

# Prioritization

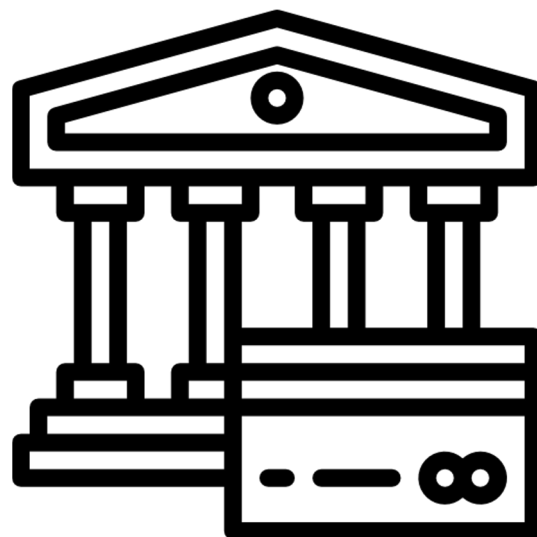
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The real booster of a company

# BACKGROUND

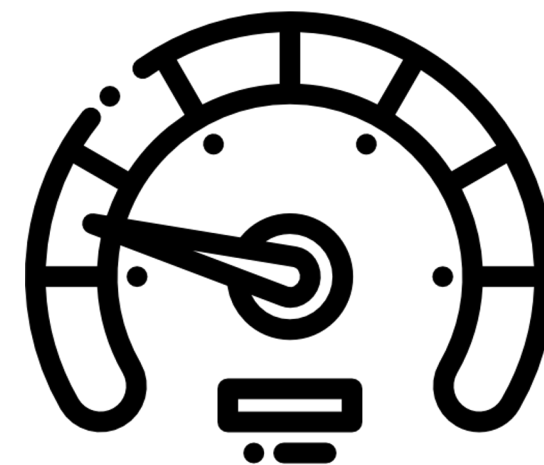
## HOW IT ALL STARTED

Founded in  
**2004**



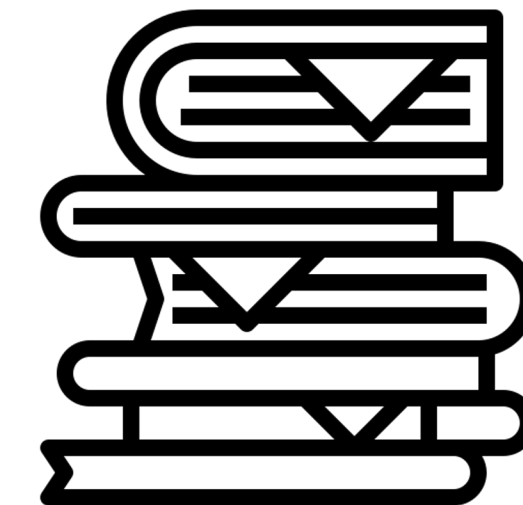
Experienced rapid  
enterprise growth since  
2010

In late **2019**



more opportunities were  
presenting, and they were not  
able to catch the big ones on  
time (like more product lines, new  
payment methods and wearable  
technology integration with products)

**+60** top  
priority projects



1.5-year development  
cycle

# THE REAL PROBLEM

GROWING PAINS



when everything is top  
priority, nothing is a  
priority....

**prioritizing is key to  
achieve the  
expected results**

# THE RISKY WAGER

## NEW MODEL

Included the following:

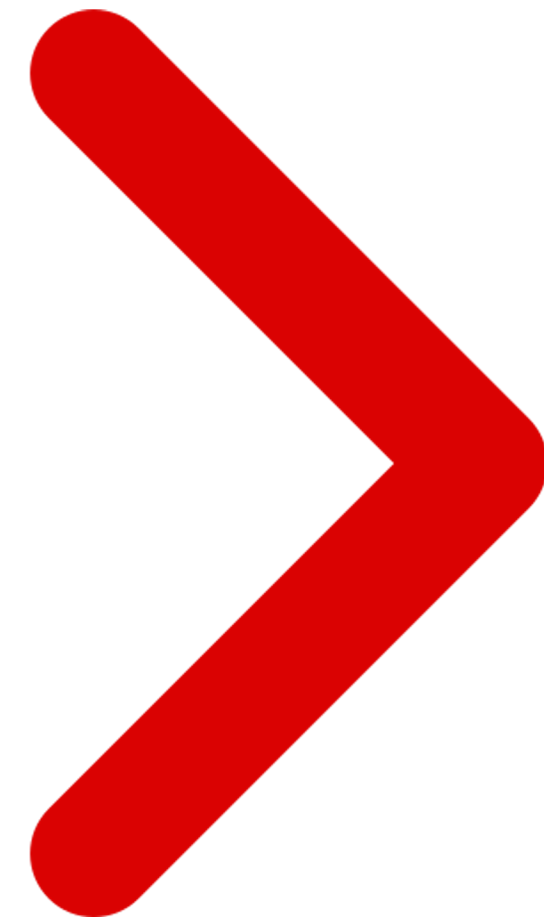
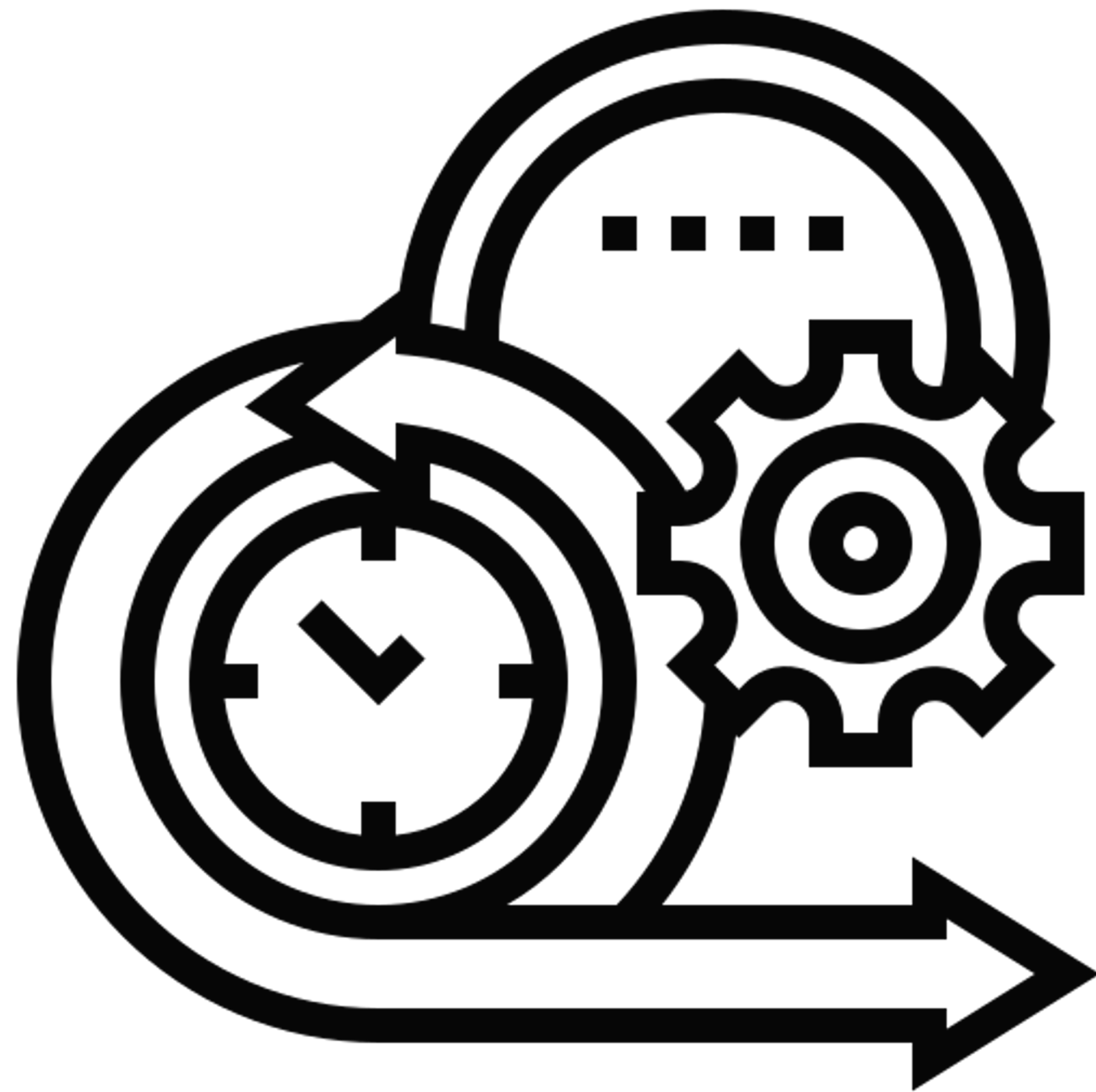
- Take the project list and keep only the projects that are aligned with the enterprise's vision and goals
  - This was achieved by decomposing every project into features and identifying the expected value of each feature
- Make a prioritized list of the projects based on the expected value of each one of them
  - The project that represented the most value for the company's goal was priority 1, the second with the highest value was priority 2, and so on

# The Model

- The Business Analysts only work on 1 or 2 projects maximum at a time, all the development team only work on 1 project at a time
- One-week sprints for all projects
  - These two points made the transition from siloed team to cross-functional teams possible, since all departments (BA's, IT, QA, etc.) had the same priority order and expected delivery date, so we could start to have *tribes* and *squads* around the company's projects backlog
- New projects requirements will follow the same process

# RACE & CHALLENGES

OBSTACLES ALONG THE WAY



they had to take a leap of faith and trust that the new process, which was basically a  
**180 degrees change**  
of the current way of working would prove them wrong

# The Dark Horse Results

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## How it all worked out

...After 10 months since the beginning of our new way of working  
(8 of them in the middle of a world pandemic) we have already  
**tripled the amount of projects delivered,**  
62 successfully completed projects and counting.

— Ana Paiz, Chief Project Officer, Nov. 2020



# 2020 statistics

Included the following:

- 69 successfully completed projects
- October 2020 was the most profitable month in the company's history by 10%
- We closed the year with a Year-over-year growth of 3%