

# Vísindarferð í Símann

Síminn welcomes Agile Netið !

Wednesday 19th of may 2010



# Agenda



- Agile Netið

*Disa Anderiman– Sprettur Marimo*

- Agile transition at Síminn – General overview & milestones

*Sébastien Nollet, Project manager*

- Rekstur og þróun sjónvarpsþjónustunnar með SCRUM

*Tryggvi G. Gudmundsson, IPTV Solution expert*

*Davið Gunnarsson, Department manager for TV development*

- Lean product portfolio management

*Sébastien Nollet, Project manager*



huglsmiðjan



TM Software





# Agile transition at Síminn

General overview and timeline

Wednesday 19th of may 2010

## Síminn hf.

- Síminn hf. is Skipti's largest subsidiary
- Founded in 1906
- Síminn is the market leader in the telecommunication industry in Iceland and provides an entire range of telecommunication services to residential and corporate clients.
  - fixed and mobile subscriptions
  - Broadband/DSL solutions
  - TV, IP and Centrex network solutions.

## Why Síminn decided to implement Agile/Scrum

# Some good reason to change (2007)

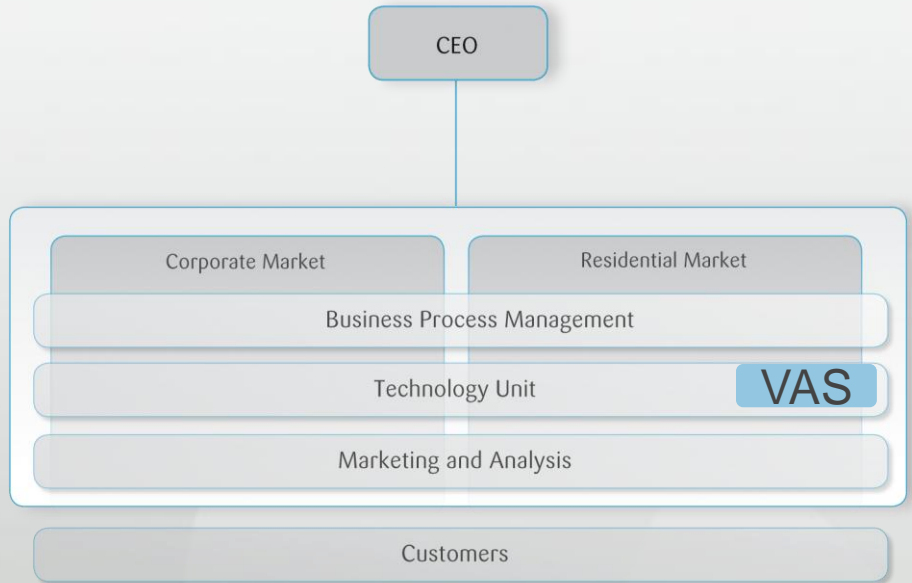
- Task management instead of value management
  - Little transparency for business people
  - Technical people not connected to business value
  - What is the business value I am working on ?
  - Very complex and hard to understand status
  - Projects can run for months without any business value!
- Missing product focus
  - Sometimes connected project are executed separately
- Multitasking: Too many projects going on
- Assumption: If everybody is busy we must be getting something out!

# Preparing to Agile

- **January 2007:** Some interest starts in Agile / Lean software development methods
- **August 2007:** ScrumMaster certification 2 days course by Ken Schwaber
- **October 2007:** Síminn investigate with Sprettur ehf. how to implement Agile methods within VAS department
- **December 2007:** Sjónvarpþróun starts the Portal project ( New IPTV interface ) using Agile/Scrum (Scrum Team “kick off”, Project chartering/visionning, Project “kick off”...)
- **June 2008:** Successful deployment from the pilot project team. Síminn decides to expand the implementation to all Tækni svið
- **Águst 2008:** ACT - Agile Center at Tækni svið starts !
- **December 2008:** Síminn decided to expand the implementation company – wide. Agile Center at Síminn is now owned by the PMO



# Phase 1 - Implementing Scrum at VAS



# Original vision November 2007

We want...

- to increase the productivity of teams and projects
- to get more business value for our investment
- to react quicker to market demands without sacrificing quality
- teams to have a clear focus and an effective team work environment
- people to feel good about their work and have fun doing it!

# Starting with Scrum, dec 2007

What to do?

- Introduce Scrum within Síminn
- Implement Scrum at Virðisaukandi Kerfi,

Success criteria for the next three months

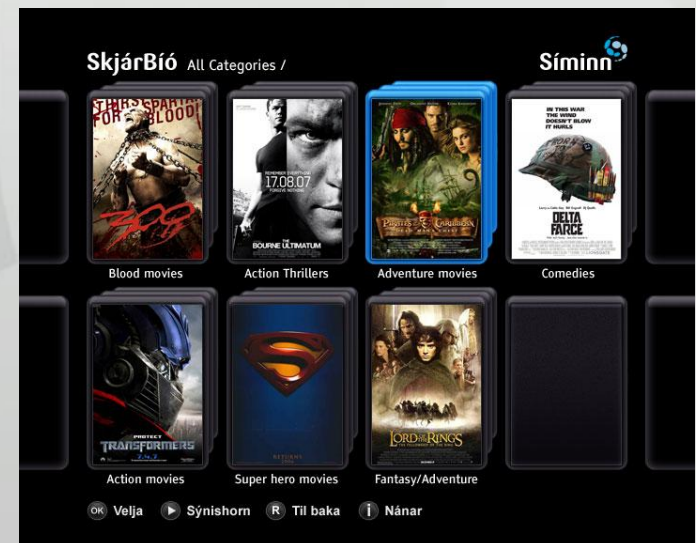
- Implement Scrum in at least 3 teams, starting with Portal team
- Introduce Scrum to at least the following groups: Virðisaukandi Kerfi, Lausnir, Verkefnastjórnun, Stýrihópur, Fyrirtækjasvið
- Conduct a survey of the Scrum Teams (team / product owner satisfaction)
- Stable project structure to use in Confluence

# Feedback from Portal team dec 2007

- Not enough focus creates a lot of wasted effort
- Not enough team work
- Multitasking
- Risks arise at the end bringing “unexpected” delays
- No belief in the “end date project”
- Not enough collaboration between VAS and other departments
- Real progress visibility is lacking
- Too many meetings
- Too much specialization

# Portal objective statement

“The objective is to replace the current GUI in Síminn's IPTV portal. At the same time, we need to upgrade to the latest version of Thomson's IPTV Smartvision platform. We need to be operational before the summer, but only if the quality is considered good enough.” – 6th of December 2007.

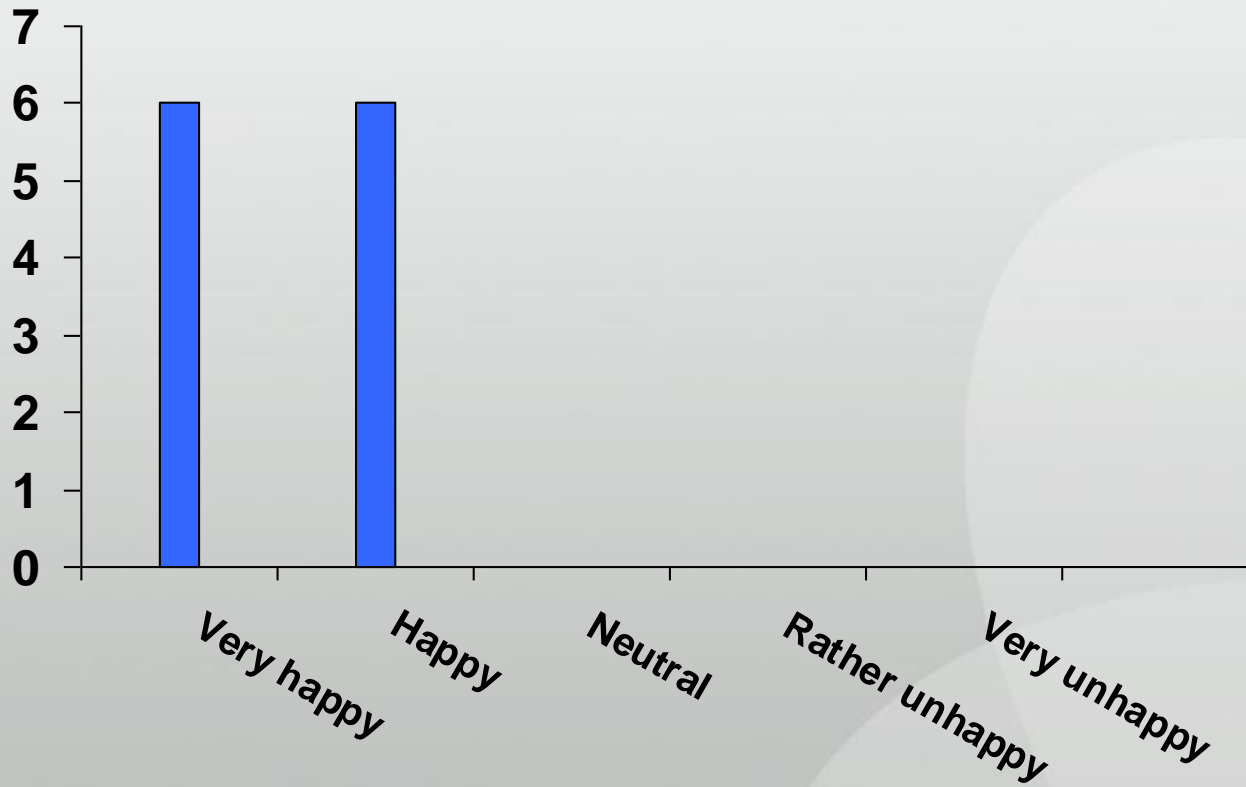


# Challenges

- Total rebuild of the Thomson IPTV interface by our team from scratch
- Update backend system and GUI at same time
- Improve the portal usability ( zapping time, menu navigation time...)
- Launch a brand new VoD interface
- Time objective: Commercial deployment before the summer !

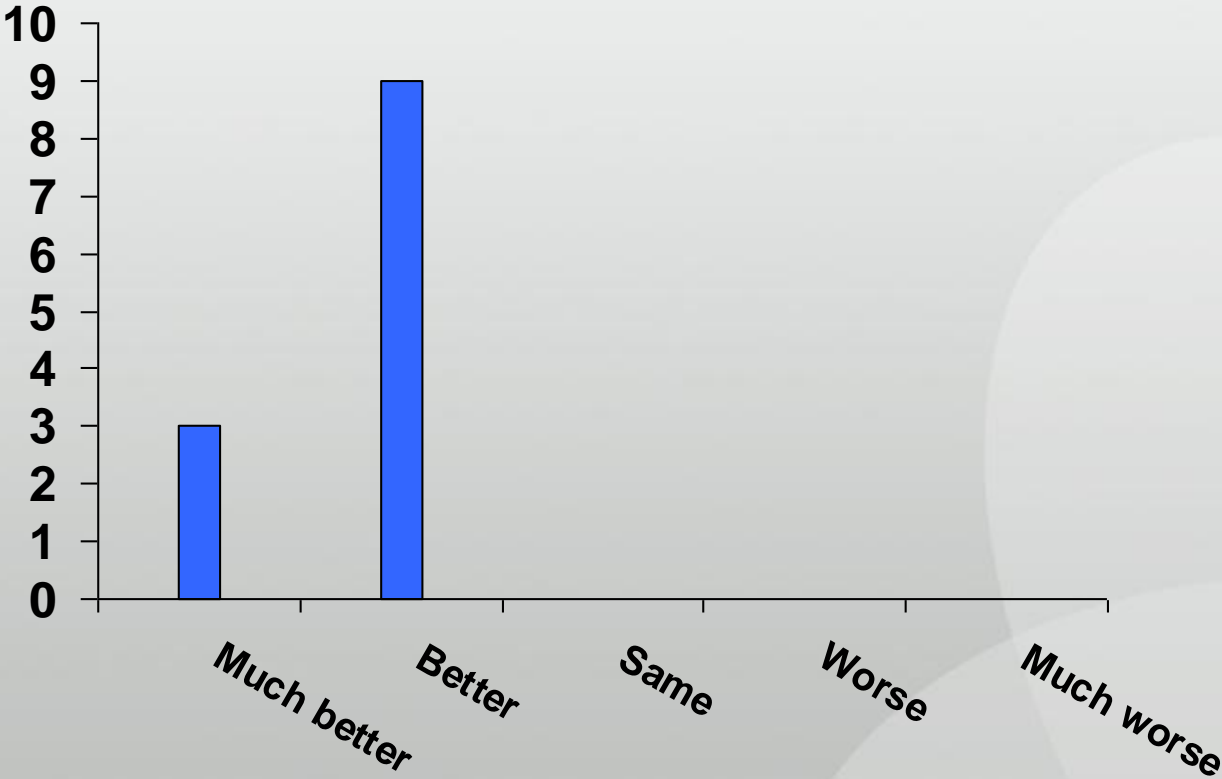
# Survey for the 2 first teams

How happy are you working with Scrum?



# Survey for the 2 first teams

How is working with Scrum compared to before ?

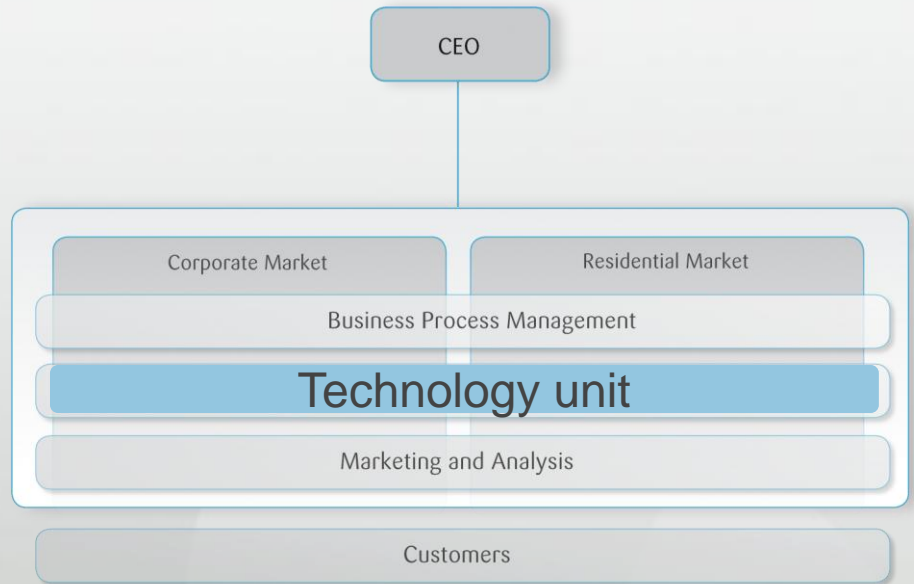




# Results for Portal

- 6 months from start to finish, **delivered on time !**
- 5 ppl from Síminn TS, 3 fully dedicated. 3 ppl from Sprettur and 1 ppl from Trackwell
- Ca. 3200 hours or 2,5 manyears
- Most succesful IPTV update ever with very few customer complaints
- Very positive customer feedback on the interface changes
- Product owner team makes sure that the product backlog is updated with the highest business value
- Every 2 weeks, the team brings new features and most can be commercially deployed immediatelly
- Síminn customer gets a quality, innovative and lively product

## Phase 2 - Implementing Scrum at the Technology unit



# Implementing Scrum at Síminn, an incremental process

# Agile Center at Tæknisvíð

## Our vision

“Enable Síminn to create innovative products that customers actually need, in a timely and reliable way using Agile methods”

# ACT definition

- A community of Agile enthusiasts from within Síminn
- The Agile Center is where TU
  - Establishes how Agile/Scrum will be used and how to get started using it
  - Establishes how projects and teams using Agile/Scrum will fit into the organization
- Is a support group and will not be forcing teams to use Agile methods

# ACT Project Community

## Product Owner



Erlendur

Owns ACT Backlog

## ScrumMaster



Sébastien

Makes sure the  
ACT process works

## Scrum Team



Daði  
Pétur Orri  
Sébastien

Provide ACT services

## Customers

Departments / Teams  
who want to go Agile

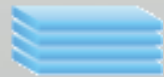


# ACT Process

Quarterly objectives



ACT Backlog



Sprint Backlog



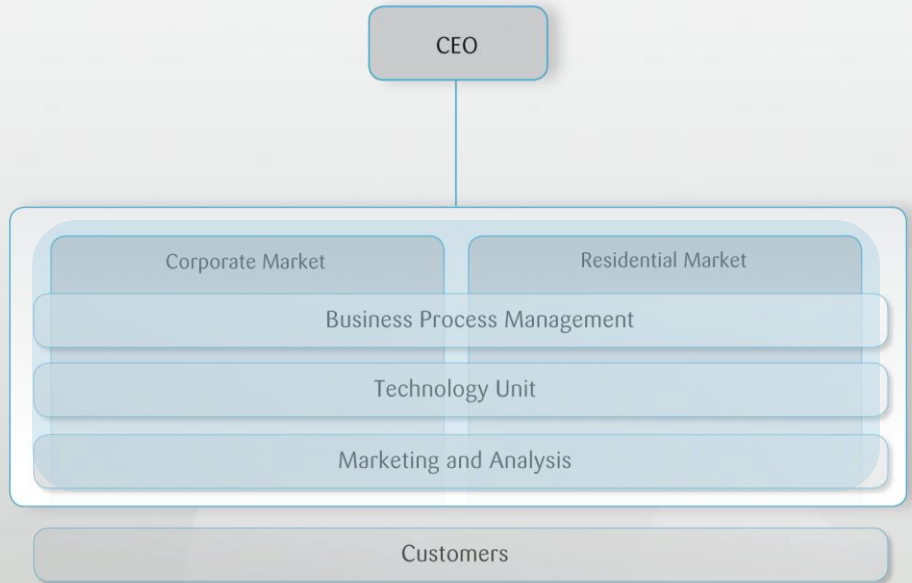
Sprint  
1 week



New ACT initiatives  
Started.  
Department level  
impediments resolved



## Phase 3 - Implementing Scrum across Síminn





# Agile Center Síminn

- August: Decision to use Agile/Scrum for the biggest project for BPM
- ACT had outgrown out of TU
- September: Decision that Project Management Office would create ACS and take over
- Training and addition of PM to Scrum master team of Síminn
- Síminn is starting its biggest transition to Agile/Scrum

## ACS – Agile Center at Síminn



The ACS promotes Agile project management and helps Síminn's teams or department to get started using it !

ACS is part of Verkefnastófa methods portfolio

## ACS services

- Promote Agile principles
- Feasability study
- Team “Jumpstart”
- Individual & Team coaching
- Remove impediments
- Assessment
- Trainings / Workshops

## ACS - Agile Center at Siminn

"The ACS promotes Agile project management and helps Siminn's teams or department to get started using it!"

"ACS is part of Verkefnastófa methods portfolio"

## What is the ACS ?

The Agile Center is where Siminn:

- Define the Strategy for the Agile implementation
- Establishes how Agile/Scrum will be used and how to get started using it
- Establishes how to work with the Agile community
- Is a support group

ACS works together with the Agile community to

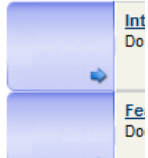
## Why Agile




- "Helps Siminn teams to work better"
- "Enable Siminn to create new products faster"
- "Offer an alternative way of working"

## ACS services



Here is the



Release name	 Viera	 Gallas	 Nasri	 Petit
Release date	Q1 2009	Q2 2009	Q3 2009	Q4 2009
Quarter emphasis	<ul style="list-style-type: none"> <li>Reporting</li> <li>Wikivaki</li> <li>PMO</li> <li>Product Owners</li> </ul>	<ul style="list-style-type: none"> <li>Quality assesment</li> <li>Continuous improvement (retrospectives)</li> </ul>	<ul style="list-style-type: none"> <li>Business &amp; technical communication</li> <li>Tækniþjónusta next steps (Expand Scrum)</li> </ul>	<ul style="list-style-type: none"> <li>Introduce Lean</li> <li>Team "Jumpstart"</li> <li>New starts for HP teams</li> </ul>
Market Map	<ul style="list-style-type: none"> <li>Verkefnastofa</li> <li>Scrummasters</li> <li>Product Owners</li> <li>Managers</li> </ul>	<ul style="list-style-type: none"> <li>Tækniþjónusta</li> <li>Fastlínukerfi</li> </ul>	<ul style="list-style-type: none"> <li>Tækniþjónusta departments</li> <li>Marketing teams (Roadmap team)</li> <li>Senior management</li> </ul>	
Main Feature/Benefits	<ul style="list-style-type: none"> <li>ACS services - New list</li> <li>New Scrummaster User Group (SMUG)</li> <li>New Product Owner User Group (POWER)</li> <li>Introducing Scrumban</li> <li>Release planning</li> <li>Release Charter</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of TDD</li> <li>Scrum Health Check ( quality assesment )</li> <li>Department retrospectives</li> <li>Agile audit at Tækniþjónusta (interviews)</li> </ul>	<ul style="list-style-type: none"> <li>Customer roadmaps</li> <li>Húgbunapróun og rekstur next steps</li> <li>Virtual/roadmap teams</li> <li>Investigating new teams</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility for VIST teymi</li> <li>Feasibility for UT Kerfi</li> <li>Feasibility for a roaming team</li> <li>New Product backlog for HP</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>Siminn agile documentation &amp; reources - Wikivaki</li> </ul>		<ul style="list-style-type: none"> <li>Tækniþjónusta report ( Expanding Scrum)</li> <li>ACS Roadmap</li> </ul>	<ul style="list-style-type: none"> <li>Lean for Siminn ( introduction )</li> <li>Agile implementation at Siminn (telco experience report)</li> <li>Performance benchmarking</li> </ul>
Trainings / Events		<ul style="list-style-type: none"> <li>TDD workshop for developpers</li> <li>TDD workshop for managers</li> <li>Siminn organizational change</li> </ul>	<ul style="list-style-type: none"> <li>SMUG &amp; POWER starts new season</li> <li>Promote product "demo"</li> </ul>	<ul style="list-style-type: none"> <li>Agilis 2009 in Reykjavik (including Scrummaster/Product Owner certification and Lean workshop )</li> </ul>

### Basic links

- [The Agile Manifesto](#)
- [ACS Product Backlog](#)
- [ACS services](#)
- [Siminn "Agile Team" list](#)
- [SMUG Scrummaster User Group](#)
- [POWER Product owner user group](#)
- [FAQ um Agile & Scrum](#)

### Documents/Topics

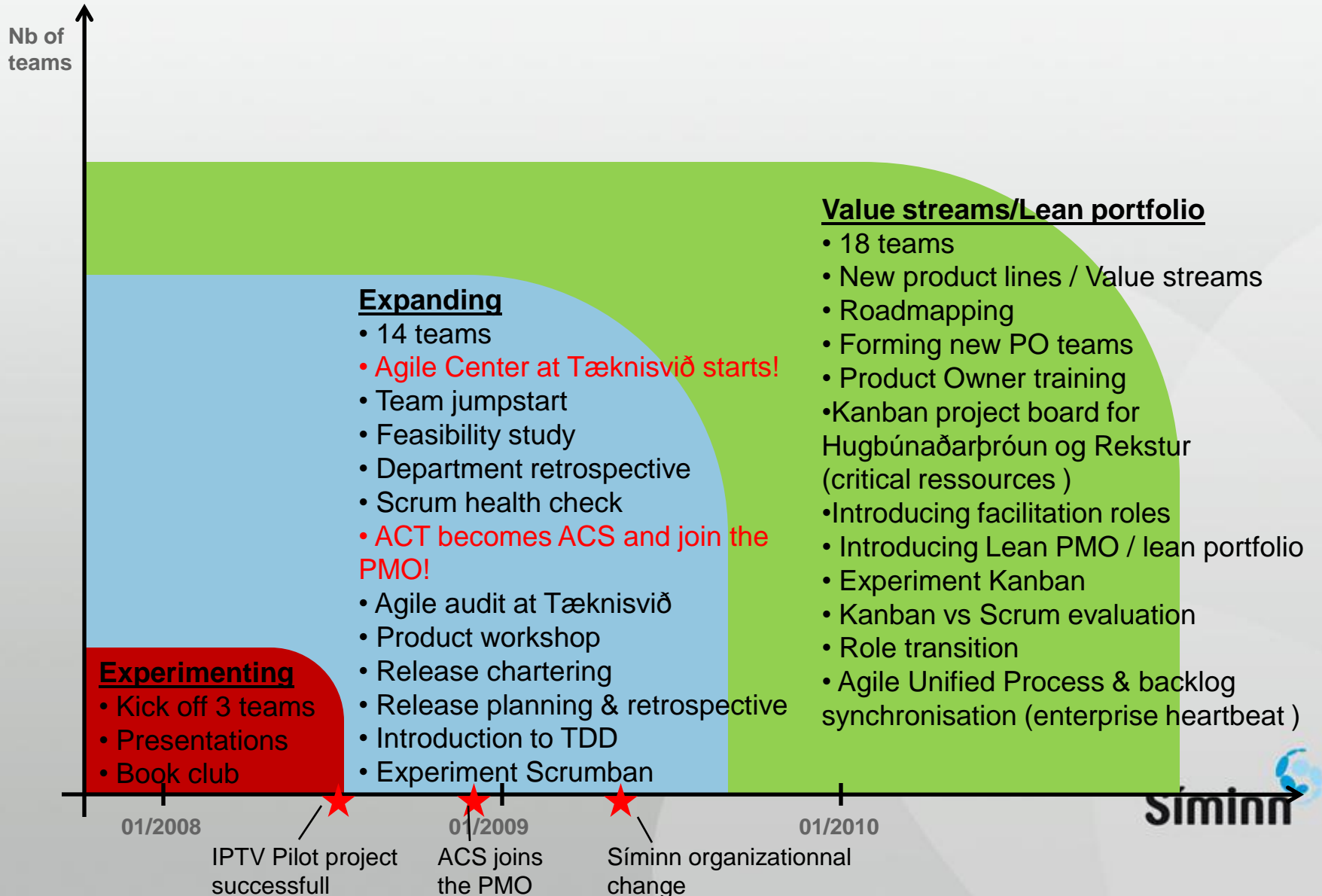
- [Scrum and Kanban](#)

# Agile at Síminn today

**18 teams / approx 150 people involved**

- Product development
  - Department backlogs
  - Rekstur / Operations
  - Testing team
  - Help desk / Support
  - Monitoring platform development (NOC)
  - Project tracking board
- **Scrum** (most widely used)
  - Scrumban
  - Kanban
  - Other hybrids

# Timeline



# Key lessons learnt

- Start small and securely
- Select the right project that is of importance but also is feasible to use Agile/Scrum
- Get full support from the management from the beginning
- Have the right experience and knowledge = right ppl
- Make sure ppl are happy with the Scrum process
- Implementing takes time and can be painful
- Use an incremental process for the transition helps you to stay focus on small wins and communicate on your progress
- Make sure you fully understand the role of someone if you expect him to do changes (role transition)
- But teams don't want to go back working any other way 😊

# Agile community is growing

More and more people take part of the transition,  
propose new initiatives, try and adapt to fit best  
in their work environment

This common effort will help our company to  
become a **learning organization**



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