

Reformulating the Product Delivery Process

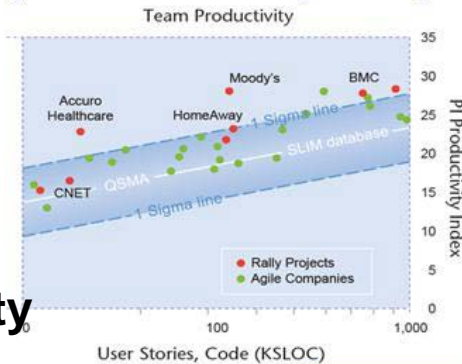
Israel Gat
Erik Huddleston
Walter Bodwell
Stephen Chin

April 23, 2010

Lean/Agile has the demonstrated potential to drive high levels of productivity and quantifiable benefits for development organizations

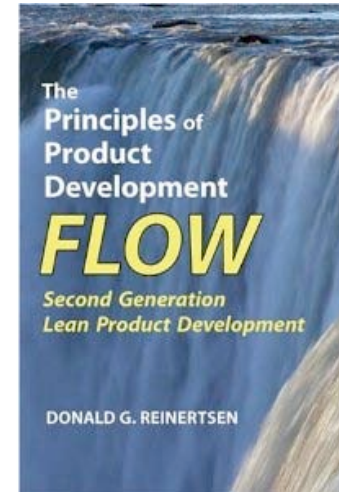
Agile Productivity Indices v. Industry Average

- Note projects above the 1-Sigma Line
- Productivity for large, distributed teams often lower

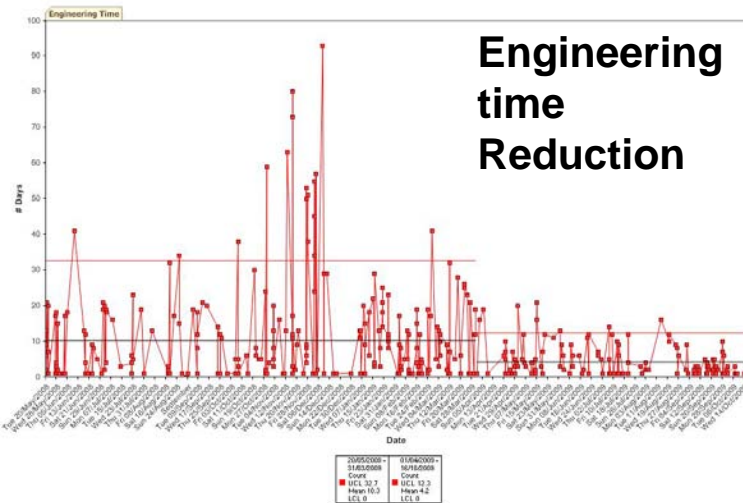


Dramatic Productivity Increases

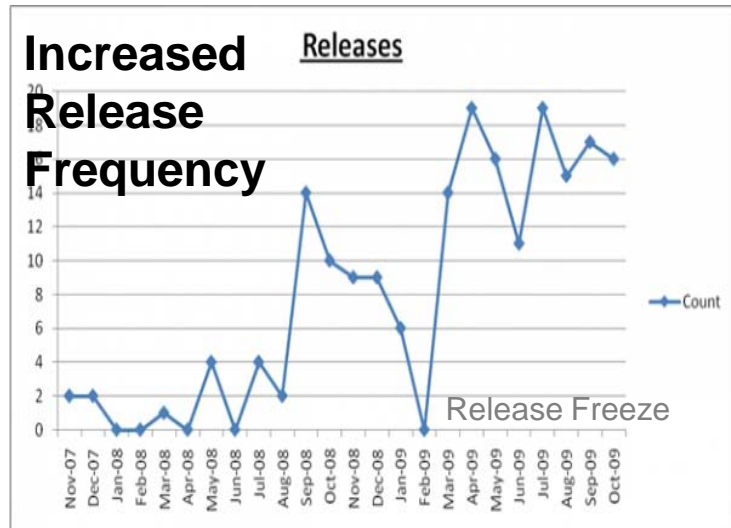
QSM ASSOCIATES



Development



Engineering time Reduction

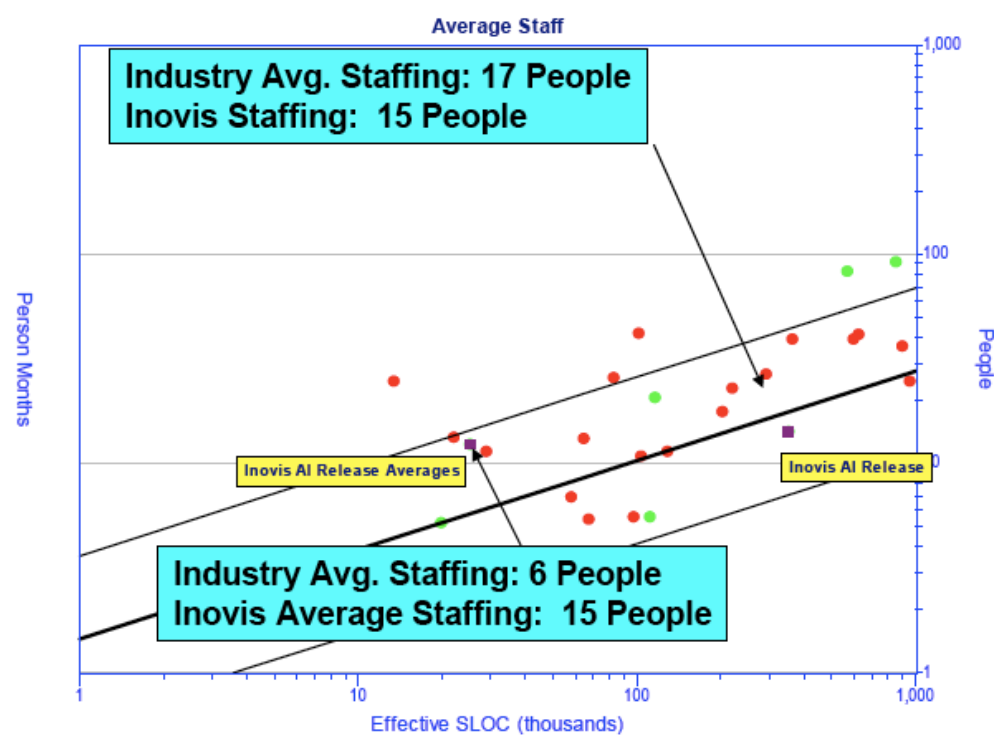
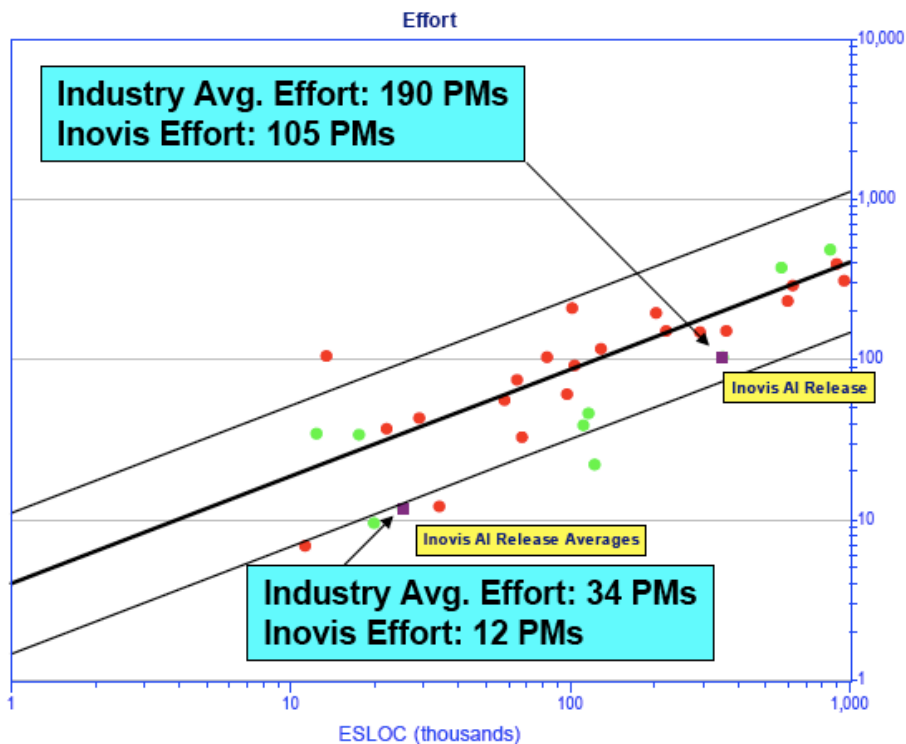


Increased Release Frequency

Source: David Joyce; Kanban Results ; Lean and Kanban; October 24 2009

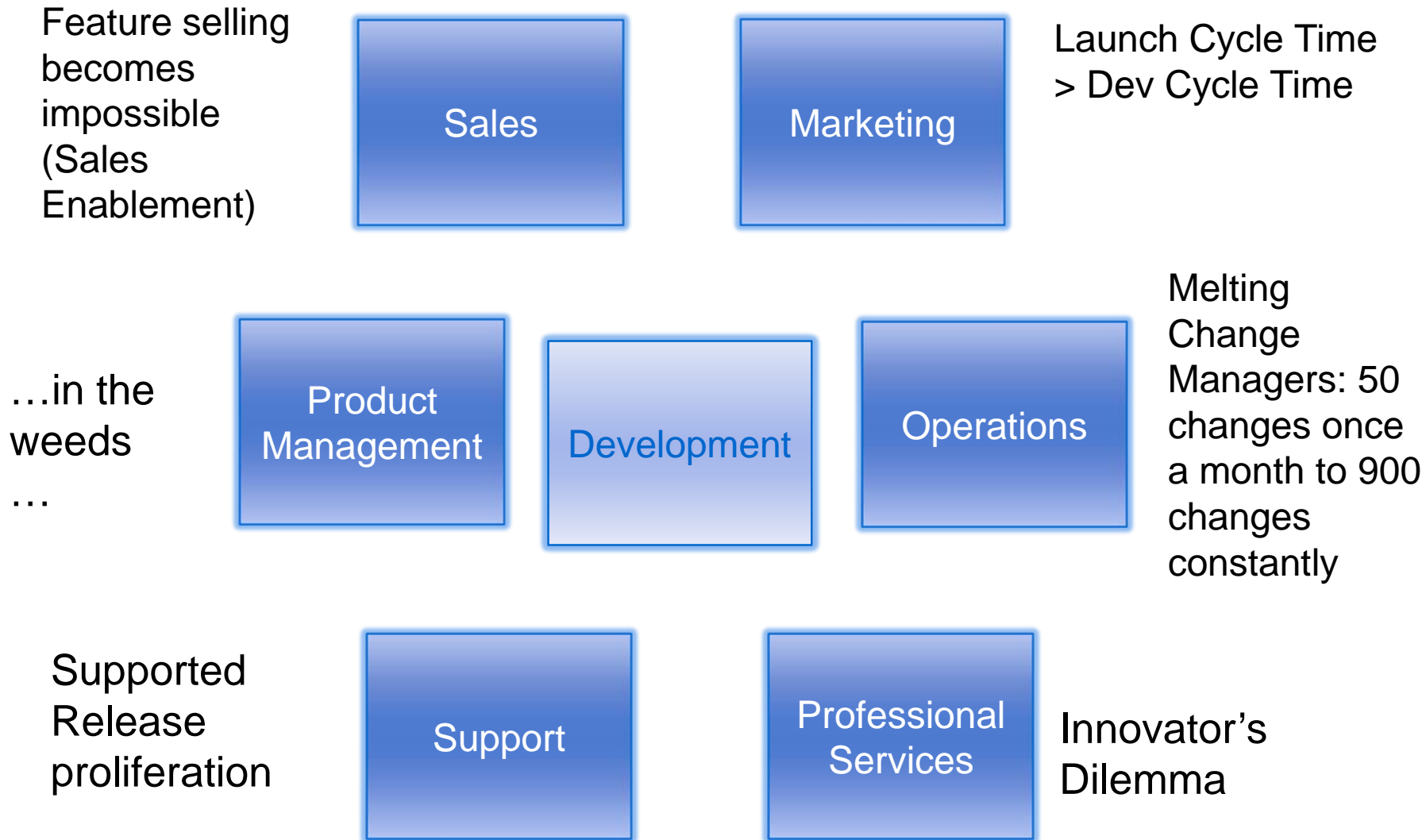
Source: David Joyce; Kanban Results Part 3; Lean and Kanban; November 4 2009

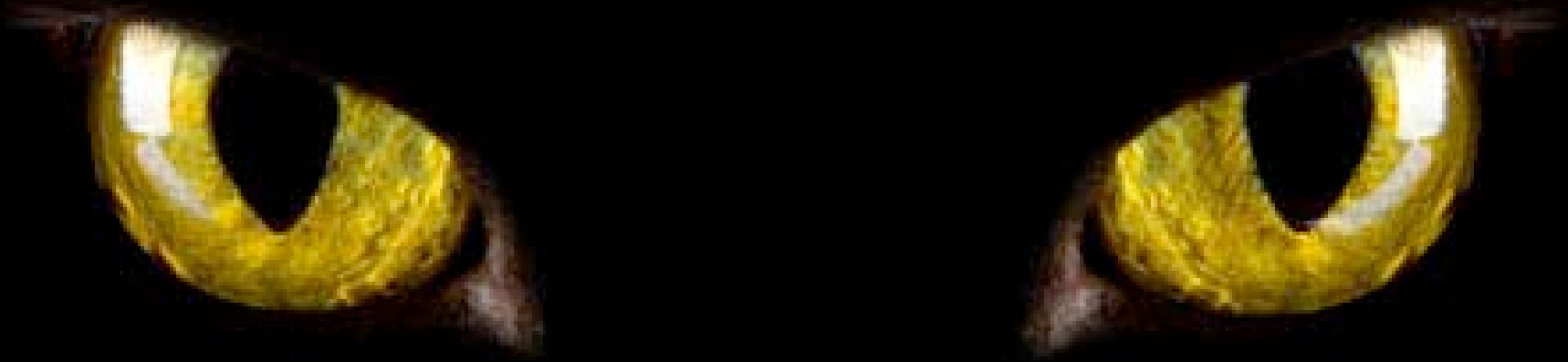
Likewise, Inovis saw similar gains after a “big bang” rollout in 2008



QSMA, a respected consultancy on development productivity benchmarked Inovis against an industry database of over 7500 other projects.

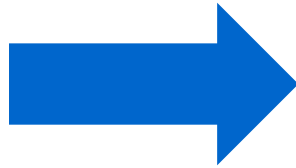
However, the greater the success experienced in R&D, the more disruption that it creates for the organization as a whole



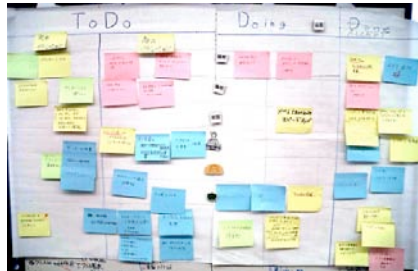
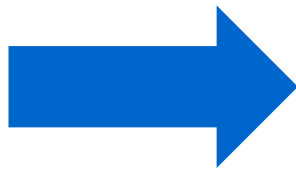


“Eat your spinach or the Scrum will get you.”

However, by applying/extending those same lean/kanban principles more broadly in the organization, these risks can be avoided, and organizational value increased.



Source: InfoQ



Source: InfoQ

Three Atypical, but Critical Practices in the Product Portfolio Kanban:

- Stakeholder Based Investment Themes and Business Case Management (organizational value)
- Upstream and Downstream WIP Limits
- Dynamic Allocations

Stakeholder Based Investment Themes and Business Case Management (organizational value)

Allocations and Strategic Investment Themes



Epics (offering or strategic initiative)

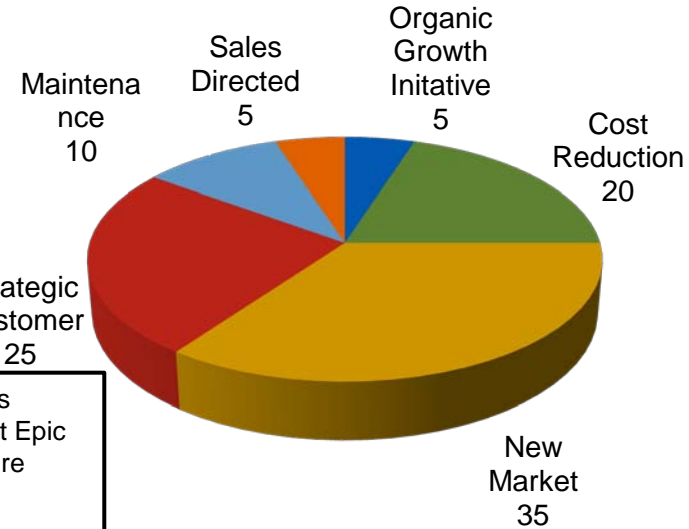


Business Cases at Epic or Feature Level

Features



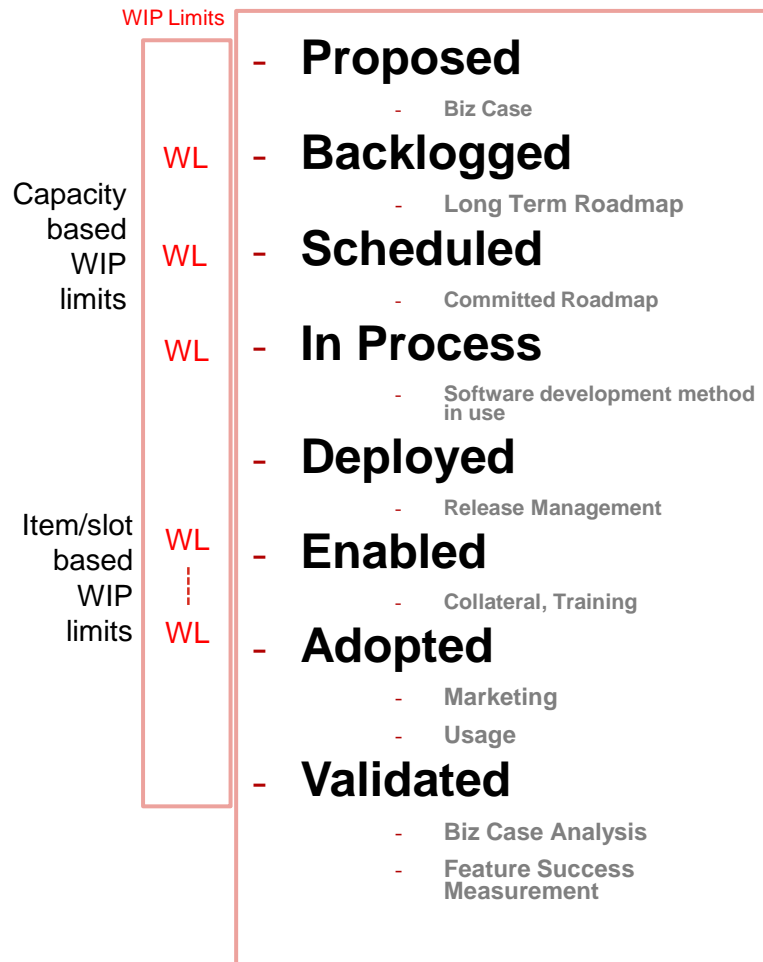
Stories



Acceptance Criteria: Critical requirements for biz case realization (feature only) and needs for feature success (Feature and Story)

We manage each business case through a Kanban which extends upstream and downstream from traditional development

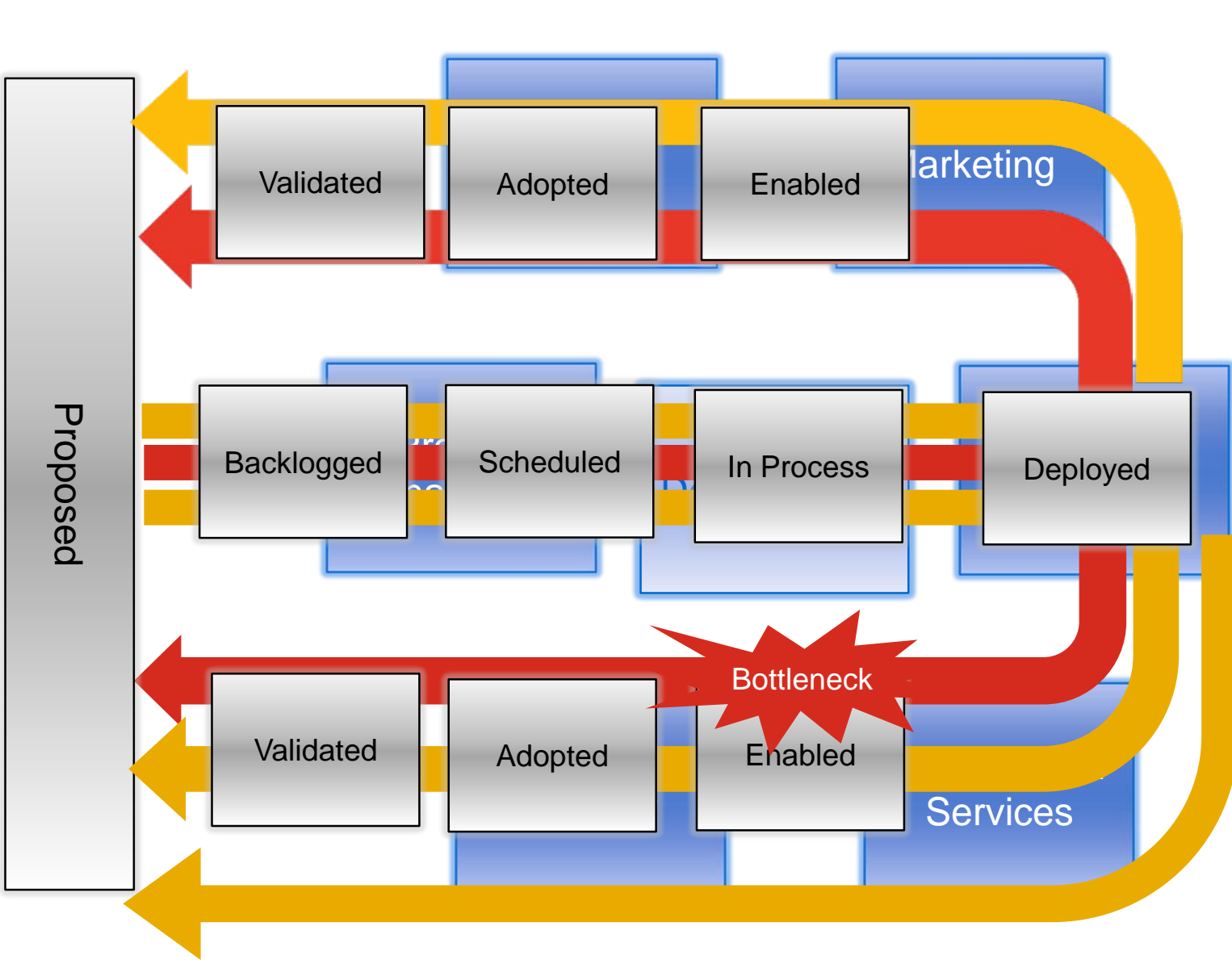
Kanban Stages



Benefits

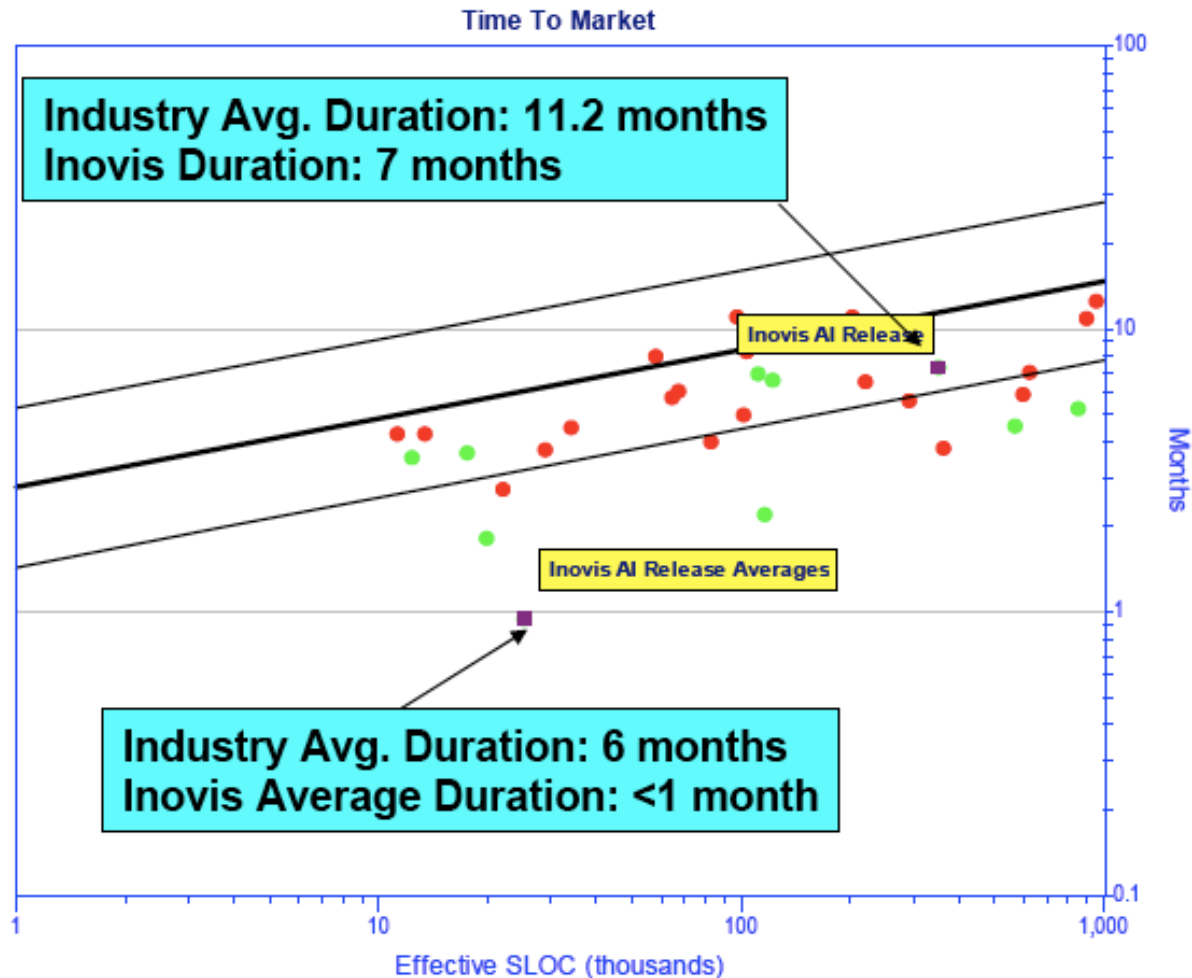
- Alleviate the “Agile Death Ray” Effect and Achieve Flow
- Expose and Route Around Political Roadblocks and Priority Alignment
- Focus Organizational Value Return

The Requirements Management and Kanban WIP Limits enable Organizational Value to be optimized dynamically based on real world organizational capacity and appetite



What did success look like? One Example: Market Responsiveness

“Inovis would not have succeeded if they were unable to deliver a staggering 200+ patches and releases to support our migration effort. No Inovis competitor could have done that.” --Michael Amend, Dell



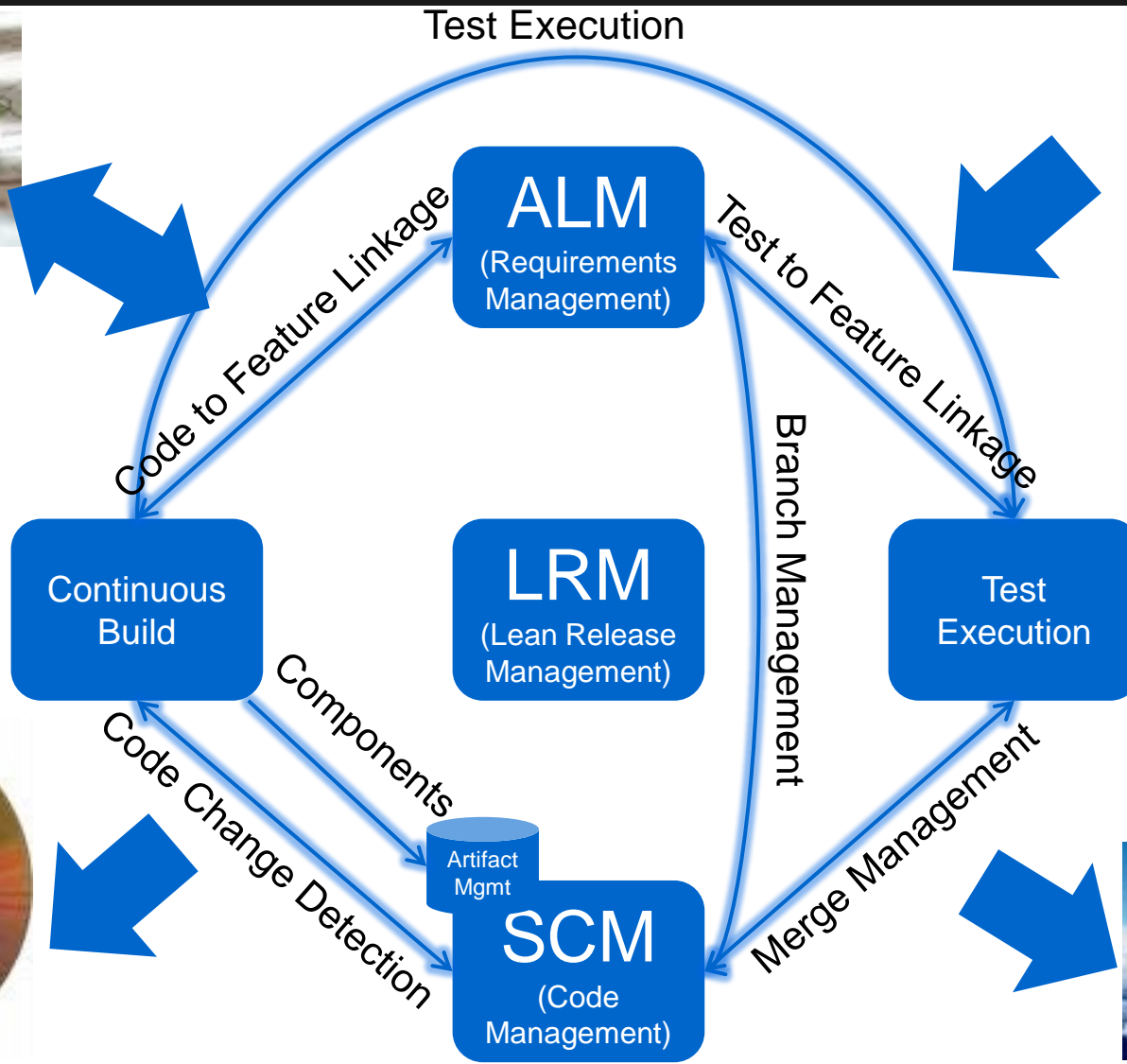
How was it executed? Here is the Lean Execution Engine



Dynamic Roadmap



Continuous Improvement Feedback



Gold Master



SaaS Deployment

Next Steps...What we are planning, how you can get started

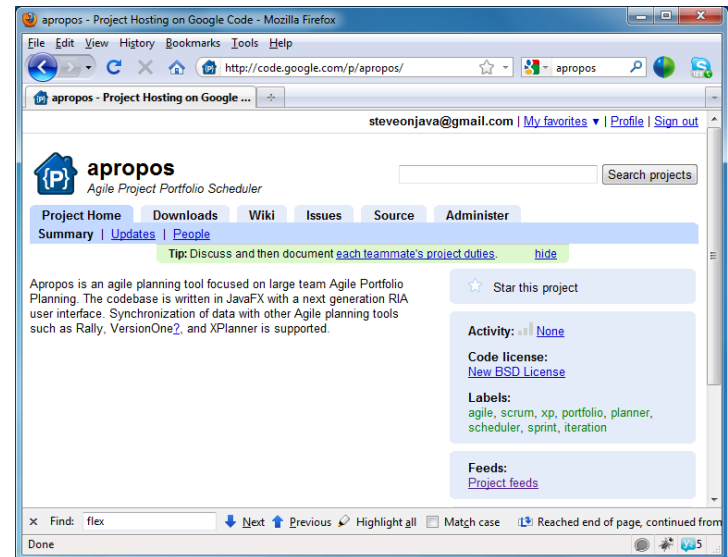
Apropos Launch: May 22nd

Initial Version:

- Commercial Friendly Open-Source License
- Support for Rally Community Edition

Help Us:

- Support other ALM platforms
- Implement more portfolio features and metrics



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- Stephen.chin@inovis.com

Project URL:

<http://code.google.com/p/apropos/>

Appendix

Demo Backup – Scope View

Apropos
APROPOS
 Agile Project Portfolio Scheduler

Cost As Dollars

Portfolio **Scope** **Resource** **Analyze** **Roadmap**

Investment Filter:

2010 Q2 2010 Q3 2010 Q4 2011 Q1

#	Epic Name	Feature Name	Est	AT
1	Message	Message	\$0	V
	Show All	Show Installer		
	Support	Support		
2	EPIC - Visual Process	FEATURE: Split Rule	\$2.4	V
	Rule Editor	Editor		
3	EPIC	FEATURE: Transaction Document Printing	\$0.2	V
4	EPIC - Web Performance	FEATURE: Support Compliance	\$2.4	V
5	EPIC	FEATURE: Support Transition	\$2.4	V
	Visibility	Error with Error		
6	EPIC - Org	FEATURE: New user access	\$0.4	V
	visibility profile	visibility audit		
7	EPIC - Org	FEATURE: New audit access	\$2.4	V
	visibility profile	Screen setting		
8	EPIC - Org	FEATURE:	\$0.4	V

Count: 150
Total: \$780K

#	Epic Name	Feature Name	Est	AT
1	EPIC - MFT	FEATURE: Configuration	\$1.2	V
		Processing		
		Patterns		
2	EPIC - MFT	FEATURE: Configuration	\$1.8	V
		Processing		
		Patterns		
3	EPIC - MFT	Feature	\$0.8	V
	Platform	WebUI 2.2.2		
	Support			
4	EPIC - Web Services	FEATURE: External	\$1.8	V
	visibility	MFT Maps		
5		FEATURE: Catalog	\$0.8	V
		Upgrade to		
6	EPIC - Web	FEATURE: SelfManager	\$1.2	V
	for MFT	for TFS 140.2		
7	EPIC - Business	FEATURE: MFT	\$0	V
		How Mail		
		Trans		
8	EPIC - Web	FEATURE:	\$1.2	V

Count: 161
Total: \$938K

#	Epic Name	Feature Name	Est	AT
1	EPIC - SLA	SLA Management	\$1.2	V
		Definitions and Calculations		
2	EPIC - SLA	FEATURE: Management	\$1.2	V
		Status		
		Integration		
3	EPIC - Career	FEATURE: Career	\$0	V
	Performance	Performance		
4	EPIC	FEATURE: Processing	\$2.4	V
		Tooling		
		Features		
5	EPIC	FEATURE: Processing	\$2.4	V
		Scheduled		
		Delivery		
6	EPIC - MFT	FEATURE: Operational	\$2.4	V
	for MFT	ToolProducts		
	Business	in Data		
7	EPIC	FEATURE: Project	\$0	V
		MFT visibility		
		Command		
		Integration		
8	EPIC - MFT	FEATURE:	\$0.2	V

Count: 16
Total: \$57K

#	Epic Name	Feature Name	Est	AT

Count: 0
Total: \$0

Navigation:

Demo Backup – Resource View

Apropos

 Cost As Dollars
 Refresh

Portfolio
Scope
Resource
Analyze
Roadmap

Investment Filter:

Auto Draft
Clear

#	ID	Epic Name	Feature Name	Owner	Est	AT	Drafted
1	US Message	Message Store		tom	\$0	1	new
14	US Store &C	Initiate Support		tom			
54	US Message			tom			
2	US EPIC: Head	FEATURE: head		tom	\$1.40	1	new
14	US Process Rule	Rule Editor		tom			
14	US Editor			tom			
3	US EPIC:	FEATURE:		tom	\$1.20	1	new
14	US Transactional	Document Public		tom			
12	US Publishing	Page		tom			
4	US EPIC: tool	FEATURE:		tom	\$1.40	1	new
14	US Performance	Reports		tom			
11	US Management	Compliance		tom			
5	US EPIC:	FEATURE:		tom	\$1.40	1	new
14	US Statement	Transaction Error		tom			
54	US Utility	Web Error Code		tom			
6	US EPIC: Org	FEATURE: new		tom	\$204	1	new
12	US create portal	user activation		tom			
54	US access	auth		tom			
7	US EPIC: Org	FEATURE: Query		tom	\$1.40	1	new
12	US create portal	auth's scope		tom			
54	US access	query logs to		tom			
8	US EPIC: Org	FEATURE: Public		tom	\$204	1	new
12	US create portal	data preferences		tom			
54	US access	api address		tom			
9	US EPIC: Org	FEATURE: Global		tom	\$1.40	1	new
12	US create portal	role name		tom			
54	US access			tom			
10	US EPIC: Org	FEATURE: tool		tom	\$1.40	1	new
12	US create portal			tom			
54	US access			tom			

Mobile Core Draft Total: 0.0 Target:

Tool Systems Draft Total: 0.0 Target:

Bank Group Draft Total: 0.0 Target:

Money Bank Draft Total: 0.0 Target:

Bank Institution Draft Total: 0.0 Target:

Payment Center Draft Total: 0.0 Target:

Bank Manager Draft Total: 0.0 Target:

Business Partner Draft Total: 0.0 Target:

Demo Backup – Analyze View

