

Appendices

Appendix 1 : An overview of all the challenges related to the fundamental agile principles

Individuals and interactions

- Supporting interactions between individuals to avoid communication breakdown
- People can choose their own processes rather than fitting people into existing processes
- Setting up flexible processes that support highly variable and non-linear people

Working software

- Writing only simple and useful documentation that will not undermine the value creation for the software
- Having a whole-team commitment to deliver a working software after each iteration

Customer collaboration

- Making the customer part of the project on a daily basis
- Showing the software to the customer after each iteration
- Including the customer for the ongoing planning

Responding to change

- Responding quickly and effectively to changes in requirements
- Being able to change your own processes

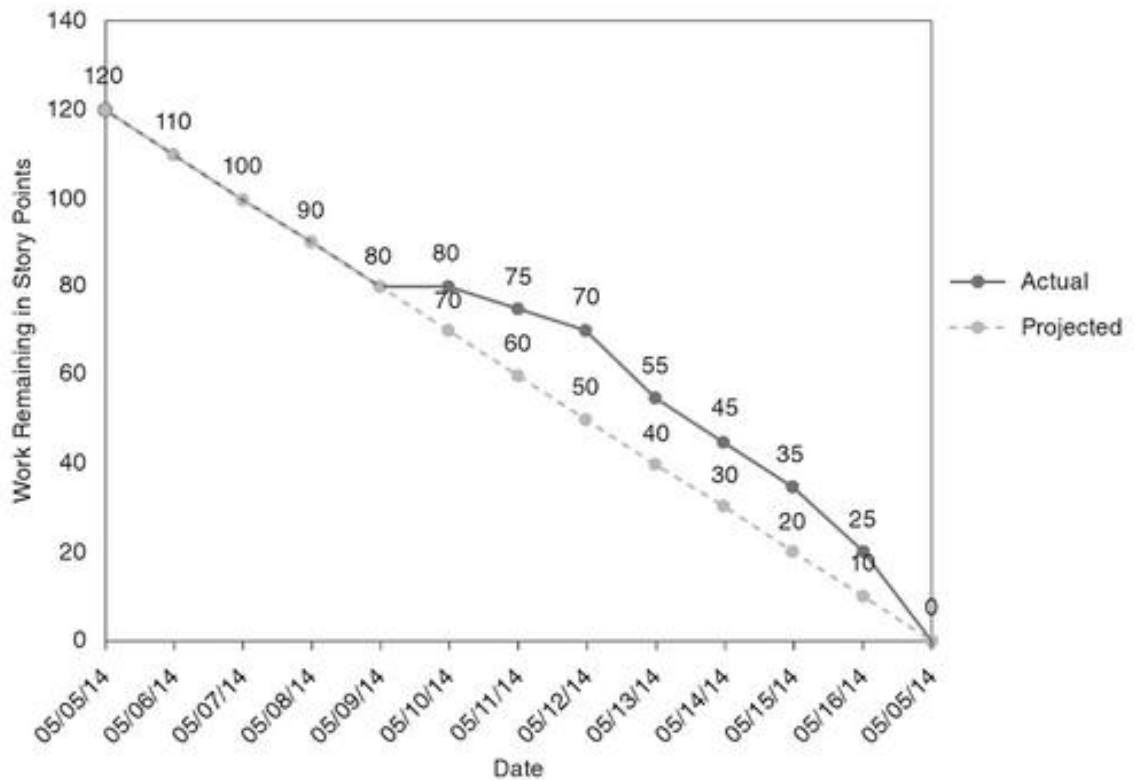
Empirical process

- Promoting observation and experimentation
- Supporting self-organised teams that create their own tools and processes
- Creating short feedback loops

The whole organisation

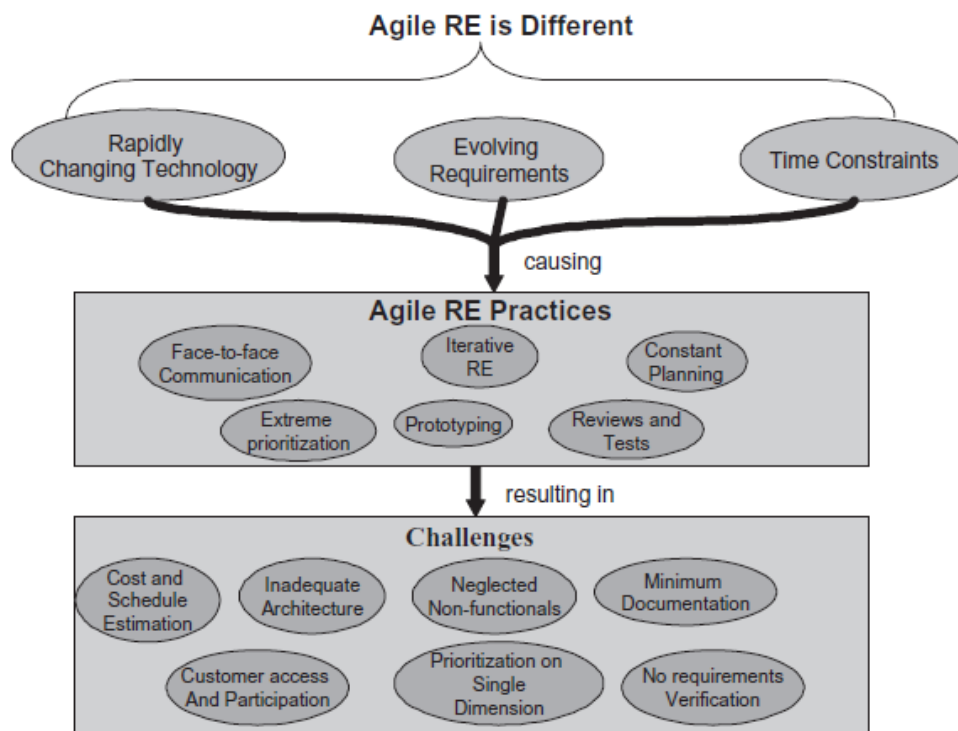
- Having an organisational culture that supports agility
- Ensuring job safety instead of role safety
- Encouraging system optimization rather than local optimization

Appendix 2 : An example of a burndown chart



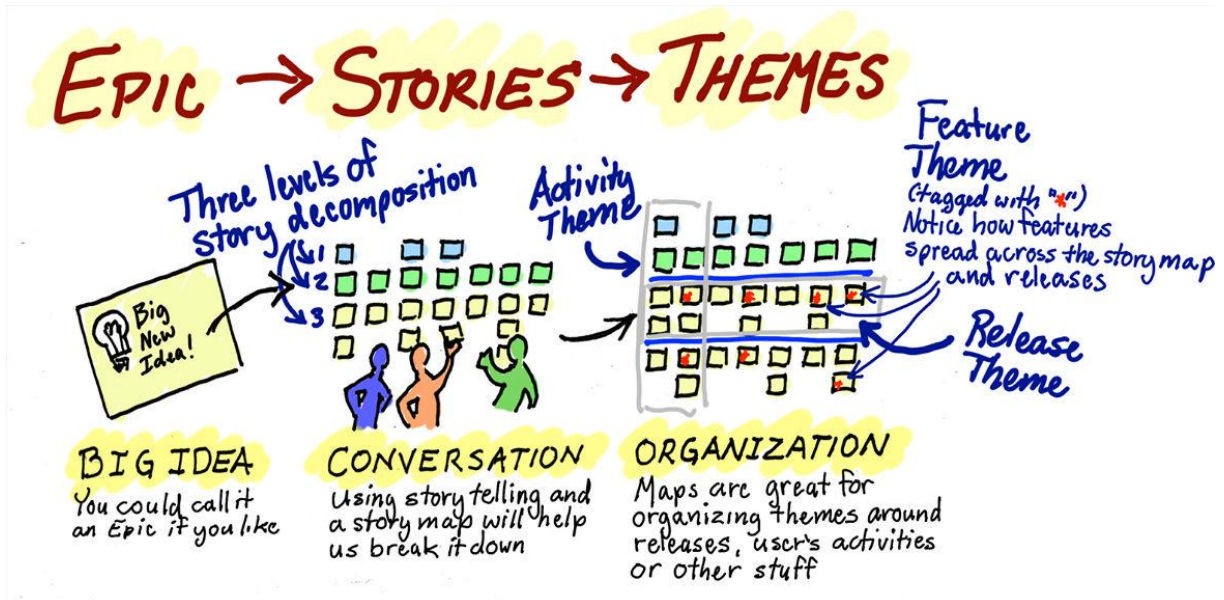
Source: Cobb (2015)

Appendix 3 : Agile requirement engineering practices and challenges



Source: *Ramesh et al. (2007)*

Appendix 4 : Illustration of the concepts: Epic, theme and story



Source: Patton (2014)

Appendix 5 : A sample of a persona

Sketch simple personas

Chuck: Casual kablo Surfer

Context

- Just received tweet from friend about Ato & Nona - Douglas from link on M&M blogpost.

About Chuck

- spends a fair amount of time on prob
- browser, show, fast, slow, fast, slow
- says about making the web better, more of a generalist
- wants to small contribute to make feel like it does
- Wants to be part of a larger web community

Implications

- Support multiple channels of communication
- Feature before highly - his class from about online
- Show what a small contribution does
- Help Chuck make M&M a type of communication
- Just small a personal imp. on user, experience

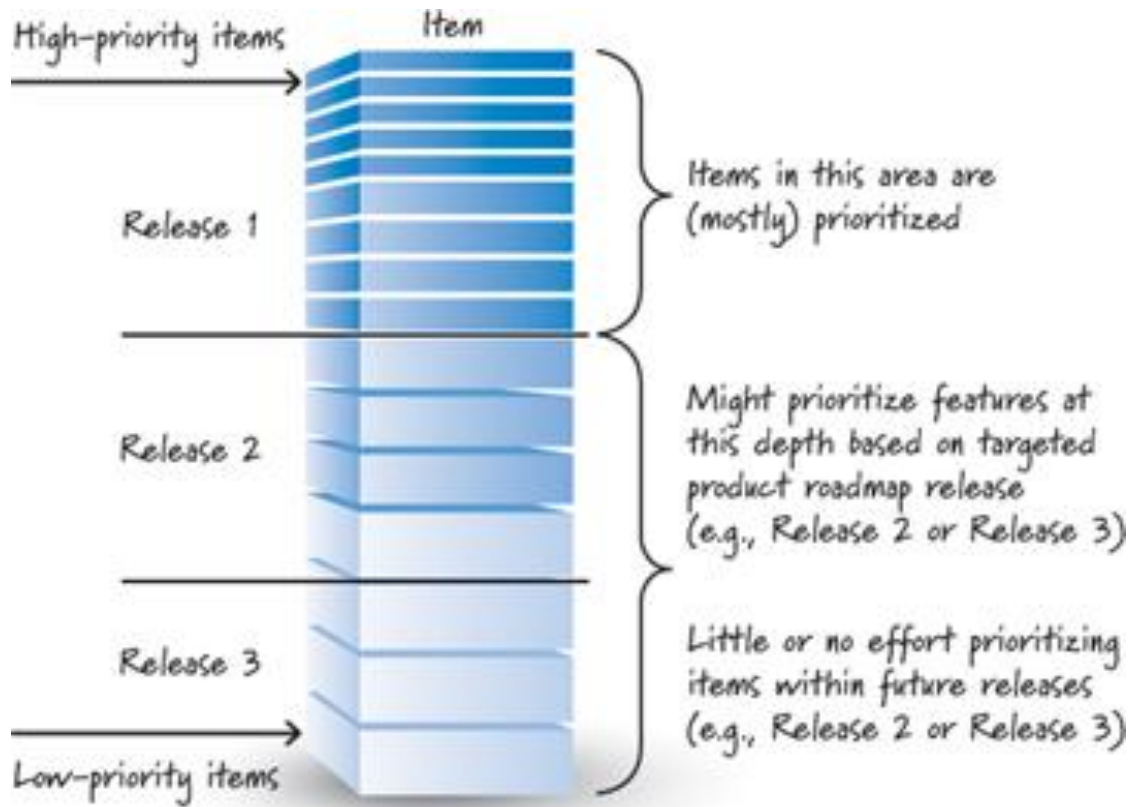
Annotations:

- user type or role
- name and a quick sketch
- some context
 - who is Chuck?
 - why would he use our solution?
- about
 - characteristics
 - goals & pains
 - activities
- implications
 - what's valuable to Chuck?
 - how would what we believe about Chuck change the solution?

Sketching the persona on flipchart paper

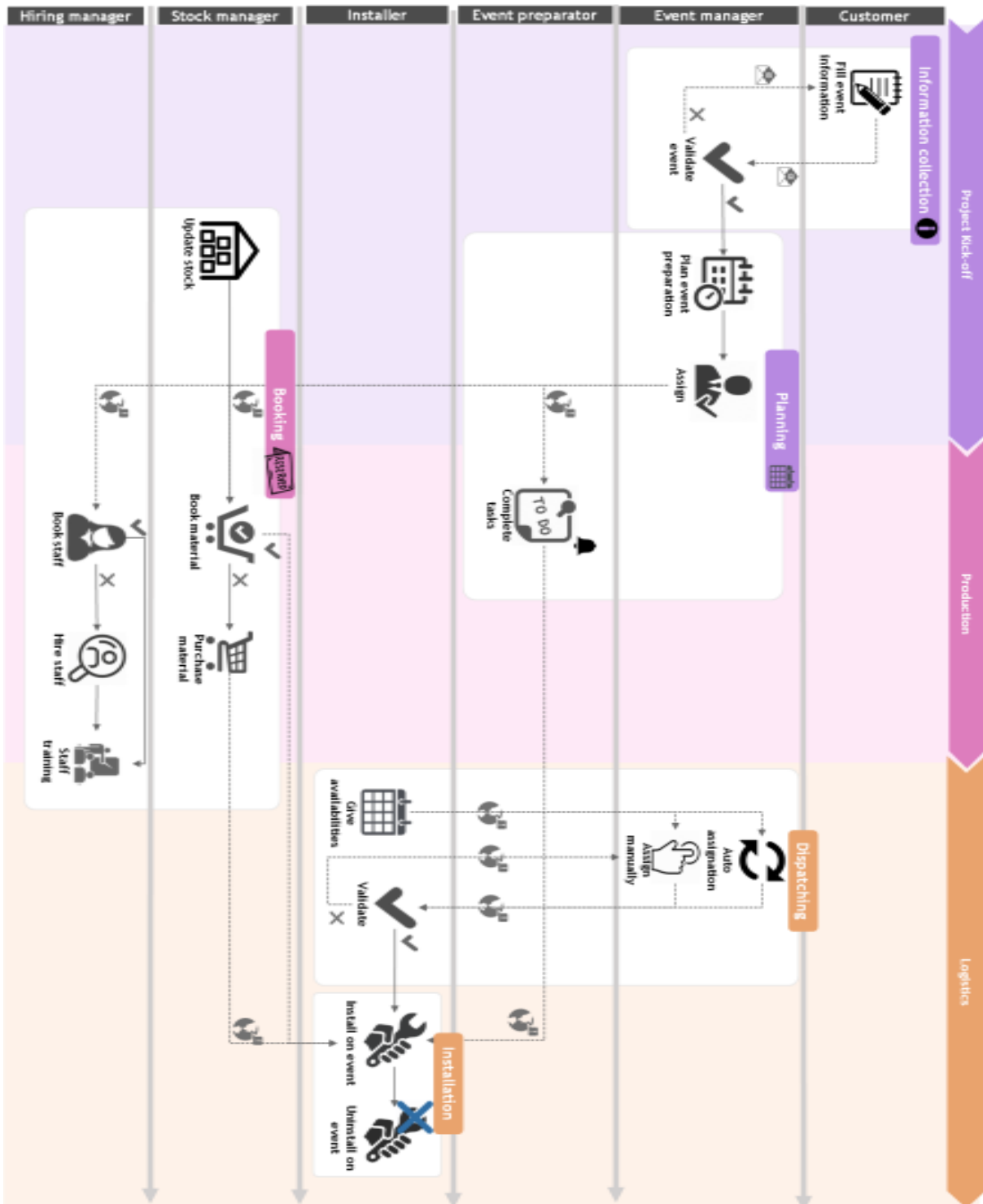
Source: Patton (2014)

Appendix 6 : A prioritized backlog



Source: Rubin (2012)

Appendix 7 : The illustrated BPMN for the EasEvent case study



Source: Fictional project

Appendix 8 : The product backlog for the EasEvent case study

Theme	User story	How to demo
Set up	Set up	Technical set up of the test server and the user interface
Set up	Set up acceptance & prod server	Technical set up of the acceptance and the production server
Set up	Generate automatically email with content predefined	Later on, when need to send an email along with an action, it will be easy
Set up	Process engine set-up	Technical set up of a process manager tool
Roles Management	As a user I want to log in in So that I can access my account on the software	- I open the URL - I arrive on the home page where I can log in - When I am logged in, I can see my name as the logged person
Roles Management	As a user I want to log in with the correct role So that I can access only the authorized parts of the software according to my role	-As an admin user, I define the roles and assign people to it - The new user will receive a message that says that the admin is contacted and has to wait to receive an autorisation
Roles Management	Securise API	
Information collection	As a customer I want to complete all the information of my event So that I can define my event as precisely as possible	- When I am logged as a customer, I can click on new event '- I arrive on the event information page, where I can determine all the details of my event '- When everything is filled, I can click on create
Information collection	As a customer I want to see a user friendly platform to fill in my event information So that I can easily fill in the details	- When I am on the information page, I see a clear layout and the interface makes it easy to fill in the details with clear and beautiful titles and logically organised fields
Information collection	As an event manager I want to validate the information filled in by the client So that I am sure to have all the information to start the event organisation	- I receive an email when a new event is completed - I can click on the link in the email and I can see all the information filled in by the customer '- I click on a button to validate the new event
Event Planning	As an event manager I want to define the deadlines of all the tasks So that I can plan all the tasks to prepare the event	- When I have validated the new event, I arrive then on the planning page - On this page, I see the lists of tasks to do to prepare an event - I can define deadlines for each task - I can add and remove tasks - I can then validate the planning to launch the event
Event Planning	As an event manager I want to receive a smart proposition of the deadlines So that I receive help to optimise the planning	- When I arrive on the planning page, the system proposes deadlines - The best deadlines are calculated by an algorithm - I can change manually these deadlines if I want or validate them straight away
Event Planning	As a user I want to be informed about my tasks to achieve So that I can meet the deadlines	- I receive a notification when the event organiser makes the planning based on my role - I can say when I start the task and when I am finished
Event Planning	As a user I want to see the list of my events in a user friendly way So that I keep an overview on all my events	- When I click on my event list, I see the list of my events to prepare with a summary of each event - I can organise the display of my events as I want according to my needs
Event Planning	As an event preparator I want to receive reminders for my task when I am late So that I can meet the deadlines	When I received a task with a deadline and the deadline is passed, I receive an alert notification
Event Planning	As an event manager I want to assign tasks to specific people So that I can decide who does what for an event	When I am planning an event, I can assign each task to a specific person by writing the name, or I can assign it to a specific role by writing the role

Dispatching	As a stock manager I want to update my stock So that I know precisely what is available and when	- When I click on stock, I can see an overview of what I have in my inventory - I can create new material, update material or remove material C[R]UD)
Dispatching	As a stock manager I want to book the right material for an event So that I can start organising the logistics and update my stock	- When a new event is created, I receive the information of what I need to book - I book it if it is available in stock
Dispatching	As a stock manager I want to receive a smart proposition of material booking So that I receive help to optimise the logistics	- The algorithm proposes a smart proposition of which material to book in order to optimise the utilisation rate of the material
Dispatching	As an hiring manager I want to hire and book staff So that I can provide staff to the customers who asked for it	- When a new event is created, I receive the information of who I need to hire or book
Dispatching	As an installer I want to define my working hours So that I can be assigned to deliveries according to my availabilities	I can access a page where I can say when I am available, during what period of time
Dispatching	As a logistics manager I want to assign an installer to events So that I can deliver the material to the customer	- When a new event is created, I receive the information of where the event takes places and when and I can then assign according to the availabilities, a installer
Dispatching	As a logistics manager I want to receive a smart proposition for installer assignation So that I can easily optimise the logistics	-The algorithm proposes a smart proposition of which installer has to be assigned to which event

Source: Fictional project

Appendix 9 : Tagging the User Story set for building the Rationale Diagram

WHO WHAT WHY	As a user I want to log in So that I can access my account on the software	Role Capability Task
WHO WHAT WHY	As a user I want to log in with the correct role So that I can access only the authorized parts of the software according to my role	Role Task Hard-goal
	Securise API	
WHO WHAT WHY	As a customer I want to complete all the information of my event So that I can define my event as precisely as possible	Role Capability Task
WHO WHAT WHY	As a customer I want to see a user friendly platform to fill in my event information So that I can easily fill in the details	Role Soft-goal Soft-goal

WHO WHAT WHY	<u>As</u> an event manager <u>I want to validate</u> the information filled in by the client <u>So that</u> I am sure to have all the information to start the event organisation	Role Task Soft-goal
WHO WHAT WHY	<u>As</u> an event manager <u>I want to</u> define the deadlines of all the tasks <u>So that</u> I can plan all the tasks to prepare the event	Role Capability Task
WHO WHAT WHY	<u>As</u> an event manager <u>I want to</u> receive a smart proposition of the deadlines <u>So that</u> I receive help to optimise the planning	Role Capability Task
WHO WHAT WHY	<u>As</u> a user <u>I want to</u> be informed about my tasks to achieve <u>So that</u> I can meet the deadlines	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> a user <u>I want to</u> see the list of my events in a user friendly way <u>So that</u> I keep an overview on all my events	Role Capability Hard-goal
WHO WHAT WHY	<u>As</u> an event preparator <u>I want to</u> receive reminders for my task when I am late <u>So that</u> I can meet the deadlines	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> an event manager <u>I want to assign</u> tasks to specific people <u>So that</u> I can decide who does what for an event	Role Capability Task
WHO WHAT WHY	<u>As</u> a stock manager <u>I want to</u> update my stock <u>So that</u> I know precisely what is available and when	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> a stock manager <u>I want to book</u> the right material for an event <u>So that</u> I can start organising the logistics and update my stock	Role Capability Task
WHO WHAT WHY	<u>As</u> a stock manager <u>I want to</u> receive a smart proposition of material booking <u>So that</u> I receive help to optimise the logistics	Role Capability Task
WHO WHAT WHY	<u>As</u> an hiring manager <u>I want to</u> hire and book staff <u>So that</u> I can provide staff to the customers who asked for it	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> an installer <u>I want to</u> define my working hours <u>So that</u> I can be assigned to deliveries according to my	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> a logistics manager <u>I want to</u> assign an installer to events <u>So that</u> I can deliver the material to the customer	Role Capability Task
WHO WHAT WHY	<u>As</u> a logistics manager <u>I want to</u> receive a smart proposition for installer assignation <u>So that</u> I can easily optimise the logistics	Role Capability Soft-goal

Source: Fictional project

Appendix 10 : List of missing User Stories identified by the Rationale Diagram

WHO WHAT WHY	<u>As</u> a customer <u>I want to</u> define my event as precisely as possible <u>So that</u> my event can be organised	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> a user <u>I want to</u> access my account on the software <u>So that</u> I can use the software with my account	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> a user <u>I want to</u> receive notifications <u>So that</u> I am informed about my tasks to achieve	Role Capability Task
WHO WHAT WHY	<u>As</u> a stock manager <u>I want to</u> add and remove stock items <u>So that</u> I can update my stock	Role Capability Task
WHO WHAT WHY	<u>As</u> a stock manager <u>I want to</u> receive help to optimise the logistics <u>So that</u> I can dispatch my stock in an optimised way	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> a event manager <u>I want to</u> see the information filled by the client <u>So that</u> I can validate the information filled by the client	Role Capability Task
WHO WHAT WHY	<u>As</u> an event manager <u>I want to</u> receive help to optimise the planning <u>So that</u> I can plan my event in an optimised way	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> a event manager <u>I want to</u> plan all the tasks to prepare the event <u>So that</u> I can plan my event in an optimised way	Role Task Hard-goal
WHO WHAT WHY	<u>As</u> an event manager <u>I want to</u> decide who does what for an event <u>So that</u> I can plan my event in an optimised way	Role Task Hard-goal

Source: Fictional project