LogMeIn USES THE NEXUS FRAMEWORK

TO LAUNCH ITS GoToConnect PLATFORM AND PRESERVE TEAM CULTURE

CASE STUDY

THE COMPANY

The Company

LogMeIn, Inc. simplifies how people connect with each other and the world around them to drive meaningful interactions, deepen relationships, and create better outcomes for individuals and businesses. One of the world's top 10 public SaaS companies, and a market leader in unified communications and collaboration, identity and access, and customer engagement and support solutions, LogMeIn has millions of customers spanning virtually every country across the globe. LogMeIn is headquartered in Boston, Massachusetts with additional locations in North America, South America, Europe, Asia and Australia.

GoToConnect is a communication platform for businesses combining the power and reliability of Jive's cloud VoIP phone systems with GoToMeeting's web, audio and video conferencing into one simple, reliable and flexible solution. It enables team members to meet, talk, chat, text and collaborate seamlessly through a single application, keeping them productive and frustration-free.

The Challenge

The GoToConnect team at LogMeIn were practicing Scrum for about 2 and a half years, and had grown to a single Scrum Team ❯

with 25 members. They realized that at the pace the company was growing this wouldn't scale. They needed a solution very quickly to meet a 4-month deadline to launch this new product. They were finding it very difficult to stay focused and Refinement sessions were especially challenging. They often would run into 2-3 dominating conversations during the Scrum events and not everyone would communicate effectively. Collaboration was starting to decline and they were also working with the complexity of having remote teams in 4 locations across 3 time zones.

Yu-Ju Lin, Scrum Master and Agile Coach and Ikram Alibhay, Director of Engineering were considering switching to one week Sprints which would create weekly Sprint Reviews, but then Scrum.org Professional Scrum Trainer Louis-Phillipe Carignan, who is also a Scrum Master and Agile Coach at LogMeIn, introduced them to the Nexus framework for scaling Scrum. They liked Nexus because they were already practicing Scrum, and it was a very simple way for them to scale.

The Solutions

When Lin introduced Nexus to the teams they were very supportive and agreeable since Nexus is essentially the same as Scrum, but on a larger scale. They were very comfortable and there was minimal push-back on this initiative.

"Nexus is simple, does not add too many meetings and processes," said Lin. "People felt the pain of long meetings and really looked forward to splitting into smaller groups."

Lin helped the team divide into 4 Scrum Teams with 4 -7 team members on each. Lin remained the single Scrum Master for the Nexus and they also had a single Product Owner. The Nexus Integration Team (NIT) was composed of the Development Team members from each Scrum Team, the Scrum Master and the Product Owner. The Nexus has

2-week Sprints and a continuous delivery model where they deliver 2-3 times per week.

As a part of their transition to Nexus, they honed in their testing practices and made sure they always had a clear Definition of "Done" for each Product Backlog Item. When they first started, two team members were the "gatekeepers" to get their team responsible for a minimum standard of testing. The teams self-organized on how to execute. They also started implementing regular Retrospective sessions, which helped with transparency across the teams. Over time they also put a lot more emphasis on Refinement in order to simplify Sprint Planning.

With Nexus, one of the challenges in the beginning was that the teams were not feeling a sense of ownership over their work. One major benefit of Nexus is that if one team has less bandwidth it's easy for other teams to come in and help them. This sometimes caused friction when they didn't have a sense of ownership. They are now working on helping teams feel like they own pieces of the product, and to realize their identity as a Nexus. When issues and friction arise, the team members that are a part of the Nexus Integration Team (NIT) get involved to help guide the teams to work together. Often these types of issues are resolved at the Nexus Daily Scrum.

Results

Since implementing Nexus, it became easier to form groups across teams. If they needed a feature, it became much easier to collaborate. The teams now keep their pace and hit their planned delivery dates for big releases. Work gets done quicker with Nexus because it helps identify and therefore alleviate interdependencies - looking to reduce these to make the Nexus lighter. Having the Nexus ❯

Sprint Retrospective has helped them refine their process.

Nexus gave a solid structure to a multi-team product and helped the teams organize to meet its launch plans. By meeting this planned date, they've been able to launch the product and on-board clients who signed up for GoToConnect shortly after launch.

"The Nexus helped us preserve the team culture," said Alibhay. "We were worried that we would lose the closeness between our teams when we scaled, but Nexus helped us preserve it."

The next challenges on the horizon include experimenting with refining as projects move along. They are also revisiting their processes for how they work with their UX teams. They also continue to work to reduce interdependencies between teams both inside and outside of the Nexus. They have teams outside of the Nexus that they are looking to integrate into the Nexus. ◆

About Scrum.org

Based on the principles of Scrum and the Agile Manifesto, Scrum.org provides comprehensive training, assessments, and certifications to *improve the profession of software delivery.*

Throughout the world, our solutions and community of Professional Scrum Trainers empower people and organizations to achieve agility through Scrum.

Ken Schwaber, the co-creator of Scrum, founded Scrum.org in 2009 as a global organization, dedicating himself to improving the profession of software delivery by reducing the gaps so the work and work products are dependable.

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