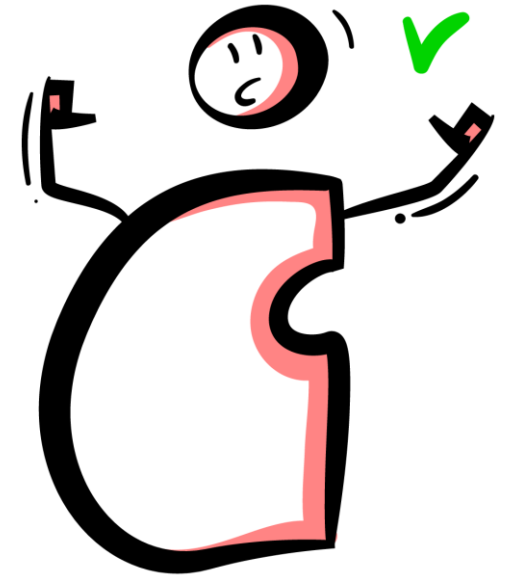
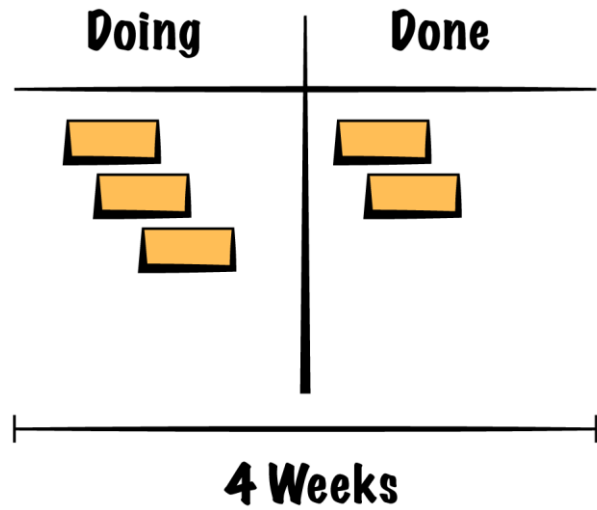
2) RISKS

3) EFFORT

4) LEARNINGS

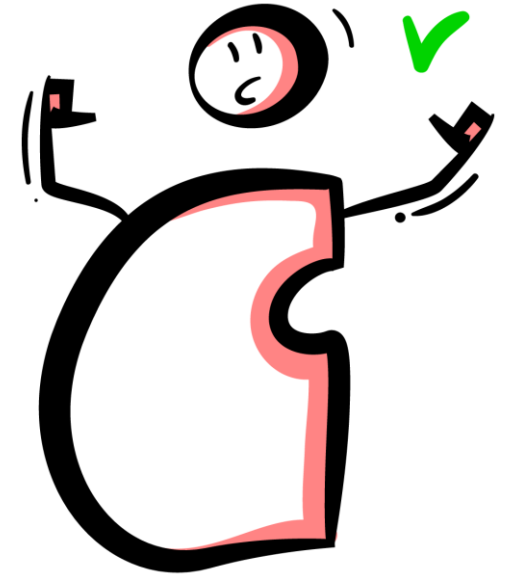
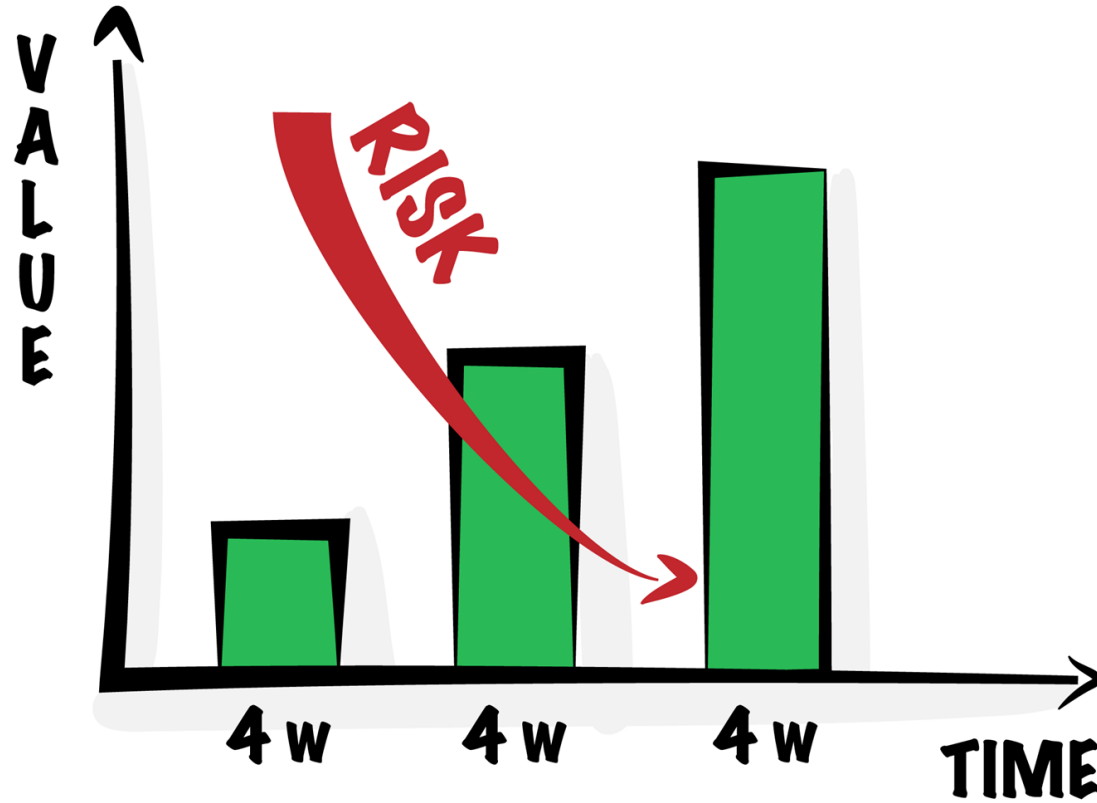
SO WE HANDLE RISKY THINGS FIRST
BEFORE SPENDING TOO MUCH ON THE EASY
PARTS

SECONDLY, WE WORK IN ITERATIONS AND ASK FOR FEEDBACK



SO WE NARROW DOWN THE ASSUMPTIONS ALONG THE WAY

THAT MEANS THAT WE DELIVER THE RIGHT THING



WHILE HANDLING RISKS AND ASSUMPTIONS ITERATIVELY

A decorative white floral border with intricate scrollwork and leaf patterns, framing the central text on a black background.

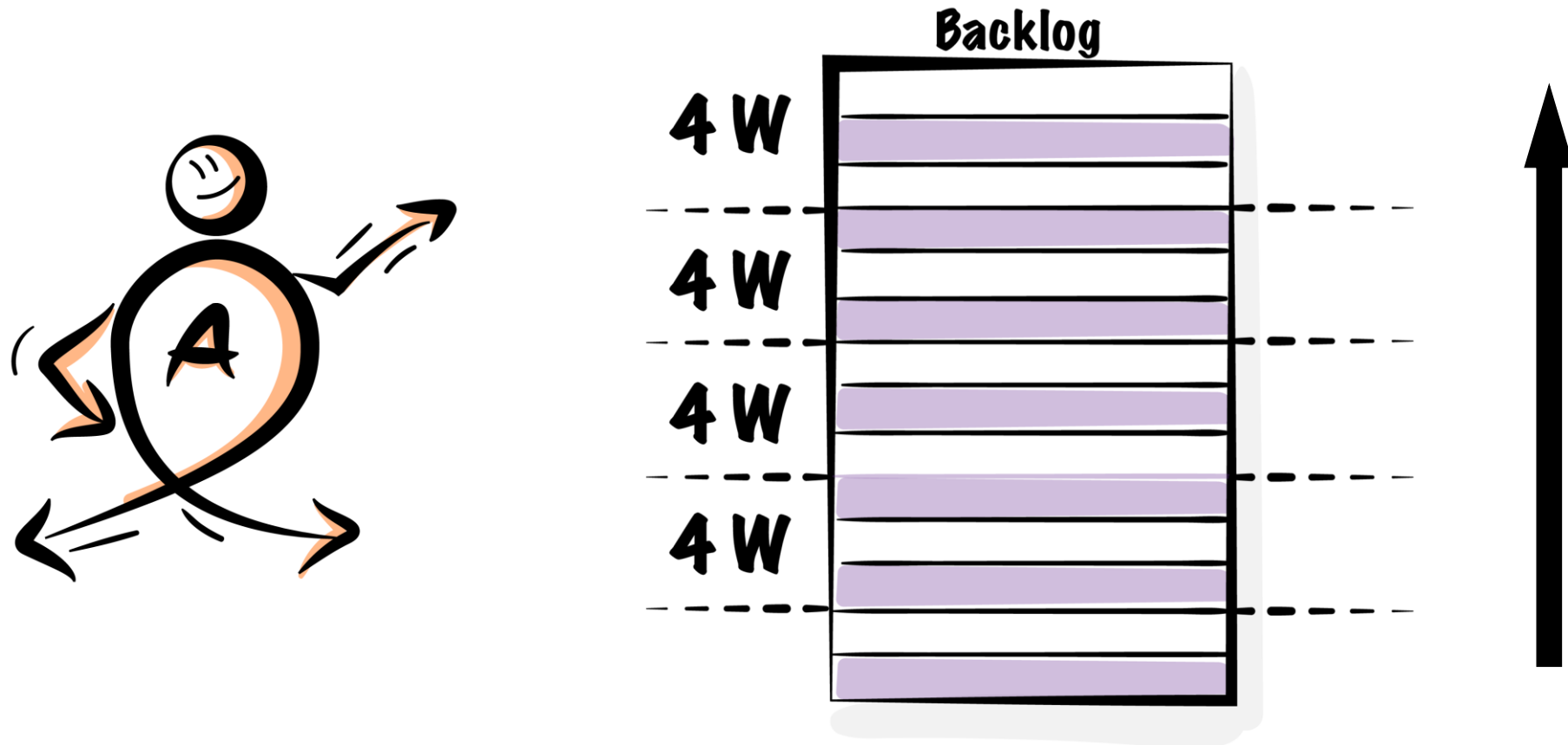
LUC GOES TO
AGNES

HE HAS MORE
QUESTIONS FOR
THE TEAM



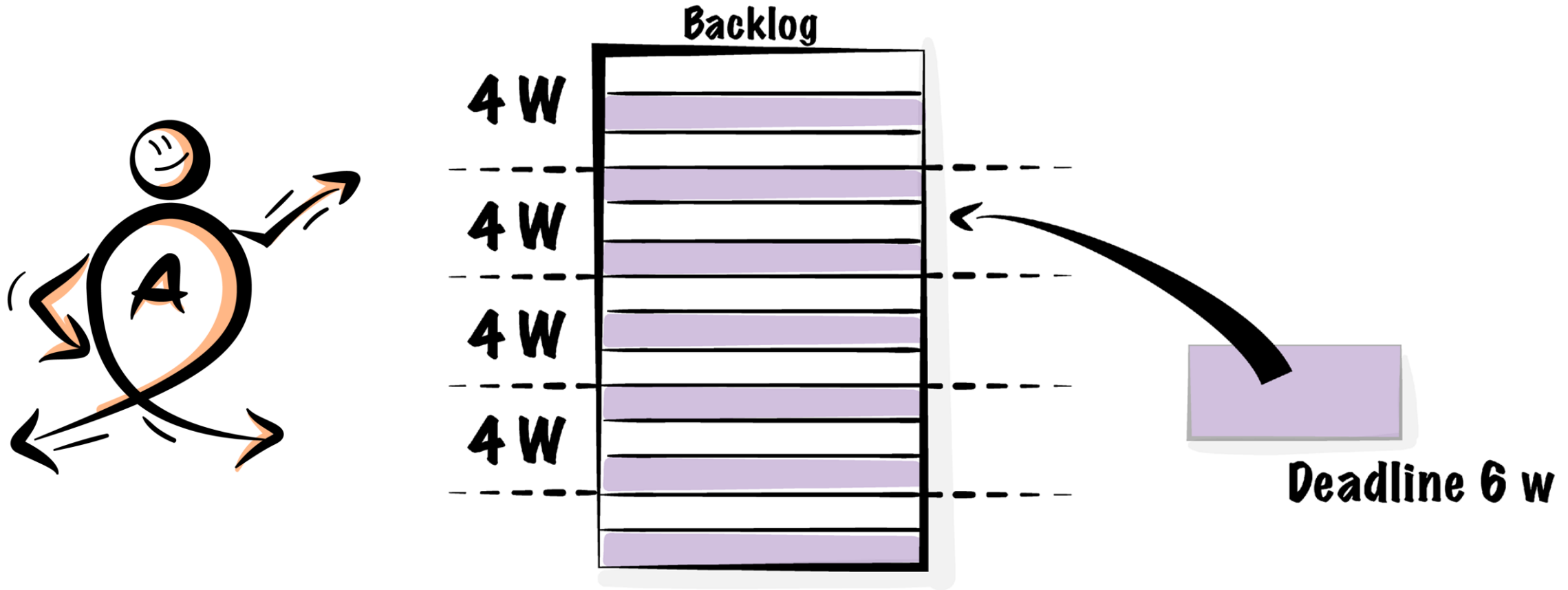
**DEAR AGNES, HOW
DO YOU HANDLE
PLANNING AND
DEADLINES?**

FIRSTLY, WE KNOW HOW MANY FEATURES WE CAN DELIVER IN 1 ITERATION



SO BY PRIORITIZING THE FEATURES, WE GET A
TRANSPARENT YET FLEXIBLE PLANNING

SO, IF YOU NEED SOMETHING TO BE DELIVERED IN 6 WEEKS



YOU SHUFFLE THE PRIORITIES AND DISCUSS THE ORDER OF THE FEATURES

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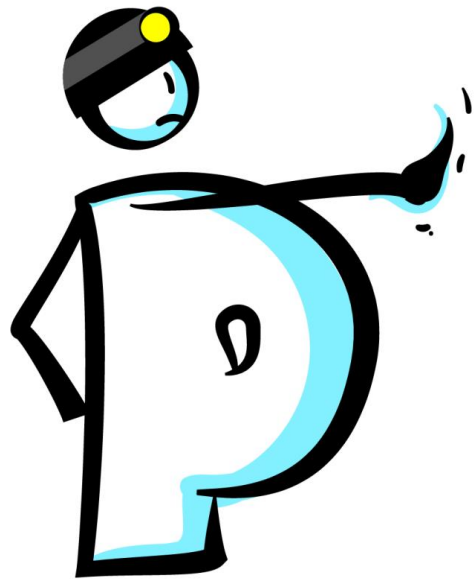
LUC WONDERS

**HOW WILL I EVER
ESTIMATE MY
PROJECT WITH THIS
MOVING BACKLOG?**



**SO, TELL ME:
MARIE NEEDS TO
KNOW HOW MUCH MY
IDEA WILL COST TO
BE DEVELOPED.**

**CAN YOU ANSWER
THAT QUESTION?**

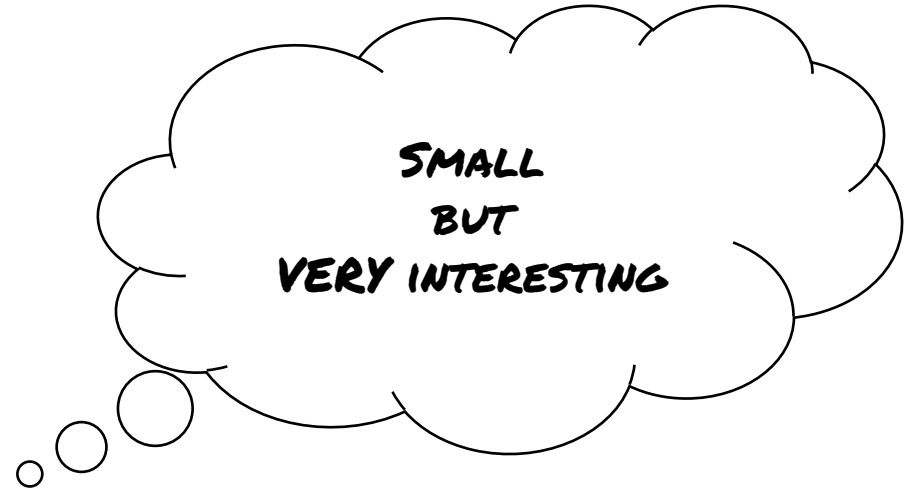
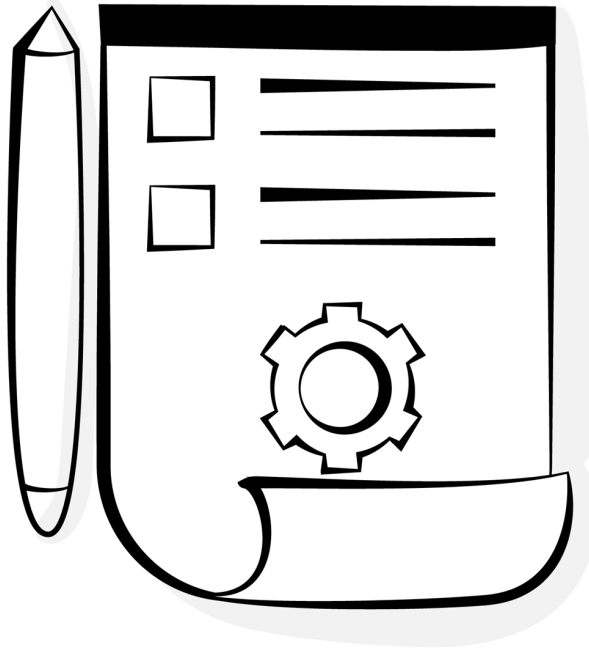
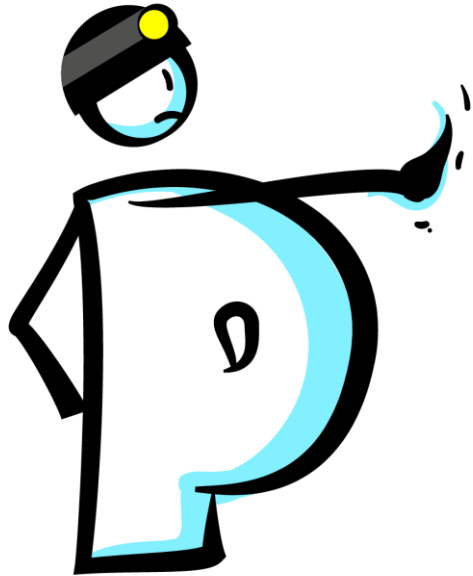


**BECAUSE WE DO NOT KNOW YOUR IDEA ALL
TOO WELL,
THAT IS NOT THE RIGHT QUESTION TO ASK.**

**THE
QUESTION IS:**

**HOW MANY ITERATIONS
ARE YOU WILLING TO INVEST IN YOUR IDEA?**

**REMEMBER WE STARTED WITH A
PROTOTYPE?**

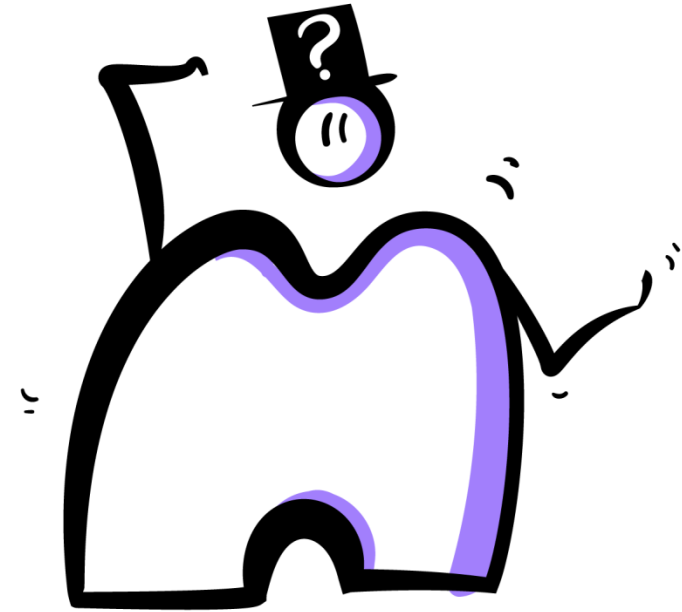


AT THE END OF THE PROTOTYPE WE ASKED
MARIE



1) IS THE VALUE / ROI OK FOR
YOU?

2) ARE YOU WILLING TO INVEST
MORE?



**SO NOW, AT THE END OF EACH ITERATION, WE
ASK MARIE**

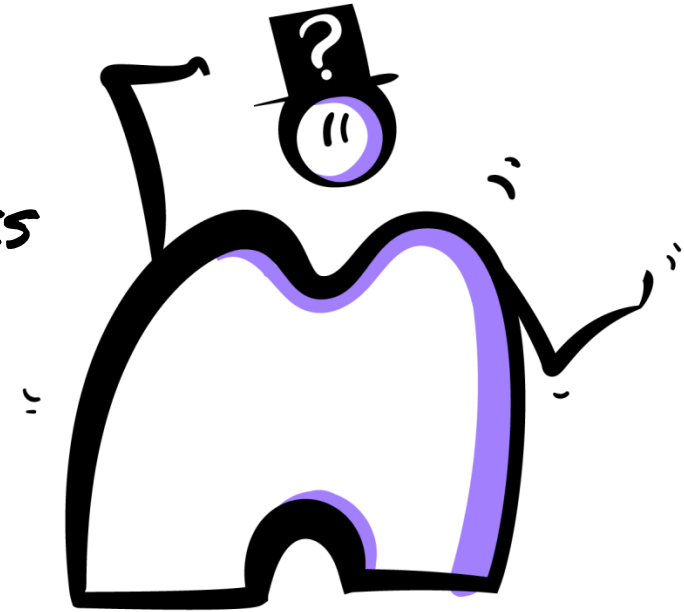


**1) DO YOU ACKNOWLEDGE THE VALUE
OF THE ITERATION?**

**2) WE INVESTED IN PREVIOUS FEATURES
IS THE (FORESEEN) ROI STILL OK?**

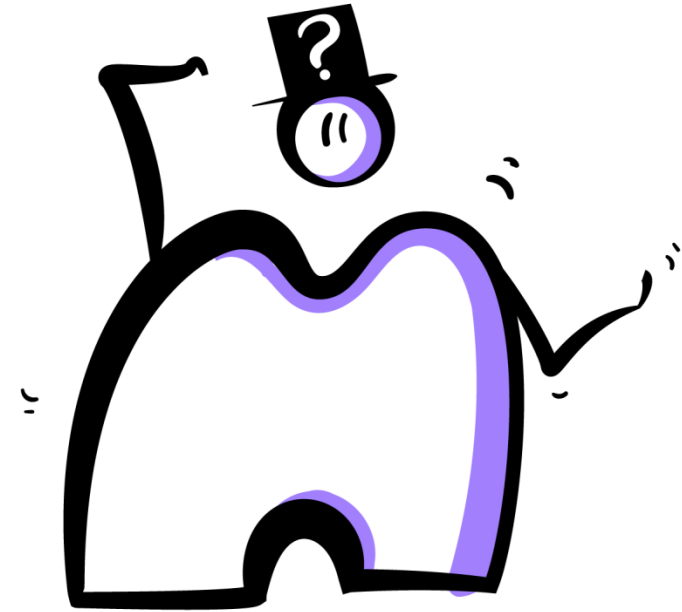
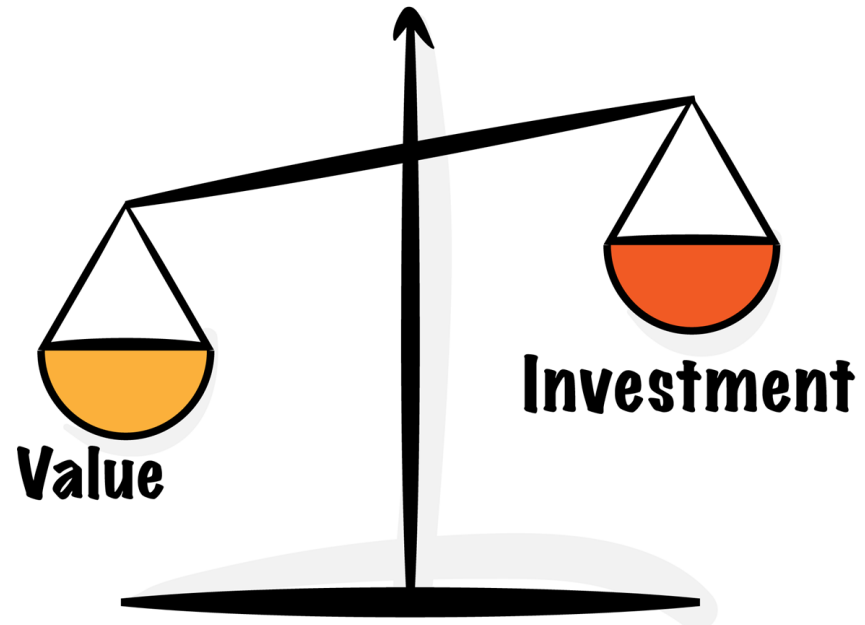
**3) THIS IS THE NEXT FEATURE
WE WANT TO BUILD.**

**DO YOU AGREE TO INVEST IN THIS
FEATURE?**

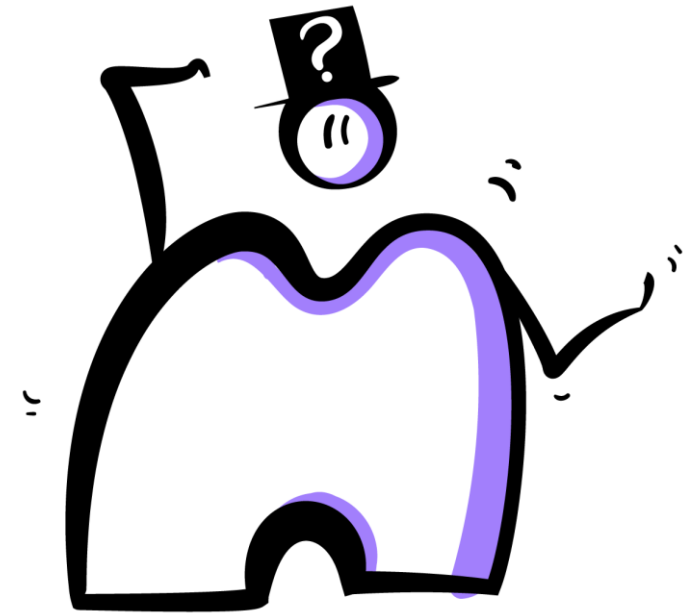
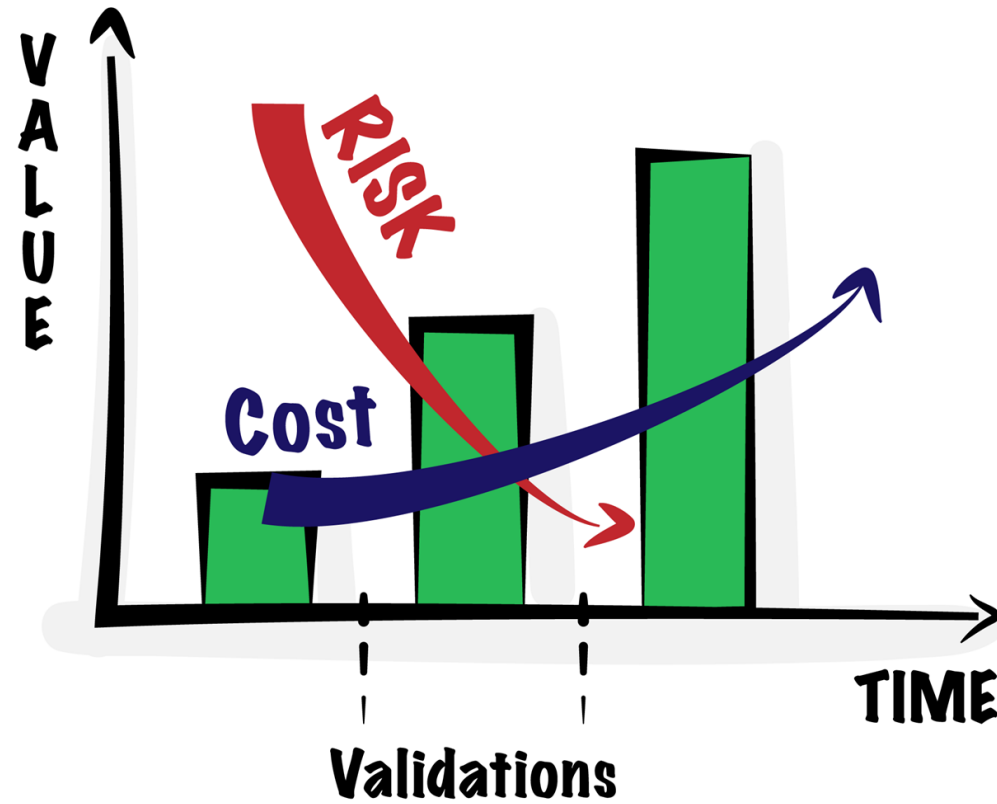


KNOWING THAT RISKS ARE MANAGED AND AGNES
LEARNS A LOT

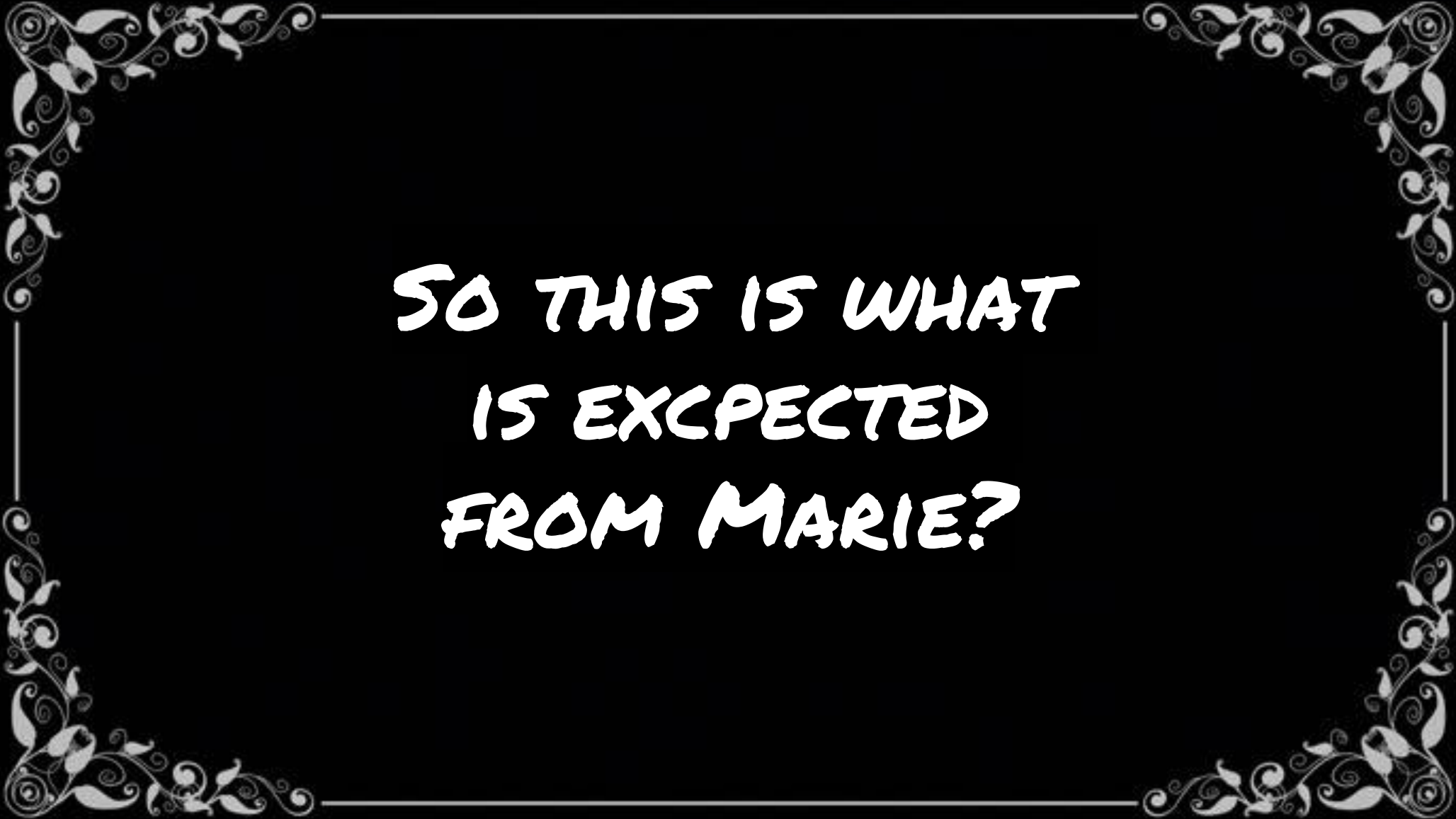
Balance



SO EVERY TIME, WE CHECK THE VALUE AGAINST THE COSTS

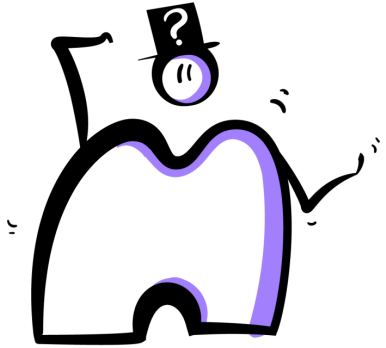


SO MARIE IS SUPER HAPPY, BECAUSE SHE IS IN FULL CONTROL

A decorative white border with intricate floral and scrollwork patterns in each corner, framing the central text.

**SO THIS IS WHAT
IS EXPECTED
FROM MARIE?**

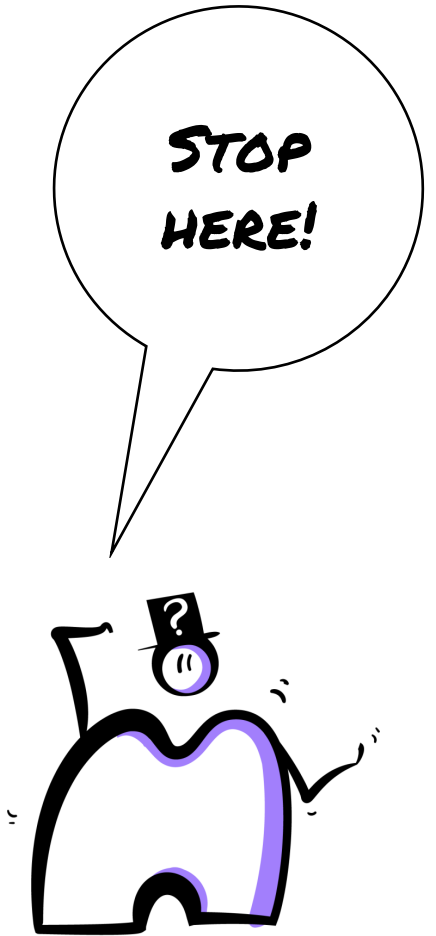
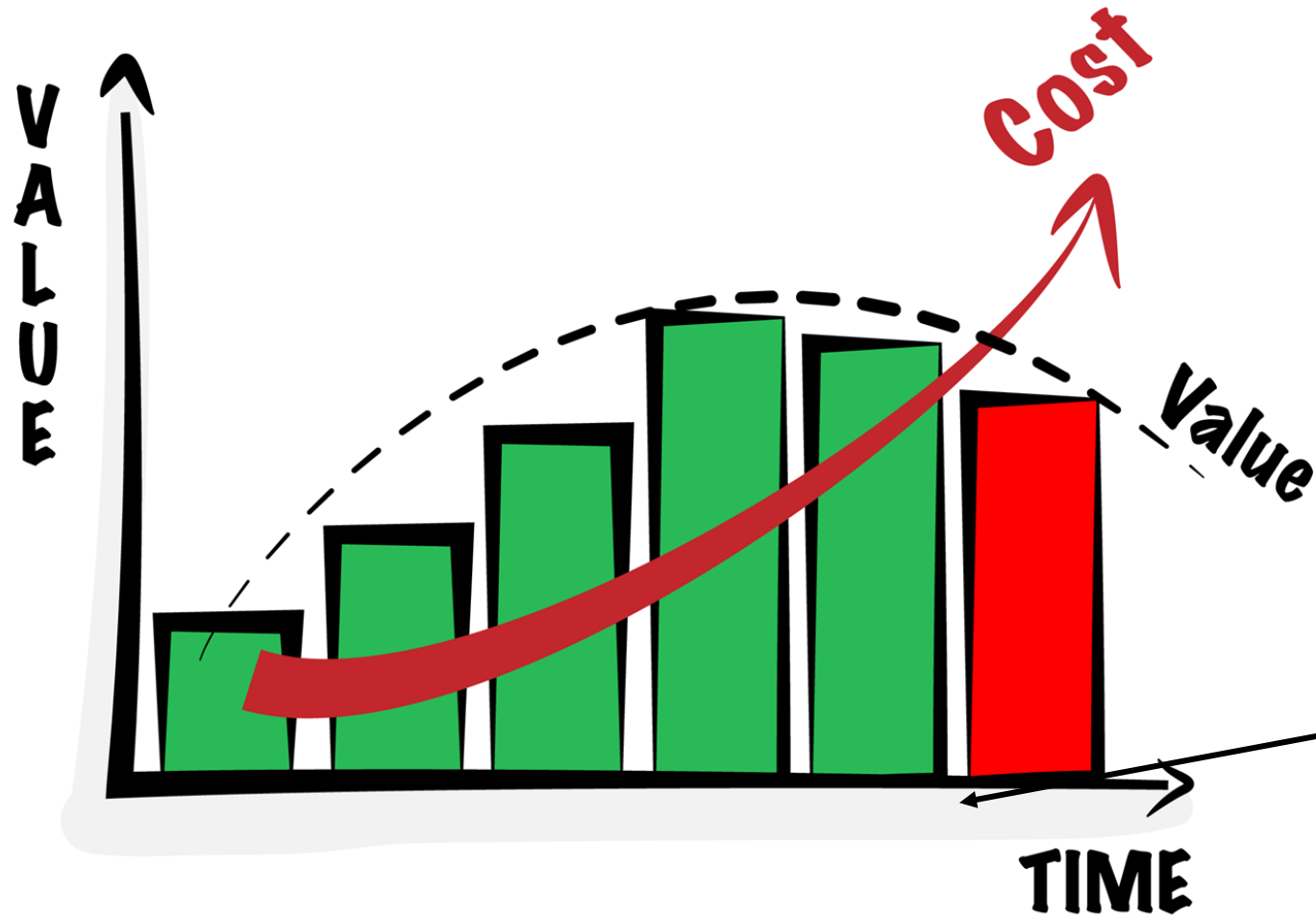
**MARIE NEEDS TO LOWER THE DECISION POINTS
TO A MORE FREQUENT AND LESS RISKY POINT IN THE
ORGANIZATION**




Program / Project

**Big Budget
Big Risk
Bad Planning
Wrong Scope
Slow ROI**

WE ARE ALSO CAPABLE OF STOPPING INVESTMENTS
BEFORE INVESTING IN NICE TO HAVES

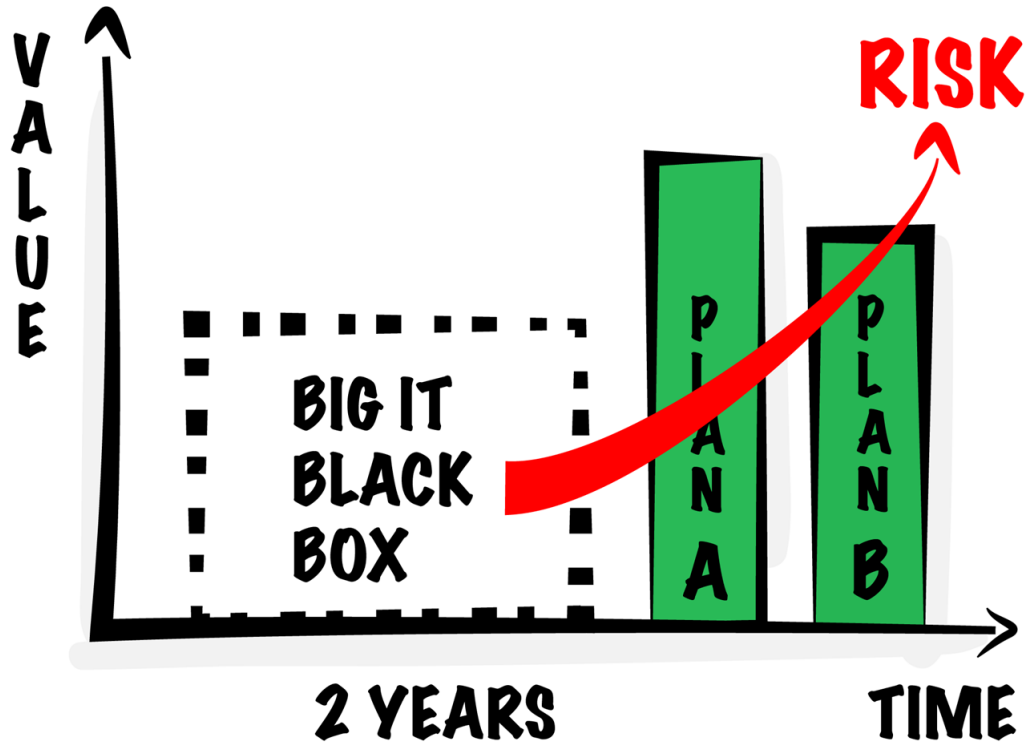
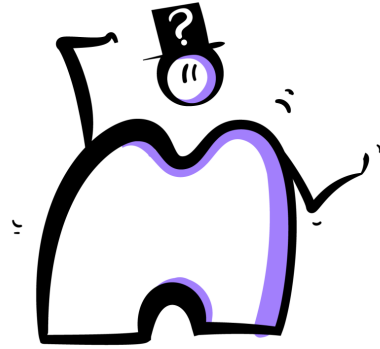


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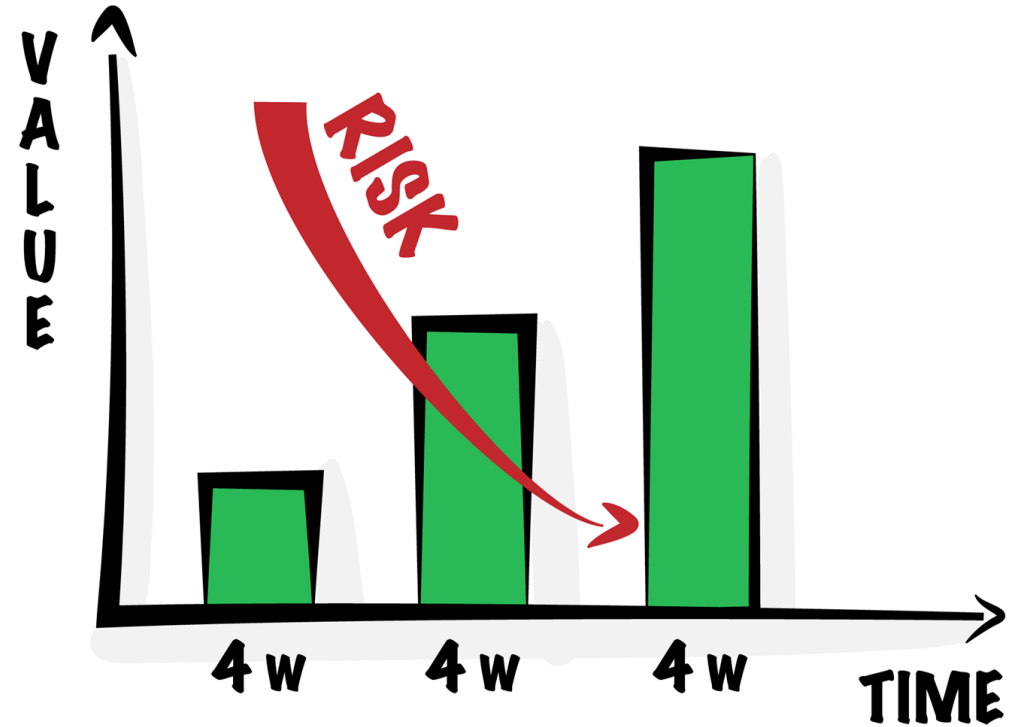
OK, LUC IS
CONFIDENT.

HE GOES TO MARIE

TUM TUM
TUUUUM



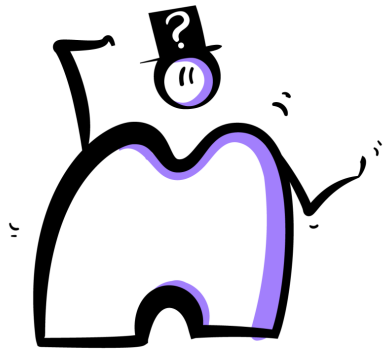
Vs



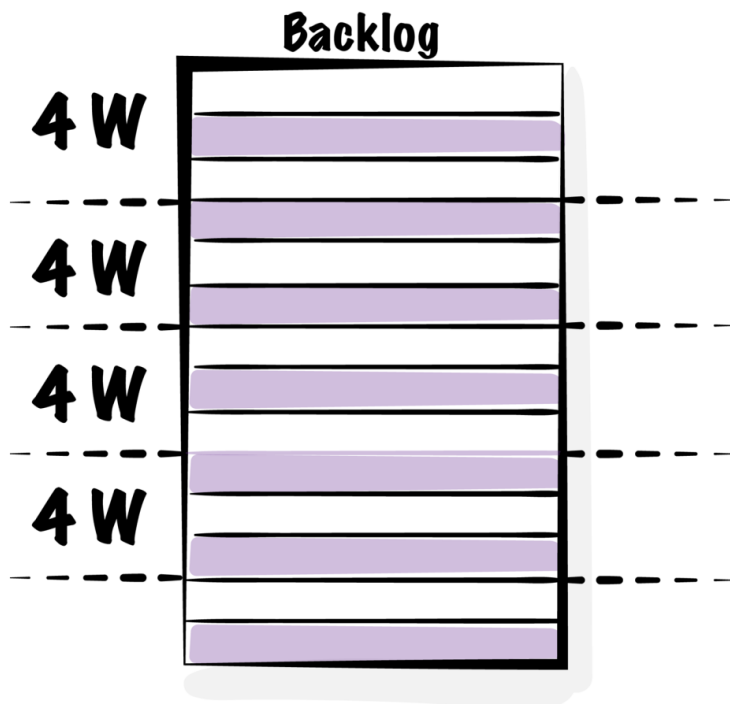
A decorative white border with intricate floral and scrollwork patterns in each corner, framing the central text.

**MARIE LIKES
THE IDEA**

BUT ...



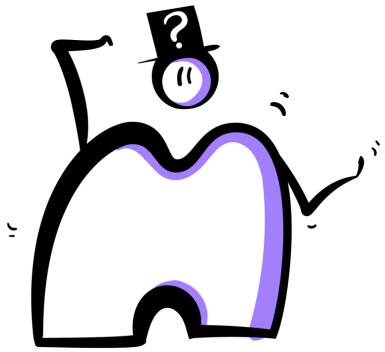
CAN WE STILL WORK WITH FIXED SCOPE PROJECTS?



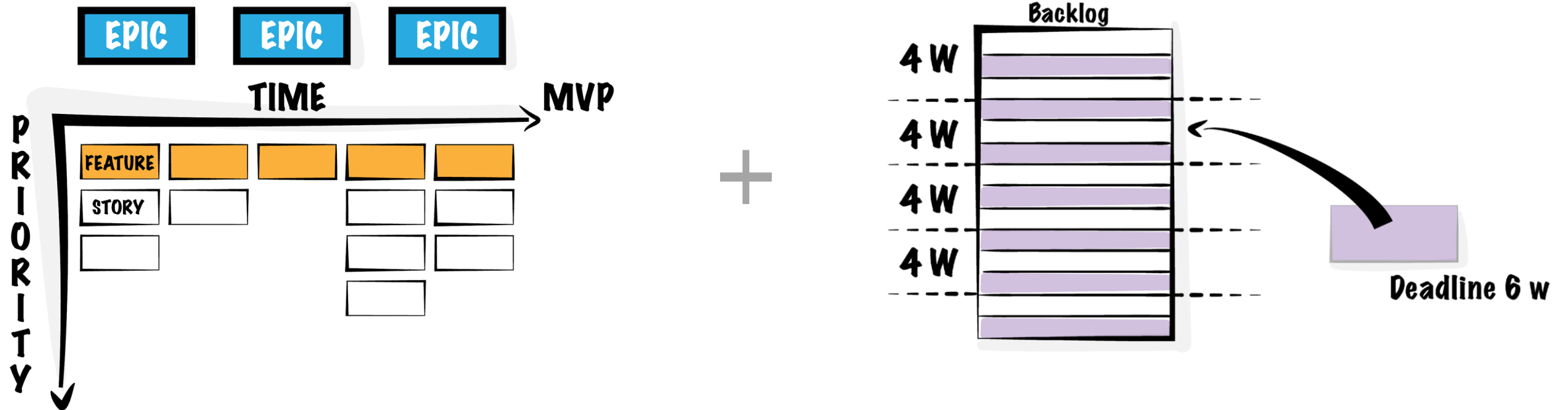
A FIXED SCOPE IS NOTHING MORE THAN A BACKLOG THAT DOES NOT CHANGE TOO MUCH.

BUT

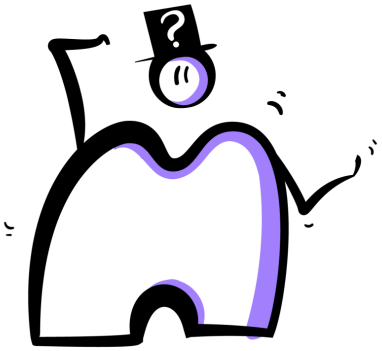
- **NEW INSIGHTS ARE ALLOWED AFTER EACH ITERATION
= RESPONDING TO CHANGE**
- **DO NOT DETAIL THE FEATURES IN THE BOTTOM HALF
OF YOUR BACKLOG
= JUST IN TIME PLANNING**



WHAT ABOUT FIXED TIME/ PROJECT DEADLINES?

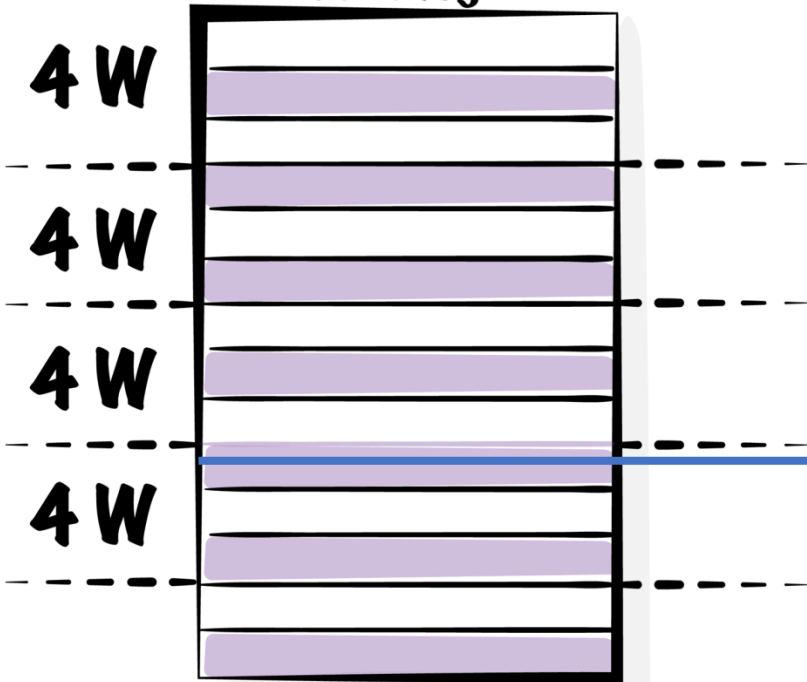


- ENSURE THE FLOW FIRST (MVP)
- GO LIVE WITH THE MVP ASAP (WAY BEFORE THE DEADLINE)
- BUILD INCREMENTALLY UNTIL THE DEADLINE ARRIVES



WHAT ABOUT FIXED BUDGET?

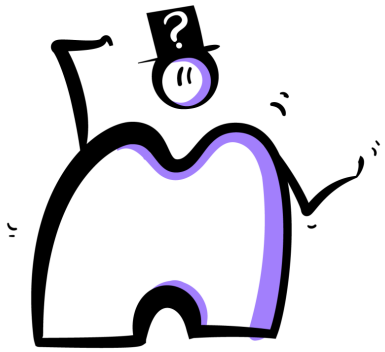
Backlog



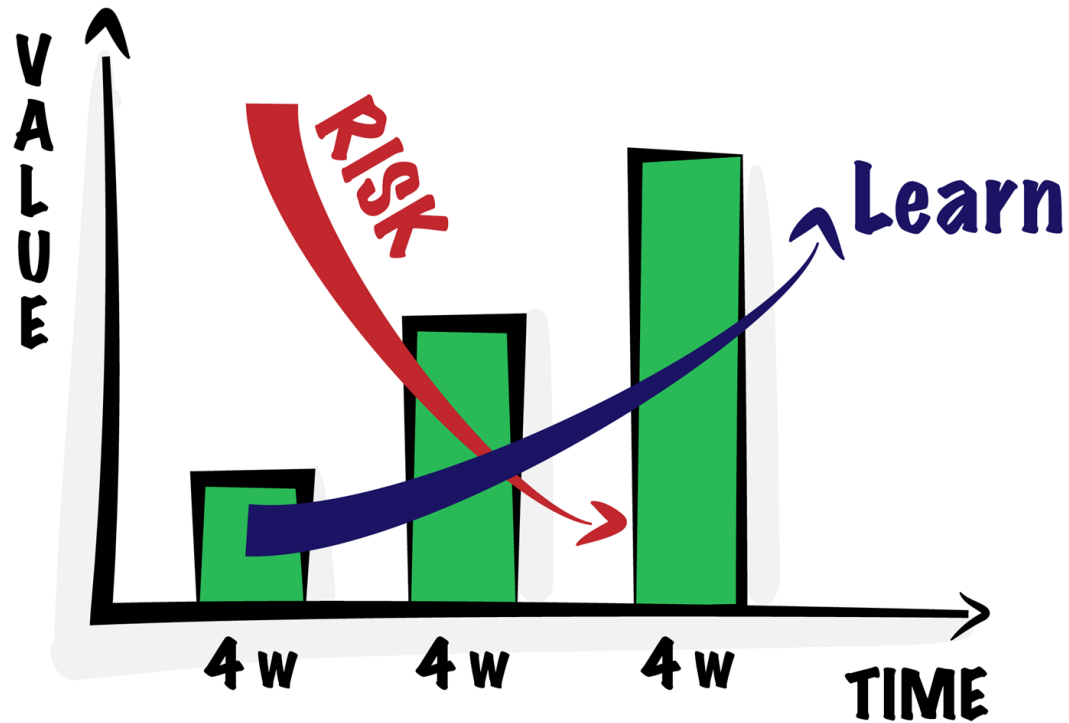
- ENSURE THE PRIO IN THE BACKLOG IS CORRECT
- DELIVER INCREMENTALLY UNTIL THE BUDGET IS LOW
- ENSURE THE TEAM IS STABLE

BUDGET LIMIT

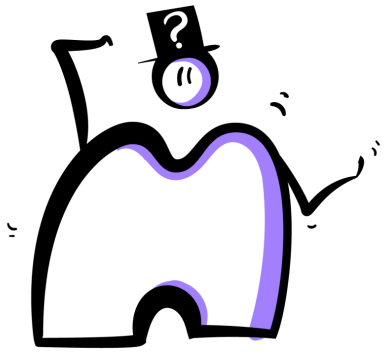
NICE TO HAVES



WHAT IF AGNES DOES NOT HAVE THE RIGHT SKILLS?

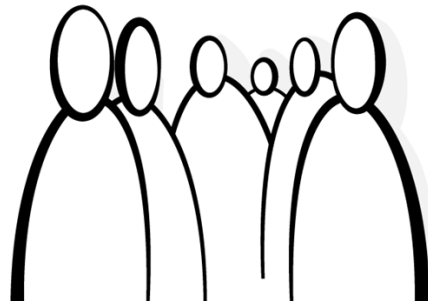
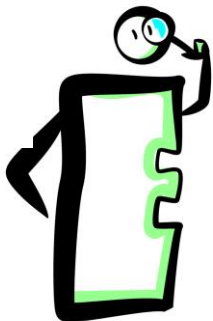
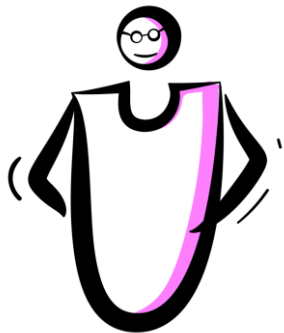


- USE WIP LIMITS FOR KNOWLEDGE SHARING
- USE EXPERTS TO ASSIST IN PROTOTYPES AND SPIKES
- LEAVE ROOM FOR LEARNING



WHAT IF WE NEED TO OUTSOURCE A PROJECT?

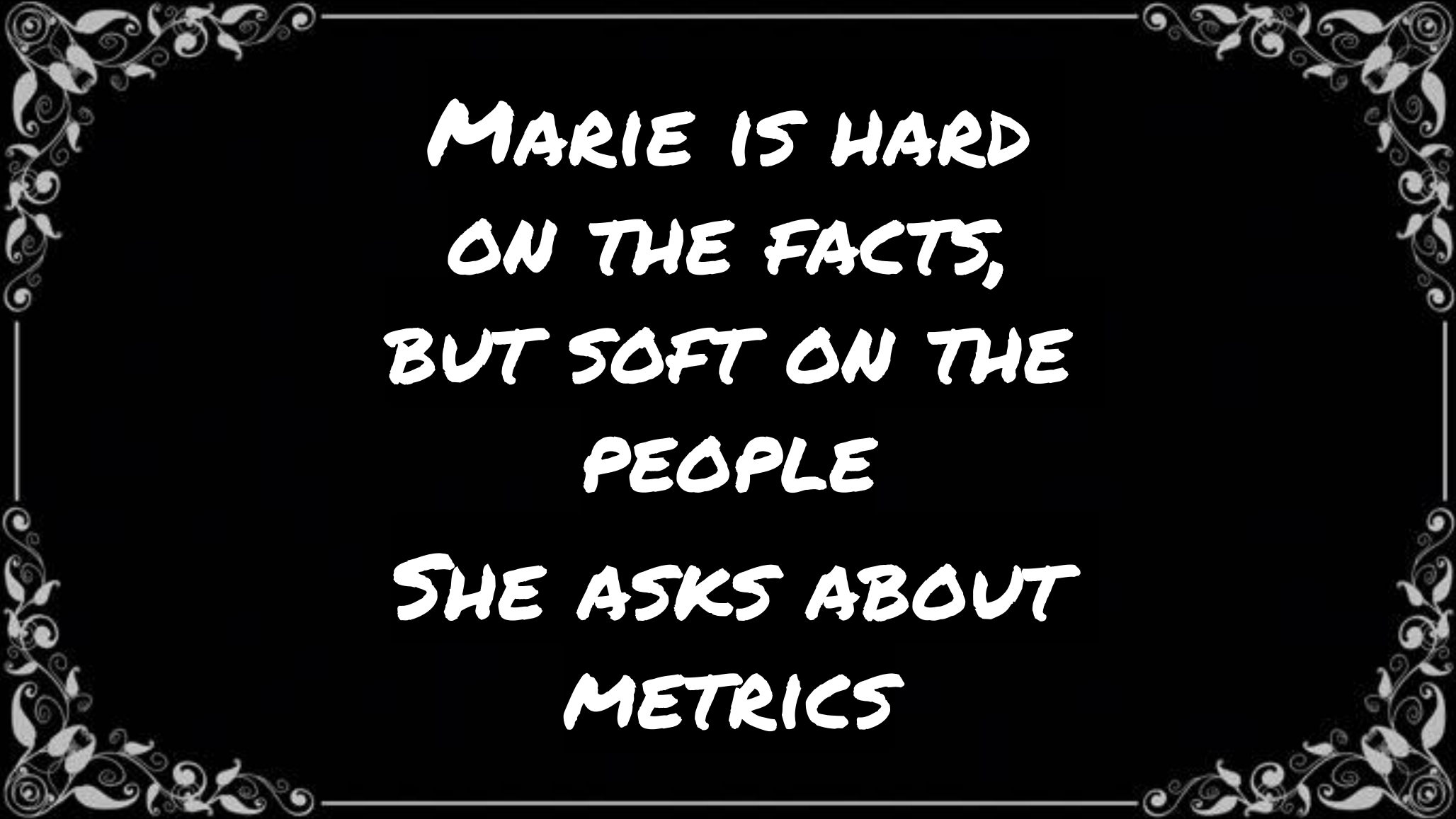
- IF YOU WANT FLEXIBILITY (NEW INSIGHTS ALONG THE WAY)
- IF YOU WANT LEARNINGS FOR YOUR TEAM / ORGANIZATION
- IF YOU WANT CONTROL (E.G. STOP WHEN COST IS HIGHER THAN VALUE)



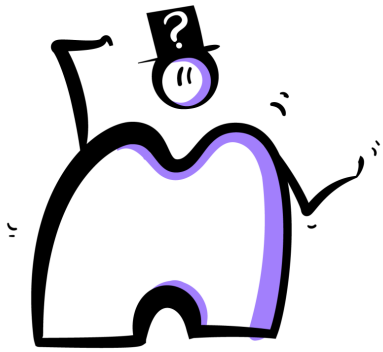
Hire Skills



Do not hire scope

A decorative border with intricate floral and scrollwork patterns in the corners, framing the central text.

**MARIE IS HARD
ON THE FACTS,
BUT SOFT ON THE
PEOPLE
SHE ASKS ABOUT
METRICS**



I NEED PREDICTABILITY, FORECASTING AND COST CONTROL

IF THE PACE IS RIGHT, EVERYTHING ADDS UP.

**PACE = CADANCE OR RYTHM IN WHICH THE TEAM
DELIVERS VALUE**

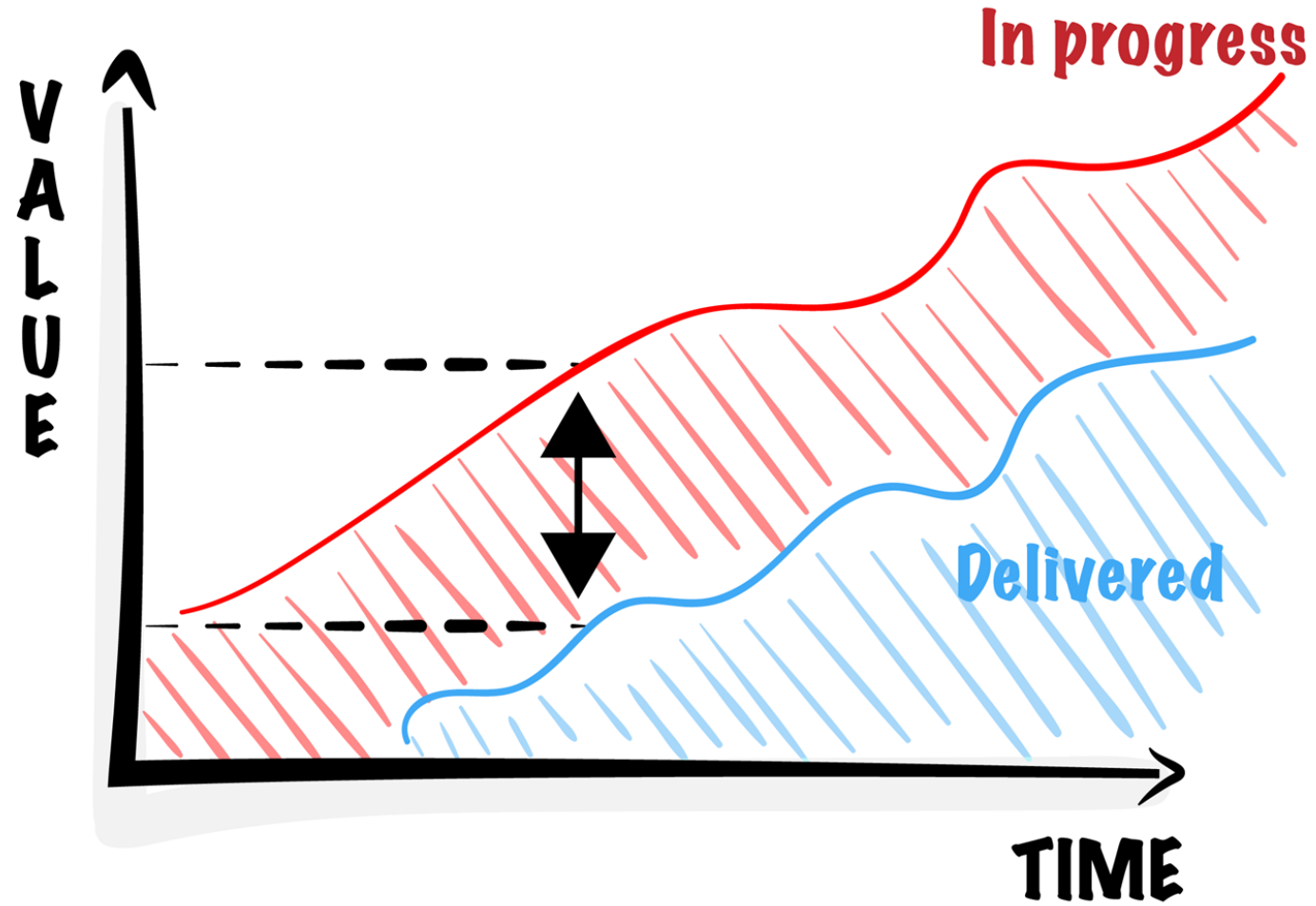
WE NEED TO TRACK THE FEATURES



**Start
Date**

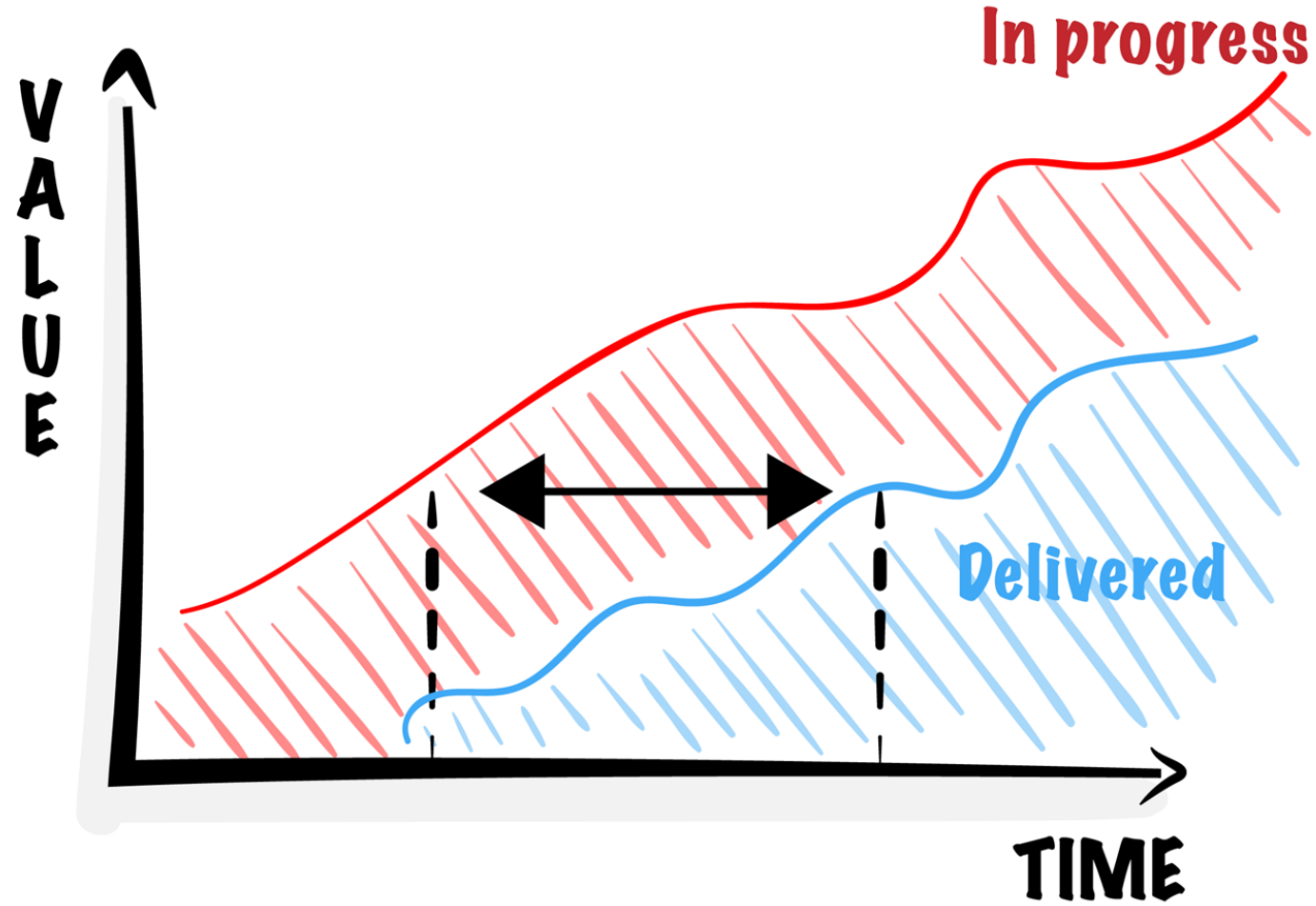
**End
Date**

CUMMULATIVE FLOW DIAGRAM



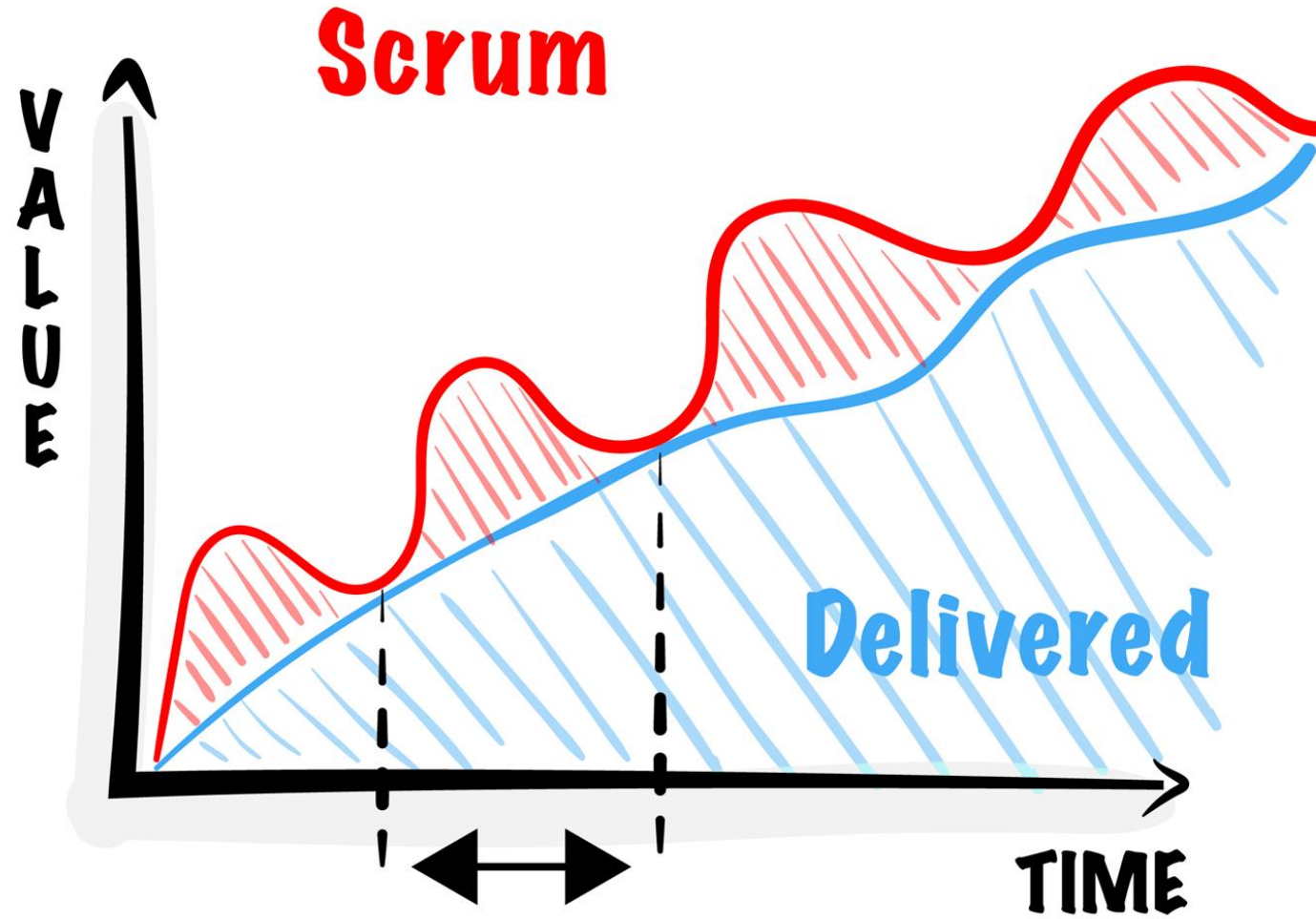
↓ AMOUNT OF WORK IN PROGRESS AT A GIVEN TIME

CUMMULATIVE FLOW DIAGRAM



←→ TIME YOU HAVE TO WAIT BEFORE VALUE DELIVERY

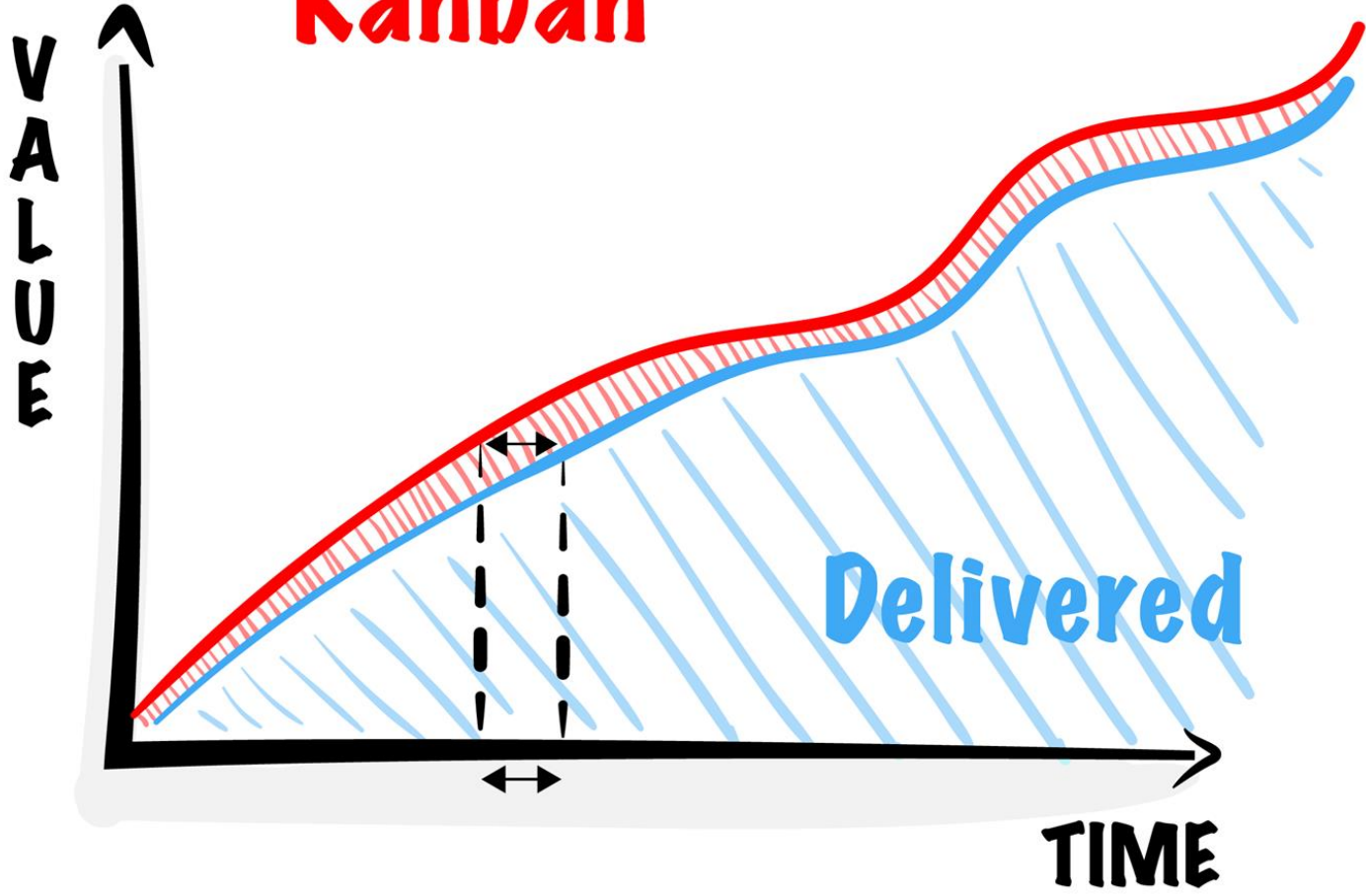
CUMMULATIVE FLOW DIAGRAM



←→ PREDICTABILITY IS OK

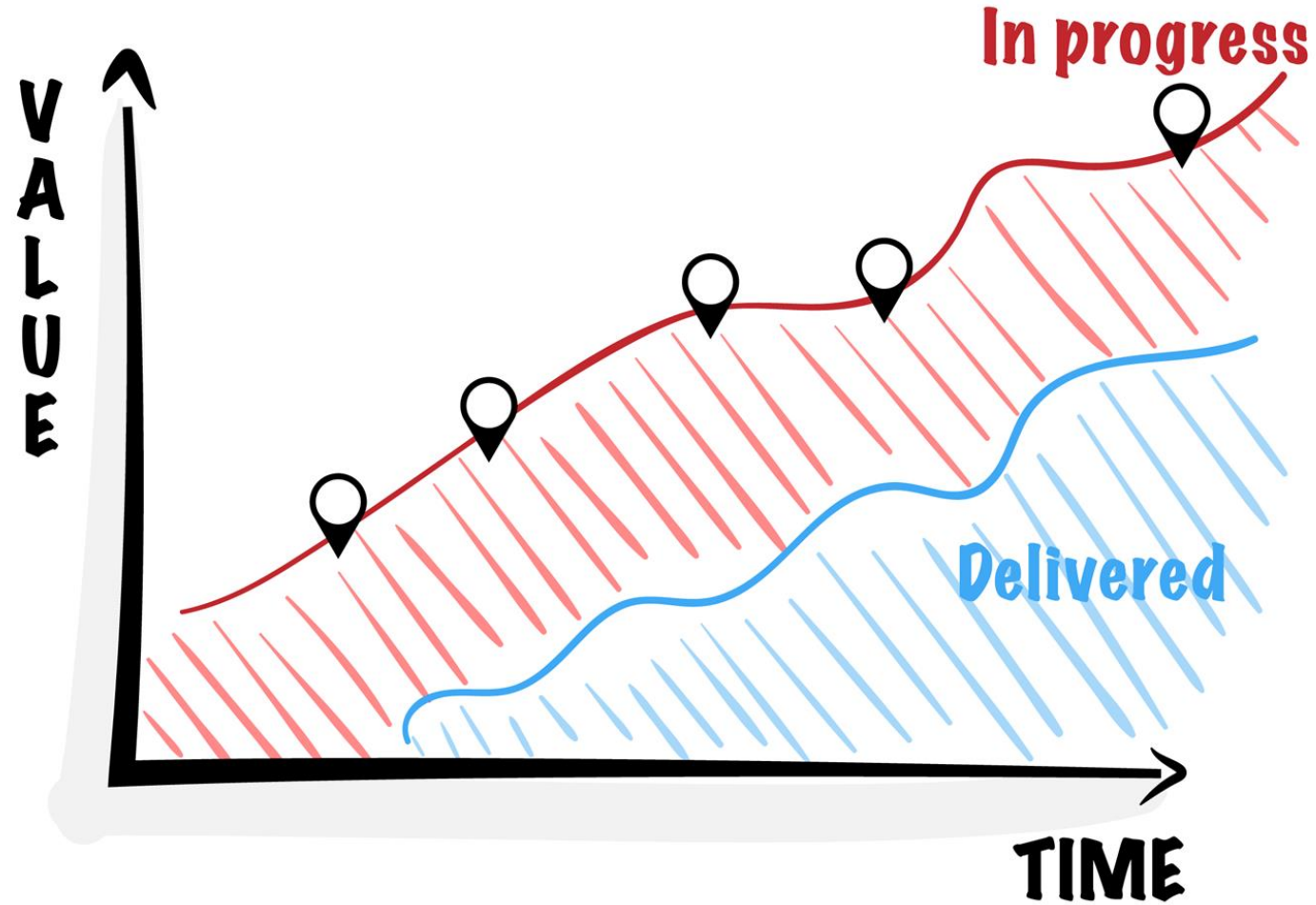
CUMMULATIVE FLOW DIAGRAM

Kanban

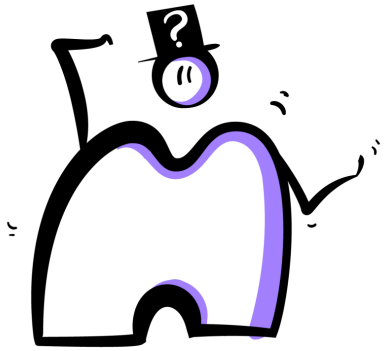


←→ PREDICTABILITY IS OK

CUMMULATIVE FLOW DIAGRAM



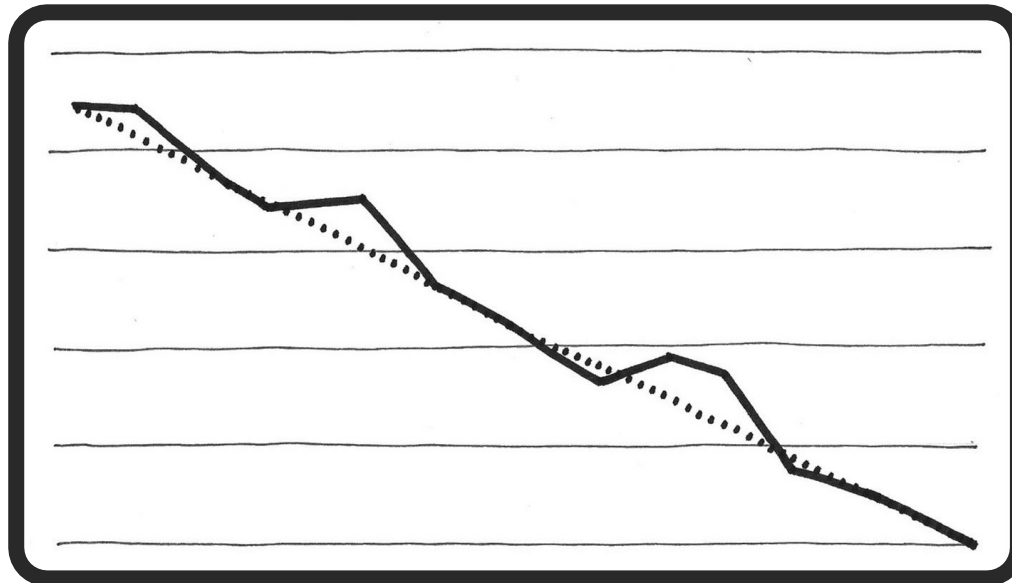
FOCUS OF THE TEAM = FEATURES THAT TAKE MORE TIME THAN AVERAGE



WHAT ABOUT VELOCITY AND BURNDOWNS?

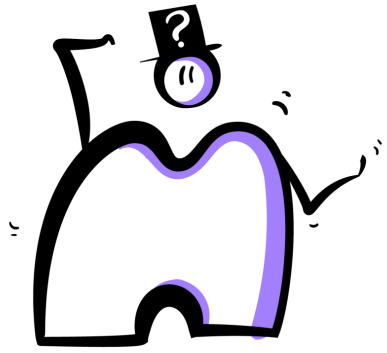
**BURNDOWN CHARTS ARE NOT A MANAGEMENT
INSTRUMENT**

THEY ARE SOLELY INTENDED FOR THE TEAM



A decorative white border with intricate floral and scrollwork patterns in each corner, framing the central text.

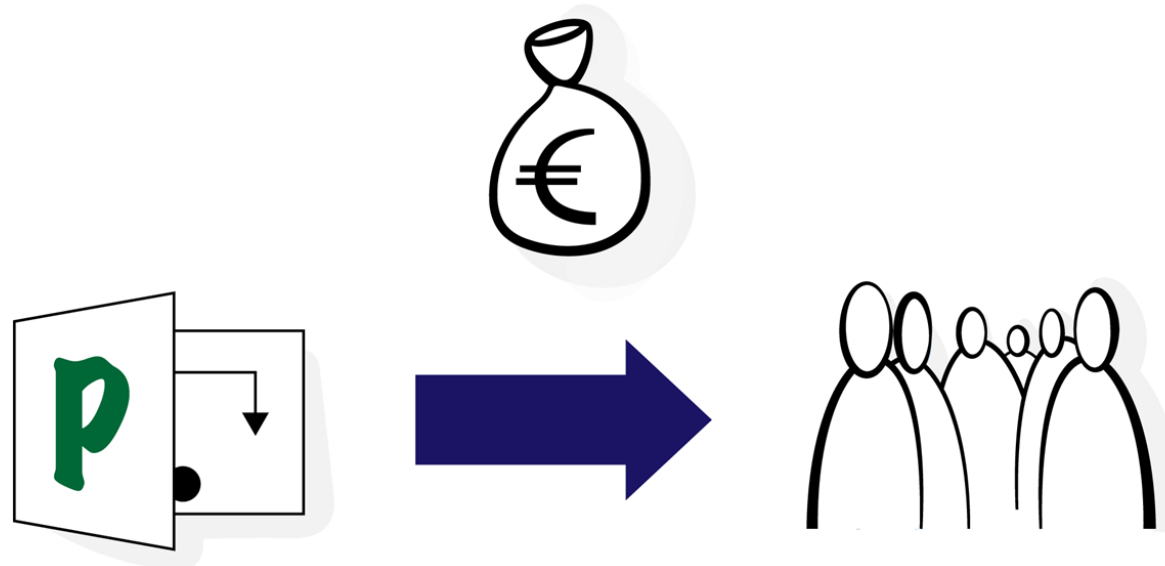
***THE KEY
TAKEAWAY***

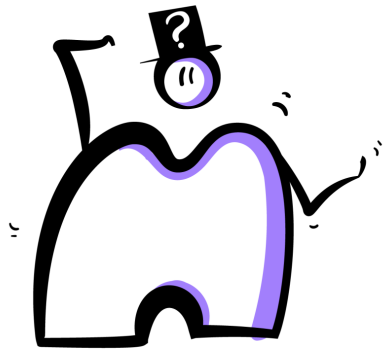


HOW DO I BUDGET MY PROJECTS?

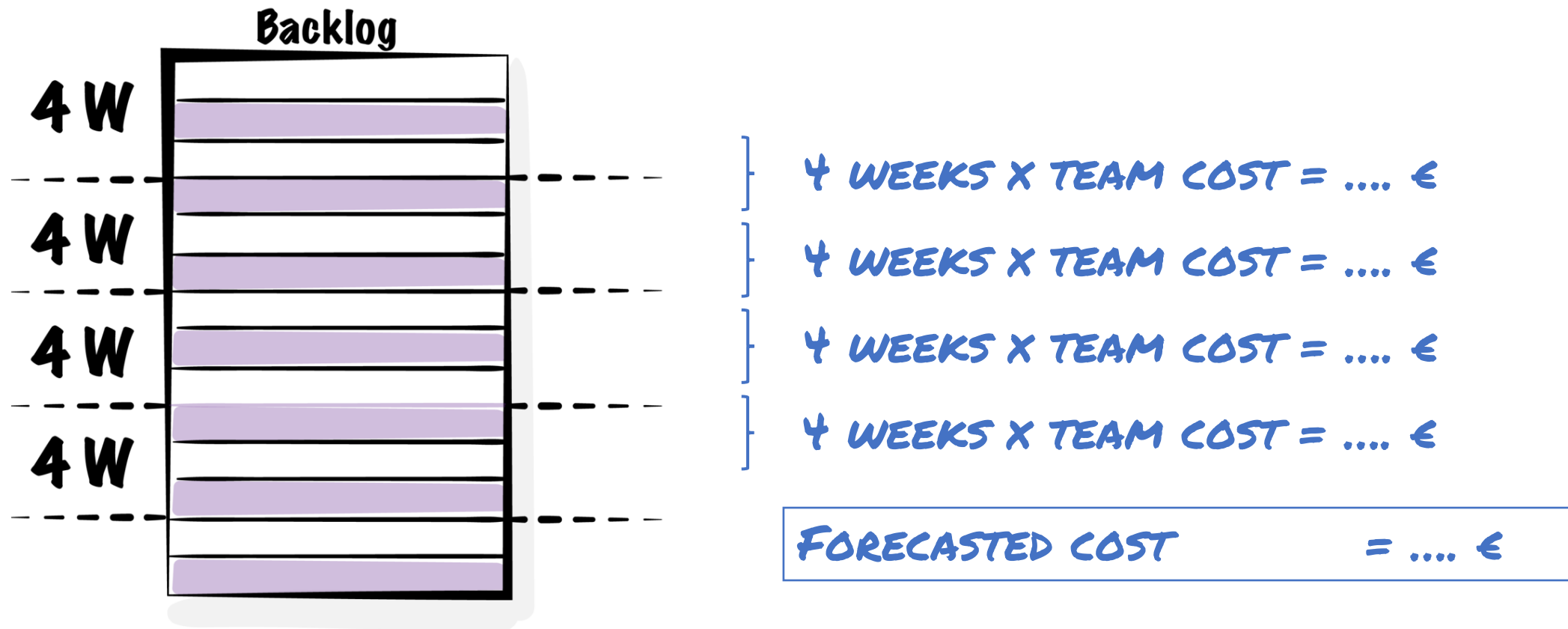
DO NOT TRY TO ESTIMATE YOUR PROJECTS ANYMORE

BUT ESTIMATE YOUR COSTS (TEAMS + LEARNINGS)
AND DO THE RIGHT THINGS WITH IT





SO HOW DO I FORECAST MY BUDGET?



A decorative border with intricate floral and scrollwork patterns in the corners, framing the central text.

**AND NOW FOR
THE GRAND
FINALE**

THE 3 QUESTIONS

HOW MANY PROJECTS ARE CURRENTLY STARTED? (= WIP)

ARE YOUR TEAMS STABLE ENOUGH TO TELL YOU WHEN THEY WILL DELIVER? (= FLOW)

WHAT ARE THE CRUCIAL NEW PROJECTS THAT YOU WANT TO START? (= PRIORITIES)

STOP STARTING

AND

START FINISHING

THE BIG SHIFT

DO NOT TRY ESTIMATE WHAT YOU ARE PLANNING TO DO

BUT

MEASURE THE # TEAMS YOU HAVE (= COST)

MAKE SURE TO DO

THE RIGHT THING

AT THE RIGHT TIME

WITH YOUR TEAMS

A decorative white border with intricate floral and scrollwork patterns in each corner, framing the central text.

THE BIG PICTURE

ENTERPRISE VALUE MANAGEMENT

THIS IS NOT A SCALED AGILE MODEL

VISION & REALITY

STOP STARTING
START FINISHING



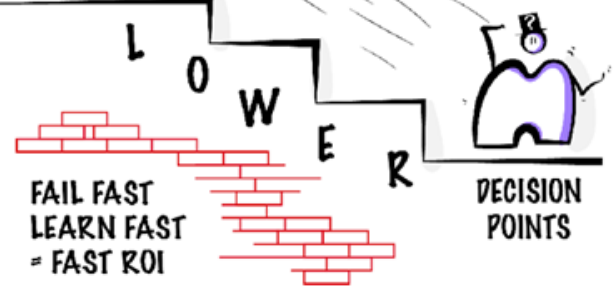
CLOSER TO CARL



BUDGET = TEAMS (NOT PROJECTS)

INVEST IN LEARNINGS

PRIORITY & VALUE



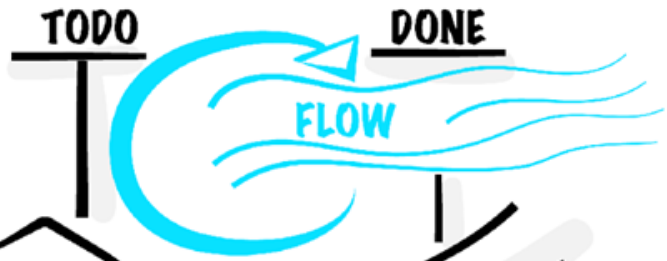
ENTERPRISE BACKLOG



DO THE RIGHT THING NOW

INVEST IN PROTOTYPES

FLEXIBILITY & KNOWLEDGE



DO THE THINGS RIGHT

INVEST IN HAPPY TEAMS

PREDICTABILITY & FLOW



STABLE TEAMS

FOCUS ON EXCEPTIONS



DARE TO STOP INVESTMENT

A decorative white border with intricate floral and scrollwork patterns in each corner, framing the central text.

~~THE END~~

START FINISHING

Coming Up Next ...

Weekly Online BA Cafe

Informal chat

Each Friday at 12:30 - 13:30 CET



No registration needed

Info at brussels.iiba.org/bacafe

BA & Beyond Belgium

Our Annual Conference

22 - 23 May 2023
hosted by AE at Brightspace,
Leuven and online



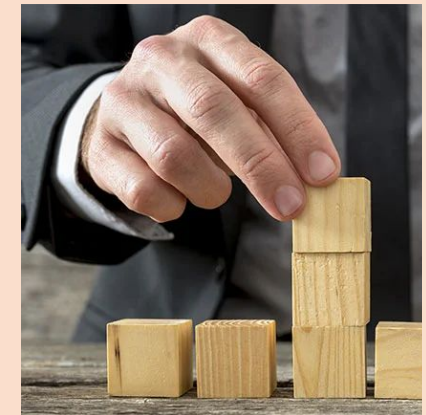
Info and registration at

ba-beyond.eu

Next Event

AGM

June 2023



Info and free registration at

brussels.iiba.org/events-list



Nikolaas - 2019



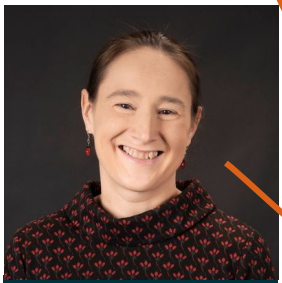
Natalia - 2021



Patsy - 2010



Stefan - 2010



Ann - 2019



Filip - 2010



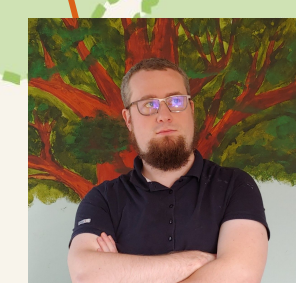
Kristof - 2019



Irina - 2021



Tim - 2023



Nils - 2023



Joris - 2010



Robin - 2019



Ann - 2019



Join our team

brussels.iiba.org/our-team



Filip - 2016



Branka - 2023

