Replace your Backlog with Experiments

●●●

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@wouterla
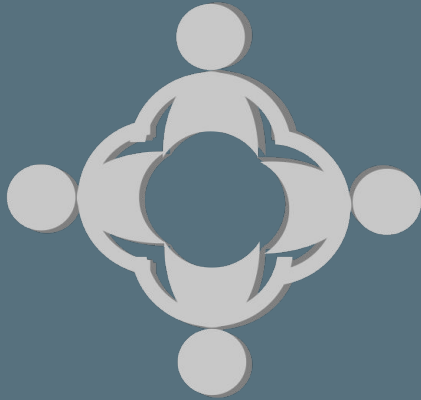#kcdc2017

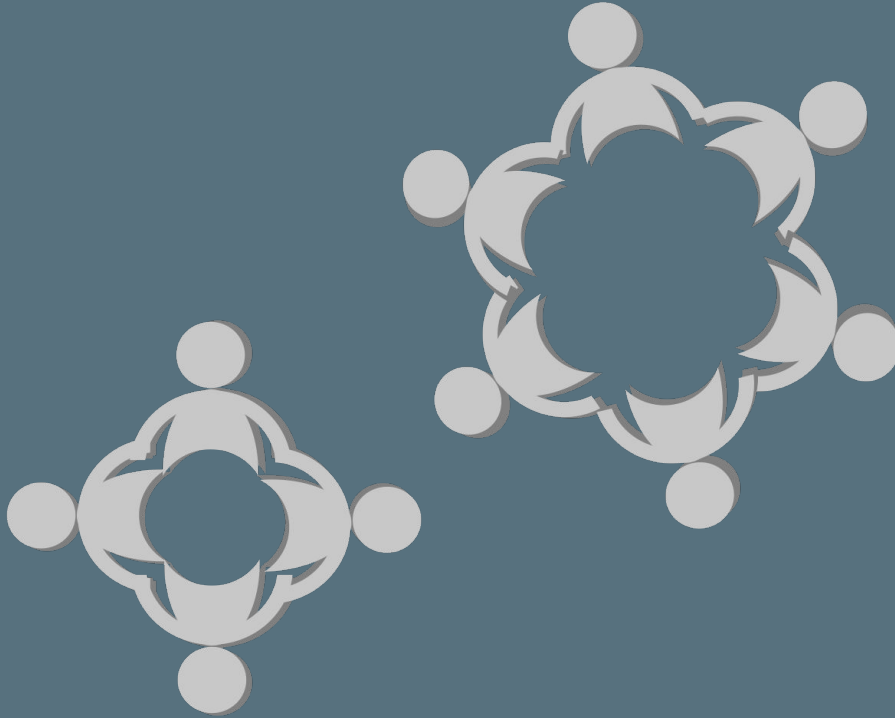#TeamDevelopment

?

#TeamBusiness

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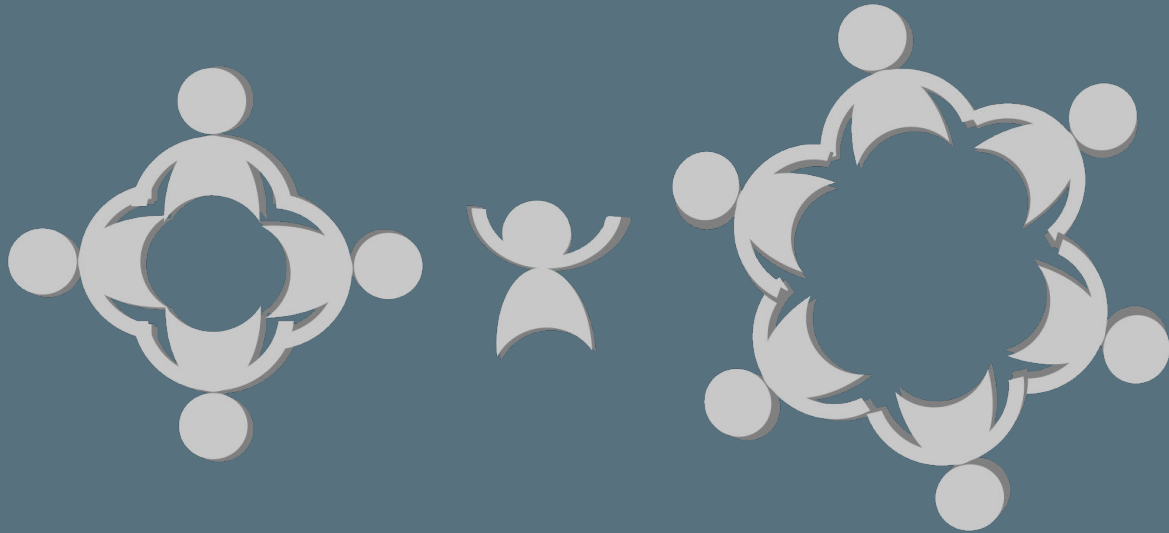
Team

Organisation

On-site Customer

PO

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Proxy PO?

Agile Fluency

Start:
Building Code

Team
Culture Shift

Focus on Value
★
See progress from business perspective
Redirect teams when needed

Team
Skills Shift

Deliver Value
★★
Ship on market cadence
Capture value frequently
Reveal obstructions early

Organizational
Structure Shift

Optimize Value
★★★
Make excellent product decisions
Eliminate handoffs
Speed decision making

Organizational
Culture Shift

Optimize for Systems
★★★★
Cross-pollinate perspectives
Stimulate innovation
Optimize value stream

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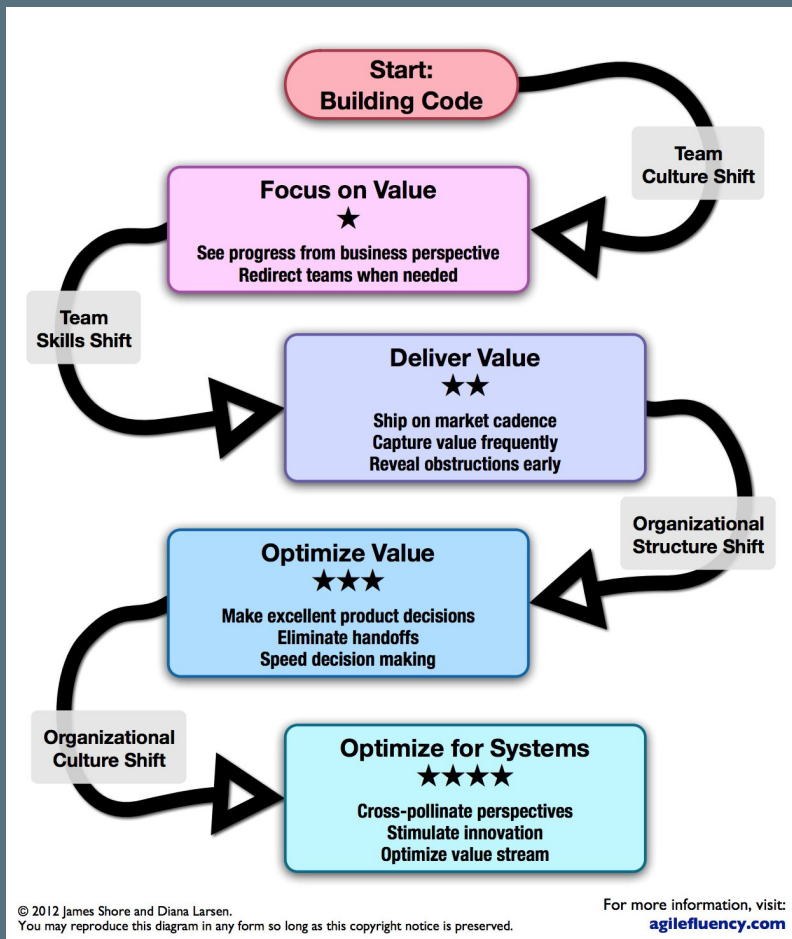
For more information, visit:
agilefluency.com

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# Software Engineering Moves to Profit Centers

From The IT Mindset*

- Focus on "The Business"
- Project Manager
- Order-taking Development Team
- Success = Cost, Schedule, Scope
- Tough Tradeoffs are Made During the Planning Process
- Cost Center Mentality: Constantly Reduce Costs

Thanks to Marty Cagan

To The Product Mindset

- Focus on Customers
- Entrepreneurial Leader
- Responsible Engineering Team
- Success = Delighted Customers
- Tough Tradeoffs are Made Based on Market Realities
- Profit Center Mentality: Reinvest Profit in the Product

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Technology Adoption Lifecycle

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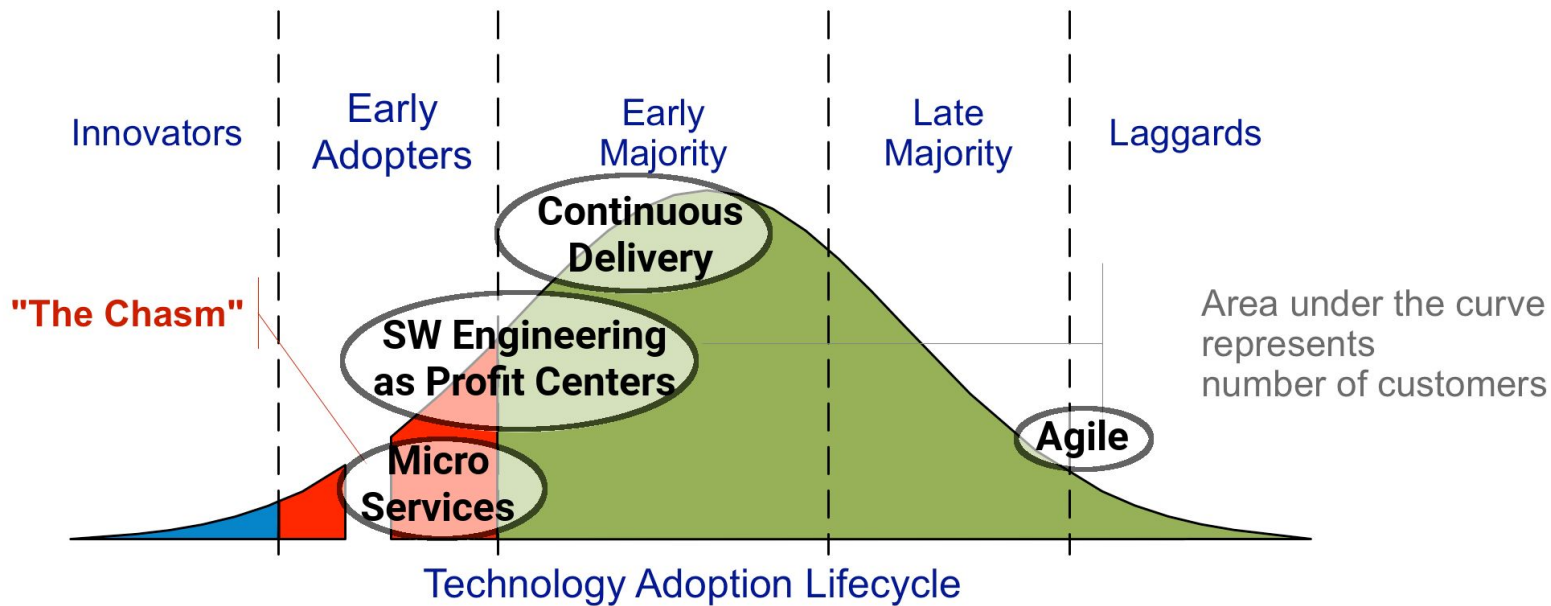
	Benefit	Investment	Core Metric	Time to achieve	Achievement Rate
★	Greater visibility into teams' work; ability to redirect.	Team development and work process design.	Team regularly reports progress from a business value perspective.	2-6 months	45%
★★	Low defects and high productivity.	Lowered productivity during technical skill development.	Team ships on market cadence.	3-24 months	35%
★★★	Higher value deliveries and better product decisions.	Social capital expended on incorporating business expertise into team.	Team provides concrete business metrics.	1-5 years	5%
★★★★	Alignment with organizational goals; synergistic effects.	Significant effort in establishing organizational culture; inventing new practices.	Team reports how its actions impact the overall organization.	unknown	very few

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Source: http://martinfowler.com/articles/agileFluency.html

Shortcuts!

Finished means in the hands of user and delivering value, not just 'in production'

```
1   <VirtualHost *:80>
2
3       RewriteEngine On
4
5       ##
6       ## Set search-variant cookie A/B
7       ##
8       SetEnv VARIANT old
9
10      # cookie is not already set
11      RewriteCond %{HTTP_COOKIE} !variant=([^;]+)
12      # … the number of seconds of the time right now ends with...
13      RewriteCond %{TIME_SEC} [01]$
14      # Set cookie to 'new'
15      RewriteRule ^/detail/?.* - [CO=variant:new:%{HTTP_HOST}]
16
17      # Serve the new page for detail pages
18      RewriteRule ^/detail/?.* /app.php [E=VARIANT:new,L,PT]
19
20      # Proxy everything else to old site
21      RewriteRule /(.*) ${OLDSITE_URL}/$1 [P,E=VARIANT:old]
22
23      ProxyPassReverse / ${OLDSITE_URL}/
24      ProxyPreserveHost On
25  </VirtualHost>
```

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First Steps

# K.I.S.S.

Pirate Metrics

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Use What You Have

grep | sed | awk | cut | wc

logstash / kibana / grafana

google analytics

Dashboard It

	A	B	C	
	Category	**User Status**	**Conversion %**	
	Acquisition	Visit site (homepage, search page, detail page)		
	Acquisition	Doesn't bounce (2+ pages, 2+ clicks, stays 10+ sec)		
	Activation	Happy 1st visit (X pages, Y clics, Z sec)		
	Activation	Leaves contact details (email addr., facebook, linkedin, ...)		
	Activation	Creates account (profile info)		
	Retention	Reacts to contact attempt (e-mail open, notification clickthrough, ...)		
	Retention	Repeat visitor (3+ visits in a month?)		
	Referral	Refers 1+ people to visit the site		
	Referral	Refers 1+ people that activate		
	Revenue	Uploads CV -> cv-database product		
	Revenue	Clicks on Apply button -> job placement p		

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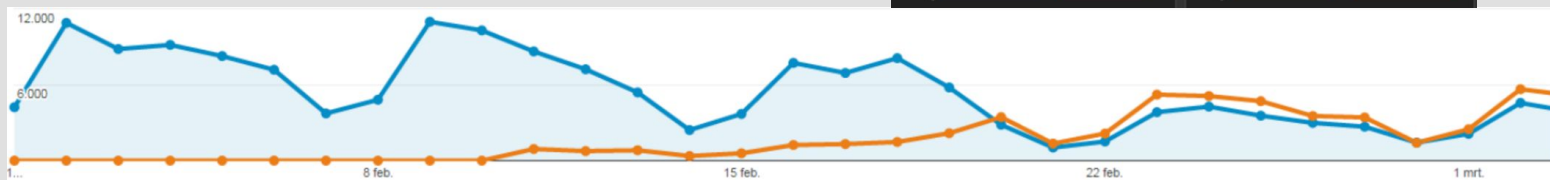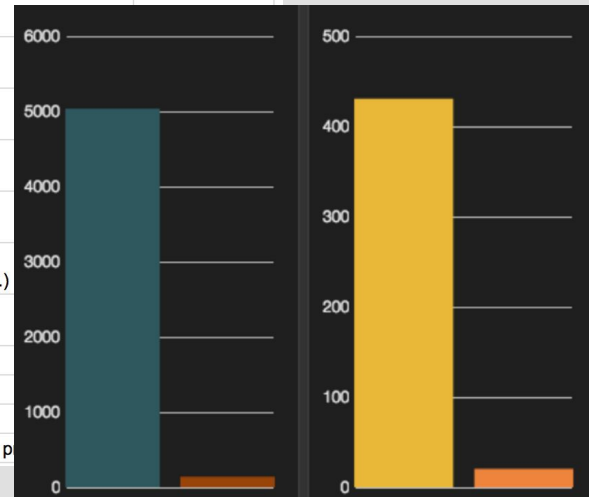
Show Off

Demo

Demo

1. Metrics for the sprint
2. Show 'Before' state
3. Present experiments
   a. Version A
   b. Version B
4. Present 'After' state
5. Show features
6. Feedback, new ideas, ...

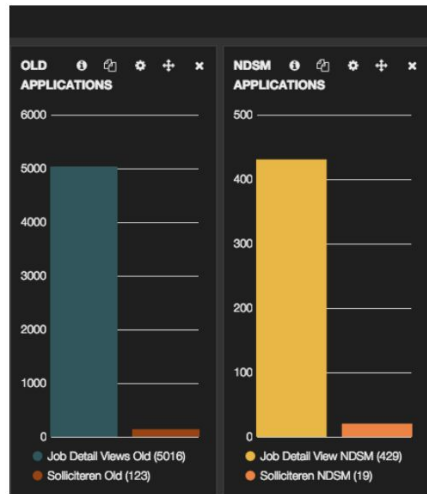# New Detail page: Conversion almost double

V
- Proof new architecture
  - Can retrieve from old DB structure
  - Separated Front end
  - Flexible to make changes to FE

V
- Improve page load performance
  - Page load time under 1 second
  - Server responds under 0,5 seconds

V
- Minimal same conversion
  - Conversion to apply

2,5%   4,4%

Roadmap

April
- Feature 1
- Feature 2
- Feature 3
- Feature 4

May
- Feature 5
- Feature 6
- Feature 7
- Feature 8

June
- Feature 9
- Feature 10
- Feature 11
- Feature 12
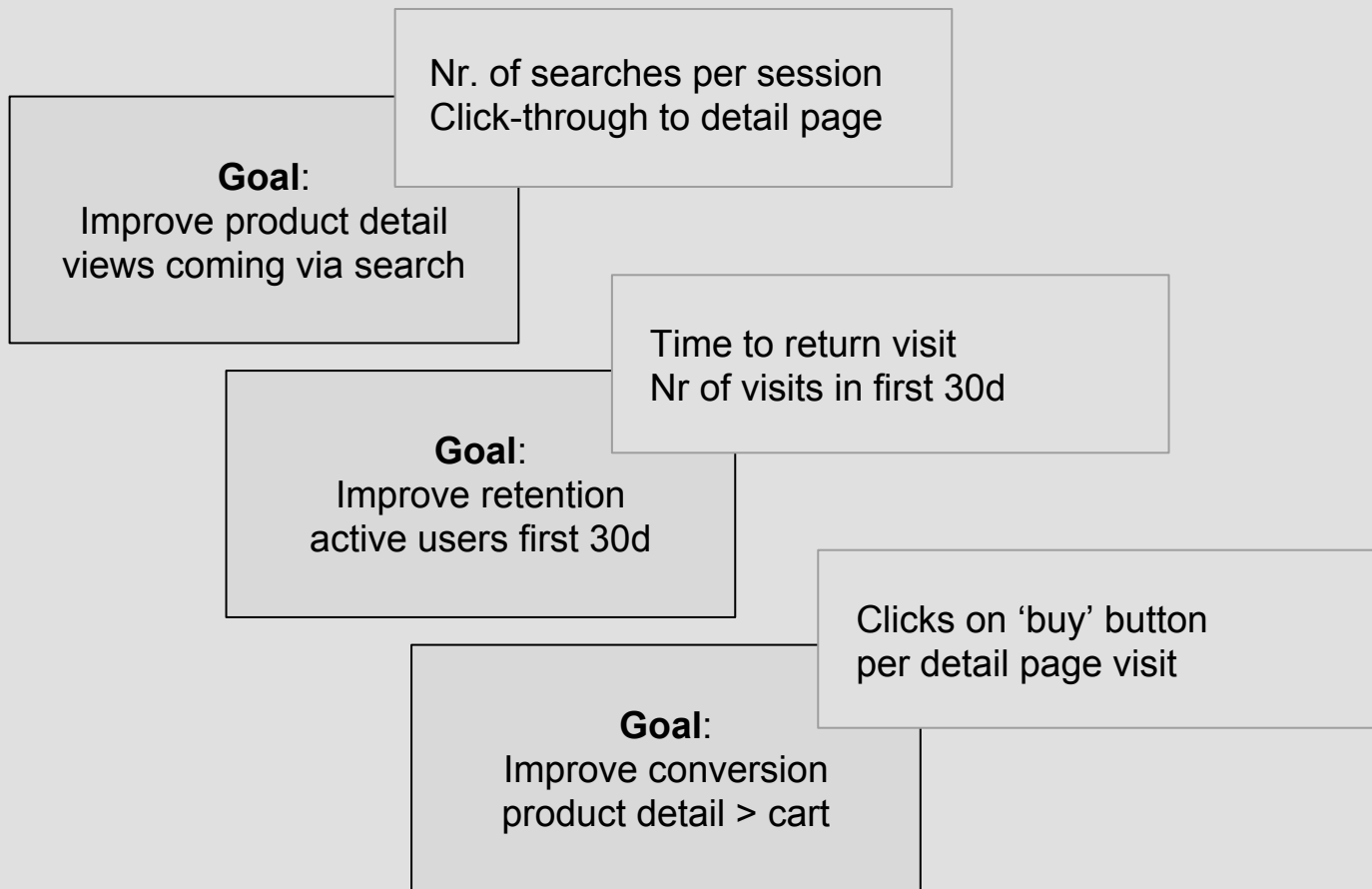
July
- Feature 1
- Feature 2
- ...

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Goals

Goal:
Improve product detail
views coming via search

Goal:
Improve retention
active users first 30d

Goal:
Improve conversion
product detail > cart

Metrics

Goal:
Improve product detail views coming via search

Nr. of searches per session
Click-through to detail page

Goal:
Improve retention
active users first 30d

Time to return visit
Nr of visits in first 30d

Goal:
Improve conversion
product detail > cart

Clicks on 'buy' button
per detail page visit

Features

Goal:
Improve product detail views coming via search
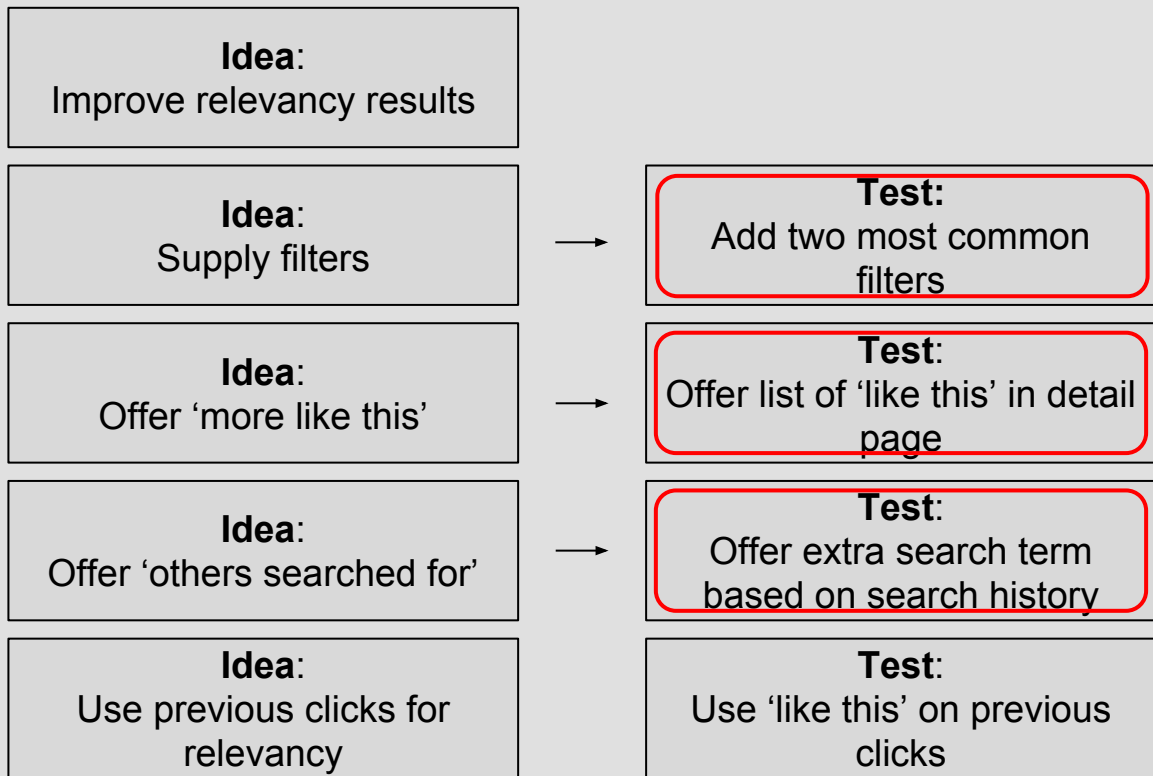
Idea:
Improve relevancy results

Idea:
Supply filters

Idea:
Offer 'more like this'

Idea:
Offer 'others searched for'

Idea:
Use previous clicks for relevancy

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Tests

Idea: Improve relevancy results	
Idea: Supply filters	→ **Test:** Add two most common filters
Idea: Offer 'more like this'	→ **Test**: Offer list of 'like this' in detail page
Idea: Offer 'others searched for'	→ **Test**: Offer extra search term based on search history
Idea: Use previous clicks for relevancy	**Test**: Use 'like this' on previous clicks

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Results

Test: Add two most common filters	1.5% more searches 1% more detail views
Test: Offer list of 'like this' in detail page	.5% more searches 4% more detail views
Test: Offer extra search term based on search history	5% more searches 2% more detail views

Next

Budgets

Alignment

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Reorganize?

Thanks!

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