

# AEM 2016/2017 R&D Program & Operations

July 2016 | thorsten@adobe.com



Basel, CH  
Ascona, TI

Bē  
Craig Ward

# Agenda

- AEM in numbers
- AEM work model
- 6.2 JIRA Stats
- 2016/2017 Improvement Areas
- 2017/2018 Outlook
- Q&A



# 50+ Releases per year

**6** solution teams, **6** geos (and cultures)  
**380** JIRA contributors (6.2 cycle CQ, GRANITE)

AEM

CQ, GRANITE

CQ, CQ5, GRANITE, CUI,  
DISP, CRX, CON, MAC, S7,  
LCUBE, OC, NPR SLING,  
OAK, TIKA

*AEMM & LiveFire joining in  
2016*

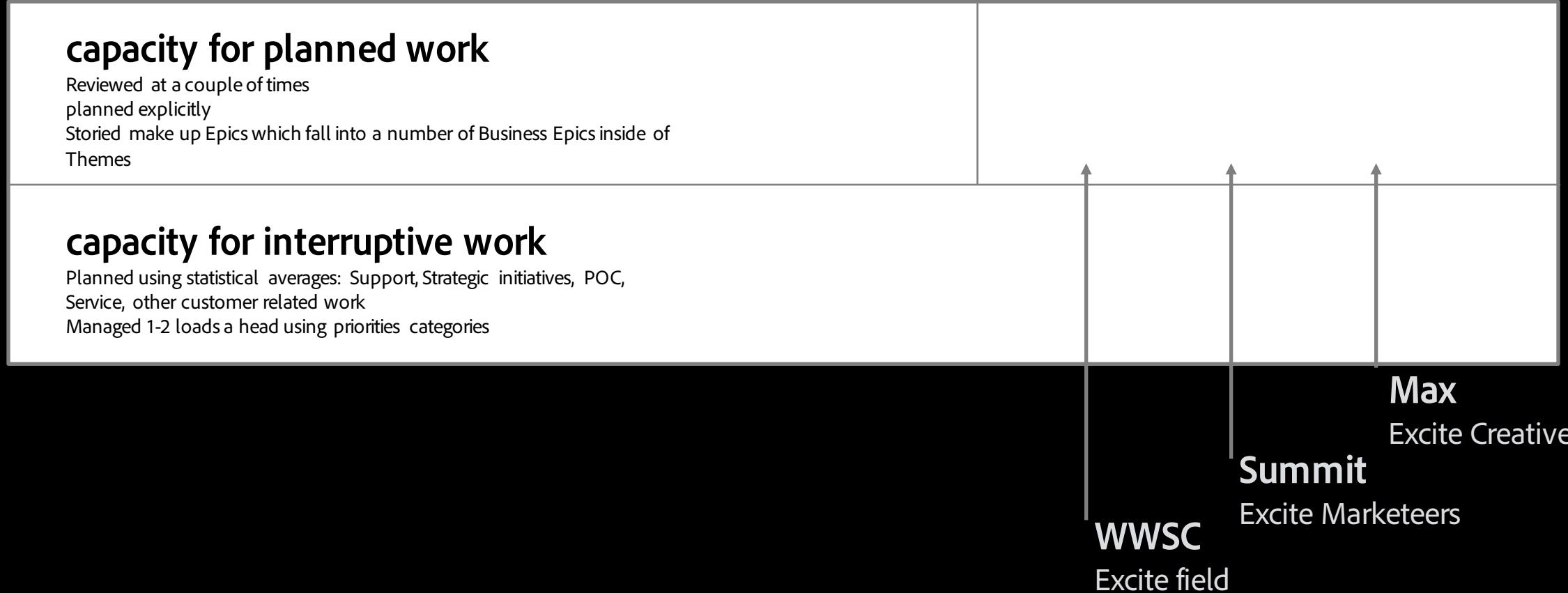
## AEM in numbers (metrics since 6.0)

AEM 6.0 Extended yoy resolved: **30542**

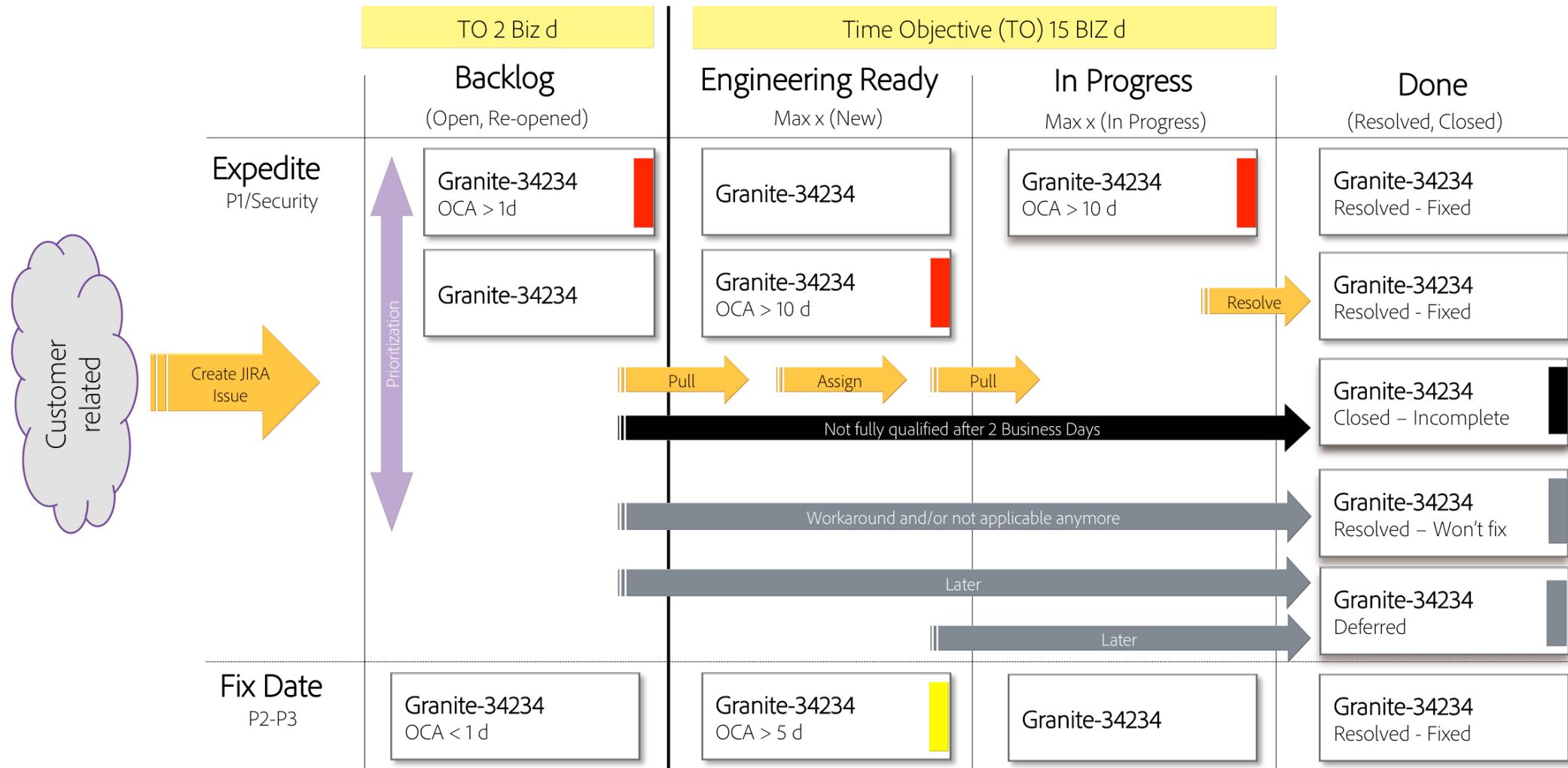
AEM 6.1 Extended yoy resolved: **35510**

6.2 AEM Extended yoy resolved issues: **47879**

# AEM capacity allocation

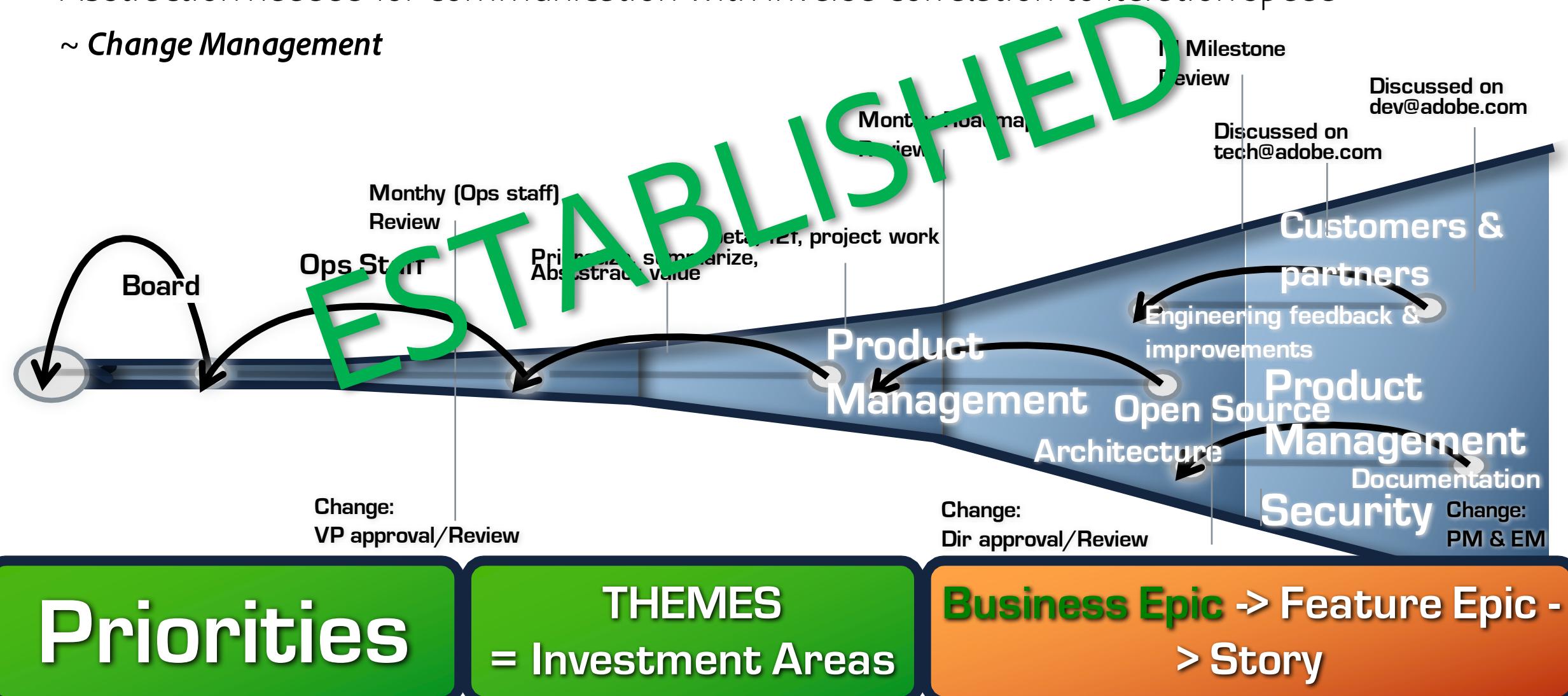


# Interruptive work – Kanban process



# AEM communication abstraction model

- Abstraction needed for communication with inverse correlation to iteration speed  
~ *Change Management*



# AEM planned work breakdown model

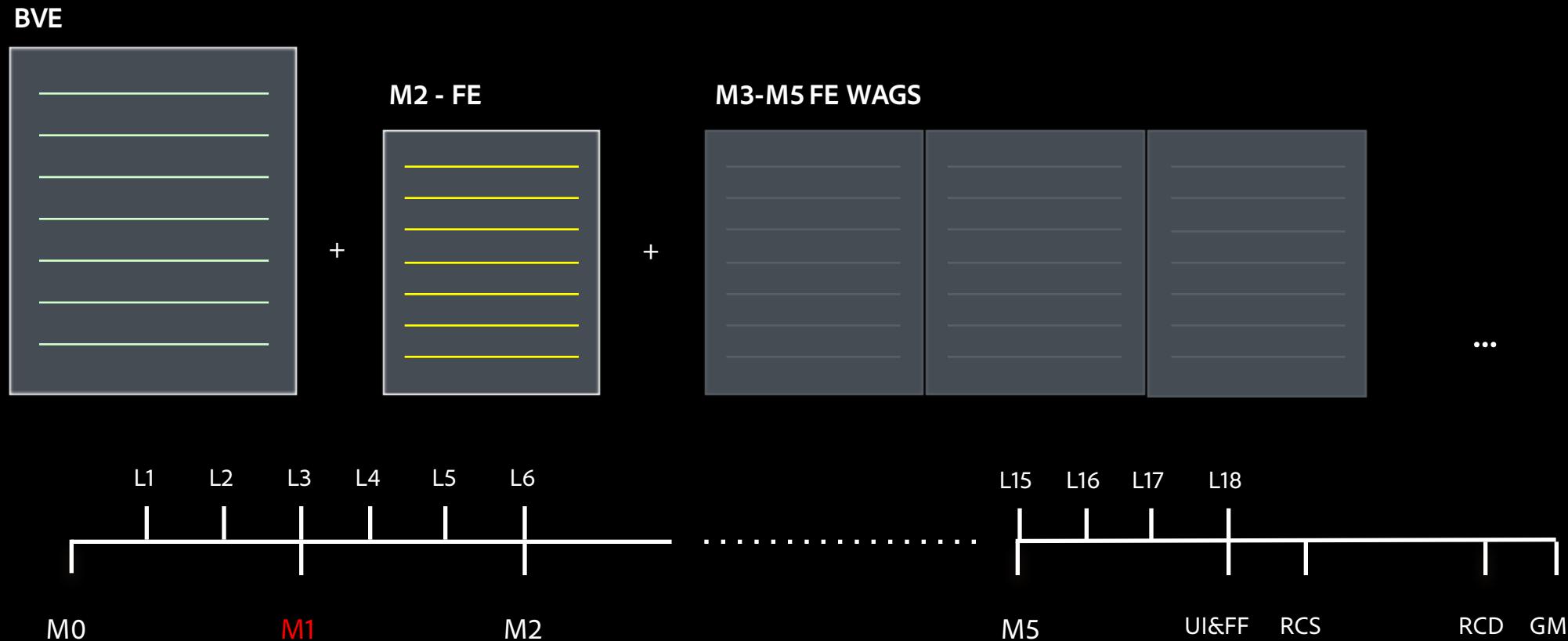
	<b>Theme</b>	<b>Business Epic</b>	<b>Feature Epic</b>	<b>Story</b>
<i>Cycle</i>	multiple releases/years	<= 1 release	<= 1 M milestone (= 3 loads)	<=1 load= 2 weeks
<i>Description</i>	investment area, linked to Adobe/BU/AEM objectives	one of multiple business cases (consists of 1 to n <b>Epics</b> ) inside a <b>theme</b>	large user <b>story</b> (1to n) to enable business epic	small user story (one of multiple) to enable epic
<i>Tracking</i>	Wiki (linked to business epic through Epic/Theme field in JIRA)	JIRA (issuetype = Epic AND labels = BusinessEpic)	JIRA (issuetype = Epic AND linked as implementing against business epic)	JIRA (issuetype = Story AND epic link = epic)
<i>Owner</i>	AEM Business Leader	PM	PM with EM contribution	PM with EM contribution
<i>Change</i>	SVP <-> VP	VP <-> DIR	EM/PM	EM/PM

# Horizon agile planning approach

M1 Committed = PTP1

## Business Epic Backlog + Feature Epic Backlog

- **Business Epic Backlog** = "JMs Backlog" / "always green" (low change expected)
- **Feature Epic Backlog** = EM/PM Backlog (not fully planned + frequent change expected)
- *M1 Feature Epics resolved*
- *M1 Business Epics resolved (if any)*
- *Change*



# 2016/2017 AEM release train model

50+ releases yoy

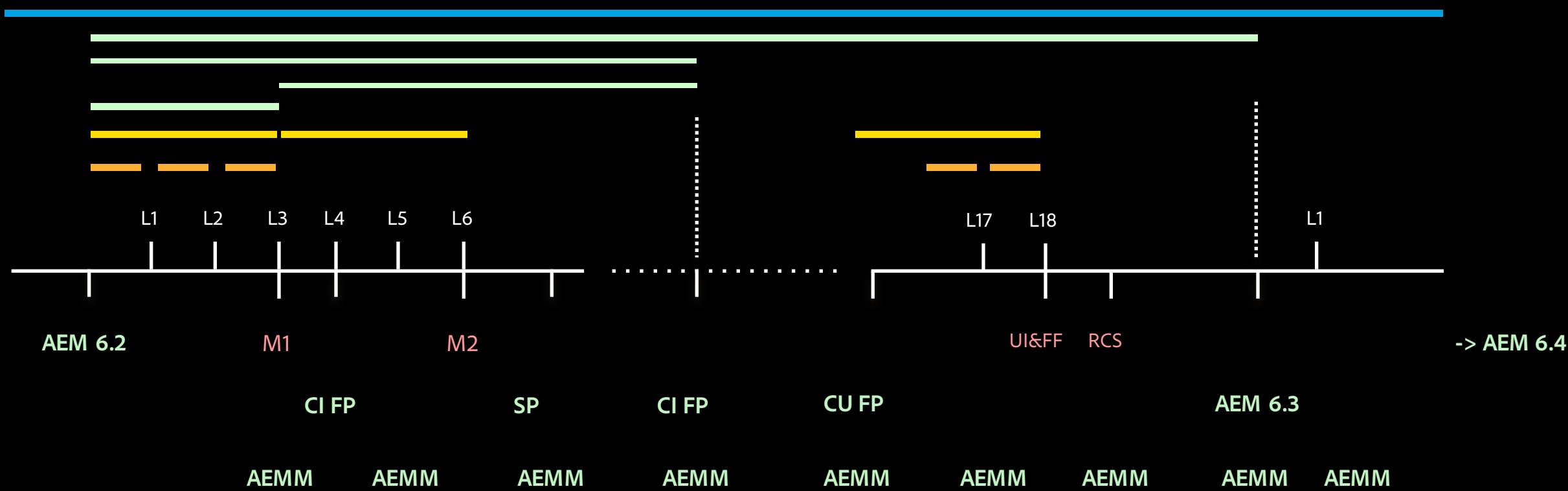
## *Adobe Objectives > BU Objectives > AEM Objectives*

## > Themes/Investment Areas

## > *Business Epic*

## > *Feature Epic*

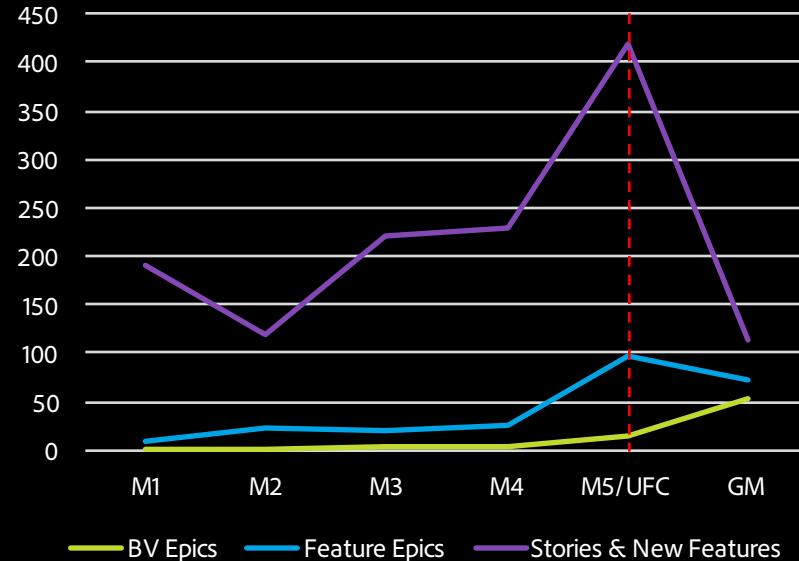
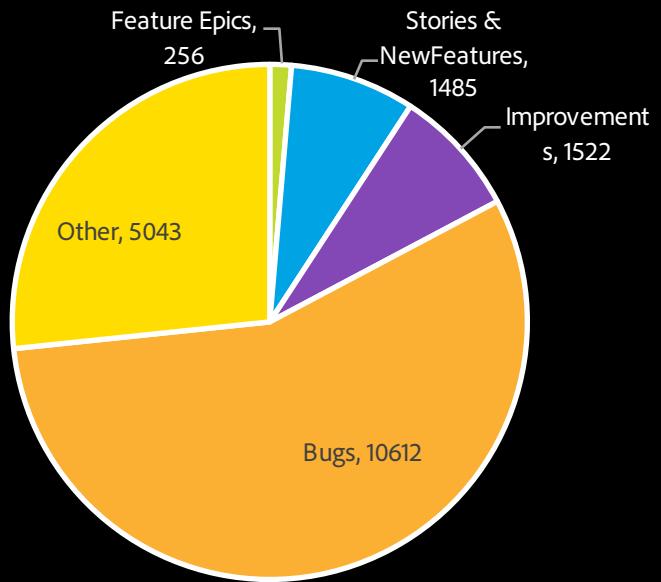
> Story



6.2

## 6.2 resolved fixed/done

- Business (BV) Epics: 80



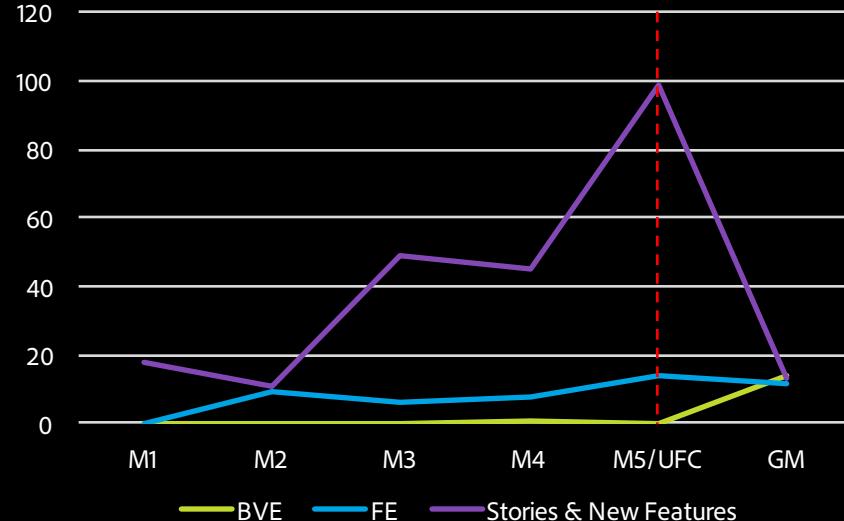
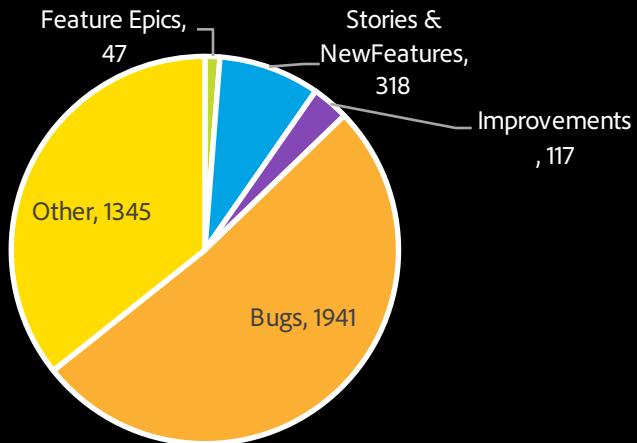
project in (CQ, GRANITE) AND fixVersion in (6.2, "6.2 L1", "6.2 L2", "6.2 L3", "6.2 L4", "6.2 L5", "6.2 L6", "6.2 L7", "6.2 L8", "6.2 L9", "6.2 L10", "6.2 L11", "6.2 L12", "6.2 L13", "6.2 L14", "6.2 L15", "6.2 L16", "6.2 L17", "6.2 L18", "6.2 L19", "6.2 L20", "6.2 L20a", "6.2 L20b", "6.2 L21", "6.2 L22", 2015.08, 2015.09, 2015.10, 2015.11, 2015.12, 2015.13, 2015.14, 2015.15, 2015.16, 2015.16a, 2015.17, 2015.18, 2015.19, 2016.01, 2016.02, 2016.03, 2016.04, 2016.05, 2016.06-6.2GA) AND resolution in (Fixed, Done)

**18998**

## 6.2 resolved fixed/done

ASSETS/DAM/CCEP

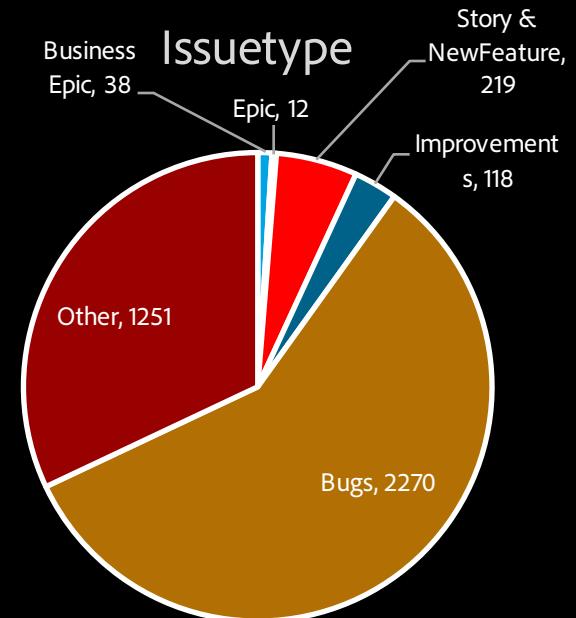
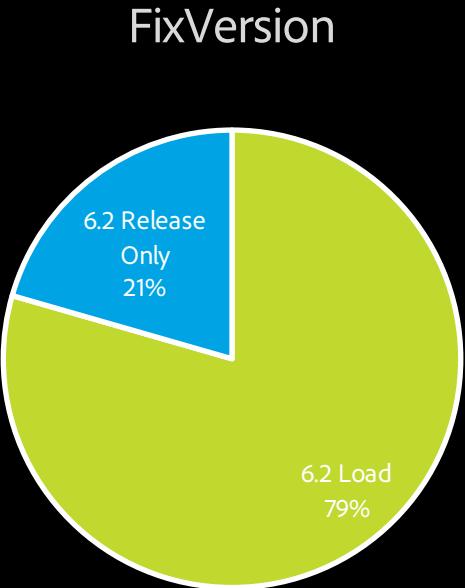
- Business (BV) Epics: 15



project in (CQ, GRANITE) AND fixVersion in (6.2, "6.2 L1", "6.2 L2", "6.2 L3", "6.2 L4", "6.2 L5", "6.2 L6", "6.2 L7", "6.2 L8", "6.2 L9", "6.2 L10", "6.2 L11", "6.2 L12", "6.2 L13", "6.2 L14", "6.2 L15", "6.2 L16", "6.2 L17", "6.2 L18", "6.2 L19", "6.2 L20", "6.2 L20a", "6.2 L20b", "6.2 L21", "6.2 L22", 2015.08, 2015.09, 2015.10, 2015.11, 2015.12, 2015.13, 2015.14, 2015.15, 2015.16, 2015.16a, 2015.17, 2015.18, 2015.19, 2016.01, 2016.02, 2016.03, 2016.04, 2016.05, 2016.06-6.2GA) AND resolution in (Fixed, Done) AND (filter = 71310 OR filter = 71311)

(filter = 71310 OR filter = 71311) ~ Assets / DAM / CCEP components

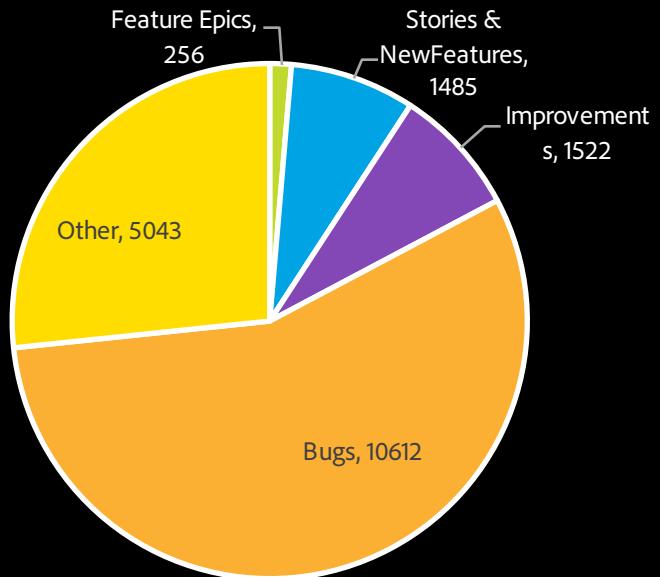
# Blind spot - missing load



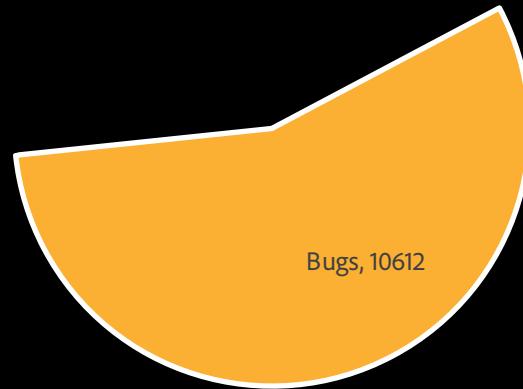
project in (CQ, GRANITE) AND fixVersion in (6.2, "6.2 L1", "6.2 L2", "6.2 L3", "6.2 L4", "6.2 L5", "6.2 L6", "6.2 L7", "6.2 L8", "6.2 L9", "6.2 L10", "6.2 L11", "6.2 L12", "6.2 L13", "6.2 L14", "6.2 L15", "6.2 L16", "6.2 L17", "6.2 L18", "6.2 L19", "6.2 L20", "6.2 L20a", "6.2 L20b", "6.2 L21", "6.2 L22", 2015.08, 2015.09, 2015.10, 2015.11, 2015.12, 2015.13, 2015.14, 2015.15, 2015.16, 2015.16a, 2015.17, 2015.18, 2015.19, 2016.01, 2016.02, 2016.03, 2016.04, 2016.05, 2016.06-6.2GA) AND resolution in (Fixed, Done)

**18998**

# Hot spot – issuetype bug



> 50%



project in (CQ, GRANITE) AND fixVersion in (6.2, "6.2 L1", "6.2 L2", "6.2 L3", "6.2 L4", "6.2 L5", "6.2 L6", "6.2 L7", "6.2 L8", "6.2 L9", "6.2 L10", "6.2 L11", "6.2 L12", "6.2 L13", "6.2 L14", "6.2 L15", "6.2 L16", "6.2 L17", "6.2 L18", "6.2 L19", "6.2 L20", "6.2 L20a", "6.2 L20b", "6.2 L21", "6.2 L22", 2015.08, 2015.09, 2015.10, 2015.11, 2015.12, 2015.13, 2015.14, 2015.15, 2015.16, 2015.16a, 2015.17, 2015.18, 2015.19, 2016.01, 2016.02, 2016.03, 2016.04, 2016.05, 2016.06-6.2GA) AND resolution in (Fixed, Done)

**18998**

2016/2017



## Product Planning Best Practices & Ownership

Use wiki template & Jira combination to structure and specify feature Epics & Stories. Use standardized language to describe use cases. Define stories based on XD, Wireframes, Demos, use cases. Check in with engineering teams on ongoing basis. Verify & approve Stories and Feature Epic at Milestone x XD feedback early

## Branching, DoD & Testing

Branch off for feature development. Write automated tests alongside. Test often. Plan to be done early, factor in hardening by dedicated Quality Engineer. Commit to master when [proven](#) that Integration tests pass. Else check with PM and replan. Rotation model of master-owner,

Deployment of Quality Engineers to development teams, support dev to write automated tests, guide to maximize code coverage, identify & cover edge cases. Verify feature before master commit. Work with product manager to fully understand feature

## R&D Operations Management

Based on already existing data and key indicators, USE THE INFORMATION! Communicate, support product owner. Correlate to dependencies, [Dependency management \(XD, coralUI, cloudUI, open source projects\)](#)

Manage / Synchronize 50+ releases, use Synergies,



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# Product Planning Best Practices & Ownership

The image displays a desktop environment with four browser windows open, illustrating the integration of various tools for product planning:

- Top Left Window:** Shows the AEM Communities 6.2 wiki page. It includes a sidebar for "JIRA links" containing several items, such as "CQ-34290 - [Communities] JSRP production readiness IN PROGRESS".
- Top Right Window:** Displays a JIRA ticket for "Community Content Rollup Component". The ticket details its goal (providing a generic Community component to list UGC posts), deliverables (moderation actions like marking as featured), and wireframes.
- Bottom Left Window:** Shows the AEM Communities JIRA backlog. It lists several epics and their sub-tickets, such as "SoCo 6.2 Features" and "Uber packages 1.8 and 1.9".
- Bottom Right Window:** Shows a forum post from "Topics > Forum > Warranty issues" by user "Ashley Thompson". The post asks about warranty documentation and includes options to "Flag", "Rate", "Edit", "Delete", or "Mark as Featured".

## Product planning best practices

AGREED

- Conservative business epic backlog  
Linked requirements page for each business epic (common wiki template)
- Feature Epics specified (upcoming milestone)
- Feature Epics drafts (remaining milestones)
- ~~Minimum of 50 prioritized & executable stories defined~~
- Industry standard story definition (definition of ready)

## • Product Ownership



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# AEM 2016 R&D Initiatives



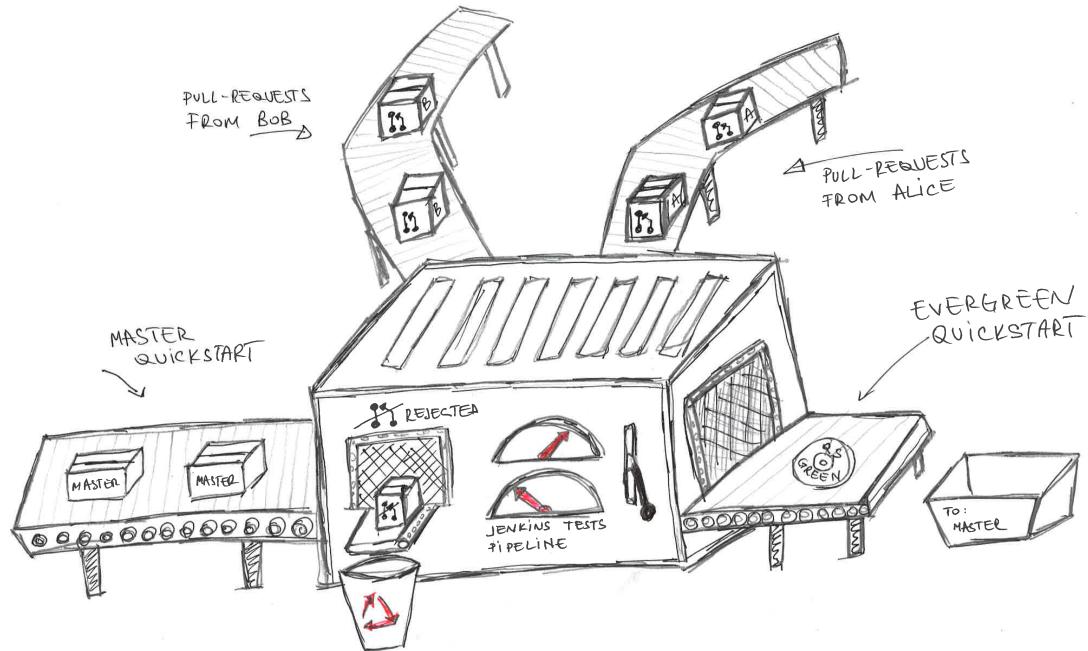
# evergreen quickstart  
# agile  
# maem

## Tech

## Team

Welcome Livefyre / Product Demo  
AEM 2016/2017 R&D priorities for scale  
**Process**  
Technology & Architecture debt  
MAEM - (Components, APIs, Configuration)  
Evergreen Branching (Branching, Auto reversion, ITs, DoD)  
UI Evolution ("super-components")  
Upgrade  
0 Down Time  
Livefyre Integration HandsOn  
AEMM Intro  
EM 2016/2017 R&D priorities for scale  
MAPPING EXERCISE Cross Product & Use Cases  
Identify and visualize solution and product dependencies  
the growing AEM product family.  
Identify and visualize hotspots of usage  
and put them on a backlog and prioritize

# AEM 2016 R&D Initiatives #evergreen quickstart



credits: adulvac@adobe.com

## Tech

## Team

# AEM 2016 R&D Initiatives #agile

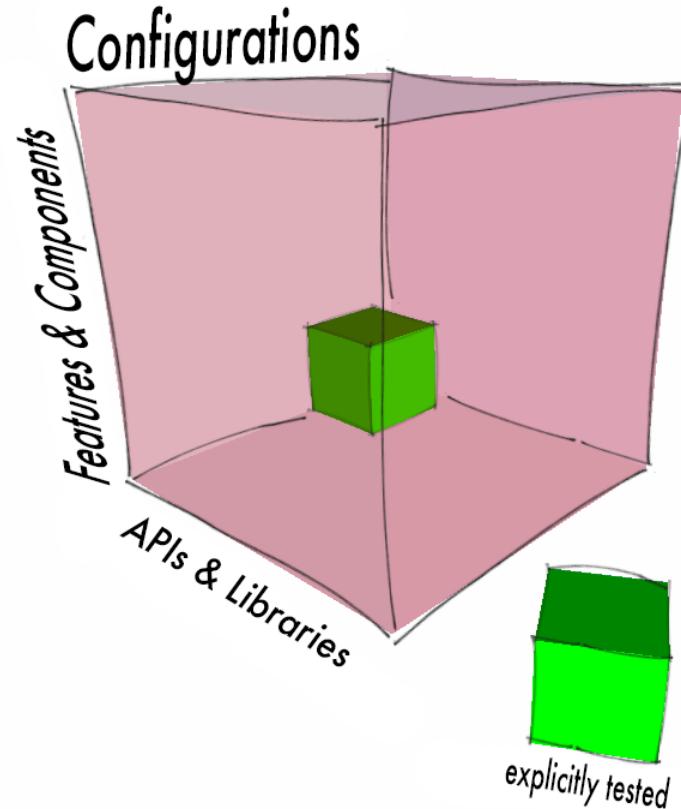


credits: <http://www.agilemanifesto.org/>

# Tech

# Team

# AEM 2016 R&D Initiatives #maem



credits: sspycher@adobe.com

# Tech

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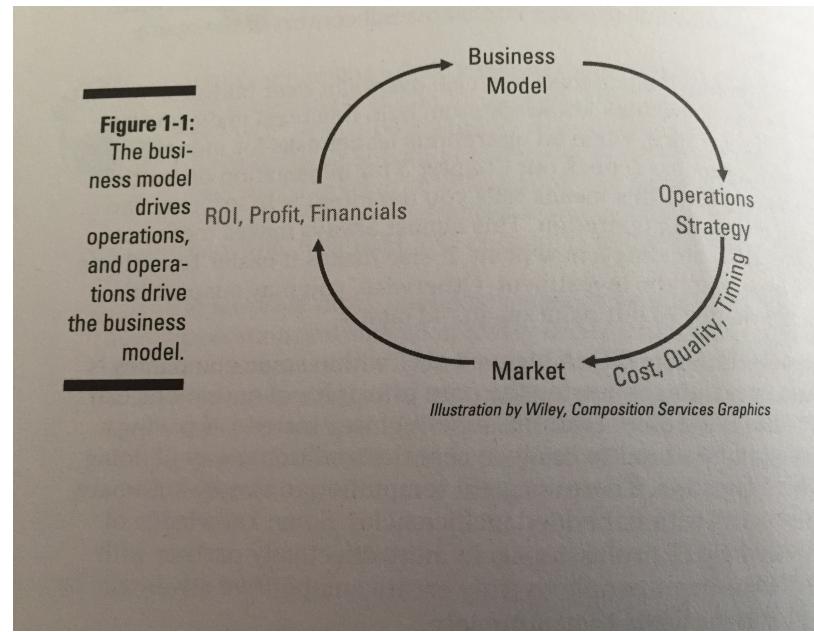
Deployment of Quality Engineers to development teams, support dev to write automated tests, guide to maximize code coverage, identify & cover edge cases. Verify feature before master commit. Work with product manager to fully understand feature

## R&D Operations Framework

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Manage / Synchronize 50+ releases, use Synergies

# Operations



credits: anderson, anderson, parker: operations management for dummies

# R&D Operations Metrics

Screenshot of a web-based R&D Operations dashboard for the AEM Assets module, showing various metrics and data visualizations.

The dashboard includes the following sections:

- Left Sidebar:** A vertical sidebar with a tree view of project and task categories, such as FP 2013 (summary), CCCQ, Thorsten's Dashboard, Next Load, ENDGAME Basel, DIRC Basel/Ottawa, Tartan Progress, Tartan Program, Marketing Cloud, 5.6.1, 5.6.1 CQCore, pkoch's team overview, CQ 5.6 and 5.5 comparison, CQ Core, CQ5.6.1 End Game Basel/Ottawa, 6.0 Release Planning and Operations, Sandbox All Teams Tracking, FP (ongoing) List, 6.0, CQ Core Project AEM 6.0, Fios Test P Ongoing, 6.0:Core:Report, 6.0:Core:Touch:Report, 6.0:Core:Content-Marketing:Report, 6.0:Core:eCommerce:Report, 6.0:Core:DigitalMedia-Integration:Report, 6.0:Core:MarketingCloud-Integration:Report, 6.0:Core:Mobile:Report, 6.0:Core:project-efficiency:Report, 6.0:Core:scalability:Report, 6.0:Core:Touch:resilience, 6.0:Core:internationalization:Report, and 6.0:Core:Security:Report.
- Main Content Area:** A large table titled "AEM Assets" showing "Filter Results: [Assets] AEM 2017 BV Epics". The table columns include Key, Summary, P, Components, Status, Resolution, Fix Version/s, Labels, Epo/Story Release Status, Risk Description, and Assignee. The table lists several entries, each with a detailed description and status information.
- Right Sidebar:** A sidebar titled "AEM R&D Operations" containing a list of links related to AEM R&D operations, including AEM R&D Operations, AEM Release Management, AEM R&D Operations - R&D Operational Metrics, AEM Summit 2017 Release(s) - Business Value Overview, AEM Summit 2017 M1, AEM Summit 2017 M3, AEM Summit 2017 M4, AEM Summit 2017 UFC (M5), AEM Summit 2017 UFC Endgame, 2017 Summit Cycle - Assets, 2017 Summit Cycle - Commerce, 2017 Summit Cycle - Communities, 2017 Summit Cycle - Forms, 2017 Summit Cycle - Integrations, 2017 Summit Cycle - Livefyre, 2017 Summit Cycle - Mobile, 2017 Summit Cycle - Platform, 2017 Summit Cycle - Projects, Inbox & Workflow, 2017 Summit Cycle - Scenarios, 2017 Summit Cycle - Sites, and 2017 Summit Cycle - Translation.
- Agile Days Remaining in Sprint Gadget:** A card displaying "6 Days Remaining" in green text.
- Pie Chart: [Assets] PW Resolved >=2016-04-16:** A pie chart showing the distribution of resolved assets by status as of April 16, 2016.

# 2017/2018 AEM *agile* release train model – Summit to Summit

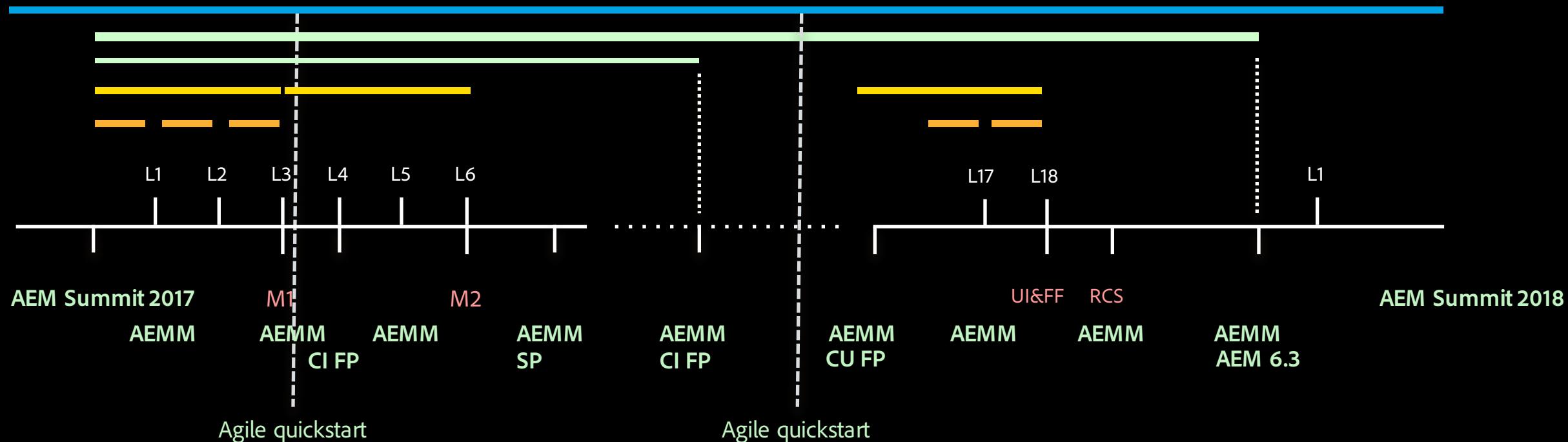
*Adobe Objectives > BU Objectives > AEM Objectives*

> **Themes/Investment Areas**

> **Business Epic**

> **Feature Epic**

> **Story**



# Q&A



**Adobe**