



# Project Scope Forecasting

1



Why should you  
listen to us?

2

2

# Why should you listen to us?

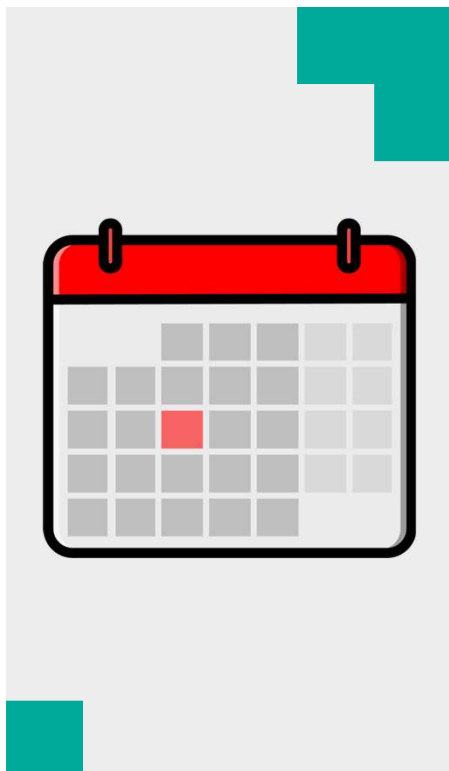
We will make some statements: Please raise your hand if you agree with the statement

- Some teams in my circle of influence have problems predicting the roadmap.
- Some teams in my circle of influence have problems meeting deadlines.
- Some teams in my circle of influence have clients steering on the story level.
- If you ask me today how long it will take for the teams in my circle of influence to finish all work in their current project I won't be able to answer you or it will take me very long to find answers.

Today we will claim to have answers to these questions in a project way of working  
(It is already working at some of our clients)

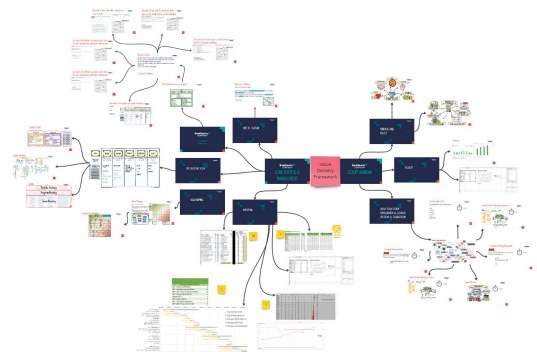
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## Agenda

- CONCEPTS
  - Introduction
  - Epic\Feature
  - Epic\Feature Flow
  - Estimation Theory
  - Sprint
  - Velocity
  - Example
- ROADMAPMING
  - Introduction
  - Reference Points
  - Value Mapping
  - Sizing The Roadmap
  - Burning up a Release



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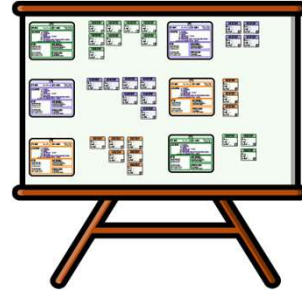
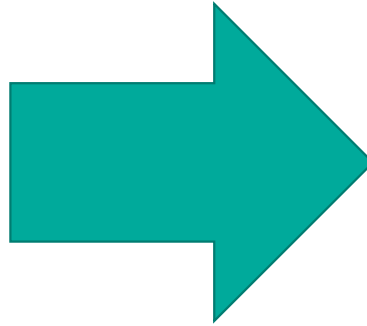


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# Refine the Roadmap



HIGH LEVEL  
REQUIREMENTS

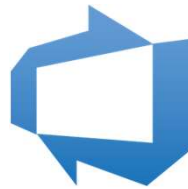


BACKLOG

7

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# AZURE VS JIRA



EPIC

INITIATIVE

Portfolio Backlog

FEATURE

FEATURE

EPIC

Program Backlog

STORY  
STORY  
STORY  
...

STORY  
STORY  
STORY  
...

STORY  
STORY  
STORY  
...

Team Backlog

Key	Summary	Progress	Sprint
HOL-7	Antarctica		
HOL-16	Visit South America		
HOL-6	Africa		
HOL-17	Visit South America		
HOL-18	Visit Nigeria		
HOL-19	Visit Egypt	8	21
HOL-20	Visit Ethiopia	1	
HOL-5	South-America	4	
HOL-21	Visit Peru	1	
HOL-22	Visit Argentina	2	
HOL-23	Visit Brazil	2	
HOL-24	Visit Cuba	2	
HOL-25	Visit Bolivia	1	
HOL-4	North-America	3	
HOL-3	Oceania		
HOL-26	Visit Australia	5	
HOL-27	Visit Indonesia	3	
HOL-2	Asia	11	
HOL-28	Visit Russia		

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# EPIC VS. FEATURE

## Epics or Features

Who can tell me what an epic or a feature is?

An Feature\Epic is a container for a significant Solution development initiative that captures the more substantial investments that occur within a portfolio.

Due to their considerable scope and impact, epics require the definition of a Minimum Viable Product (MVP) and approval by Lean Portfolio Management (LPM) before implementation.

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EPIC	
EPIC NAME <small>Name of the epic</small>	EPIC OWNER <small>Person in charge of the epic flow</small>
DESCRIPTION <small>From CUSTOMERS who DO SOMETHING, the SOLUTION is a SOMETHING NEW - "THE HOW" that PROVIDES VALUE, unlike OUR COMPETITOR CURRENT SOLUTION, NONEXISTING SOLUTION, ... our solution DOES SOMETHING BETTER - "THE WHY"</small>	
METRIX <small>LEADING INDICATORS (early measures that can indicate success)</small>	MVP FEATURES <small>FEATURES OF CAPABILITIES, NONFUNCTIONAL REQUIREMENTS, OUT OF SCOPE FEATURES</small>
LAGGING INDICATORS <small>(measures after delivery that can indicate success)</small>	STAKEHOLDERS <small>COLLABORATORS, PEOPLE TO KEEP INFORMED</small>

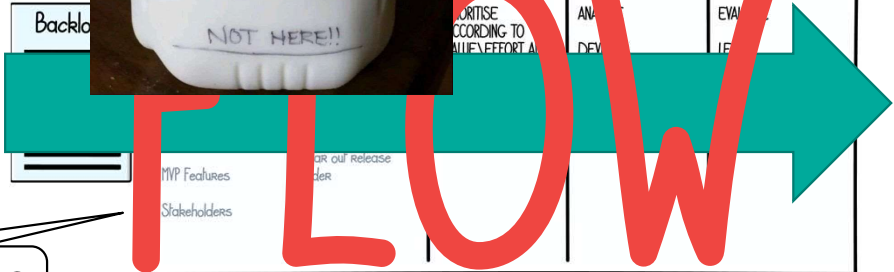
# EPIC \ FEATURE FLOW

## Epic \ Feature Flow

EPIC	
EPIC NAME <small>Name of the epic</small>	EPIC OWNER <small>Person a change of the epic flow</small>
DESCRIPTION <small>For CUSTOMERS who "DO SOMETHING" the SOLUTION is "SOMETHING NEW - THE HOW" that PROVIDES VALUE while OUR COMPETITOR CURRENT SOLUTION NONEXISTING SOLUTION... our solution DOES SOMETHING BETTER - "THE WHY"</small>	
LEADING INDICATORS <small>Early measures that can indicate success</small>	MVP FEATURES <small>FUNCTIONAL REQUIREMENTS OUT OF SCOPE FEATURES</small>
LAGGING INDICATORS <small>Measures when delivery that can indicate success</small>	STAKEHOLDERS <small>COLLABORATORS PEOPLE TO BE INVOLVED</small>



BACKLOG	IMPLEMENTING	DONE
WHEN APPROVED ON QBR	PULL WHEN EPIC TEAM HAS CAPACITY	PULL WHEN EPICS IS DONE OR NO LONGER NEEDED
SHORTLISTED ACCORDING TO VALUE/EFFORT	ANALYZE DEVELOPMENT	EVALUATE IMPACT



Who has flow on their epics?

# SUMMER MEADOW EXERCISE



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## Summer Meadow Exercise

3 Teams

LET'S SEE WHO WINS!

2 minutes to complete, the time starts when the breakout  
rooms are opened

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# Summer Meadow Exercise – the set up



3 TEAMS 3 ASSIGNMENTS!

## TEAM BLUE

- You get to talk to me a few times!!!

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# Summer Meadow Exercise – the set up



3 TEAMS 3 ASSIGNMENTS!

## TEAM GREEN

- Draw a beautiful summer meadow with blue and red flowers in green grass, some cows and birds under a shining sun. This scene reminds our customer of their childhood growing up on a farm.

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# Summer Meadow Exercise – The set up

3 TEAMS 3 ASSIGNMENTS!

## TEAM RED

- Draw a beautiful summer meadow with
- 10 blue flowers with 7 petals each
- 5 blue flowers with 5 petals each
- 13 red flowers with 6 petals each
- 2 cows with 3 black spots
- 1 cow with 5 black spots
- 2 cows with 4 black spots
- 12 birds to reside in the upper left corner
- 3 birds in the middle
- 1 sun to the right with 5 sun beams

20

20

## After thoughts?

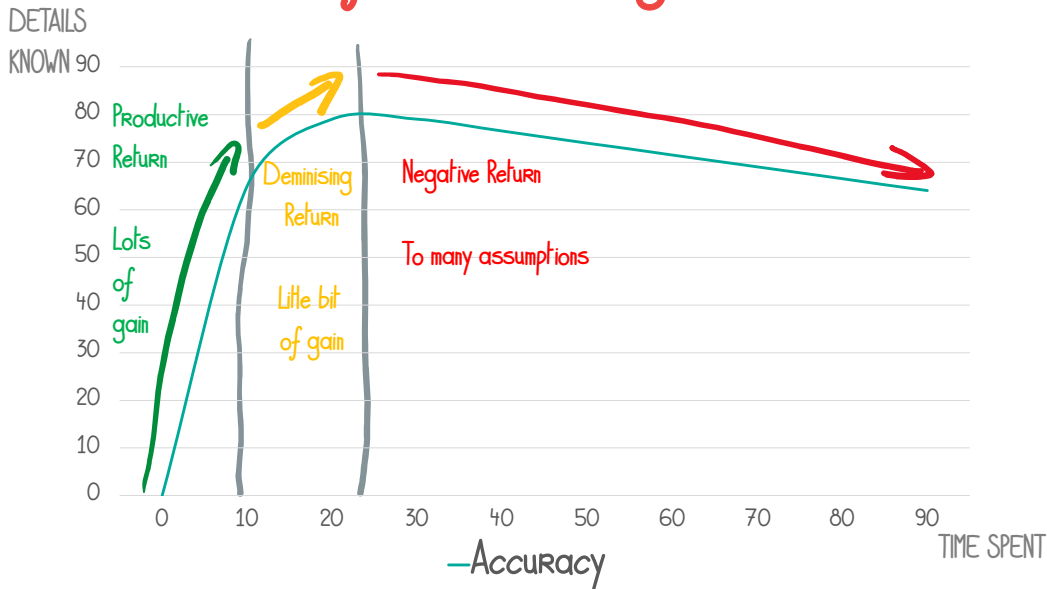
- Present your results to each other
- Have you ever experienced similar outcomes?
- "This scene reminds our customer of their childhood growing up on a farm." – what's the importance of this sentence?
- What happened to the team that had all the details?
- What team created the most value for the customer? And why\how?
- How do we end up with detailed specs in the real world?

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# ESTIMATION THEORY

## The Point of Deminishing Return



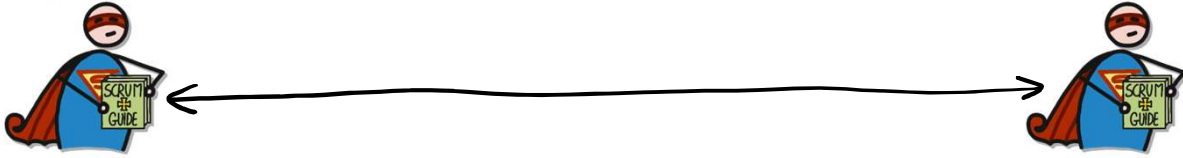
At a certain point more refinement only leads to more assumptions, not better estimates

# Estimation

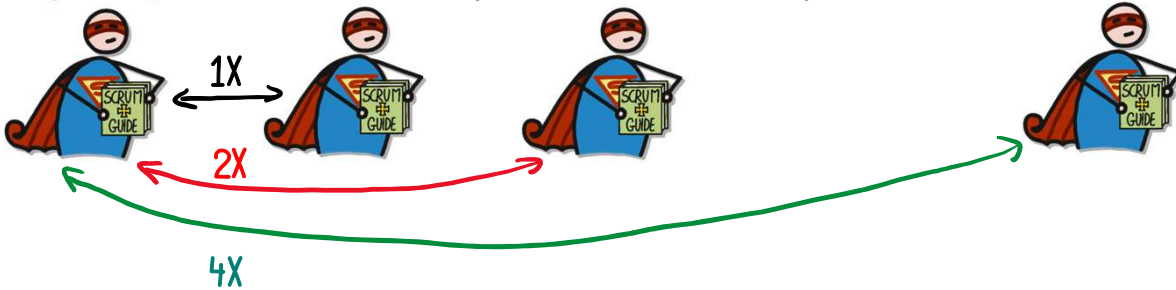
How do you estimate?



How far away are these SCRUM MASTERS from each other? (in cm)



How far away are these SCRUM MASTERS from each other? (relative from each other)



# Story \ Epic \ Feature points

Who knows what story points are?



=RELATIVE ESTIMATION!!!

Nothing else only RELATIVE ESTIMATION

Measure magnitude or bigness of a story

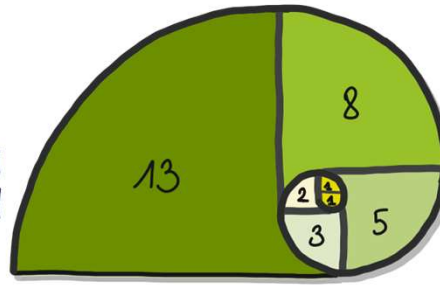
Influenced by:

- Complexity
- Physical Size
- Uncertainty
- Experience



## The Fibonacci Row

- Organic fit of previous numbers
- More realistic approach to estimating the size, complexity and effort needed to complete a user story



- Don't meet in the middle, if the bucket overflows it goes in the next bucket
- There is more detail in the smaller numbers
- There is less detail in large numbers
- Pick your limit (e.g. 1,2,3,5,8=OK - 13 try to split - 20=NOK)



30

30

## Estimations are not Commitments

Could you estimate the following story for me? ↘

As a Customer I want to be able to change my password

Oh and I forgot to tell you this but...

Your bonus depends on your estimate being correct. We'll be measuring everybody's story points and use it to determine your performance and therefore your bonus

What happens when we turn estimates in commitments? ↙

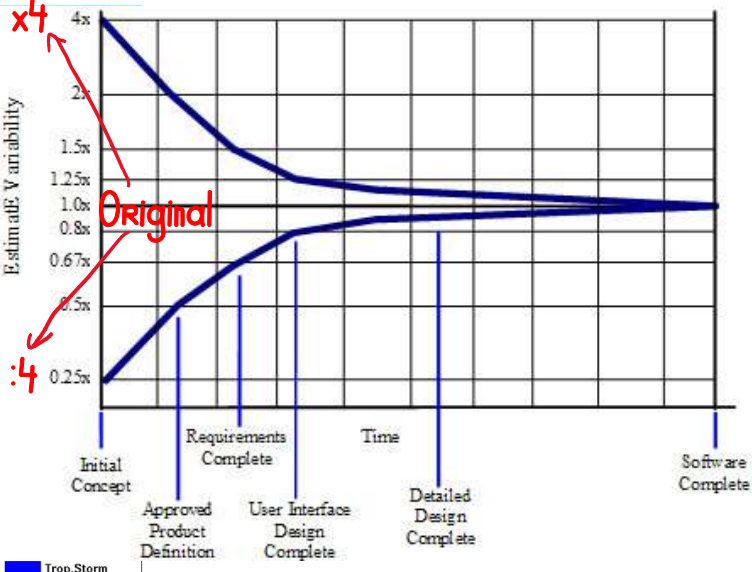
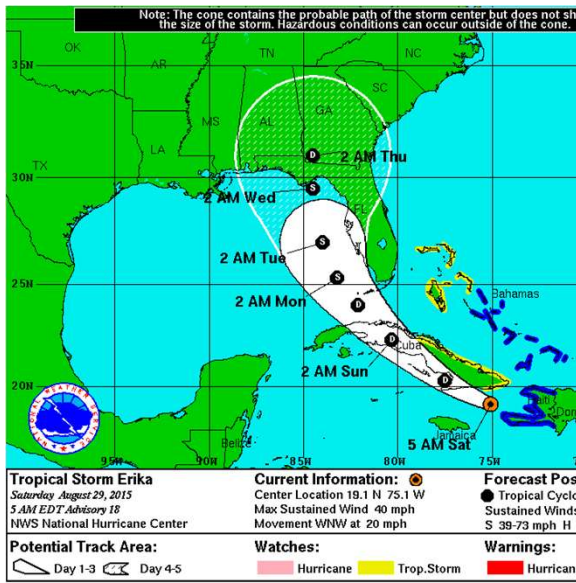
- Story point inflation ↗
- External pressure = no real ownership = micromangement



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32

# The Cone of Uncertainty



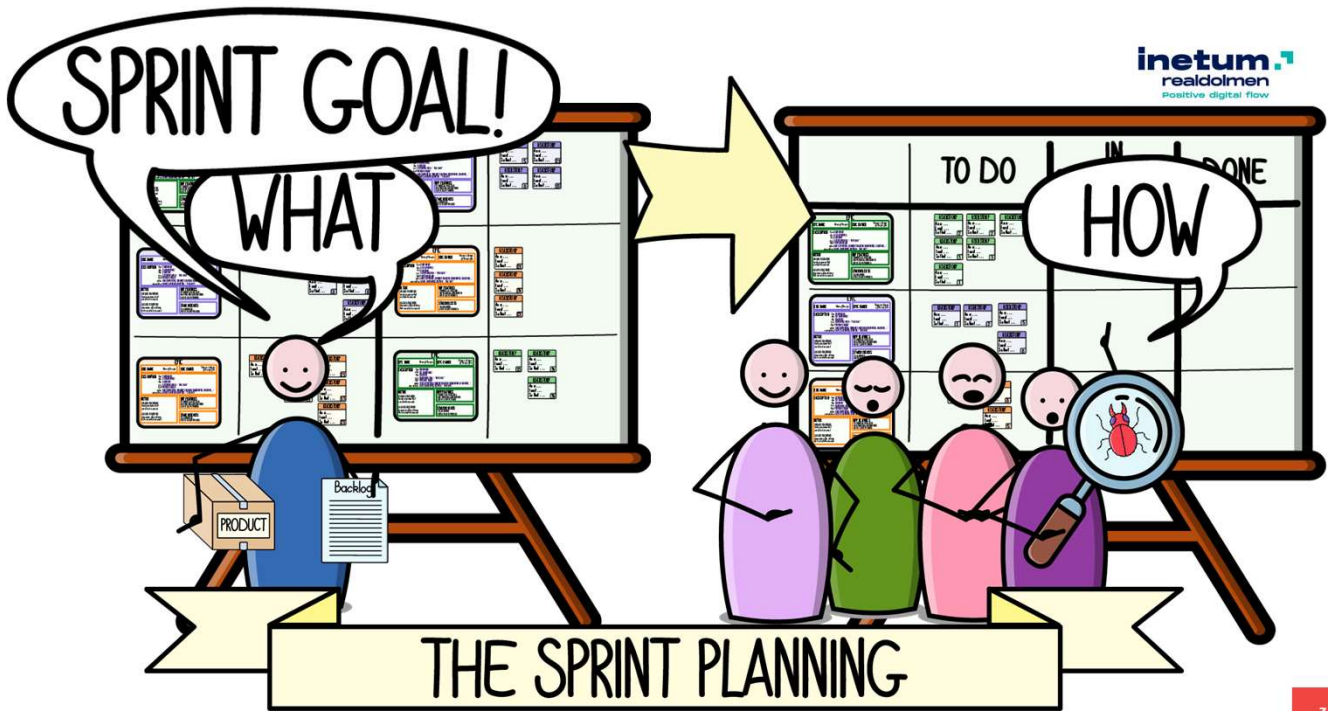
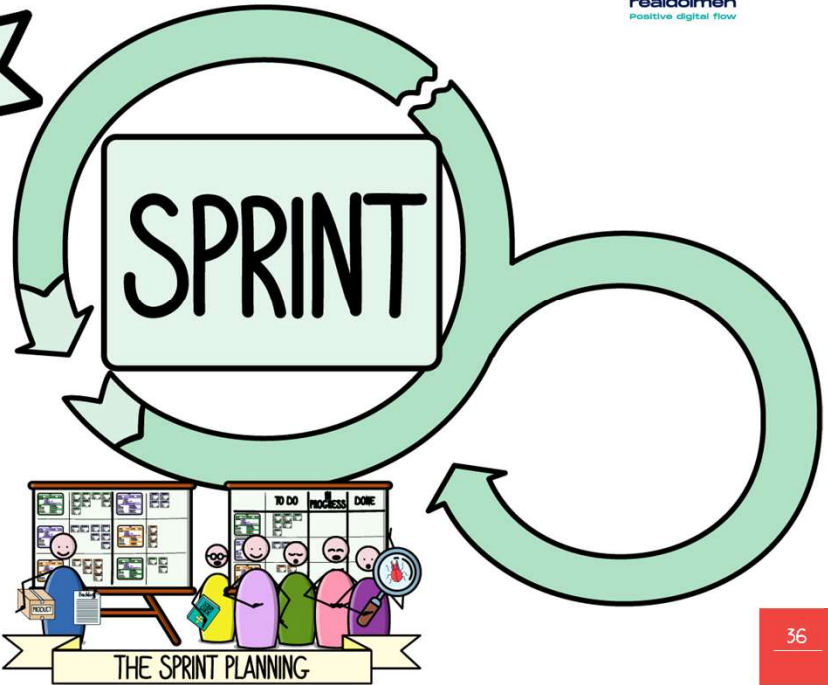
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inetum realdolmen  
positive digital flow

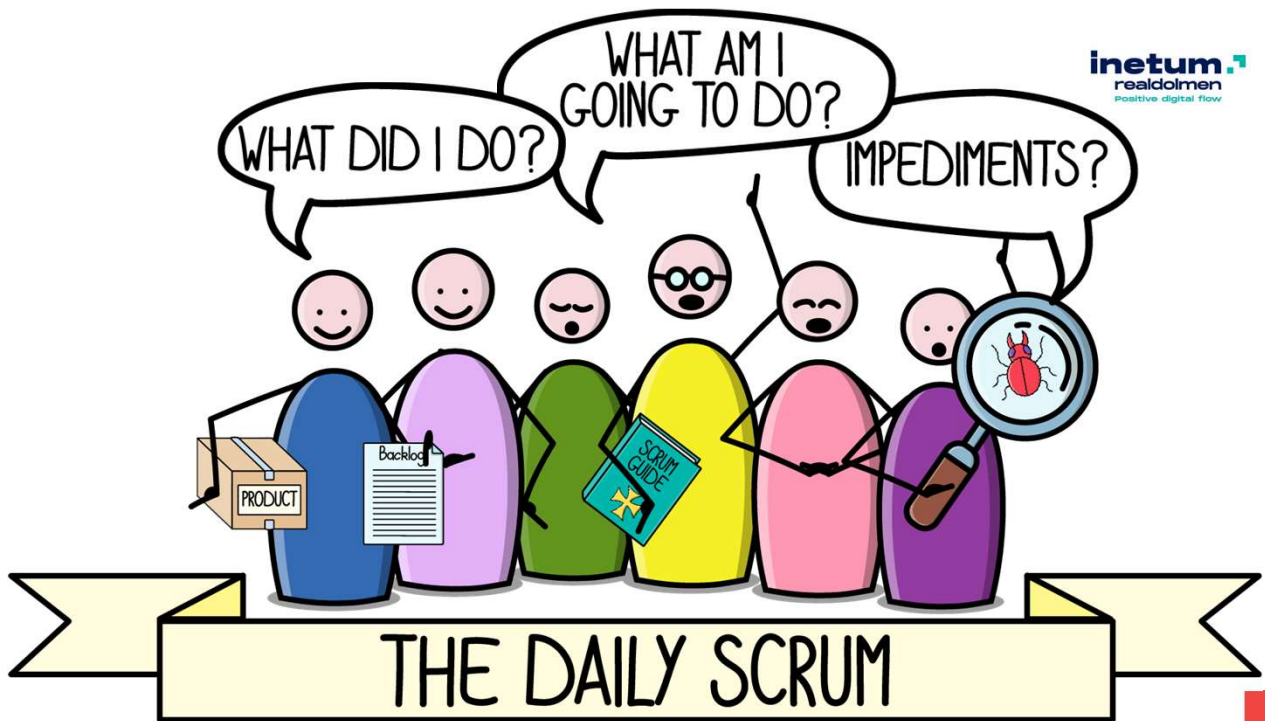
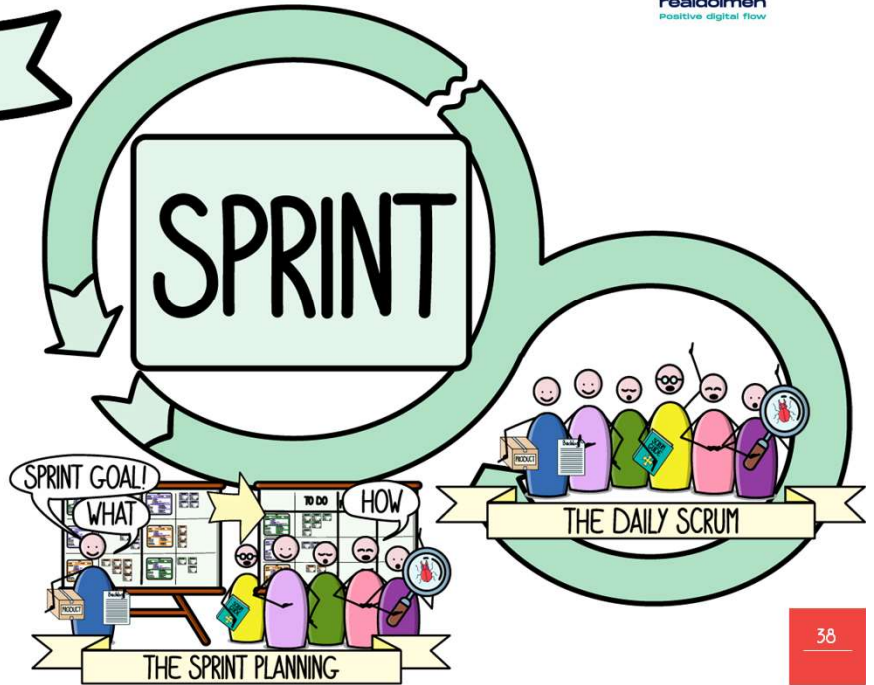
# SCRUM \ SPRINT

35

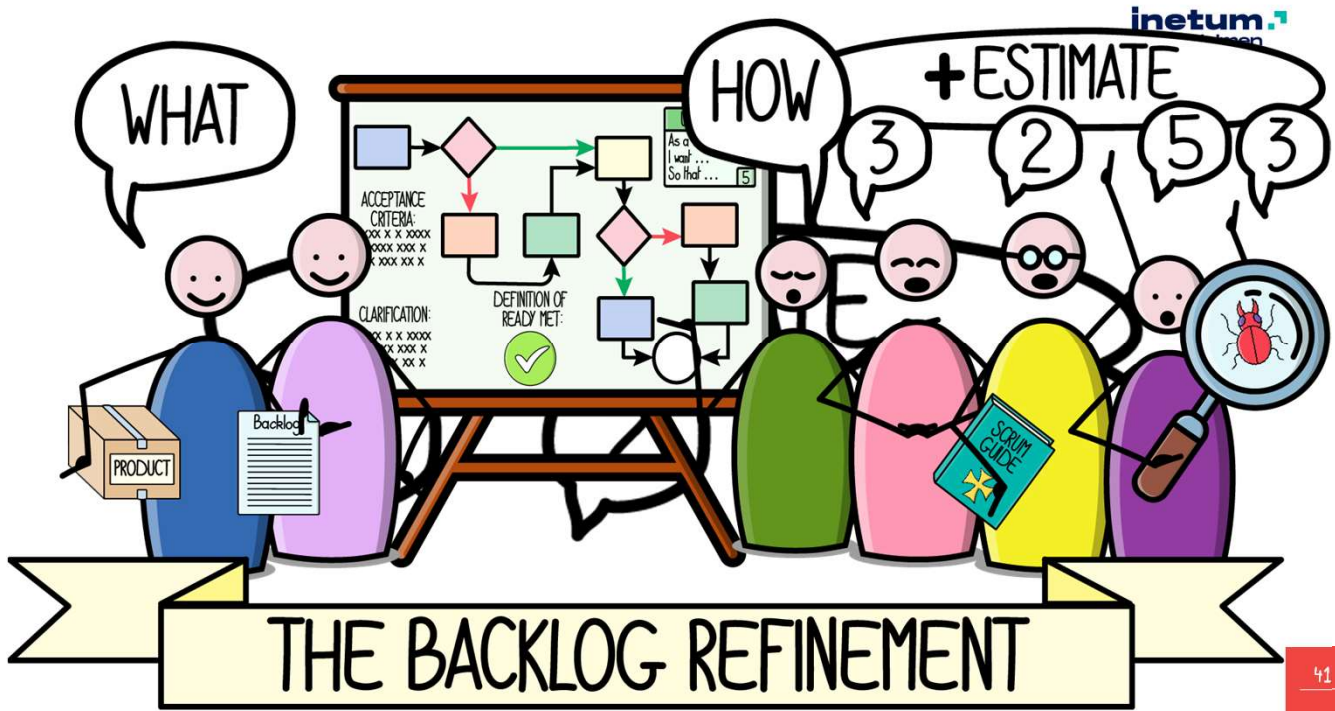
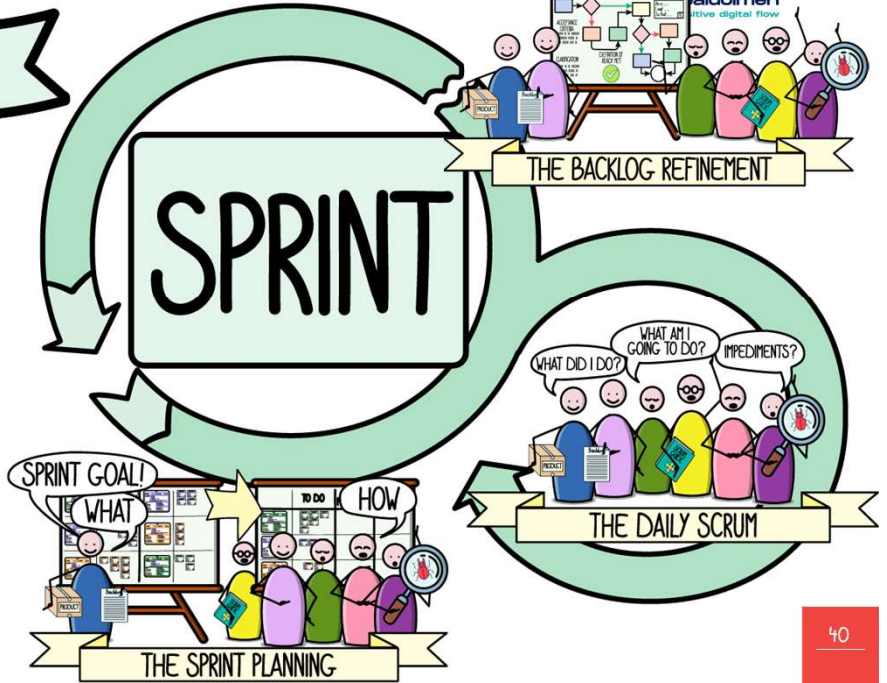
# SCRUM



# SCRUM

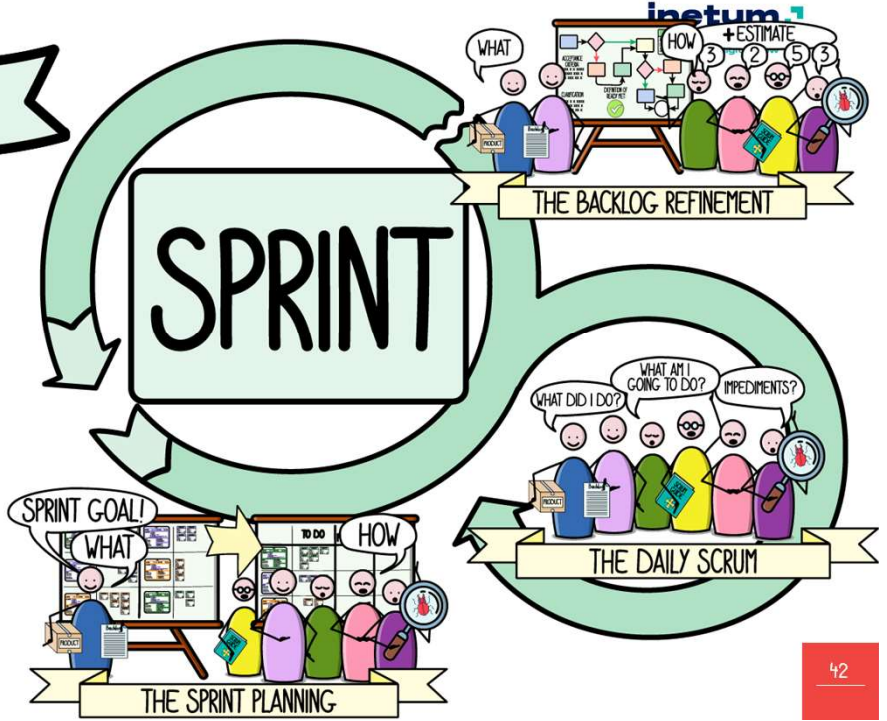


# SCRUM





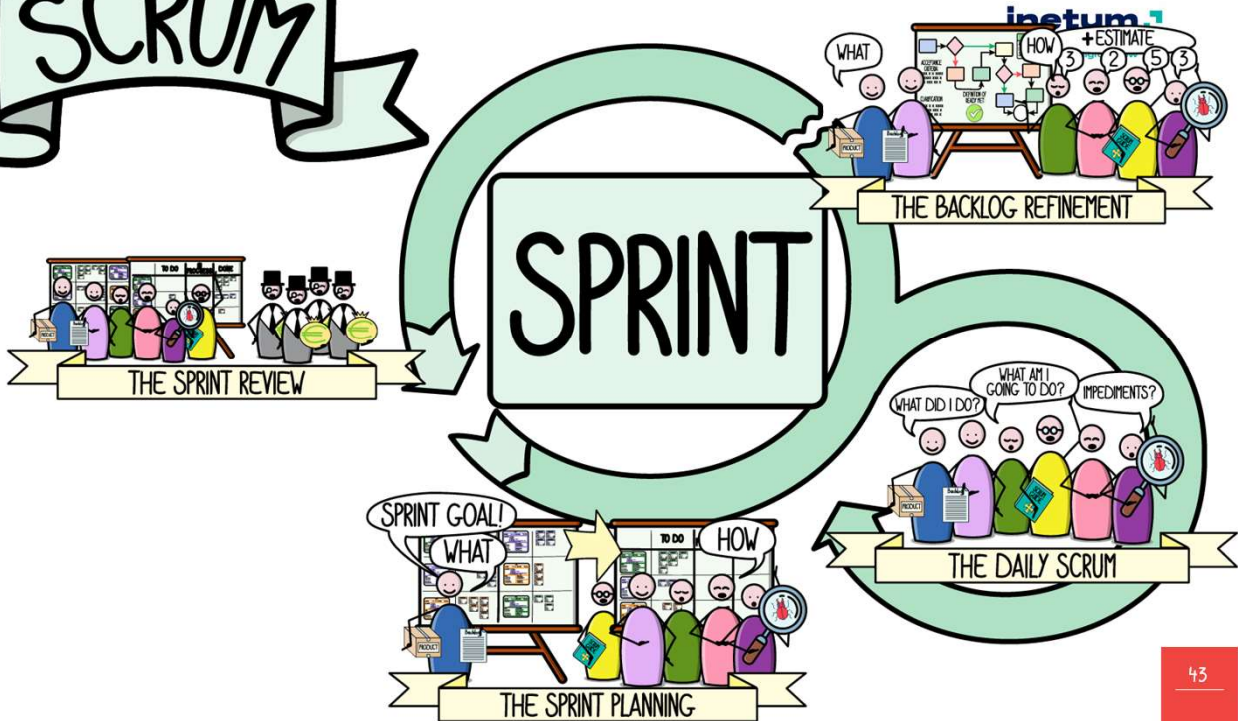
# SCRUM



42

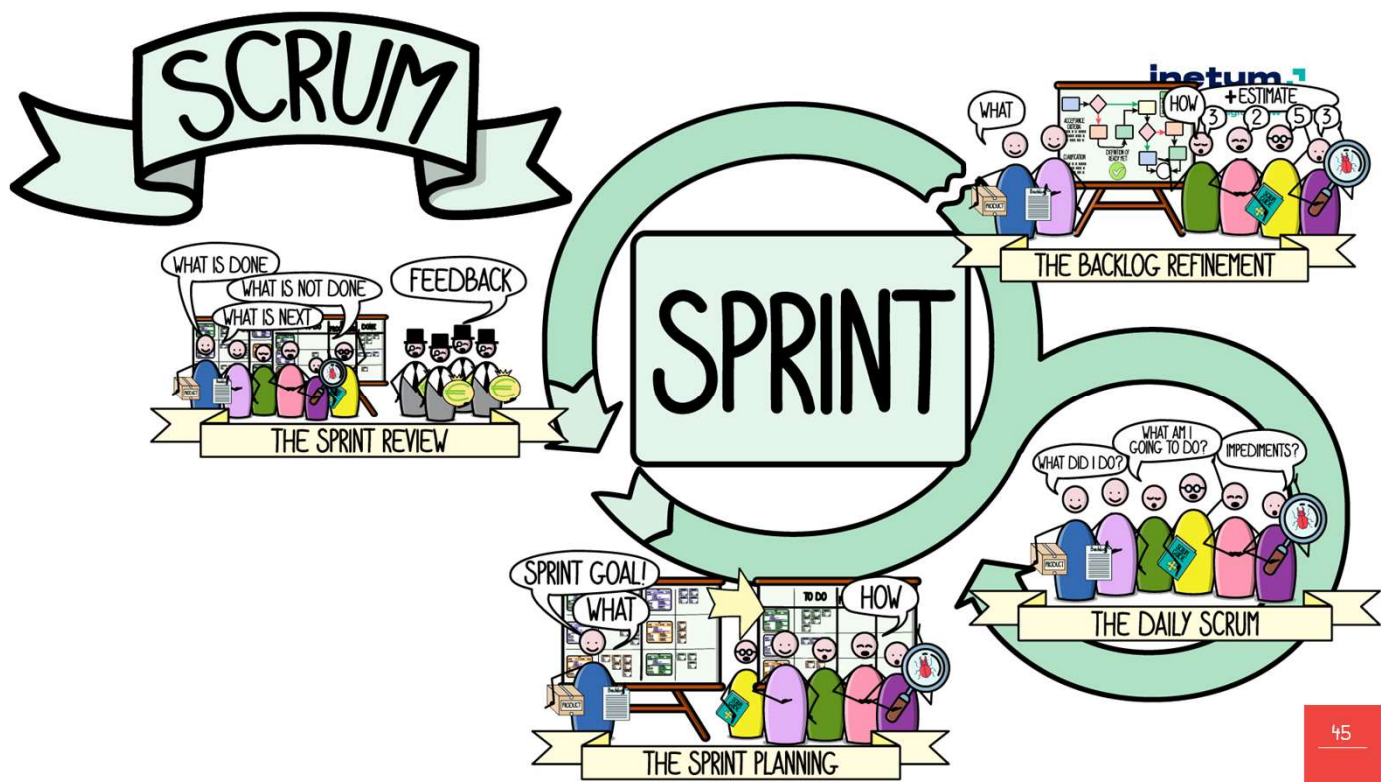
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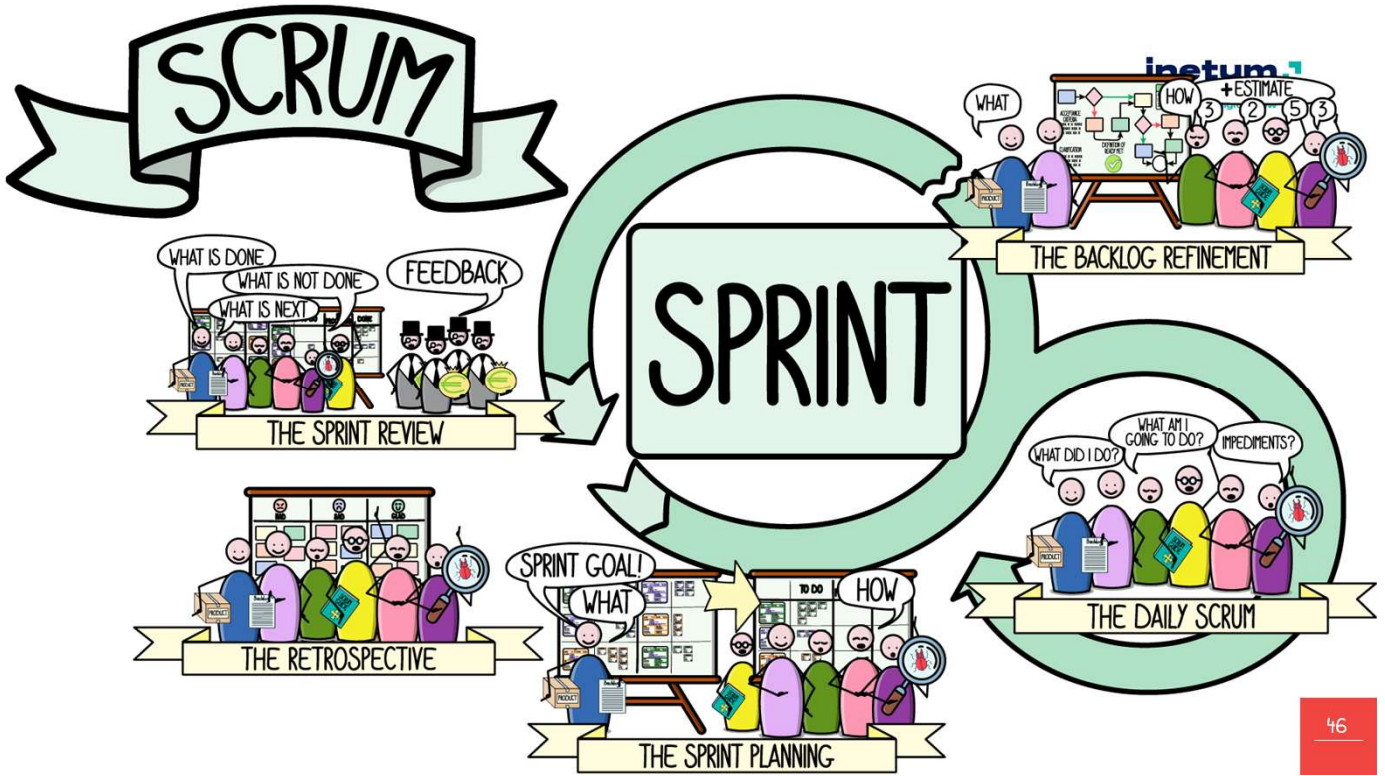
# SCRUM



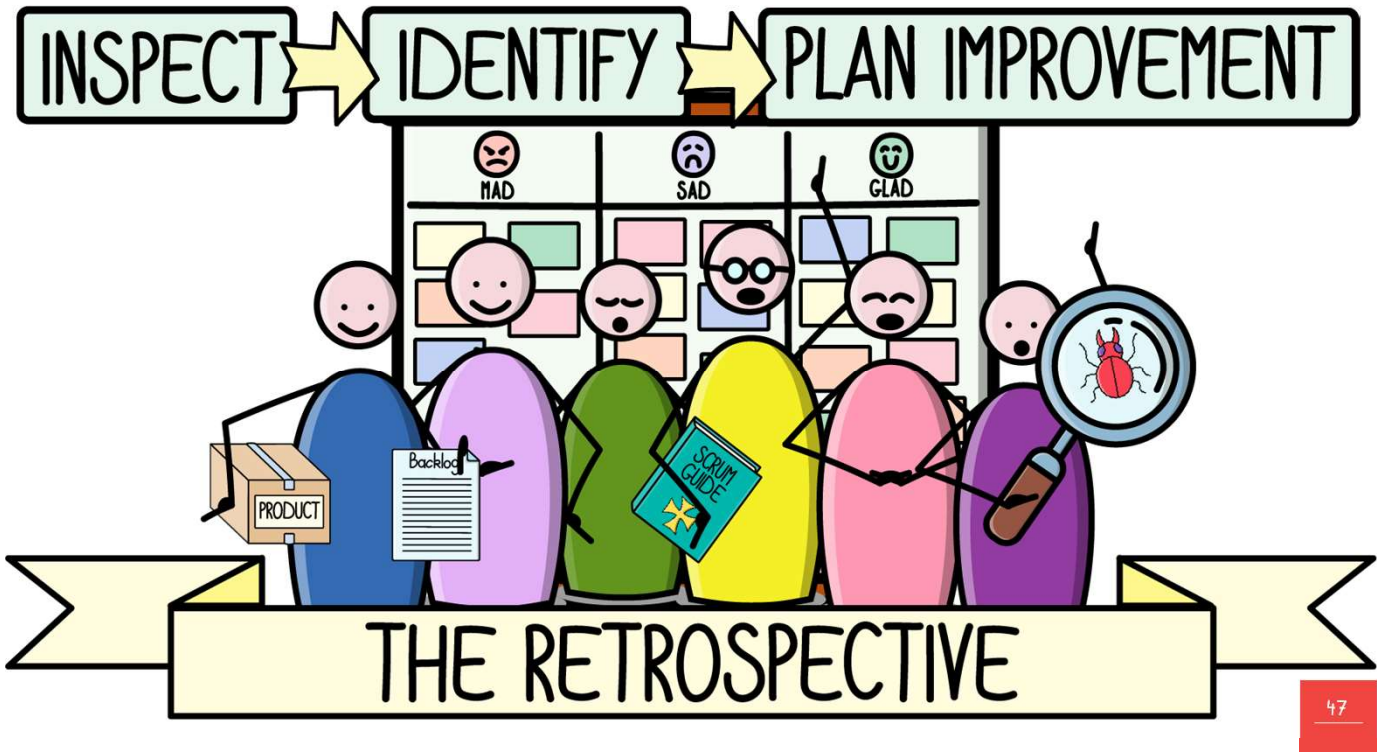
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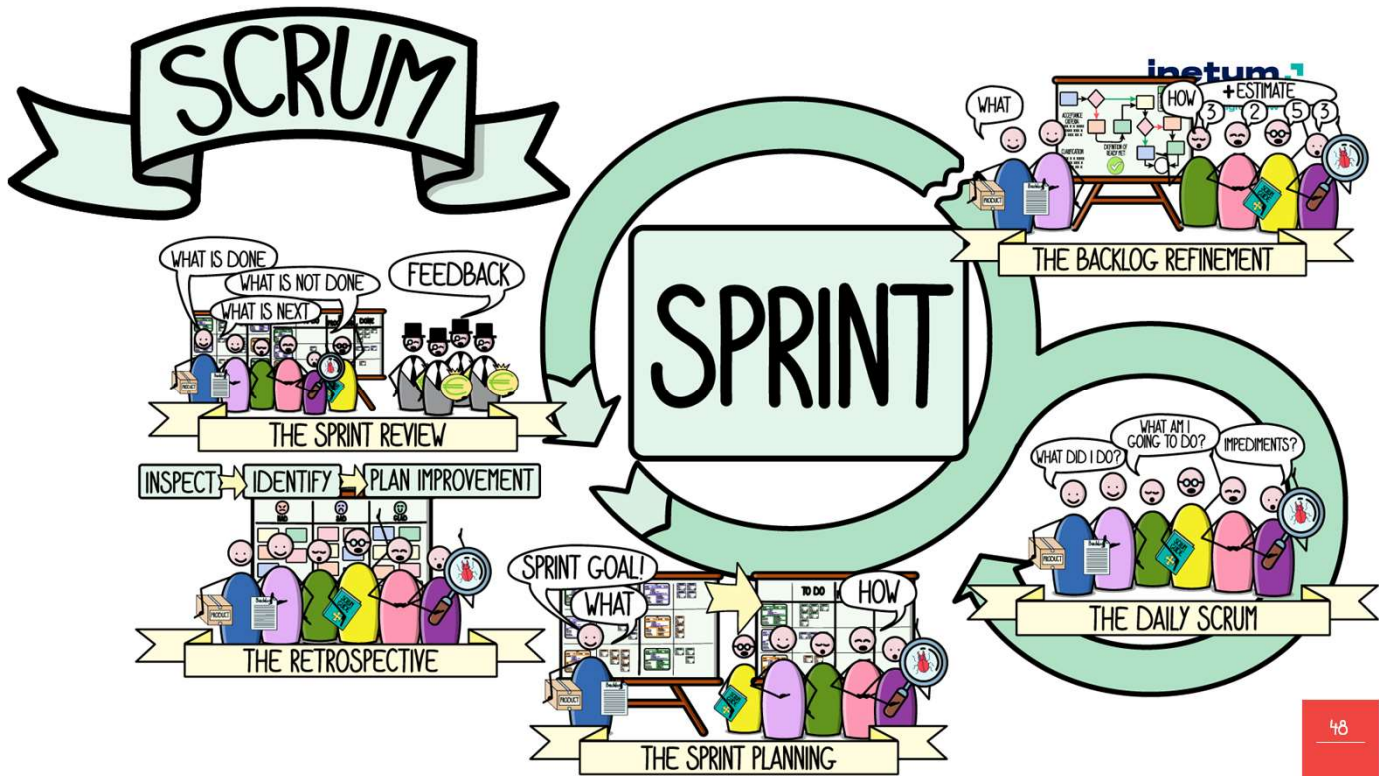




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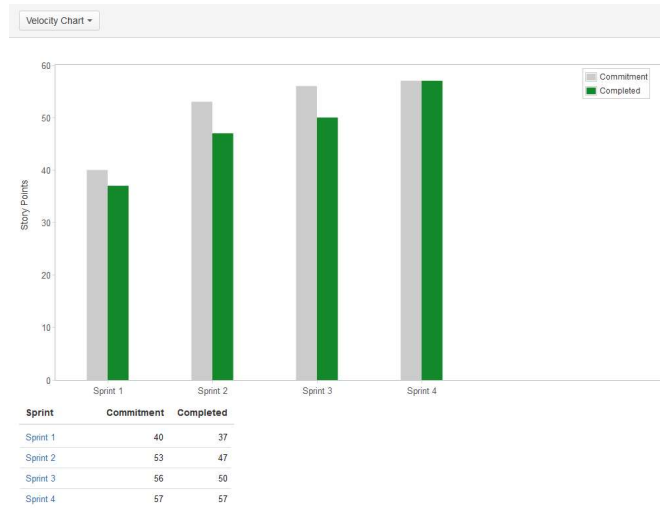
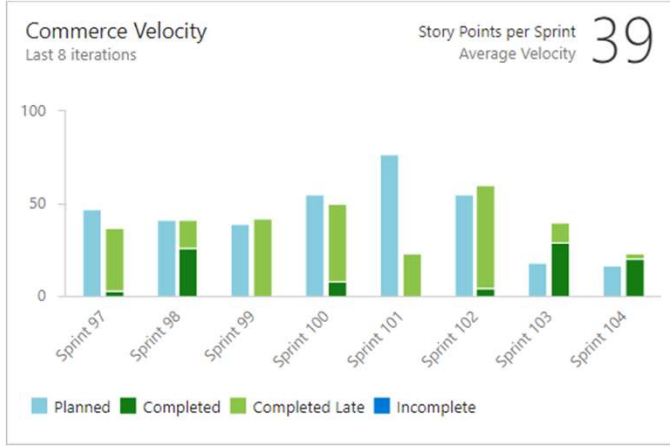


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# Velocity



Our imaginary backlog

inetum realdolmen  
Positive digital flow

inetum realdolmen Positive digital flow

- Epic
  - Visit 50+ sites in Belgium
    - Feature
      - Visit Waals-Brabant
        - User Story
          - Visit Chateau de Limelette
          - Visit Villers-la-Ville
          - Visit Louvain-la-Neuve
          - Visit Waterloo
        - Feature
          - Visit Luik
          - Visit Henegouwen
          - Visit Antwerpen
          - Visit Limburg
          - Visit Luxemburg
          - Visit Namen
          - Visit West-Vlaanderen
          - Visit Oost-Vlaanderen
    - Visit 20+ Cities Oceania
      - Feature
        - Visit Oceania MVP1
        - Visit Oceania MVP2
          - User Story
            - Honiara (Solomon Islands)
            - Majuro (Marshall Islands)
            - Noum.a (New Caledonia)

GOAL  
Make Travel guides

- Website with advertising
- Books

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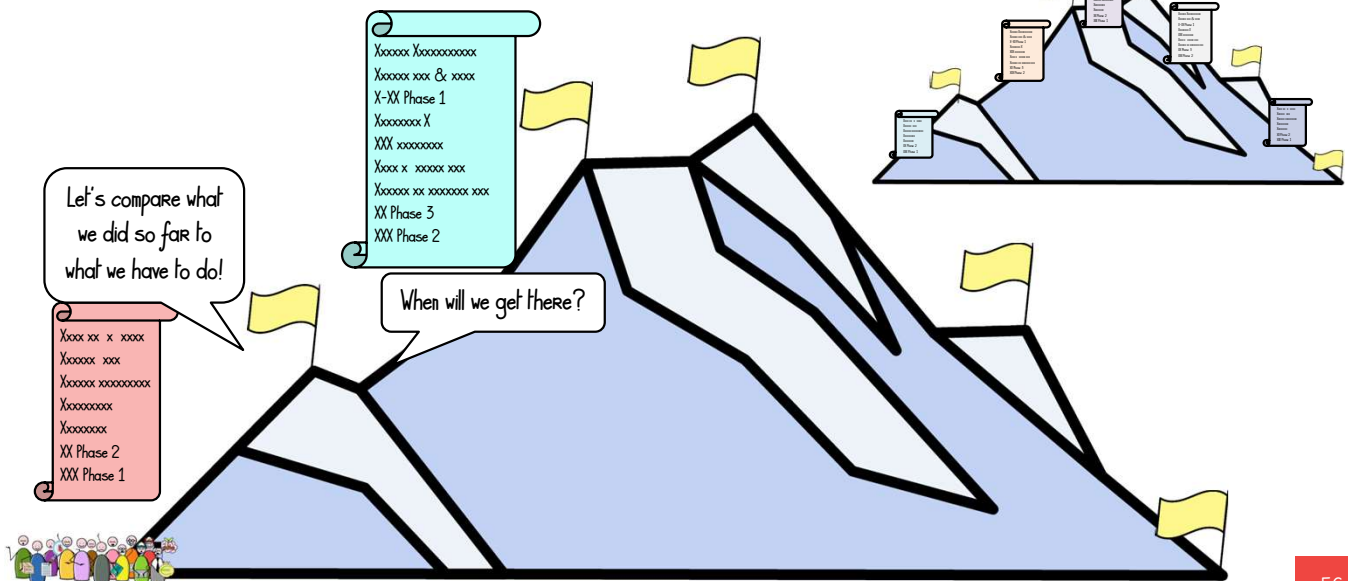
inetum realdolmen Positive digital flow

# ROADMAPPING

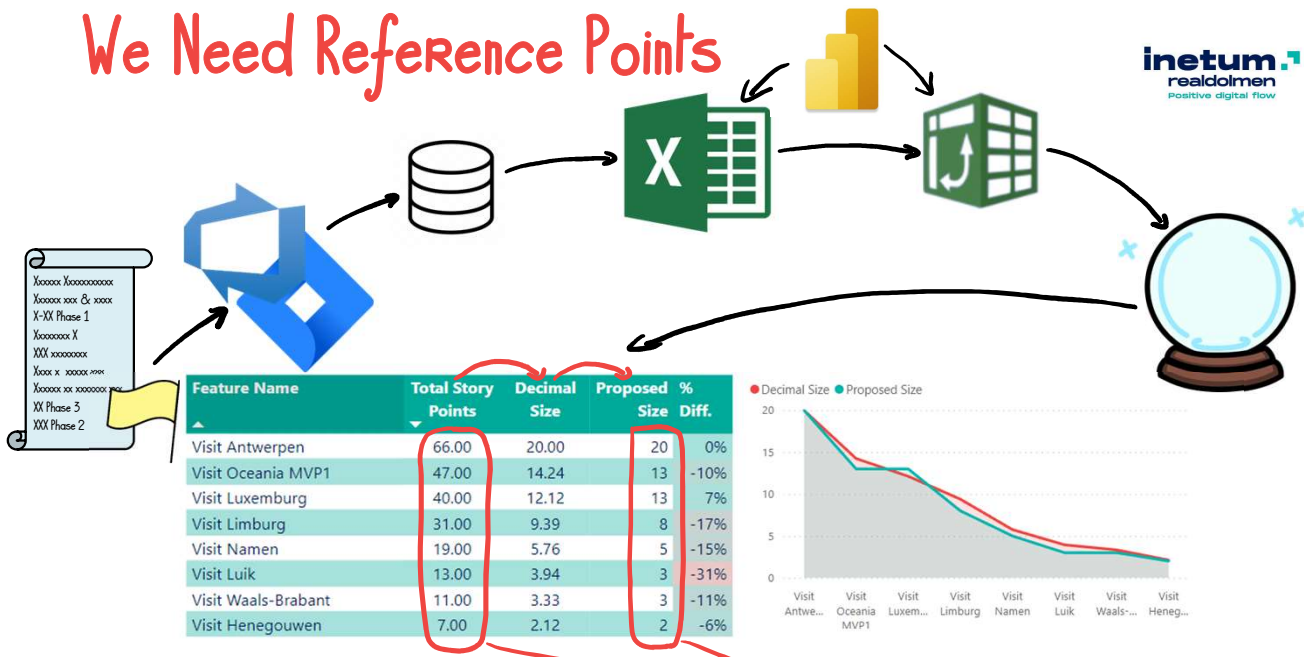
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# Introduction

## A Metaphor: Climbing a Mountain

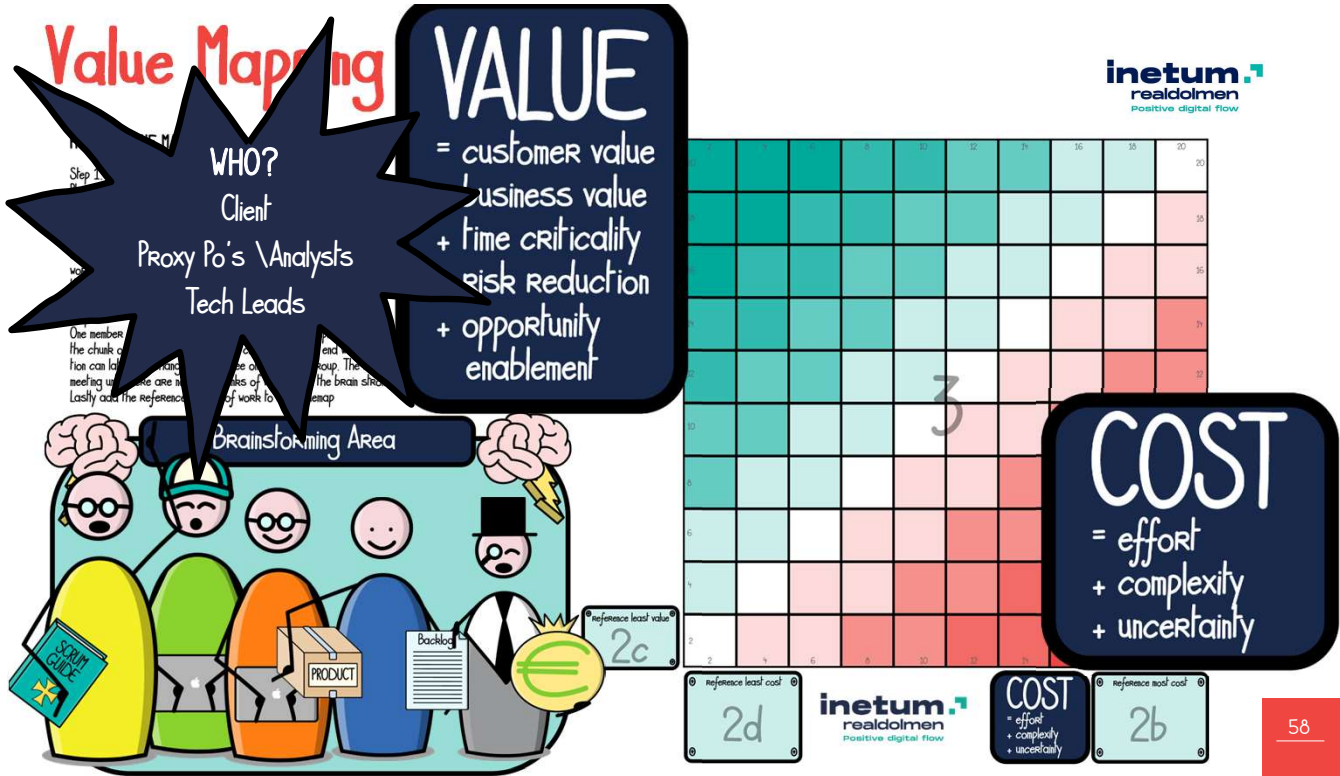


# We Need Reference Points



At the Current Selection, 1 Epic point = 3.49 story Point(s)

57



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# VALUE MAPPING EXERCISE



## DISHES FOR MY RESTAURANT

FROZEN PIZZA

MICROWAVE PANCAKES

BANANA STRAWBERRY  
SMOOTHIE

SPAGHETTI

TAJINE

HOMEMADE LASAGNE

ROAST BEEF  
PATATO MASH  
& CARROTS

BALUT

CORNFLAKES WITH  
MILK

LENTIL & QUINOA  
SALAD

CHEESEBURGER  
& FRIES

RACLETTE

BAKED BEANS  
& SAUSAGE

# WAYS TO MAKE MY EMPLOYEES HAPPY



COMPANY QUIZ & PIZZA

PAINTBALL

PUB CRAWL

FOOTBALL MATCH

COMPANY GOODIE BAG

TEAM DINNER

10 EURO BOL.COM

GUIDED TOUR IN HAGELAND

THANK YOU NOTE CEO

NIGHT OF THE PROMS VIP

WEEK ALL-IN BAHAMA'S

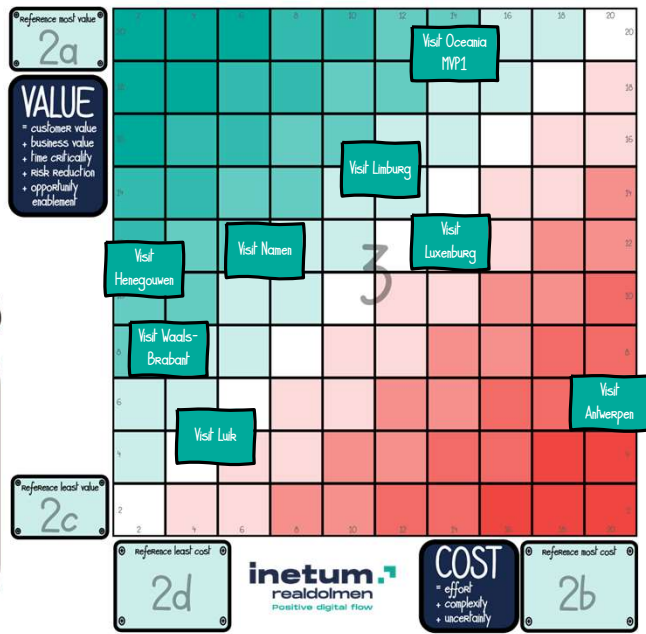
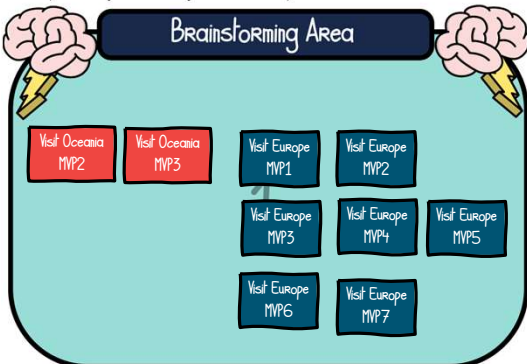
GENERAL PAY INCREASE

FUN E-MAIL BY HR EVERY WEEK

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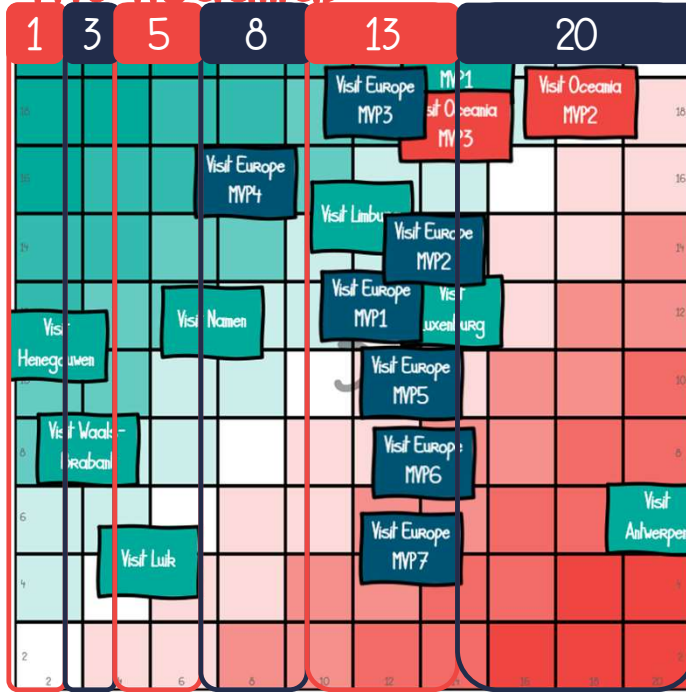
Feature Name	Total Story Points	Decimal Size	Proposed Size	% Diff.
Visit Antwerpen	66.00	20.00	20	0%
Visit Oceania MVP1	47.00	14.24	13	-10%
Visit Luxemburg	40.00	12.12	13	7%
Visit Limburg	31.00	9.39	8	-17%
Visit Namen	19.00	5.76	5	-15%
Visit Luik	13.00	3.94	3	-31%
Visit Waals-Brabant	11.00	3.33	3	-11%
Visit Henegouwen	7.00	2.12	2	-6%

tion can later still change, if we agree on that as a group. The turn passes to the next member of the meeting until there are no more chunks of work left in the brain storming area. Lastly add the reference chunks of work to the value map



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# Estimate The Roadmap



# Make Assumptions



How much of our velocity will be spent on the next release.

The average that you will deliver in a sprint somewhere in the near future.

Bases on the 2 previous parameters: What will be our velocity in the next release.

How many calendar days are there in a sprint

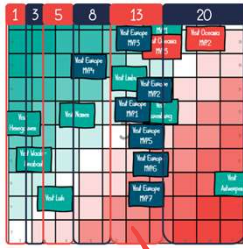
When will we start working on the next release

Average Velocity	80
Focus	75%
Velocity on Release	60
Calendar days in sprint	14
Translation Key	3,49
Start date active Release	01/04/2023

Feature Name	Total Story Points	Estimated Size	Proposed Size	% Diff.
Visit Antwerpen	66.00	20.00	20	0%
Visit Oceania MVP1	47.00	14.24	13	-10%
Visit Luxembourg	40.00	12.12	13	7%
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Visit Namen	19.00	5.76	5	-15%
Visit Luik	13.00	3.94	3	-31%
Visit Waals-Brabant	11.00	3.33	3	-11%
Visit Henegouwen	7.00	2.12	2	-6%

At the Current Selection, 1 Epic point = 3.49 story Point

# Size the Roadmap



Average Velocity	80
Focus	75%
Velocity on Release	60
Calendar days in sprint	14
Translation Key	3,49
Start date active Release	01/04/2023

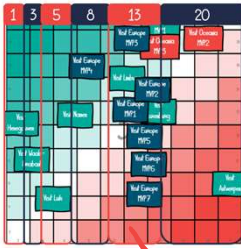


Release Name	Epic Points	Story Points	Start: Development	End: Development
<b>A Release 1</b>				
Visit Oceania MVP1	13	45	01/04/2023	11/04/2023
Visit Oceania MVP2	20	70	11/04/2023	27/04/2023
Visit Oceania MVP3	13	45	27/04/2023	08/05/2023
<b>A Release 2</b>				
Visit Europe MVP1	5	17	08/05/2023	12/05/2023
Visit Europe MVP2	5	17	12/05/2023	16/05/2023
Visit Europe MVP3	5	17	16/05/2023	20/05/2023
Visit Europe MVP4	8	28	20/05/2023	27/05/2023
Visit Europe MVP5	8	28	27/05/2023	02/06/2023
Visit Europe MVP6	13	45	02/06/2023	13/06/2023
Visit Europe MVP7	20	70	13/06/2023	29/06/2023

# Size the Roadmap Sexy!



# What is our short Term Scope?



Feature Name	Total Story Points	Original Size	Proposed Size	% Diff
Visit Antwerpen	66.00	20.00	20	0%
Visit Oceania MVP1	47.00	14.24	13	-10%
Visit Oceania MVP2	40.00	12.12	13	7%
Visit Limburg	31.00	9.36	8	-17%
Visit Namen	19.00	5.76	5	-15%
Visit Luk	13.00	3.94	3	-31%
Visit Waals Brabant	11.00	3.33	3	-11%
Visit Hennegouwen	7.00	2.12	2	-49%

At the Current Selection, 1 Epic point = 3.49 story Point

Release Name	Epic Points	Story Points	SUM
<b>A Release 1</b>			<b>161</b>
Visit Oceania MVP1	13	45	
Visit Oceania MVP2	20	70	
Visit Oceania MVP3	13	45	
<b>A Release 2</b>			<b>223</b>
Visit Europe MVP1	5	17	
Visit Europe MVP2	5	17	
Visit Europe MVP3	5	17	
Visit Europe MVP4	8	28	
Visit Europe MVP5	8	28	
Visit Europe MVP6	13	45	
Visit Europe MVP7	20	70	

70

70

# Release Burnup: Numbers



SPRINT	DELIVERED								TOTAL		Open	Total	SCOPE CHANGE		REASON
	Team 1 #	Team 1 Σ	Team 2 #	Team 2 Σ	Team 3 #	Team 3 Σ	Team 4 #	Team 4 Σ	#	Σ			CHANGE		
A BASELINE											0	709	709		
Sprint 24	5	5	3	8	4	12	4	16	16	16	693	709			
Sprint 25	5	10	8	18	2	20	3	23	18	34	675	709			
Sprint 26	6	16	0	16	0	16	0	16	6	40	669	709			
Sprint 27	24	40	15	55	8	63	0	63	47	87	622	709			
Sprint 28	47	87	26	113	35	148	26	174	134	221	488	709	709	+ -	
Sprint 29	23	110	58	168	45	213	37	250	163	384	434	818	109	Smaller epic removed - bigger epic added	
Sprint 30	5	115	49	164	58	222	40	262	152	536	282	818			
Sprint 31	34	149	46	205	39	244	8	252	127	663	355	1018	200	Gut feeling PM says 200 SP extra	
Sprint 32	21	170	51	221	47	268	28	296	147	810	208	1018			
Sprint 33	20	190	49	239	48	287	25	312	142	952	66	1018			
Sprint 34	25	214	49	263	45	308	21	329	139	1091	-73	1018			
Sprint 35	22	236	49	285	47	332	25	357	143	1234	-216	1018			
Sprint 36	22	258	49	307	47	354	24	378	141	1375	-357	1018			
Sprint 37	23	281	49	330	46	376	23	399	141	1516	-498	1018			

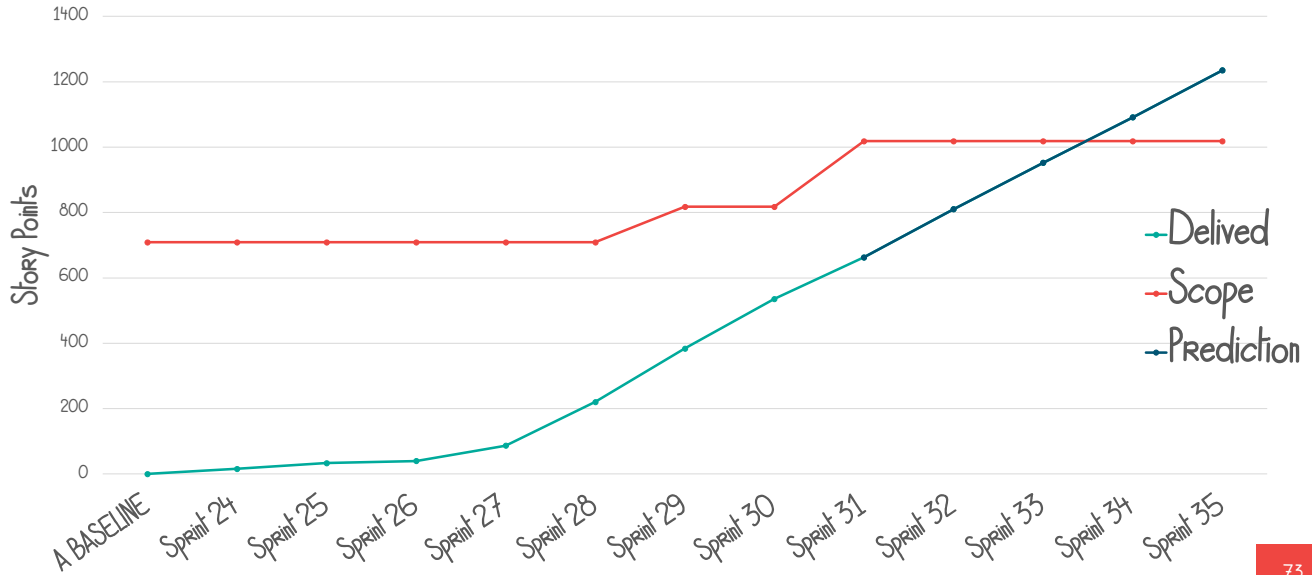
The magic of averages



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# Release Burnup: Make it look sexy!

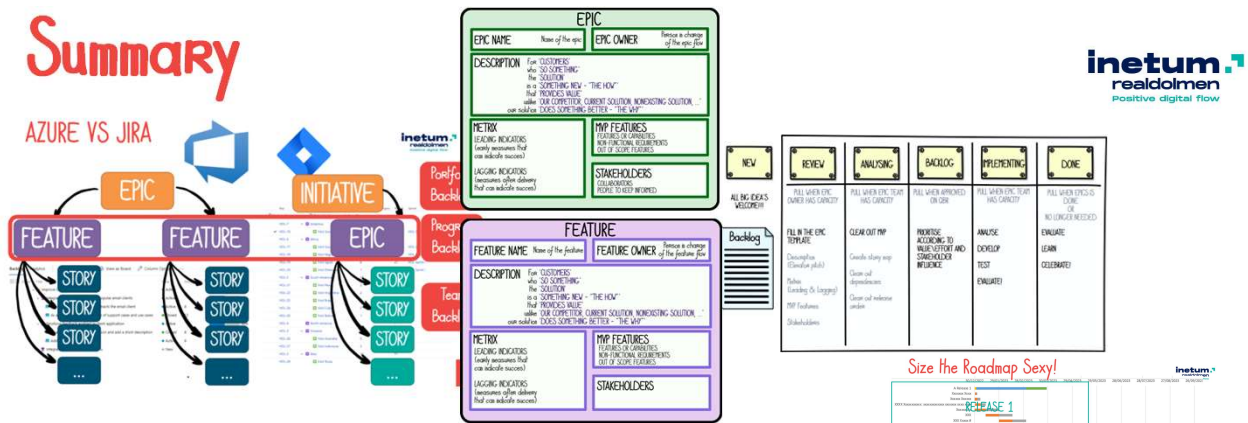


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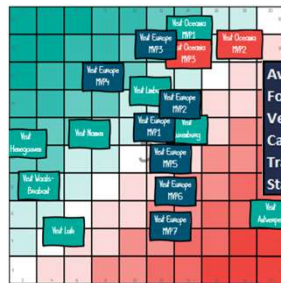
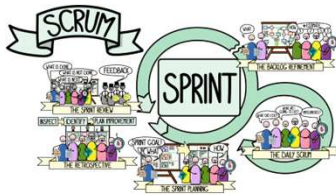
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## Summary

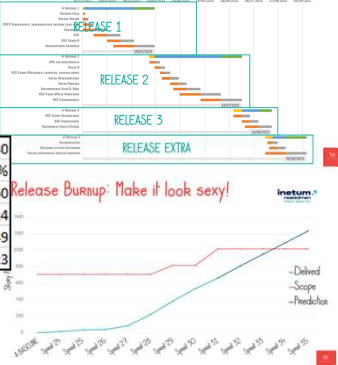
AZURE VS JIRA



Size the Roadmap Sexy!



Average Velocity	80
Focus	75%
Velocity on Release	60
Calendar days in sprint	14
Translation Key	3,49
Start date active Release	01/04/2023



74

74

# Conclusion



Statements made at the begin we claimed to have an answer too

- ✓ Some teams in my circle of influence have problems predicting the Roadmap.
- ✓ Some teams in my circle of influence have problems meeting deadlines.
- ✓ Some teams in my circle of influence have clients steering on the story level.
- ✓ If you ask me today how long it will take for the teams in my circle of influence to finish all work in their current project I won't be able to answer you or it will take me very long to find answers.

75

75



MORE THAN  
**27 000**  
CONSULTANTS



2019 (Pro Forma)  
**€ 2.3**  
BILLION  
IN REVENUE



**26** COUNTRIES

FRANCE, SPAIN, PORTUGAL, BELGIUM, MEXICO, LUXEMBOURG, POLAND, MOROCCO, ROMANIA, SWITZERLAND, BRAZIL, TUNISIA, COLOMBIA, COTE D'IVOIRE, PERU, USA, ANGOLA, CAMEROON, SINGAPORE, ENGLAND, UAE, RP OF PANAMA, CHILI, COSTA RICA, DOMINICAN REPUBLIC, ARGENTINA

**6** ACTIVITIES

- + CONSULTING
- + APPLICATION & INFRASTRUCTURE SERVICES
- + SYSTEM INTEGRATION (Business Solutions, ERP, CRM, PLM...)
- + OUTSOURCING
- + VALUE ADDED RESELLING
- + SOFTWARE:
  - 4 vertical solutions :  
Local government, Insurance, Healthcare social, Retail
  - Transverse Solutions  
Time Management (Chronotime)  
DDM (Business Document)

**MORE**

- + Proximity-Intimacy-Agility
- + Industrialisation-Automation
- + Innovation-Business



**5** VALUES & PRINCIPLE OF ACTION

- SOLIDARITY**  
We have a united entrepreneurial spirit.
- AMBITION**  
Our local power fosters our global success.
- EXCELLENCE**  
Our culture of excellence is a product of our daring.

**ENGAGEMENT**  
We grow but stay close to our clients.

**INNOVATION**  
We are constantly co-inventing the technology based business of our customers



**Positive digital flow**

**6** INNOVATION CENTERS

PARIS, NANTES, LYON, GHENT, LISBON, MADRID  
Casablanca & Warsaw in 2021

**GROUP ALLIANCES**

SAP, Microsoft, Oracle, Salesforce  
AWS, IBM, Sage, HRAccess  
PTC, Siemens, Dassault



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DIGITAL BANKING • DIGITAL INSURANCE • DIGITAL RETAIL • DIGITAL UTILITIES • E-HEALTHCARE • INDUSTRY 4.0 • SMART CITIES • DIGITAL TELECOM • DIGITAL TRANSPORT • SMART DATA & AI

**7** BUSINESS SECTORS

- FINANCIAL SERVICES
- INDUSTRIES
- PUBLIC-HEALTHCARE
- TELECOM-MEDIA-TECHNOLOGIES
- ENERGY-UTILITIES-CHEMICALS
- RETAIL-CONSUMER GOODS
- TRANSPORTATION-TRAVEL-SERVICES



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