PRINCE2 Agile® Case Study
Version 1.0.1

AXELOS.com

March 2018

Contents

1   Chestertons Cheese

The Chesterton family are farmers, and they successfully moved in to the making and selling of a wide range of cheeses.

Chestertons sell most of their cheese to national supermarkets (referred to as 'trade customers'). However, two years ago they decided to sell cheese directly to the public by receiving orders by telephone or over the counter at the farm shop. They did this in order to open up a new market in case their trade customers became less profitable.

They employ several staff who help with the running of the machinery, customer service and distribution. Deliveries to the public are done by courier. Trade deliveries are carried out using the six company vans. The departments have very little to do with each other. They are used to concentrating on their own work.

The number of orders they receive each day from the public by phone is increasing. They have reached the point where they are looking at selling cheese 'online' to reduce the time taken answering calls.

The Chestertons currently have a website but it is very old and only has pictures of the farm, basic details about their cheeses and contact details. It will need to be completely replaced.

The Chestertons are looking for a website which will shift most of the phone traffic and visits to the farm shop onto the web.

From the research they have done so far it looks likely that they could possibly increase cheese sales to the public without recruiting more staff. The cost of the website looks like being 20,000 to build with a service contract of 400 per month. Initial estimates suggest that increased sales could pay for this within 12 months.

2   Prioritization exercise

2.1 REQUIREMENTS LIST FOR THE NEW WEBSITE

No.	Requirement	M/S/C	Estimate (days)
1	Create an order for some cheese		4
2	Change an existing open order that has been submitted		3
3	Create a customer account/login		3
4	Choose to have the order gift wrapped		1
5	Browse product information (e.g. ingredients)		2
6	Show a price list/catalogue of cheeses		5
7	Ensure that payment over the web is secure		3
8	Search and filter by size, price and type of cheese		2
9	Enable a visitor to sign up to receive a newsletter		2
10	Provide a feedback facility for Chestertons		1
11	Promote special offers		2
12	Enter a separate invoice address		2
13	Enter an alternative delivery address		2
14	Provide information about Chestertons ('about us')		1
15	Allow payment by credit card/debit card		6
16	Automatically authorize credit card payment		3
17	Support other payment methods (e.g. PayPal)		2
18	Notify the customer that the order has been dispatched		2
19	Create, view and amend customer details		5
20	Provide an area for trade customers only		4
21	Support discounts related to size of order		2
22	Offer choice of delivery times		3

Total work (in days) 60

3   Roles exercise

3.1 PEOPLE PROFILES

3.1.1 Mrs. Chesterton

Strong accountancy skills. Authorized all of the new initiatives. Very decisive. Doesn't like the impersonal nature of the internet. Will only eat organic cheese.

3.1.2 Mr. Chesterton

Likes to play around with ideas. Starts many things off but rarely finishes anything. Decides where the family business should be going at a strategic level. Very keen on technology and gadgets. Wears a watch that tells him how high he is above sea-level but no one is sure why.

3.1.3 Jake Chesterton

'Hands-on' day to day running of the cheese business. Leads a small team that handles all sales calls. Is very operationally focused on getting the right thing to the right customer. Takes many of the calls. Very reactive: fire-fights problems as they happen. Likes to go for long walks on his own.

3.1.4 Kerry Chesterton

Leads the Customer Service and Marketing department. Generally keeps everyone happy. Responsible for dealing with any queries including those about new types of cheese. Responsible for the 'image' of Chestertons Cheese. Cares passionately about the environment.

3.1.5 Mirek Kowalski

The IT Manager who started as a website designer at Chestertons three years ago. Knows all of the existing systems and applications in a lot of detail, works long hours and leaves his phone on all the time in case of problems. Likes to straighten the pictures that hang in the reception area.

3.1.6 Mimi Bertillon

Leads a small team that handles order fulfilment. Is involved in the vital part of the process where the orders are packed and addressed according to the picking note information provided by Jake's team. Is allergic to cheese.

3.1.7 Sanjay Patel

Responsible for looking after the delivery side of the business. This includes receiving raw materials and the dispatch of packaged orders. Very good interpersonal skills. Really loves cheese.

3.1.8 Sam O'Farrell

Has a lot of experience in many areas of the company. Has worked for the Chestertons for many years and is seen as the 'old stager'. Is currently looking after the production lines, ensuring that they run as well as possible. Affectionately known as 'Grumpy'. Believes cheese is only cheese if it is hard.

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