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The PRINCE2 Agile Examination

Sample Paper 1

Scenario Booklet

Instructions

1. Read the scenario carefully in order to answer questions 7 to 50.

2. The scenario is not based on actual organizations. Any similarities to known organizations are coincidental.

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Project Scenario - Chestertons Cheese

(Note: The companies and people within the scenario are fictional)

Introduction

The Chesterton family started out as farmers, and four years ago they successfully moved in to the making and selling of a wide range of cheeses. They now employ 80 people.

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 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.

One of their cheeses, the Chesterton Blue, has been nominated for the International Cheese of the Year Award. The winner of this award will be announced at the International Cheese Festival being held in Amsterdam in three months' time. Chestertons are expecting to see a significant increase in demand resulting from the publicity.

In order to cope with the extra demand, Chestertons have decided to undertake a project which they have called 'The Golden Clog Project'.

Scope

The initial scope of the project includes:

- Rebranding of Chestertons Cheese;
- Creating a marketing campaign to highlight how successful Chestertons have been and to publicize their new branding;
- Moving to new premises where the manufacturing of the cheese and the support office will be in one place;
- Creating a new website.

The Project has been set up with four work streams to deliver this work:

1. Rebranding;
2. Marketing campaign;
3. Website;
4. Move Premises.

Project Background

Most of the staff at Chestertons have been trained in PRINCE2 Agile. Last year a project office was created to support best practice in the way Chestertons worked.

Due to the importance of this project, the Directors have decided to release the Board Room for use throughout the project's duration.

Timeline

An initial timeline has been suggested and is shown in the following diagram. The timeline may evolve due to the agile ways of working. The timeline shows how work streams are broken down into work packages and/or timeboxes.
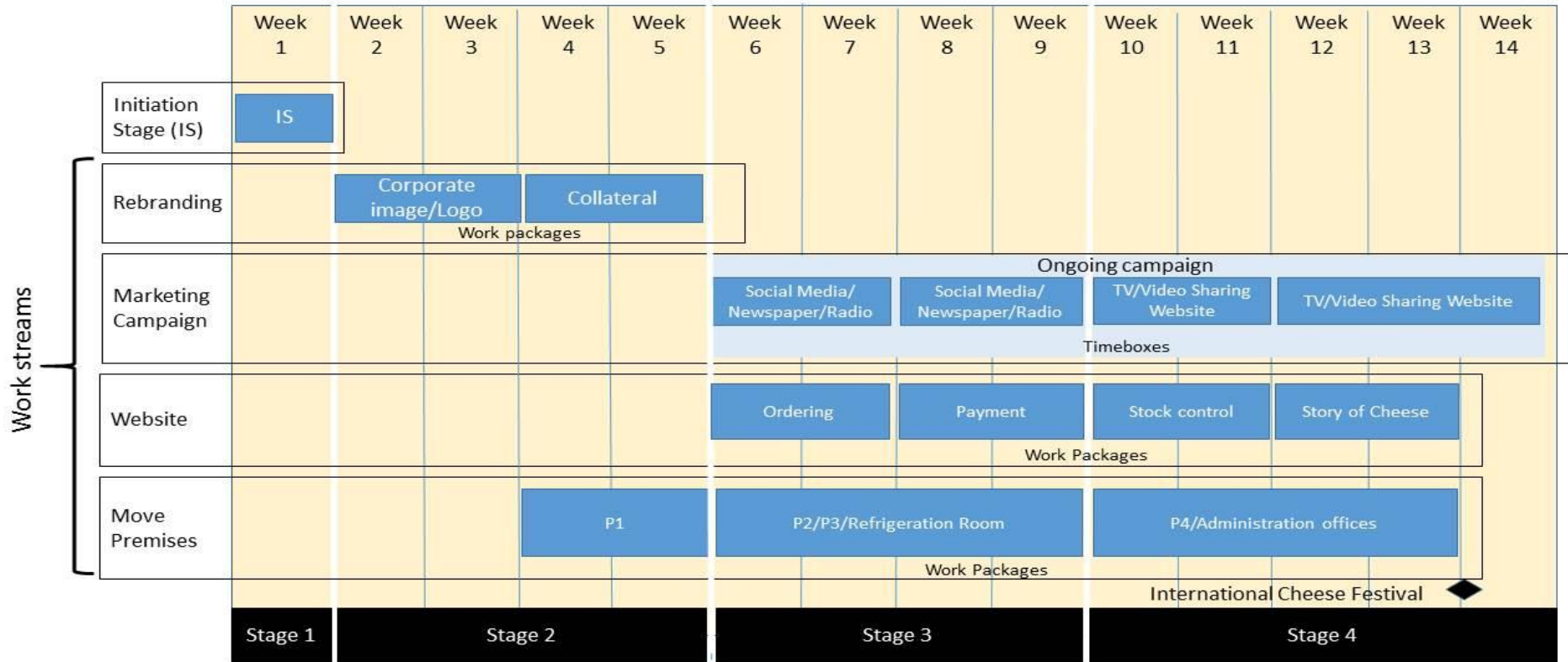
Rebranding – Additional information for questions 7 to 18

Chestertons have used a company called Brand-u-Like for many years. They have a lot of respect for Brand-u-Like as they are professional, easy to work with and produce high quality work.

Brand-u-Like are good at what they do. However, they require a very detailed 'brief' of the campaign and will not commit to the work until it is documented and authorized. As they invest a lot of time in the creation of the brief, any change will incur additional costs. They have recently invested in agile training in order to become more agile and responsive in the way they work with customers.

There are three Work Packages within this work stream:

1. Corporate image:

   - Scoping of objectives and key messages;
   - Redesigning the corporate brand/image and all corporate brand standards to align to the new logo, once it has been selected.

2. Logo:

   - Redesigning the Chestertons corporate logo to prepare Chestertons for expansion into a wider marketplace with more diverse customers.

3. Collateral:

   - Corporate signage;
   - Website look and feel;
   - Letterheads;
   - Fonts and tone of voice;
   - Corporate clothing.

Marketing Campaign – Additional information for 19 to 26

Chestertons have only recently invested in marketing as their reputation until now has been spread by 'word of mouth'. The Marketing Team has been together for over a year now and the members of the team enjoy working with each other. They were very successful with a past campaign called 'Chestertons Cheese? Yes please!'

The work is being split across a number of timeboxes and the campaign will be delivered across a variety of channels such as:

- Social media;
- Newspaper;
- Radio;
- Television;
- Trade magazines.

They are also thinking of creating a series of videos about cheese and putting them on a video-sharing website. One idea is to make an amusing video that they hope will 'go viral'.

The Marketing Team has been trained in PRINCE2 Agile and has recently been using it on some of their current work. They are keen to use it on this project.

Website – Additional information for questions 27 to 38

The current website 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.

There are four Work Packages within this work stream being delivered across four timeboxes:

1. Ordering:

   - Customer account/login;
   - Subscribe to a newsletter;
   - Change customer details;
   - Incorporate new branding;
   - Cheese search and filter function;
   - Cheese catalogue download.

2. Payment:

   - Secure payment;
   - Allow payment by credit card/debit card;
   - Allow payment by PayPal.

3. Stock control:

   - Update stock levels;
   - Notification of low stock;
   - Expiry date alerts.

4. The Story of Cheese:

   - Incorporating new branding;
   - History of cheese;
   - History of Chestertons.

Two teams are involved in delivering the website. The Story of Cheese Work Package is being delivered by Chestertons' own Information Technology (IT) department (the IT Team). They are reasonably good at agile ways of working but have not gained much real life experience as they have been limited, to date, by Chestertons' basic website.

The remaining Work Packages are being delivered by an IT website development company that specializes in online sales called Web&Go. They are very experienced with agile ways of working and, in particular, they use **Kanban** for everything they do. Their office is across the narrow access road near Chestertons' new premises.

Move Premises – Additional information for questions 39 to 50

Chestertons is currently located across several sites and they want to move to one site as quickly as possible, due to the expected increase in demand. The new premises are very large, and therefore Chestertons believe that all of the cheese making can be brought together onto one site.

There is a concern about the new premises because the access road is quite narrow and it also has limited space for parking, although alternative parking arrangements are available. The landlord who owns the building lives abroad but has agreed that if Chestertons do not like the new premises they can move out, without penalty, as long as they do so within three months of their arrival.

Chestertons make several types of cheese and their aim is to have all four production lines fully operational as soon as possible.

There will be a number of Work Packages in this work stream:

1. Production line:

    *   Move four production lines to the new premises (shown as P1-P4 on the timeline).

2. Refrigeration Room:

    *   Cold storage facilities for both raw produce and manufactured cheese.

3. Administration offices:

    *   Prepare office space ready for all administration staff including those working in IT, Facilities, Operations, Sales, Marketing and Finance.

The Premises Team are not quite sure how the agile ways of working apply to their work in the Project but are willing to be guided.

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