Case Type Backlog: Guidelines, Best Practices, and FAQs

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Contents

Case Type Backlog: Quick Start

Have a CTB due tomorrow and don't have time to read this whole document? No worries – here are the basics you need to get that backlog created.

Project Summary tab

Pretty basic stuff here:

- Client and engagement name
- Who created the CTB (often an SC)
- Who verified the sizing it produced (usually a PL)

Assumptions tab

Project or program-level assumptions

Please include the name of the Strategic Application CTB template (if any) used as the starting point for this CTB

Interfaces tab

For the most part, leave all the interfaces included in the Strategic Application CTB template (if you started with one).

Add whatever additional interfaces are needed, paying attention to the hover-over help available.

One thing to remember: the "Service or Connector" choice doesn't have anything to do with the direction of data movement.

- A **connector** is an interface in which this Pega application initiates a request to some other data source or application
- A **service** is an interface in which some other application initiates a request to this Pega application.

Personas tab

Personas are roles that use this Pega application.

Be sure to include roles that only view data … not just the roles that update it.

Case Types tab

Case Types represent the work done by this Pega application.

- They are business entities that this Pega application tracks, and for which this application is the source of truth
- Other business entities stored elsewhere (customer databases, product inventories, etc.) and only used by this application are not case types.

Name case types as nouns.

Supporting Features tab

Supporting features represent capabilities that allow case types to function.

- They are often associated with many case types
- Examples: Single Signon (SSO), Search, Mashup

Supporting features are not the features or capabilities this Pega application is intended to provide.

- Those capabilities are represented in the CTB by case types
- If you include them here as well, the estimating process will double-count them

Reports tab

As with the other tabs, it's probably best to leave all the reports provided by the template you used. Simply add any additional reports here.

Note that you must indicate the MLP release of which each report is a part. Since we can't see very far into the future (particularly early in the sales process, when CTBs are typically created), limit your choices to

- MLP1
- MLP2
- Future

Work Backlog tab

This tab assembles a list of all the case types and supporting features on the tab's leftmost columns. It also assembles a list of interfaces and personas in subsequent columns.

Your job is to place an "x" at the intersection of a case type/feature and an interface or persona wherever appropriate, and to indicate the release for that line. Again, limit your choices to MLP1, MLP2, and Future.

Project Attributes tab

This tab – typically filled out by the PL – contains additional information about the project itself. Many of the entries on this tab have an impact on the final effort estimate.

One attribute value sometimes filled in by the CTB's creator (typically an SC) is the Other Contingencies value. This adds additional size to the estimate in the case where risks or other unknowns justify a higher estimate that the tool typically provides.

Reference Sizing tab

This tab does not support any data entry. It simply

- Summarizes the information provided earlier
- Provides coarse estimates for the implementation of
    - MLP1 (as defined on the Reports and Work Backlog tabs)
    - The full program.

Introduction to the Case Type Backlog

The Case Type Backlog (CTB) is a tool whose primary role is the facilitation of Journey Centric Delivery' early stages – particularly the Prepare phase. It

- Allows a team (usually a Sales team) to identify and scope an initial Minimum Loveable Product (MLP) release
- Provides a common repository for the information typically needed to begin a Pega project
- Provides a common language that everyone involved in the project can speak
- Serves as a foundation for other activities leading up to that first MLP release, including development and testing
- Serves as a starting point for planning the application roadmap.

The CTB typically starts as the inventory of Out of Box case types implemented in the Strategic Application on which the application is built. It is then updated with

- Notes about what needs to change in existing case types
- What additional case types need to be developed and launched in an MLP release
- What supporting features (such as Search) need to be included in an MLP release.

Note that, although the CTB contains information about capabilities/personas/channels that might not be delivered in the initial release (and can, therefore, help in developing a product roadmap), the CTB is not a full definition of everything that will eventually be delivered. It typically contains all the scope anticipated early in the process (when a CTB is typically created), but it will change over time as the business develops a greater understanding and its real needs.

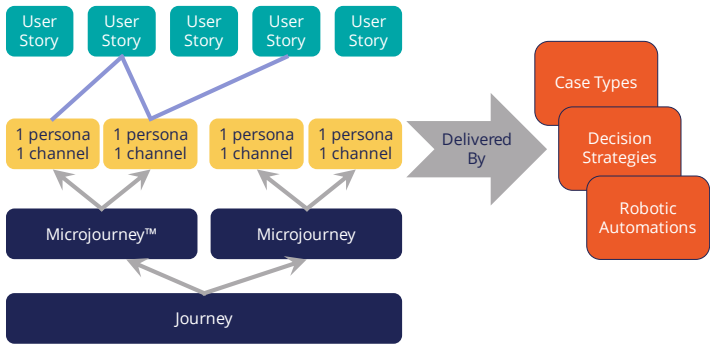
The first 6 tabs of the CTB are typically filled in by an SC, EL, or LBA following initial information gathering with the client. The PL must fill in Tab 7 (project attributes) or delegate its completion. The PL is also, in the end, responsible for the CTB's content.

The CTB should, ideally, be developed in partnership with the client – at the very least, it should be completed with the intent of sharing it with the client.

What's a Case Type, anyway?

The idea of a Case Type is – not surprisingly – very important to completing a Case Type Backlog. But it's not alone; it is part of a larger ecosystem that is central to Journey Centric Delivery.

Journey Centric Delivery divides client needs into five primary elements:

A **journey** is the series of interactions between a customer and an organization that occur as the customer pursues a specific goal (Forrester) Example: "Retain a customer"	
A **microjourney**™ is a one of the business outcomes included in a journey. It represents one business outcome for multiple personas via multiple channels. Example: "Retain a prepaid customer"	
In order to define a unit of work that can be part of an MLP release, a microjourney is divided into components. Each component represents one business outcome for one persona via one channel Example: retain a pre-paid customer via the contact center	
A **user story** represents one solution feature for one persona via one channel Example: accept customer-complaint information via the contact center desktop	
A **case type** is (along with **decision strategies** and **robotic automations**) a business entity that represents the work done by the application Example: customer complaint	

The definition of Case Type hasn't changed with the introduction of Journey Centric Delivery. As the delivery team consumes the Case Type Backlog, they will model these case types with stages and steps as they always have.

Producing a Case Type Backlog

Producing a Case Type Backlog is a three-step process:

1. Identify the journeys and microjourneys
    a. These are the business needs
    b. If a Catalyst engagement or Design Sprint has been completed, leverage its results
    c. If not, work with a small group of stakeholders to drive down through journeys and microjourneys
        i. In order to do this, you will need to identify which personas and channels are associated with each business objective
        ii. That's because we need to break microjourneys down into components that represent
            1. A single business objective
            2. Obtained by a single persona
            3. Via a single channel
        iii. This will then enable you to identify what case types may be required (to be refined in later steps) and identify an initial Minimum Loveable Product (MLP)

2. Get the additional detail you need to fill in the CTB
    a. This will involve identifying and describing
        i. Project assumptions
        ii. Interfaces / data sources
        iii. Any additional data entities not represented by case types
        iv. Supporting functions
        v. Reports
    b. Run operational walkthroughs, demos, floor observations and review any existing requirements
    c. Workshop a whiteboard-focused session to list out all supporting features, data entities and data sources
    d. Overlay your findings with the information identified in step one to refine journeys, microjourneys, and MLP

3. Use the above information to fill in the Case Type backlog
    a. Once you fill in the Case Type Backlog, it will provide an estimated sizing
    b. If the initial MLP timeframe is over 90 days (13 weeks), refine the contents of MLP1 to get within a 13-week timeframe

Guidelines for creating a Case Type Backlog

Tab	Field	Comments/instructions
Project Summary		
	Tool Version	When you start a CTB, always be sure to download the latest template from Pega Community, rather than using a personal copy.
Assumptions		If this CTB used a strategic application's CTB as its starting point, document which strategic application as an assumption
Interfaces		
	Service or Connector	Document both interfaces that bring data into the Pega application and those that send data from it. The Connector/Service distinction is not one between whether data are inbound or outbound. The distinction is, rather, between • Requests that are initiated by the Pega application (Connectors) • Requests that are initiated by clients outside of the Pega application (Services).
	Assumptions	Always include an assumption for every interface, documenting whatever we think we know - such as • Whether or not the data source exists • Whether or not an interface description (such as a WSDL) exists • Whether or not data will change as a result of using the interface

Tab	Field	Comments/instructions
Personas		Personas are roles – categories of the application's users. They do not necessarily map to job titles in the client's organization. If many positions within the organization receive essentially the same information from the application (across all journeys), they can all probably be described as a single persona. If a role receives a unique set of information, or performs a unique function, within any journey it will be a good idea to create a separate persona for that role. Do note that multiple personas can be (and often are) associated with a single journey. It's not until you reach case-stage level of abstraction for a specific channel that you need to identify a single persona. Note also that you should not just list personas that create or modify data within the application. Also include those who only view that data.
Case Types		A case represents what must be processed, not how it is processed, which is described by stages and steps. Name case types as nouns or noun phrases. • Avoid using vague, non-specific names such as Auto or Personal, which do not provide enough context. • For example, in a financial services organization, there may be Auto Loan cases and Auto Accident cases. In the short term (until the CTB supports a separate list of Customer Journeys and a way to map them to Case Types), if you want to document which journey is supported by a case type then add the Journey's name in brackets after the Case Type's name. For example: Credit Check [Journey: Loan Origination]
Supporting Features		This tab does not document the application's features. Rather, it lists the features (such as search, single signon, etc.) that are needed throughout the application to support case types. If does, however, map each supporting feature to the case type it supports

Tab	Field	Comments/instructions
Reports		A CTB doesn't require detailed definition of the reports to be produced – this is not the time to design them. Rather, this is the time to provide a high-level understanding of the reports with the greatest business value. The report's average complexity will reflect attributes like • The number of sources for the report's data • The level of complexity required to obtain the data • The amount of information that needs to be provided via the report • How many personas need to consume this report's information, and how does data visibility vary by persona
Work Backlog		
	Complexity rating Business value	Neither of these affects the effort estimates, and neither is required. They are provided in case they are helpful as you prioritize the backlog and organize it into releases

Best Practices

Include as much information as possible in the CTB – not just the information that relates to the current understanding of an initial MLP release.

- Information affecting scope can appear at a moment's notice, and it will be easier to flex with that new information if you have everything else right at your fingertips
- Information that doesn't directly relate to the initial MLP release is still very valuable for other activities – particularly the development of a solution roadmap.

Questions to guide meetings that elicit the CTB's information

Tab	Questions that may help elicit information on this tab
Project Summary	
Assumptions	
Interfaces	For each Case Type, what is the system of record in this organization? How do we get information to or from it?
Personas	Which roles in the organization will create or update this data? Which roles in the organization will delete this data? Which roles in the organization will review or report on this data?
Case Types	What are the business entities with which the business is concerned?
Supporting Features	What does the organization use to control authentication and authorization? Is there a need to search any of the case types? Does the application need to support multiple languages? If so, which? Does the application require natural-language processing? Will any of the user experience be part of a mashup with an existing application?
Reports	What information does the business use on a regular basis to make decisions or evaluate current processes? What regulatory or government reporting is required?
Work Backlog	What is really needed for MLP1? For MLP2?

If a given capability is known to be needed by a step in a specific case type but will also needed by others in the future (and therefore is a supporting feature), list that capability as a supporting feature and set its complexity appropriately. Doing this – rather than simply increasing the related case type's complexity rating to account for that capability – makes it easier to demonstrate that the capability has been accounted for.

Frequently Asked Questions

When is a Case Type Backlog required?

The Case Type Backlog is required when all of the following are true:

- The bid is a Full Implementations where Pega is involved (whether Pega- or partner-led).
- There isn't a dollar threshold, but the nature of full implementations tends to imply several hundred thousand dollars of license at least.
- The bid is for a PRPC project.
  Decisioning and Robotics projects will be included by the end of Q1 2019.

Note that a CTB is NOT required for license extensions to existing projects (such as buying more seats).

Who is responsible for creating the Case Type Backlog?

If there is a new license sale, the Solution Consultant is responsible for creating the Case Type Backlog. This is then handed over to the PL as part of the Sales to Services Transition.

If there is not a new license sale, i.e. radiation at an existing client, the PL is responsible for creating the Case Type Backlog (most likely delegated to an EL, LBA, etc).

In both the above cases, sales and services may collaborate for the success of the sale / client success.

In all cases, the PL is always responsible for the project factors tab and reviewing the CTB.
That is, the PL owns the overall sizing.

When should the Case Type Backlog be created?

The Case Type Backlog's first intent is to assist the Sales process by providing the potential client with early indications of the size and scope of the initial Minimal Loveable Product (MLP) release. Therefore, it is developed as early in the Sales cycle as the information it requires can be obtained.

How long does it take to produce a Case Type Backlog?

Most of the time involved in producing a Case Type Backlog is in identifying journeys, microjourneys, and case types. These can come from conversations that are brief or long … few or many. So it's difficult to give a simple answer.

Experience is showing, though, that on average the entire process takes somewhere around 5 – 6 hours. But do note that your mileage may vary.

When do we use the Case Type Backlog, and when do we use the Sizing Tool?

The Case Type Backlog is created early in the sales process for full implementations that are either Pega- or Partner-led.

The Sizing Tool is used later in the sales process – when the client needs an exact price - for full implementations that are either Pega- or Partner-led.

Beyond providing an initial sizing estimate, what is the value of a Case Type Backlog?

The CTB provides a single, concise repository for information about the 6 pieces of information needed to build a Pega application:

1. Customer journeys (and the Case Types that implement them)
2. Channels
3. Personas
4. Related features (such as Search and SSO)
5. Data entities
6. Data sources

Thus, the CTB provides a common language to describe a Pega solution from Sales through Delivery.

How do I indicate that a case type is used via one channel in MLP1, and in another channel for MLP2?

The CTB doesn't currently allow you to indicate that a single case type is part of multiple releases.

So, a commonly used workaround is to add 2 case types in the tool: one that will be part of MLP1, and another that will be part of MLP2.

Include the appropriate channel in each case type's name to be clear about why you created two of them.

How do I indicate that a case type is used to meet one business objective in MLP1, and to meet another objective in MLP2?

For the most part, each case type will be used to meet one business objective. There are exceptions, however, and the CTB doesn't currently allow you to indicate that a single case type is part of multiple releases.

So, a commonly used workaround is to add 2 case types in the tool: one that will be part of MLP1, and another that will be part of MLP2.

Include the appropriate business objective in each case type's name to be clear about why you created two of them.