

**V MOST Mission Board Example:**

<b>Vision</b>	The future for us is a place where we are a sustainable, and profitable loans provider which operates within the UK and Ireland. We have the foundations in place to scale rapidly so that we can react to opportunities as they present themselves.							
<b>Missions</b>	Create a lean, customer centric organisation		Diversify to offer loans to near-prime customers			Future-proof the current IT estate		
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Increase Net Promoter Score</li> <li>Increase Customer feedback</li> <li>Reduce Call centre waiting times</li> <li>Increase Staff feedback / engagement scores</li> <li>Reduce Cost Per Loan</li> <li>Reduce Staff Costs</li> <li>Increase speed of delivery (idea to live)</li> </ul>		<ul style="list-style-type: none"> <li>Increase Volume of Business</li> <li>Increase Number of Customers</li> <li>Increase Customer Margin</li> <li>Reduce number of defaulting loans (bad debt)</li> </ul>			<ul style="list-style-type: none"> <li>Reduce TTD / TTR levels for live issues</li> <li>Reduce platform costs</li> <li>Increase Customer Margin</li> <li>Reduce partner on boarding time</li> </ul>		
<b>Strategies</b>	Focus On... Improving Customer Touch Points	Focus On... Reducing Overheads	Focus On... The Team	Focus On... The needs of the new customer base	Focus On... Go-Live (Near Prime Brand)	Focus On... Business Integration	Focus On... The Technology	Focus On... Partner Integration
<b>Tactics</b>	<p>Online capability to chat to CSA Cost: 100, Ben: 150</p> <p>Re-train current CSA staff in livechat Cost: 250, Ben: 50</p> <p>Single Sign On using Google / Facebook Cost: 125, Ben: 250</p>	<p>Responsive My Account site for people with loans Cost: 125, Ben: 250</p> <p>New HR Portal Cost: 250, Ben: 50</p> <p>Automated Payment for affiliates Cost: 250, Ben: 125</p> <p>Self Onboarding Portal for Affiliates Cost: 250, Ben: 125</p>	<p>Org Design</p> <p>Training for Line Managers</p>	<p>Responsive Loans App (Get a Quote) Cost: 125, Ben: 200</p> <p>Train Devs in Responsive coding techniques Impact: 25%</p> <p>Dynamic Banners for Affiliate Partners Cost: 200, Ben: 50</p> <p>Revolving Credit for Key Partners Cost: 400, Ben: 125</p> <p>Integrate with Nectar Points Cost: 300, Ben: 50</p>	<p>Hire Team Impact: 10% (SMF-1)</p> <p>TV Marketing Campaign Cost: £2m</p> <p>Build A/B (Multi Variant Testing) Tool Cost: 60, Ben: 25</p>	<p>Change financial reporting process</p> <p>MI Data Mart Cost: 450, Ben: 1,000</p> <p>Director Level MI Dashboards Cost: 100, Ben: 25</p>	<p>Scale current Infrastructure Cost: 50, Ben: 40</p> <p>DR Process</p> <p>Build new platform Cost: 1,000, Ben: 500</p> <p>Security Issue Blitz Cost: 500, Ben: 60</p>	<p>Document &amp; circulate On Boarding process</p> <p>White Label Product Cost: 400, Ben: 1,000</p> <p>Build &amp; Expose APIs for partners Cost: 500, Ben: 500</p>
	<p><b>Tech Debt</b> – Delivered by squad so measured in Squad points (cost / benefit)</p> <p><b>Deliverables</b> – Delivered by squad so measured in Squad points (cost / benefit)</p>		<p><b>Marketing / Comms Changes</b> – cost measured in financial cost to org</p> <p><b>People / Process / Org Changes</b> – cost measured in % impact to productivity</p>		<p><b>Budget – Squad Points</b></p> <p>Assumes: 1 Squad = approx. £1m per year 1 point = £2k</p> <p>500 points = £1m = 1 Squad per year x3 squads = 1500 points to spend</p>			

**WSJF Prioritisation Example:**

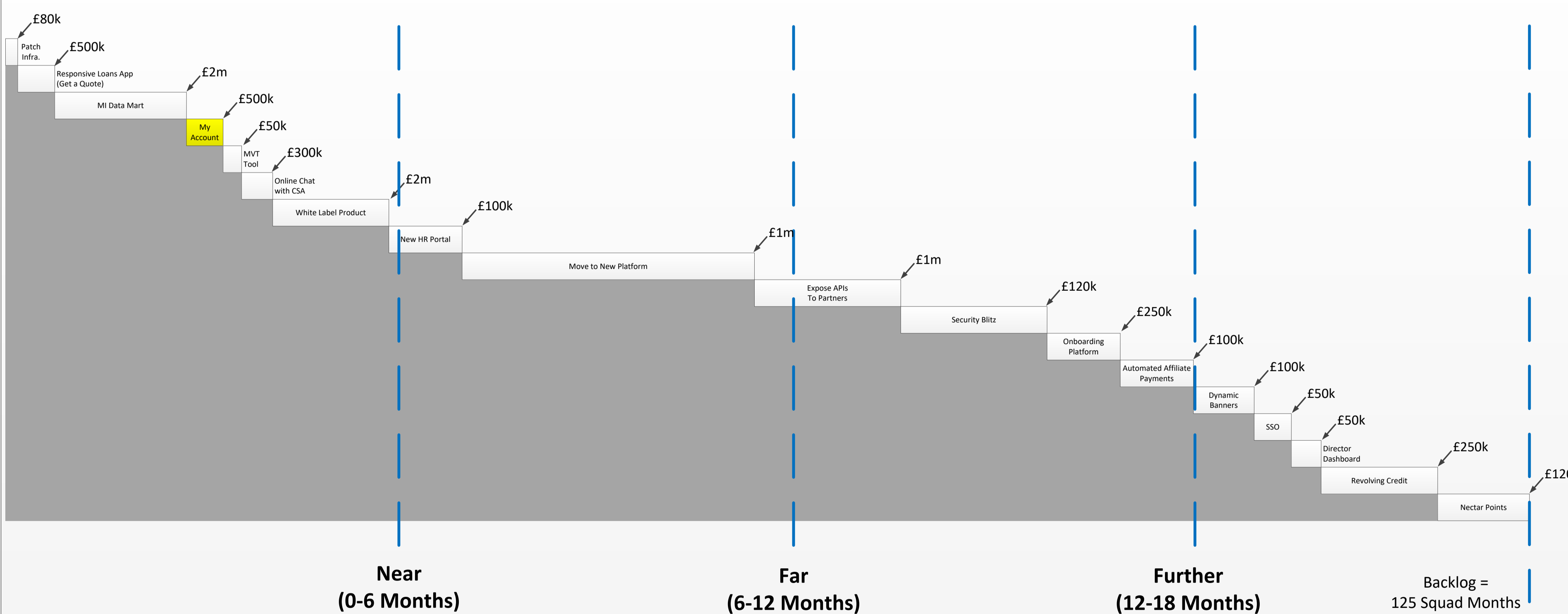
Mission	Strategy	Tactic	Tactic Type	Cost (Points)	Ben (Points)	WSJF						
						BV	TC	OE	RR	COD	Cost	WSJF Score
Create A Lean Customer Centric Org	Improving Customer Touch Points	Online Capability to Chat to CSA	IT Project	100	150	3	1	3	1	8	3	2.67
		Retrain Current CSA Staff in Live Chat	People / Process / Org									
		Single Sign On using Google / Facebook	IT Project	125	25	1	1	1	1	4	3	1.33
	Reducing Overheads	Responsive My Account for people with Loans	IT Project	125	250	6	1	2	1	10	3	3.33
		New HR Portal	IT Project	250	50	2	1	6	2	11	5	2.20
		Automated Payment for affiliates	IT Project	250	50	2	1	1	3	7	5	1.40
Diversify - Offer loans to near prime customers	The Team	Self Onboarding Portal for new affiliates	IT Project	250	125	4	1	1	2	8	5	1.60
		Org Design	People / Process / Org									
		Training for Line Managers	People / Process / Org									
	Needs of new customer base	Responsive Loans App - Get a Quote	IT Project	125	250	6	1	2	2	11	3	3.67
		Training Developers in coding techniques	People / Process / Org									
		Dynamic Banners for affiliate partners	IT Project	200	50	2	2	2	1	7	5	1.40
	Go-Live (Near Prime Brand)	Reloving Credit for Key Partners	IT Project	400	125	4	1	1	1	7	7	1.00
		Intergration with Nectar Points	IT Project	300	60	2	1	1	1	5	6	0.83
		Hire Near Prime customer ops team	People / Process / Org									
		TV Marketing campaign	Marketing & Comms									
		Build A/B (Multi Variant Testing) Tool	IT Project	60	25	1	1	3	1	6	2	3.00
		Change Financial Reporting process	People / Process / Org									
Future Proof It Estate	Business Integration	MI Data Mart	IT Project	450	1000	10	2	6	6	24	7	3.43
		Director level Dashboards	IT Project	100	25	1	1	1	1	4	3	1.33
		Scale (Patch) Current Infrastructure	IT Project	50	40	2	8	1	10	21	1	21.00
	The Technology	DR Process	People / Process / Org									
		Move to New Platform	IT Project	1000	500	7	1	4	5	17	9	1.89
		Security Issues Blitz	IT Project	500	60	2	1	1	6	10	6	1.67
Partner Integration	Document Onboarding process	People / Process / Org										
	White Label Product	IT Project	400	1000	10	2	4	1	17	7	2.43	
		Build & Expose APIs for partners	IT Project	500	500	7	1	3	1	12	7	1.71

**Weightest Shortest Job First Rating** =  $\frac{\text{Business Value} + \text{Time Criticality} + \text{Opportunity Enablement} + \text{Risk Reduction}}{\text{Cost}}$

**V MOST Mission Planner Example:**

		DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV
Mission 1: Create a lean / customer centric org	Improve Customer Touchpoints			Livechat Training	Online Chat with CSA								
	Reduce Overheads	Responsive My Account Site				New HR Portal							
	The Team		Org Design		Training 1 for Line Managers							Training 2 for Line Managers	
Mission 2: Offer loans to near-prime customers	New Customer Base									Train Devs in responsive coding		Responsive Quote Generation	
	Go-Live with the new brand				Hire Team				TV Marketing Campaign				
	Business Integration					Change Reporting Process				MI Data Mart			
Mission 3: Future proof the IT estate	The Tech	Infrastructure Scalability Fixes		DR Process									
	Partner Integration									White Label Product (... c/fwd to end of Jan ...)			
Dependencies						Powercurve Integration							
Non Strategic (JDFI)			Marketing Campaign			Partner Integration							
		Squad 1	Squad 2	Squad 3	Other Tactics								

**Near, Far, Further Plan Example:**



Investment Options					
Number of Squads	1	2	3	4	5
Cost (12 Months)	£1m	£2m	£3m	£4m	£5m
Value Delivered	£60k	£3.43m	£5.43m	£5.43m	£6.43m
Ratio	£1 spent returns £0.06	£1 spent returns £1.72	£1 spent returns £1.81	£1 spent returns £1.36	£1 spent returns £1.29

*Optimal ROI is highlighted for 3 squads.*