

Tearing down walls

- Using kanban to improve flow from marketing to production

Lean Kanban Central Europe 2012

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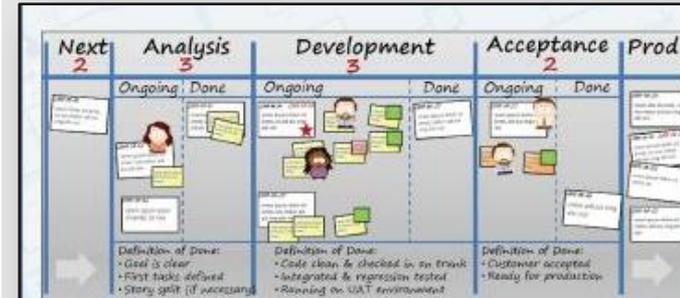
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Mattias Skarin



Kanban and Scrum making the most of both

Henrik Kniberg & Mattias Skarin

Forewords by Mary Poppendieck and David Anderson

ENTERPRISE SOFTWARE
DEVELOPMENT SERIES

InfoQ
LITMUS



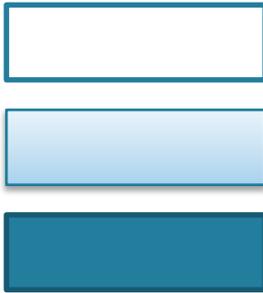
Context - four functions

B2B customers

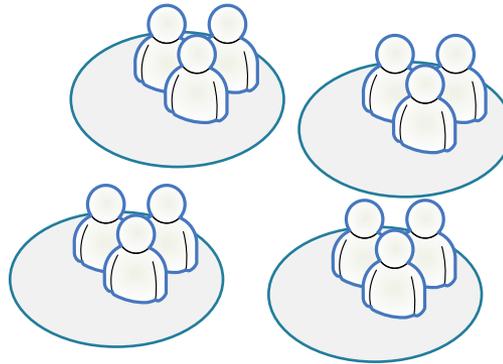


Marketing

3 Market units



Development

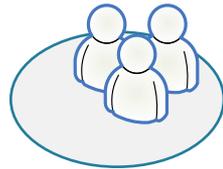


Component teams & customer configuration

Release management



Operations



Sysadmins

Team Sprints (2w)



Four week release cadence



New competitors



"It takes too long time to get new products out.."

"The Pinecone – nature's weather forecast service"



Observation

Forecast

Pinecone is wet

Rain

Pinecone has a shadow

Sun

White on top

Snow

Can't see pinecone

Fog

Pinecone jumps

Earthquake

Pinecone gone

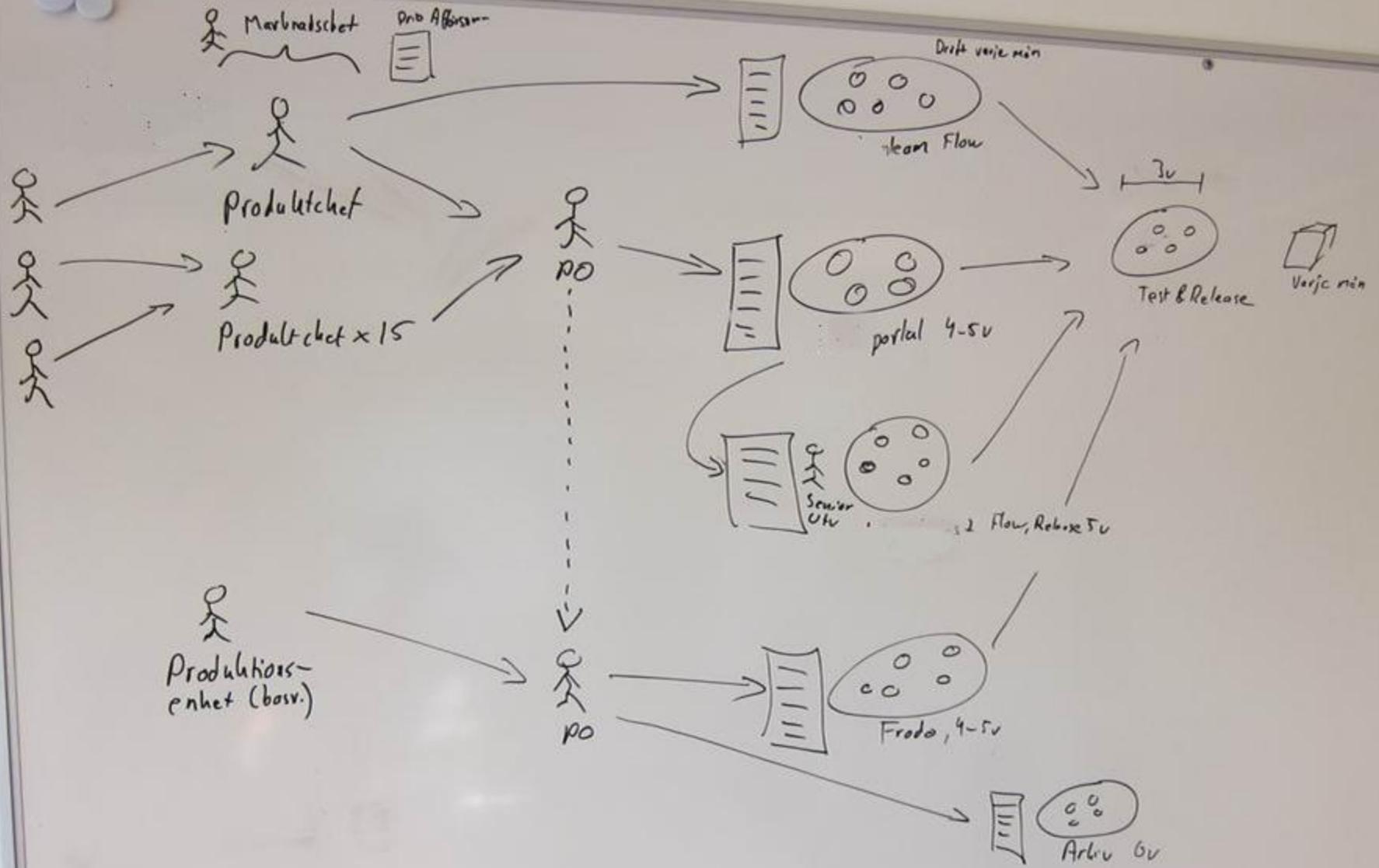
Hurricane

Problem: Where's my stuff?



www.jolyon.co.uk

It's somewhere here..

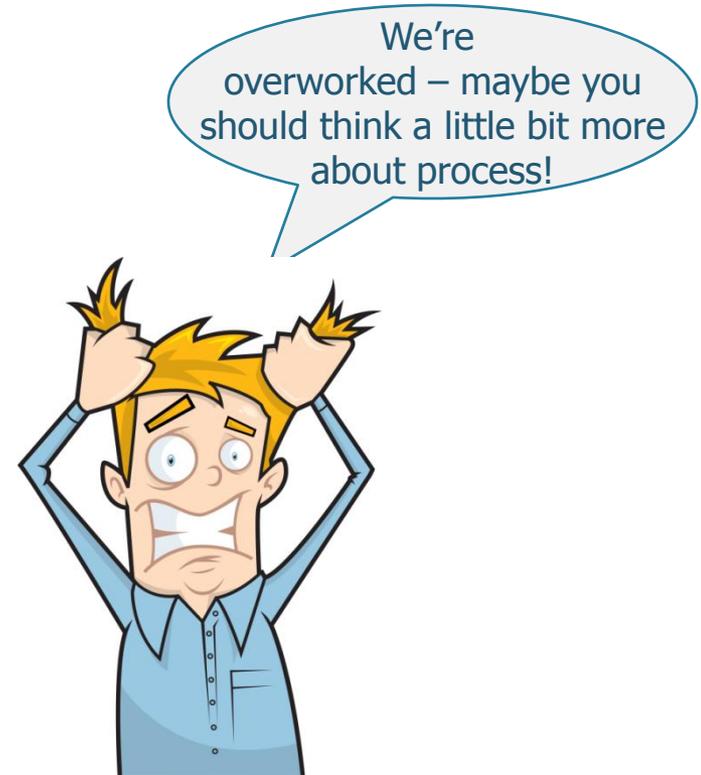


Development vs. Release/operations



Gah! Why so heavy Processes!

ITIL
COPS
Control Board(s)
ChangeManagement
ReleasePolicy
ReleaseManager
RolloutPlan
ChangePlan
RequirementSpec
Architect review
....



Mapping stories.



Done

nr 1.25
C. Bygg-
dakt
Enk. 6

Redo för prod. test

Prod. test

Testas

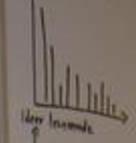
Redo för godkännande

Redo för godkännande

Driftsättning

Redo för anskaffning av kund

Ledtid produkt



Propp!
ohemp!

Meh!
- status för försörjning

När är det klart

- Funktions test
- Gränst bygg
- Jämförande test
- Integrations test
- Reliabilitet
- Test rapport

När är det klart

- Uppfylld leveransskyllna
- Integrations test
- Gränst bygg
- Reliabilitet
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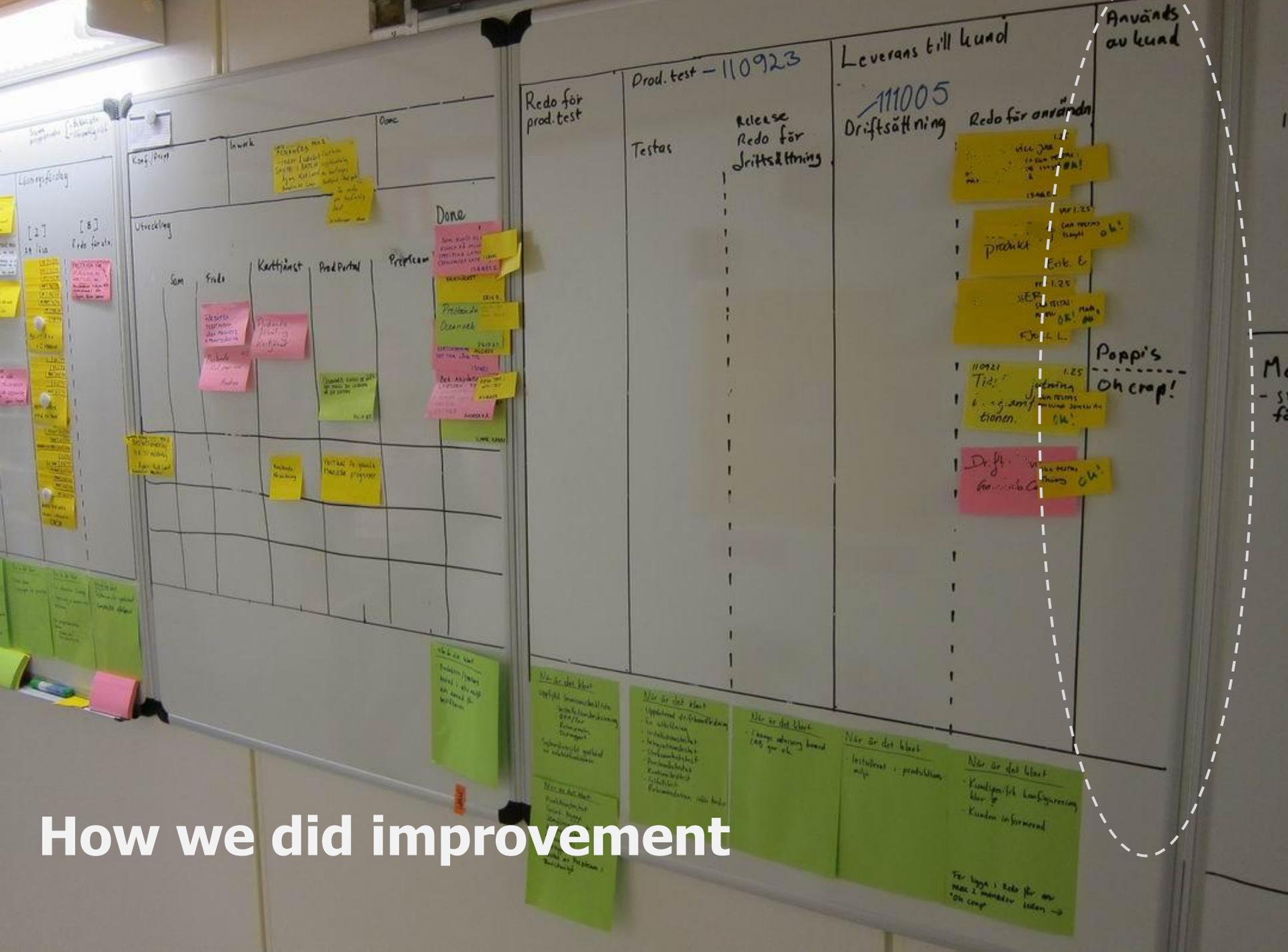


How the worked worked

Kanban flow

★ Standup meeting – 15 min / 2 times a week





Lösningsslag

[2] [8]
Redo för test

Yellow sticky notes with handwritten text, including dates and task descriptions.

Green sticky notes with handwritten text, including dates and task descriptions.

| Konf/Prot | Work | Done |
|-------------|-------------------------------------|-------------------------------------|
| Utvveckling | <p>2018-08-28</p> <p>2018-08-29</p> | <p>2018-08-30</p> <p>2018-08-31</p> |
| Som | <p>2018-09-01</p> <p>2018-09-02</p> | <p>2018-09-03</p> <p>2018-09-04</p> |
| Funk | <p>2018-09-05</p> <p>2018-09-06</p> | <p>2018-09-07</p> <p>2018-09-08</p> |
| Karttjänst | <p>2018-09-09</p> <p>2018-09-10</p> | <p>2018-09-11</p> <p>2018-09-12</p> |
| Prod Portal | <p>2018-09-13</p> <p>2018-09-14</p> | <p>2018-09-15</p> <p>2018-09-16</p> |
| Pröfscen | <p>2018-09-17</p> <p>2018-09-18</p> | <p>2018-09-19</p> <p>2018-09-20</p> |

Redo för prod.test

Prod.test - 110923

Testas

Release Redo för driftsättning

Leverans till kund

111005

Driftsättning

Redo för användn

Används av kund

Yellow sticky notes with handwritten text, including dates and task descriptions.

2018-09-21

2018-09-22

2018-09-23

2018-09-24

2018-09-25

2018-09-26

2018-09-27

2018-09-28

2018-09-29

2018-09-30

2018-10-01

2018-10-02

2018-10-03

2018-10-04

2018-10-05

2018-10-06

2018-10-07

2018-10-08

2018-10-09

2018-10-10

2018-10-11

2018-10-12

2018-10-13

2018-10-14

2018-10-15

2018-10-16

2018-10-17

2018-10-18

2018-10-19

2018-10-20

2018-10-21

2018-10-22

2018-10-23

2018-10-24

2018-10-25

2018-10-26

2018-10-27

2018-10-28

2018-10-29

2018-10-30

2018-10-31

Poppis oh crap!

Pink sticky notes with handwritten text, including dates and task descriptions.

2018-10-31

2018-11-01

2018-11-02

2018-11-03

2018-11-04

2018-11-05

2018-11-06

2018-11-07

2018-11-08

2018-11-09

2018-11-10

2018-11-11

2018-11-12

2018-11-13

2018-11-14

2018-11-15

2018-11-16

2018-11-17

2018-11-18

2018-11-19

2018-11-20

2018-11-21

2018-11-22

2018-11-23

2018-11-24

2018-11-25

2018-11-26

2018-11-27

2018-11-28

2018-11-29

2018-11-30

Green sticky notes with handwritten text, including dates and task descriptions.

2018-12-01

2018-12-02

2018-12-03

2018-12-04

2018-12-05

2018-12-06

2018-12-07

2018-12-08

2018-12-09

2018-12-10

2018-12-11

2018-12-12

2018-12-13

2018-12-14

2018-12-15

2018-12-16

2018-12-17

2018-12-18

2018-12-19

2018-12-20

2018-12-21

2018-12-22

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2018-12-26

2018-12-27

2018-12-28

2018-12-29

2018-12-30

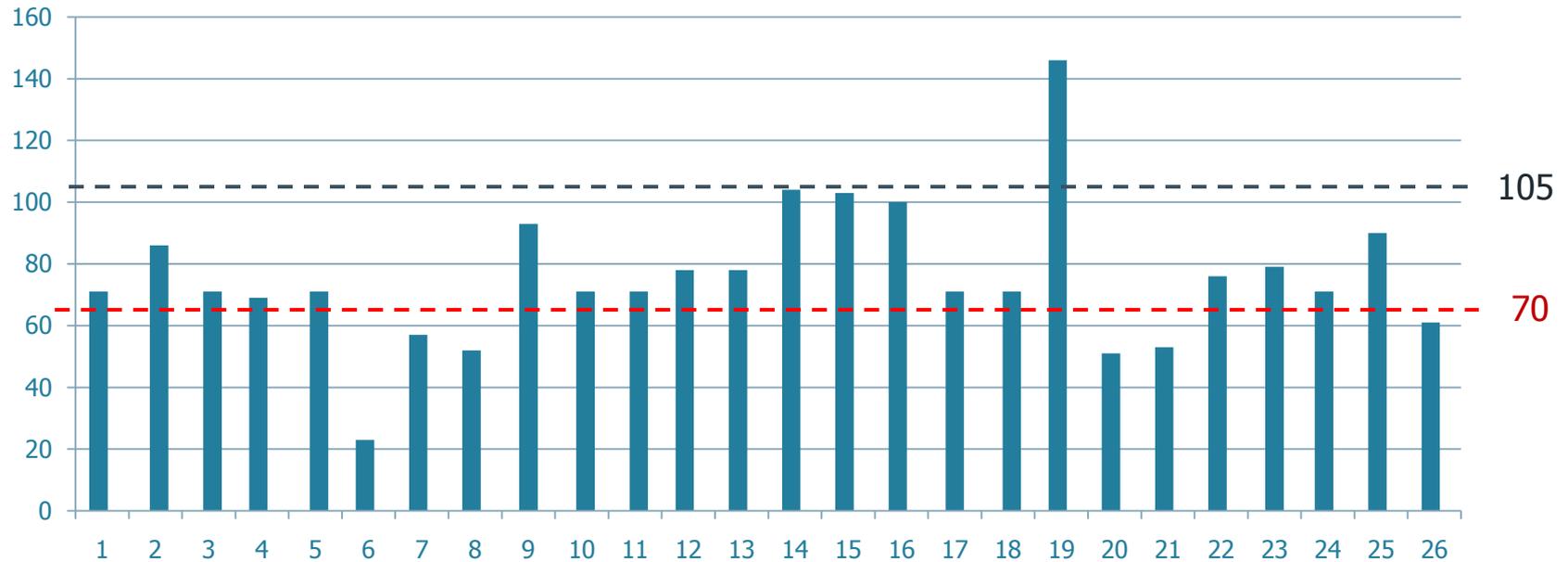
2018-12-31

How we did improvement

Lesson #1 Learning to prepare good flow

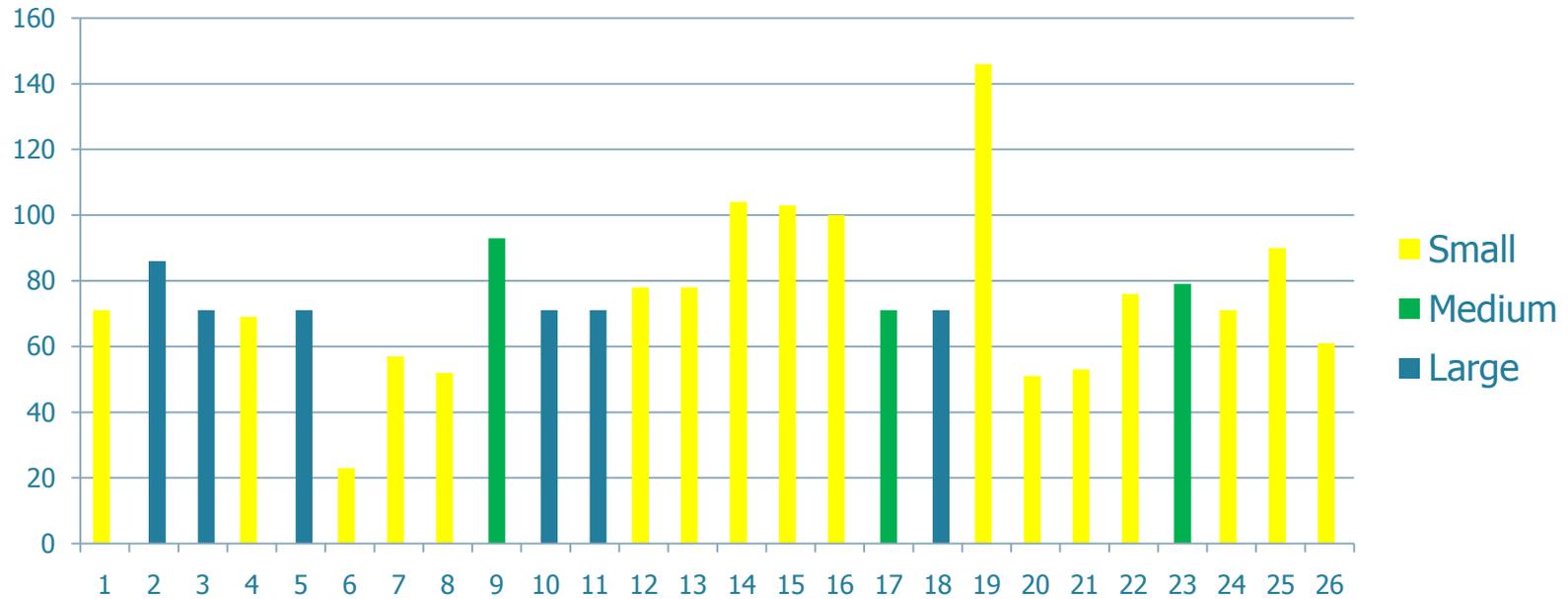


Lesson #2 Learning time to deliver

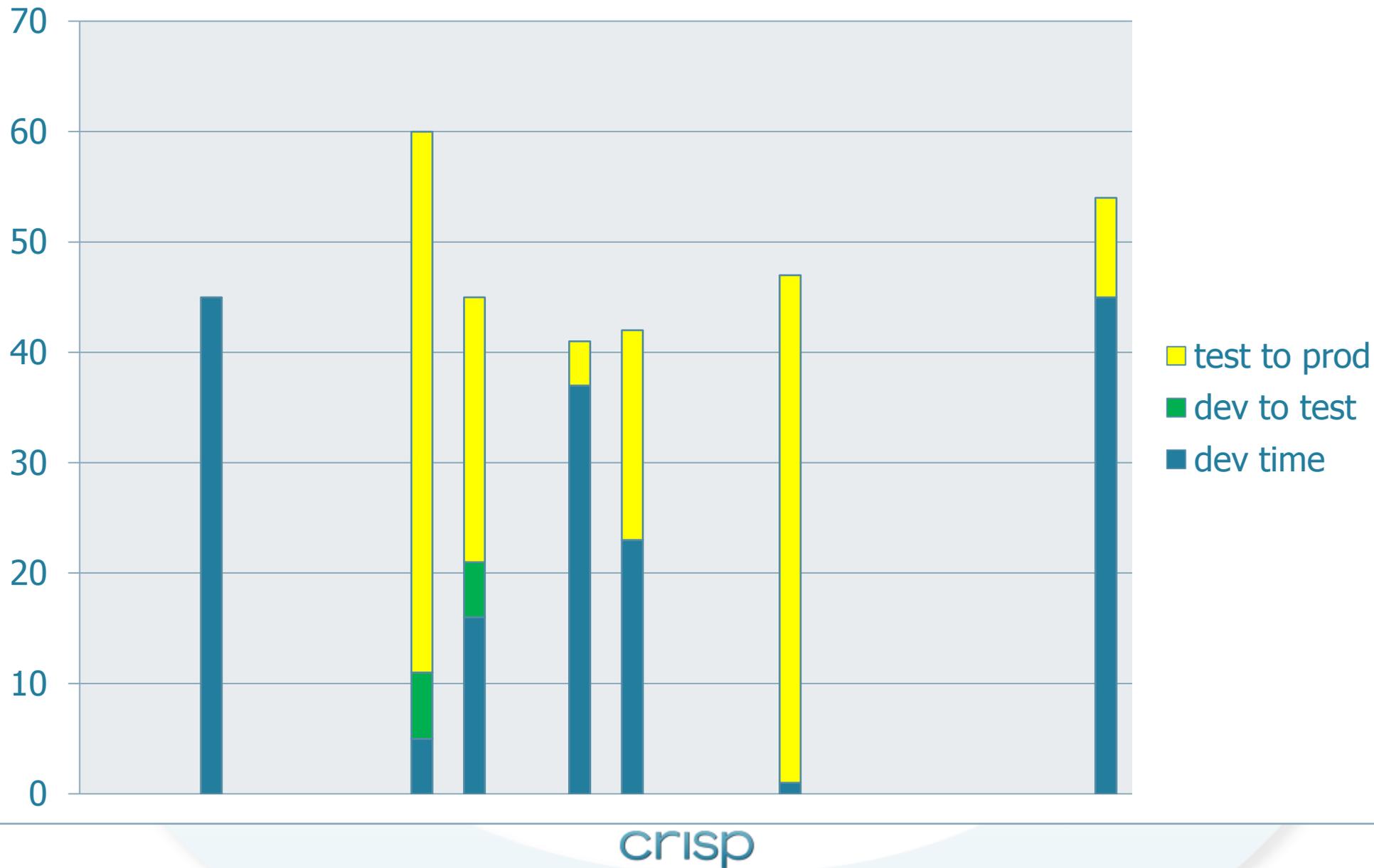


2012-10-23

Estimation vs. lead time



Finding improvement opportunities

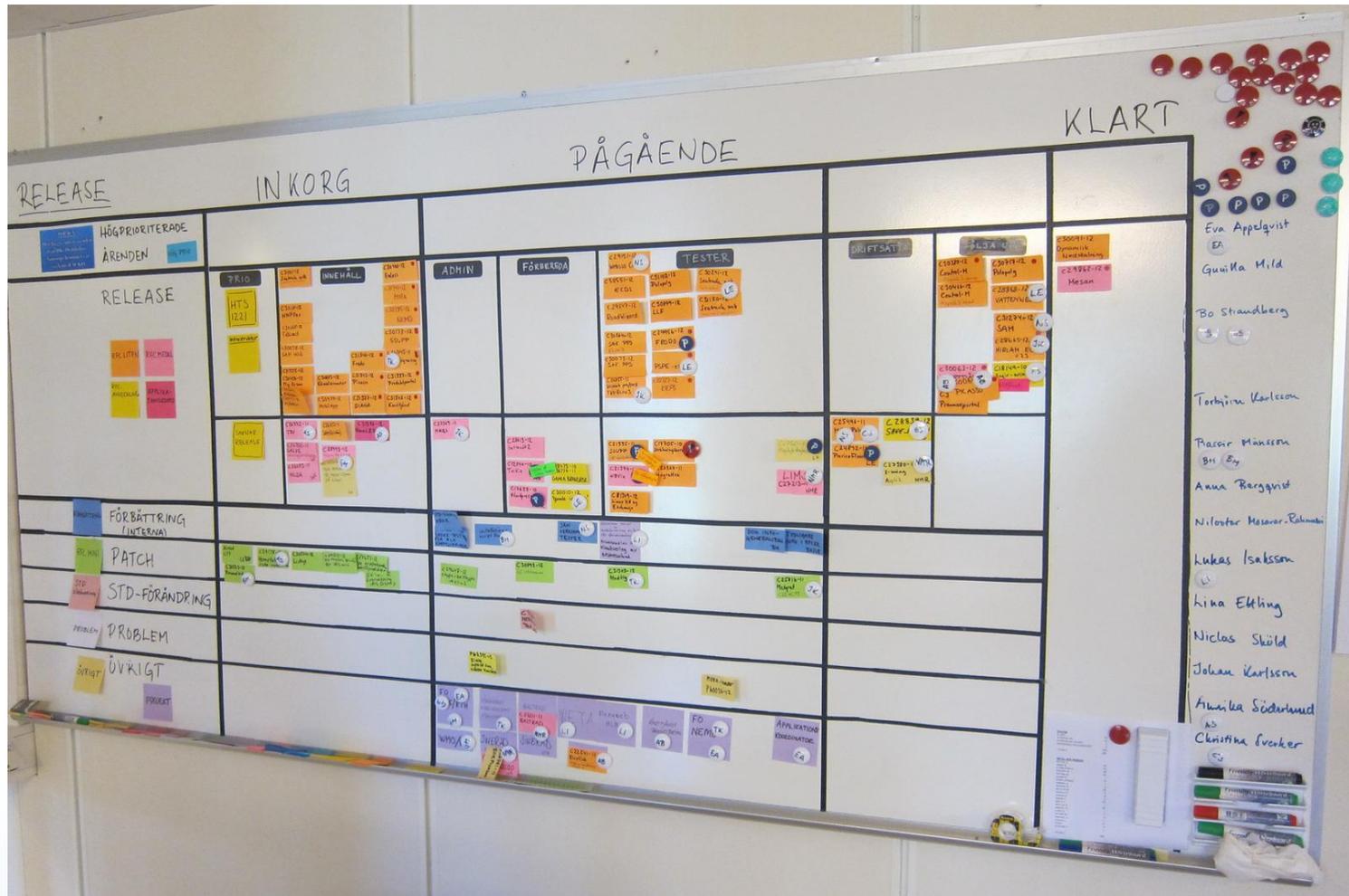


Addressing first bottleneck

Release management kanban board

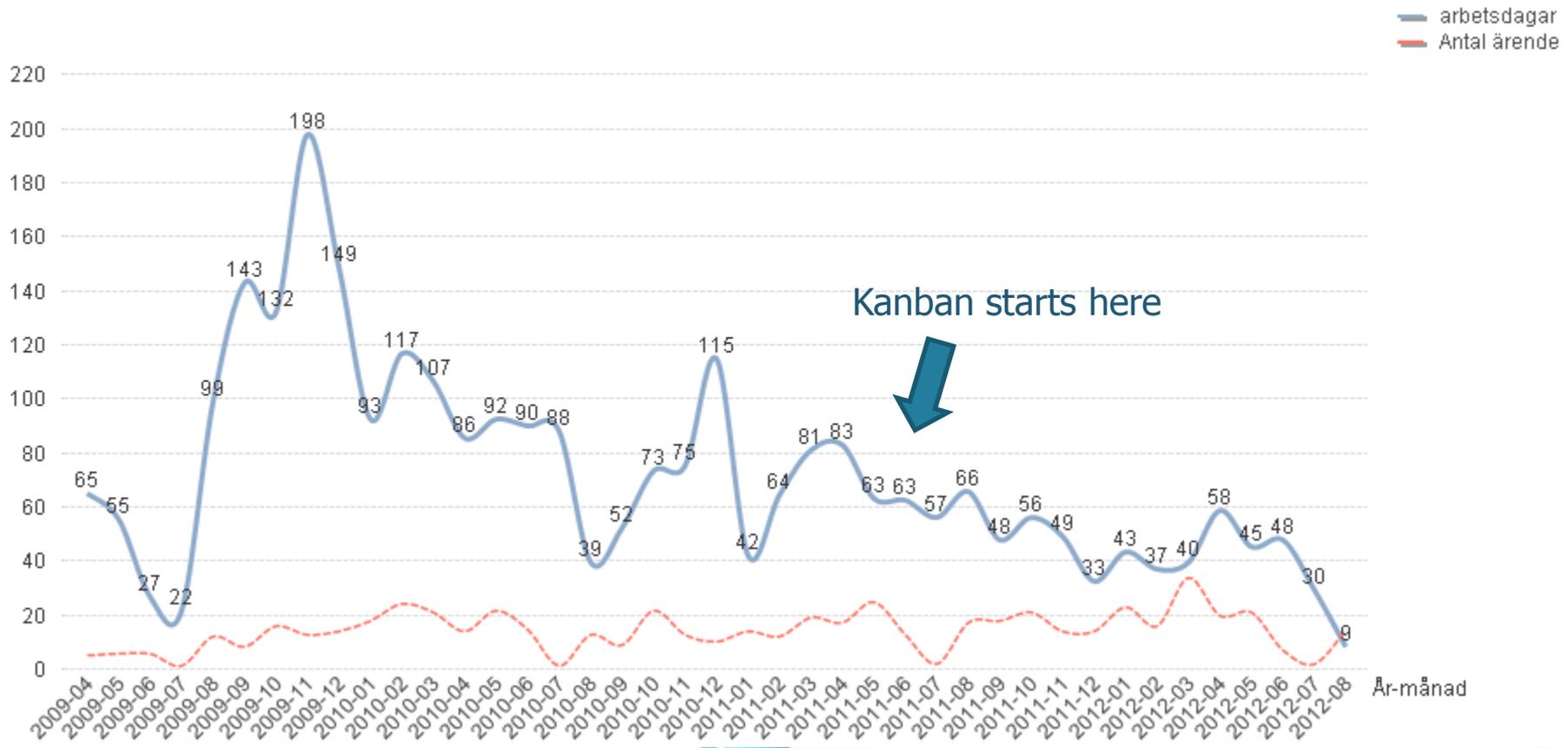


The release management board



How release management lead time improved

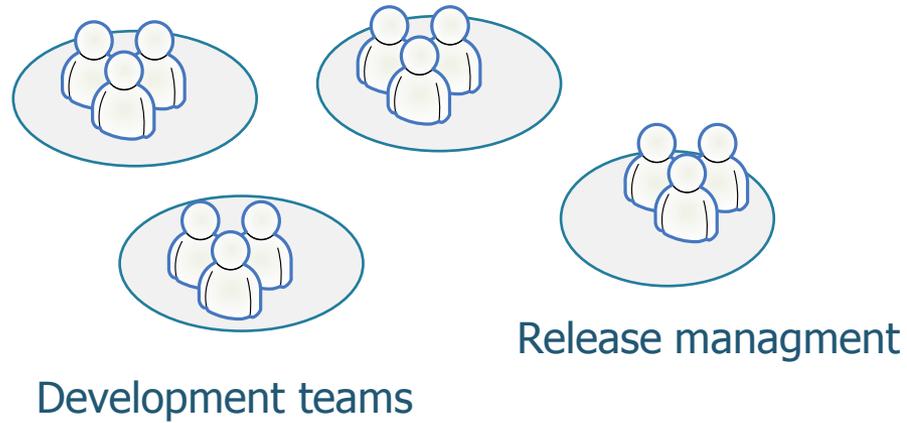
arbetsdagar



2012-10-23



After 6 months..



Hitting a deadlock..

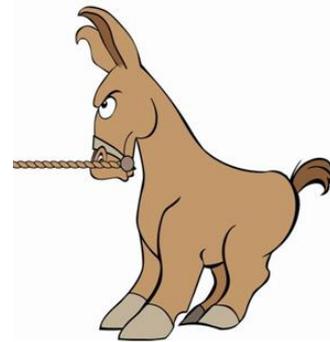
"We'd like to release ourselves!"



Code warrior

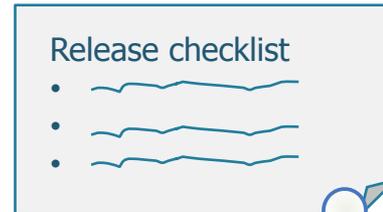
"Me? I'm just a code guy.."

"Sure! If you deal with all the production incidents!"



Release
+ operations

Learning to deal with releases

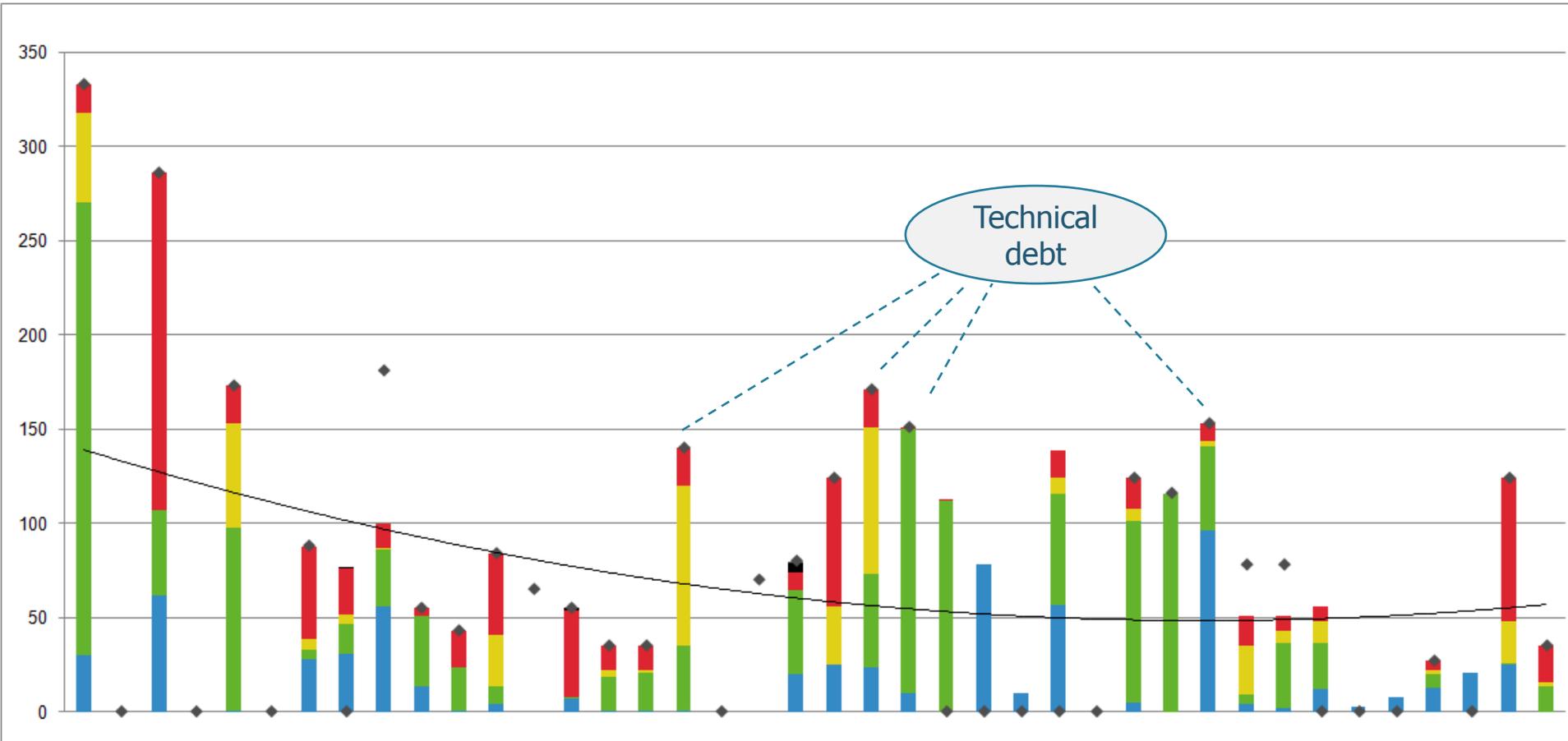


Release management
contact



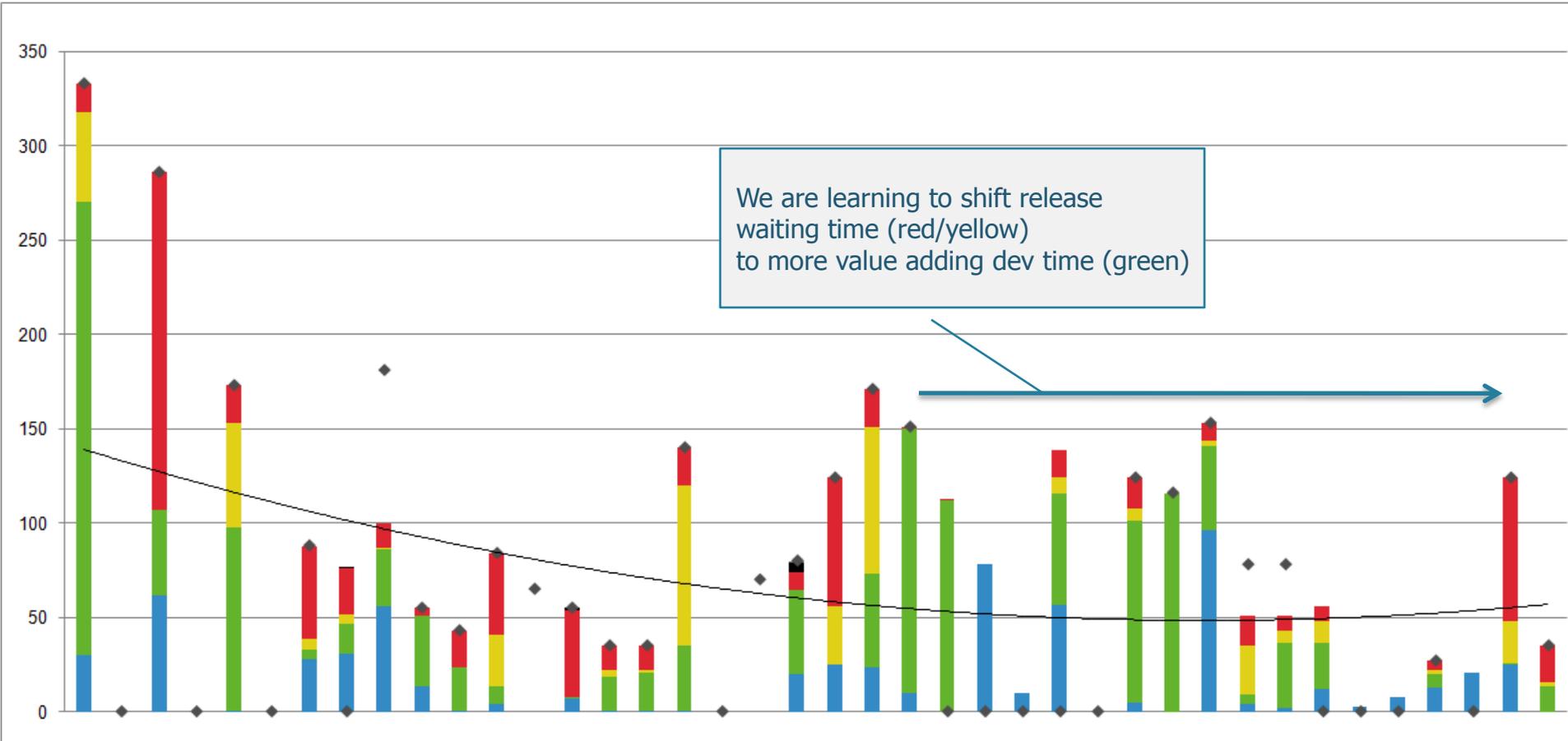
In October 2012, first team did a release on their own, outside the release schedule

Time through the system

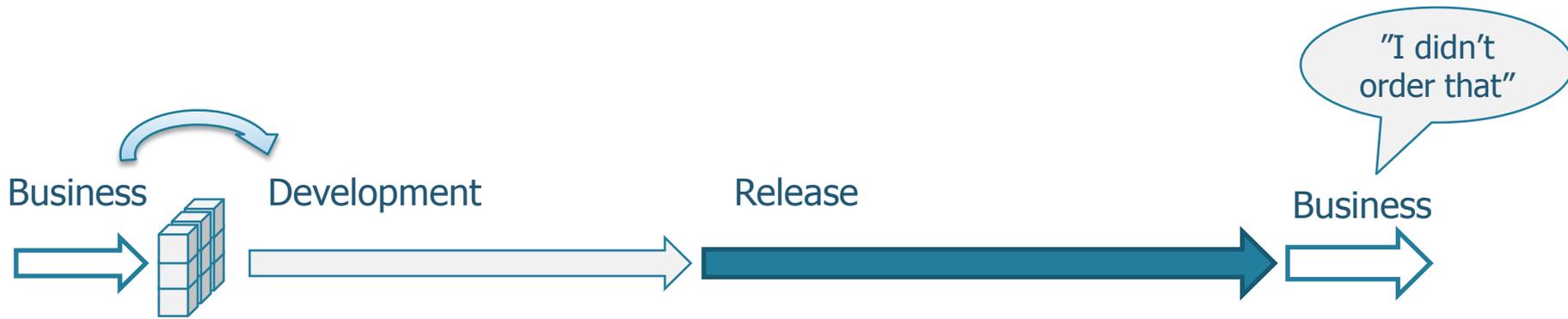


2012-10-25

Time through the system

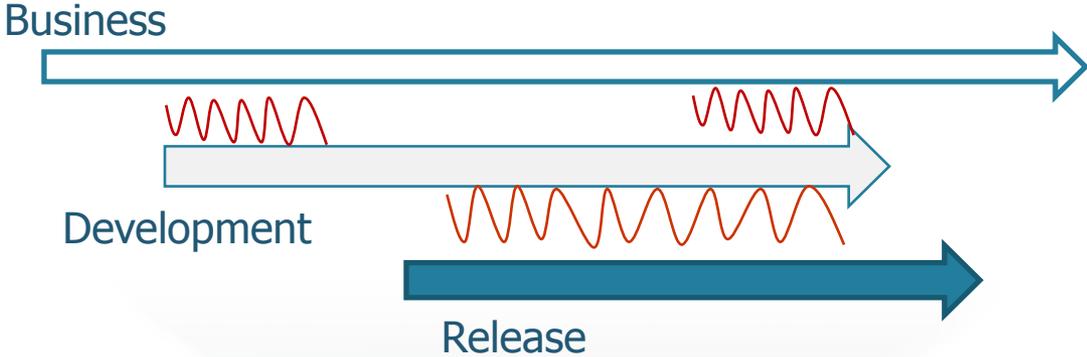


2012-10-25



Before

Today



BUT WAIT..



..isn't there something missing?



Product
idea

Concept (A3)

End to end



What is a concept?

It is an open specification with sections agreed between product people/dev

It includes **intention & prioritization**

It's not a replacement for a **conversation**



Intention:
(how do you want to improve the world of the end user? Use a comic strip to illustrate)

GUI idea

Experienced advantages, per role or customer segment
(what not to comprimise away)

Product features
(the most important)

Surprice
(wowfactor)

Basic

Linear functions
(the more the merrier)

Market size
(estimation)

| | |
|-------------|--------------------------|
| > 1'' | <input type="checkbox"/> |
| 300' - 1'' | <input type="checkbox"/> |
| 100' - 300' | <input type="checkbox"/> |
| 0 - 100' | <input type="checkbox"/> |

Why do it?
(from a market perspective)

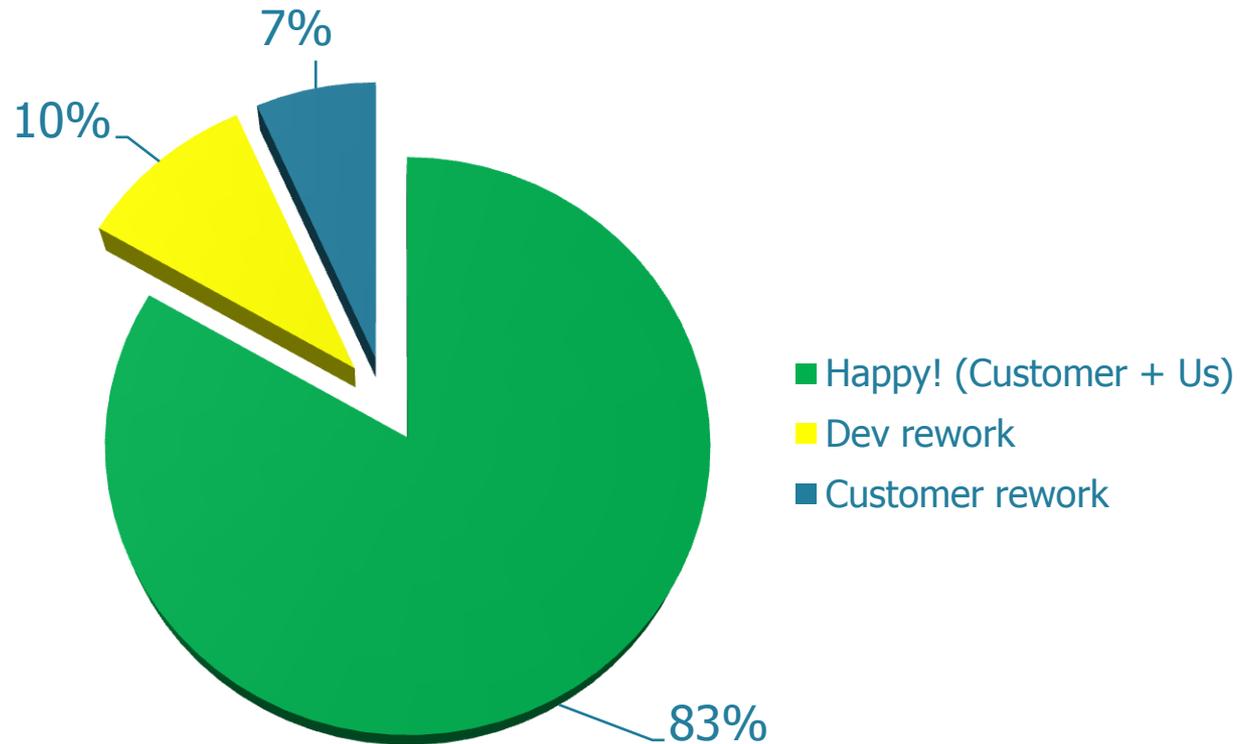
- Grab new customer
- Keep customer
- Stay on market
- Expend customer
- Be more effective
- Other *(what:*

Browser support (versions we need to be compatible with)

Firefox IE Safari Chrome Mobile dev.



Market feedback on delivered stories



Challenges

- **Fighting a constant performance battle**
- **Cross department improvements move slow**
- **Managing expectations, “We are not there yet”**



Learnings

- **A tidy, relevant kanban board changes the way people think about their work**
- **“Trust me” did not replace old paper processes, better options did**
- **Solving problems together increases chance of success**
- **Flow is possible without PO’s and PM’s**

