

WHAT IT'S REALLY LIKE TO
WORK IN AN ENTERPRISE
AGILE ENVIRONMENT

SEPTEMBER 16, 2014



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LEADING SAN FRANCISCO RETAILER'S ASIA EXPANSION PROGRAM 2012

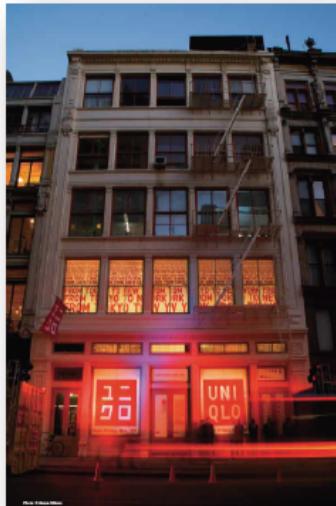


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Why? ... The Competitor



- First Uniqlo store in Hiroshima, in 1984.
- Established in 2003, in the UK with 14 stores.
- 136 stores overseas.
- Net sales will be more than \$10 billion USD in 2011.



New York



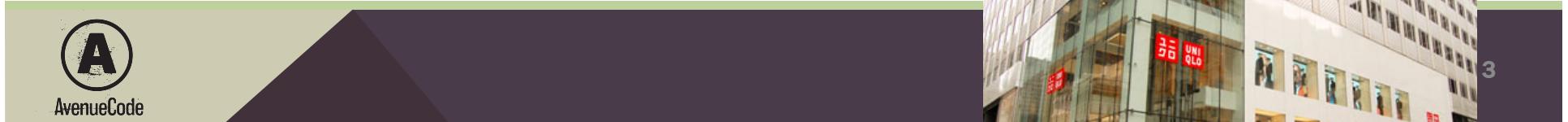
Ginza



Beijing



Tadashi Yanai, CEO



OLD NAVY JAPAN
STORE SITE



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ASIA EXPANSION PROGRAM OVERVIEW (FOUNDATION, WAVE 1, WAVE 2, WAVE 3)



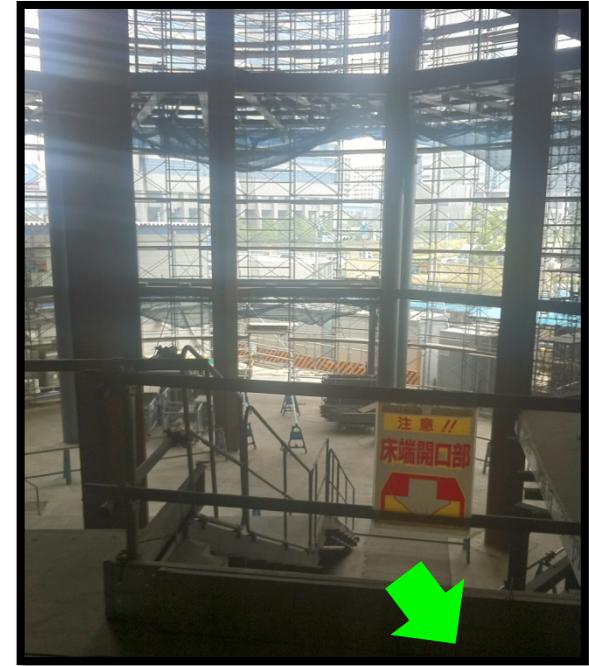
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Foundation: Inside the Store



Entering the mall is a grand staircase with our store the first thing visitors see on the upper left.

Looking out from our store entrance, you see the grand entrance, and the big Daikanransha ferris wheel out to the right ..



Program Guiding Principles

➤ *Simplicity is our mantra, especially as we start up*

We will not change the brand proposition and operating model unless the suggested change creates enough value. We will learn as we go, and implement changes when we have enough information/indication that it will achieve the projected value.

➤ *Leverage, leverage, leverage!*

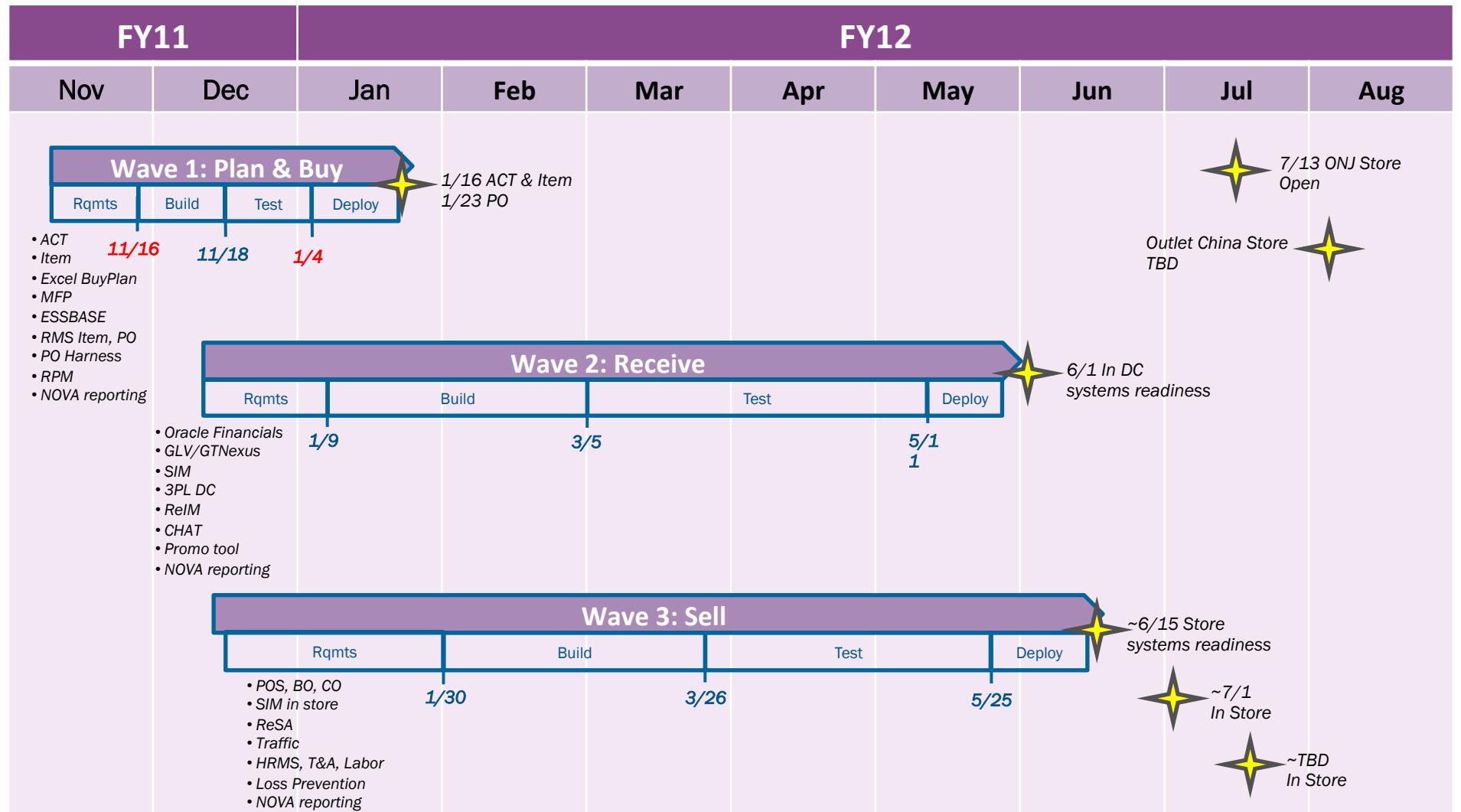
Leverage assets wherever possible to increase speed and reduce cost and complexity. Balance the needs of brand and localization with available system capabilities.

➤ *Align Outlet China and Old Navy Japan IT work*

For Core Applications and HQ tools, we will leverage the same core project team, IT business analysis, and project resources and align timing of system capabilities for both brands to the earliest required milestones.



Program Timeline



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HOW?...THE APPROACH

AGILE PROCESS & PRACTICE ADOPTION



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WHY IS ENTERPRISE AGILE DIFFERENT?



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Why is Enterprise Agile Different?

What truly happens for Enterprise agile to be successful?

Most of what the project management community knows about agile focuses around being a Scrum Master. Most job descriptions want Scrum Masters who know the general framework. These two items are easily acquired by doing a simple Google search.

But...that's not enough to get you an Enterprise level Agile position. Why? Enterprise Agile is so much more than being a Scrum Master. This session will discuss and reveal what really happens at Enterprise Agile Companies.



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Why is Enterprise Agile Different?

Adjusting quickly
to customer
demands

Better understanding of
IT by the business; more
trust

Deliver Faster

Self Management
of Teams

Level of Complexity of
Team

Communication
Complexity

Rolling Wave Planning

Reassurance: from
client thru cycle:
involvement thru the
entire cycle

Iterative
Implementation



So What's the Difference

- Enterprise Roles & Basic Principles
- Enterprise Level Cadence
- **COLLABORATION** not collaboration
- Communication with a Megaphone
- Release of Multiple Products
- Challenges



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Two Fundamental Questions

Adapted from “Agile Testing Directions” – Brian Marick

Business Facing

Are we building the right product
(external quality)?

Are we building the product right
(internal quality)?

Technology Facing



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ENTERPRISE ROLES & BASIC PRINCIPLES

Modified Roles

Chief Agilist (rare)

Product Manager

Technical Manager

Project Manager

Iteration Manager

“aka Scrum Master”

Solution Architect

Release Manager

Base Assumptions

- Multiple Teams
- Sharing Code Base
- Interfacing with Waterfall

Modified Principles

- Open/Close
- Carry Over Concept
- Horse Trading



Enterprise Level Cadence

What's Different: Sprint Planning

- Inside the Sprint vs. Outside the Sprint

N+ 1: Continuous Planning 1/3/8

- Day 1: Ready - Notification
- Day 3: Set - Clarification
- Day 8: Go – Confirm all Inputs & Team Review

Facilitation is Set: No Variance in Delivery

- Stand Ups: Walk the Board instead of the Trinity
- Open/Close Presentation is the SAME Irrespective of Project



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Collaboration with a Big ‘C’

Interplay between Project Teams

- Coordinate Story Play

One Code Base

- My problem is your problem

Competing Frameworks

- Agile vs. Waterfall in the Same House

Required Inputs from Waterfall Teams

- Test Data every Sprint

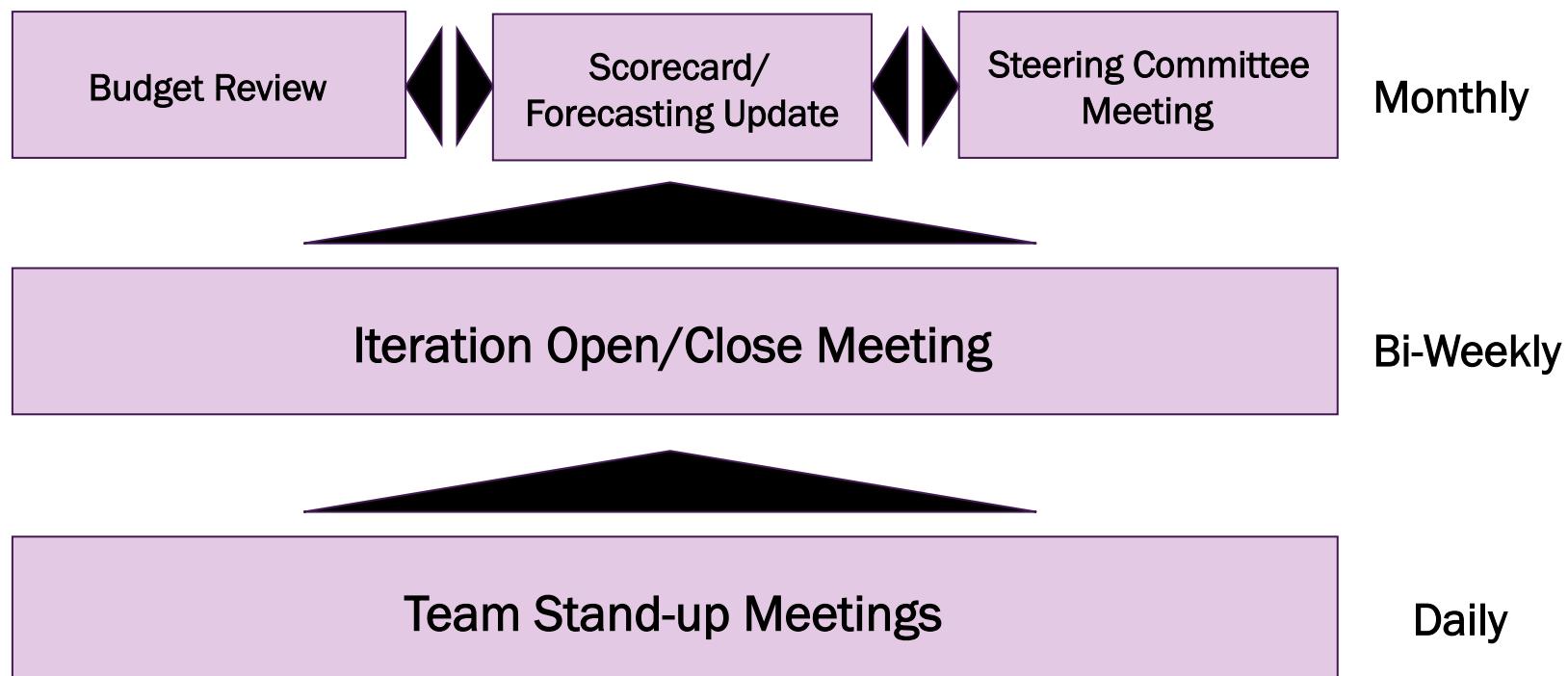


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STATUS REPORTING & COMMUNICATION

Issues and status are discussed regularly at all levels to provide transparency.

In some cases, Japan POS and Transformation may be handled via separate communication streams.



THE MEGAPHONE

Scrum of Scrum

- Project Managers
- ScrumMasters
- Architects

Communities of Practice

- Sharing amongst the disciplines
- Proactive Knowledge Transfer

Information Radiators

- Project Boards
- Live Feeds Digital Boards

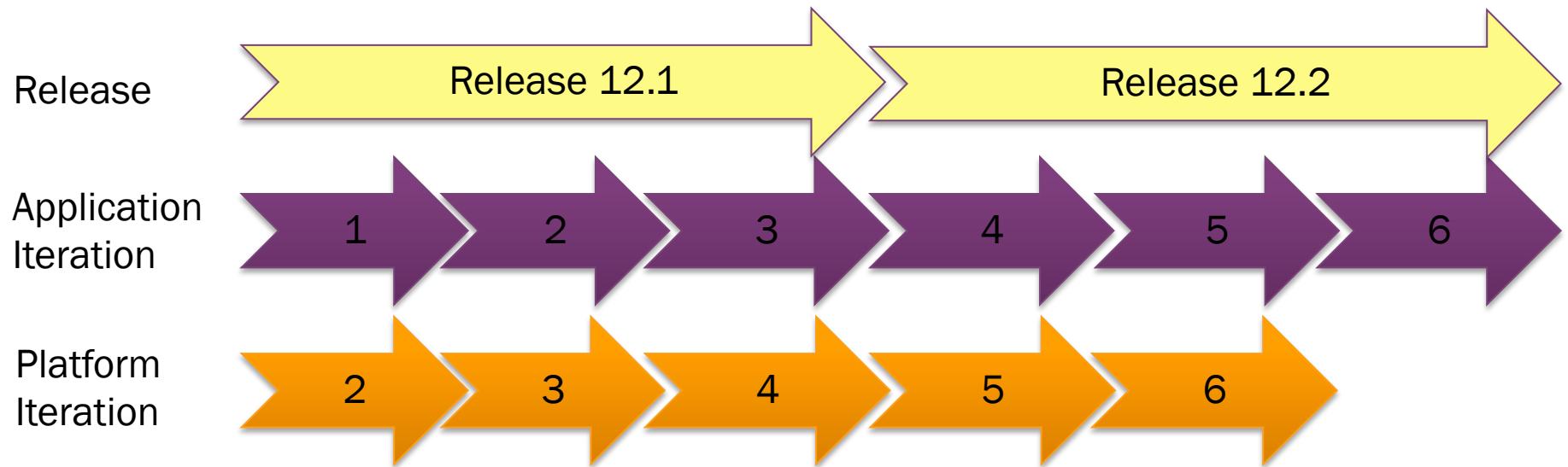
Reporting

- Commitment vs. Velocity
- Changes in Scope
- Enterprise Level Forecasting



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RELEASE THE HOUNDS...



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What They Said...

“Most PMOs focus on what they can stop, not what they can empower.”

“Be comfortable with a lot of change...”

“...80/20 rule: there needs to be some consistency so resources can move between projects.”

“There is perception that Agile teams don’t plan; but they are all the time.”

“Transforming was easy because I was looking for solutions to make things better.”

“Everyone in the organization should go through training”

“Changes are no longer negative.”

Decision can’t be made on that type of cycle...but have we really tried to bring Agile to the business?

“Resource pairing is hard...”

“Proximity is helpful...important to talk and not have email”

“What does self organizing really mean?”



What Did This Mean for Me?

Our Project

- Stores in Japan operate on a POS system that is over 17 years old (RADOS). This system does not support the complicated business that we now operate.
- Stores also connect to the Legacy backend systems.

Areas of Focus

- Jennie52 leverages the POS work that the Japan POS Project began to support the other in-country brands. This provides a suitable POS platform for planned growth as new markets require a POS that can be localized and implemented quickly and at low cost.
- Integration with the Oracle Core Applications Suite.
 - *SIM: Stores Inventory Management*
 - *RMS: Retail Merchandise System*
 - *ReSa: Retail Sales Audit*
 - *RPM: Retail Price Management*
 - *Central Office*
- The addition of new tenders (forms of payment) to support the opening of this store type.



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Our Project Timeline



Milestones	Dates
Inception Kick Off	December 5
Quickstart	December 5 – 9
Design Storming	December 12 – January 6
Iteration 0	January 9 – January 26
Iterative Development	January 27 – June 28
Release 12.3	June 26
Release 12.4	July 30
Warranty	Thru August 31, 2012

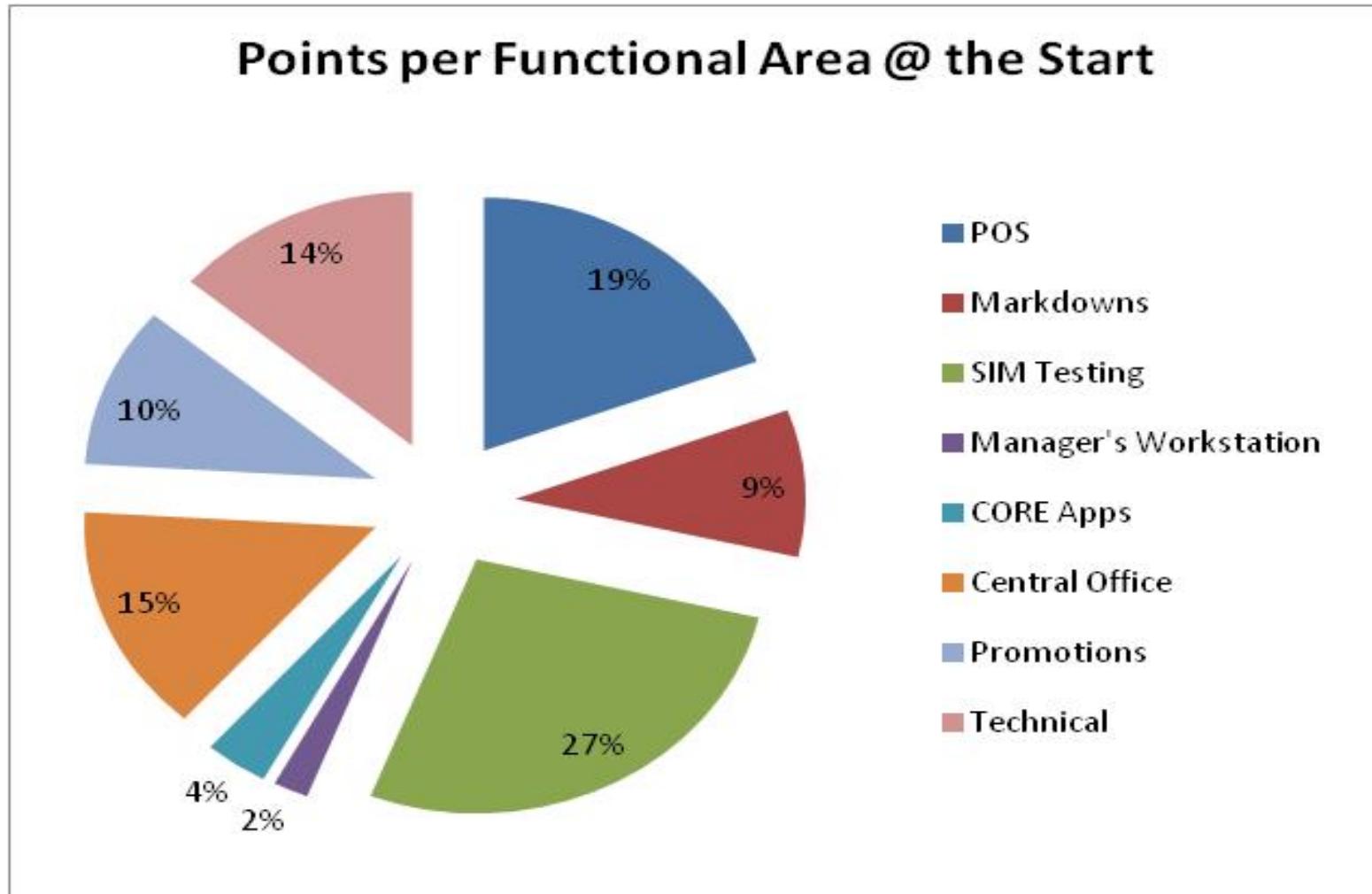


PROJECT OUTCOMES



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Where We Started...



@Start

Stories = 87
Points = 819

Package Plan: Start & Finish

Post Inception

Package #1

- Branding of Store Systems
- Item Entry of New Format
- SIM Receiving on Manager Workstation

Package #2

- Support of IPT Pricing Tool
- Ability to Support % Off, Amount Off & Fixed Price Promotions
- SIM Functionality on the LRT

Package #3

- Addition of Updated Reason Codes
- SIM: Complex Functionality: Inventory Adjust & Transfers

Package #4

- Central Office
- Data Archiving
- Returns Management
- Visibility to the Electronic Journal

Post In-Market Visit

Package #1

- Branding of Store Systems
- Item Entry of New Format
- SIM Receiving on Manager Workstation

Package #2

- Ability to Support % Off and Amount Off
(Excluding Fixed Price promotions)
- SIM Functionality on the LRT
- New Traffic Device**

Package #3

- Addition of Updated Reason Codes
- SIM: Complex Functionality: Inventory Adjust & Transfers
- 3 New Tenders**

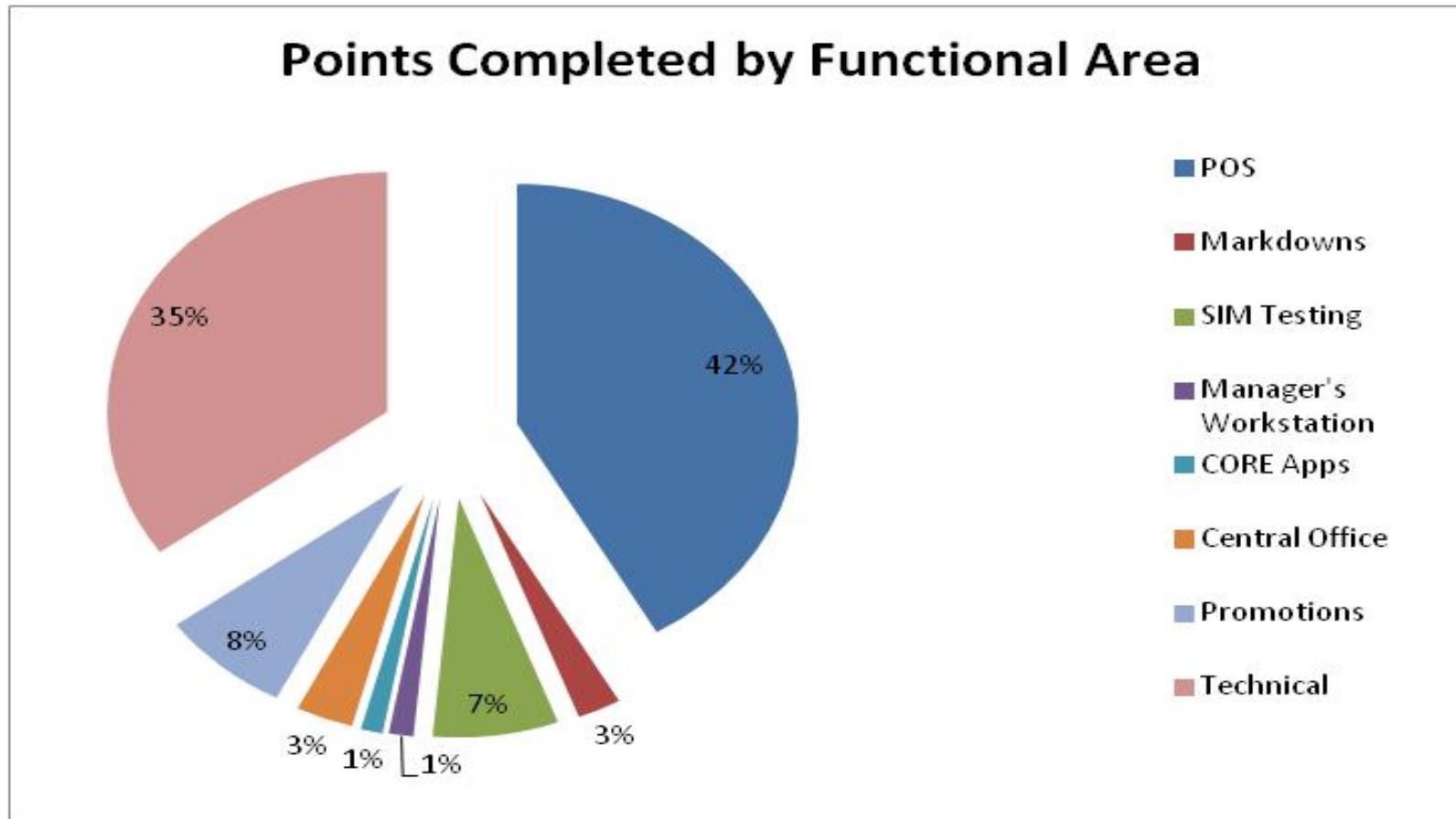
Package #4a

- 1 New Tender**
- Central Office**
- (Electronic Journal Only)**
- Back Office Access**
- IPT Testing**



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What We Delivered...



@Start
Stories = 87
Points = 819

Total
Stories = 164
Points = 1279

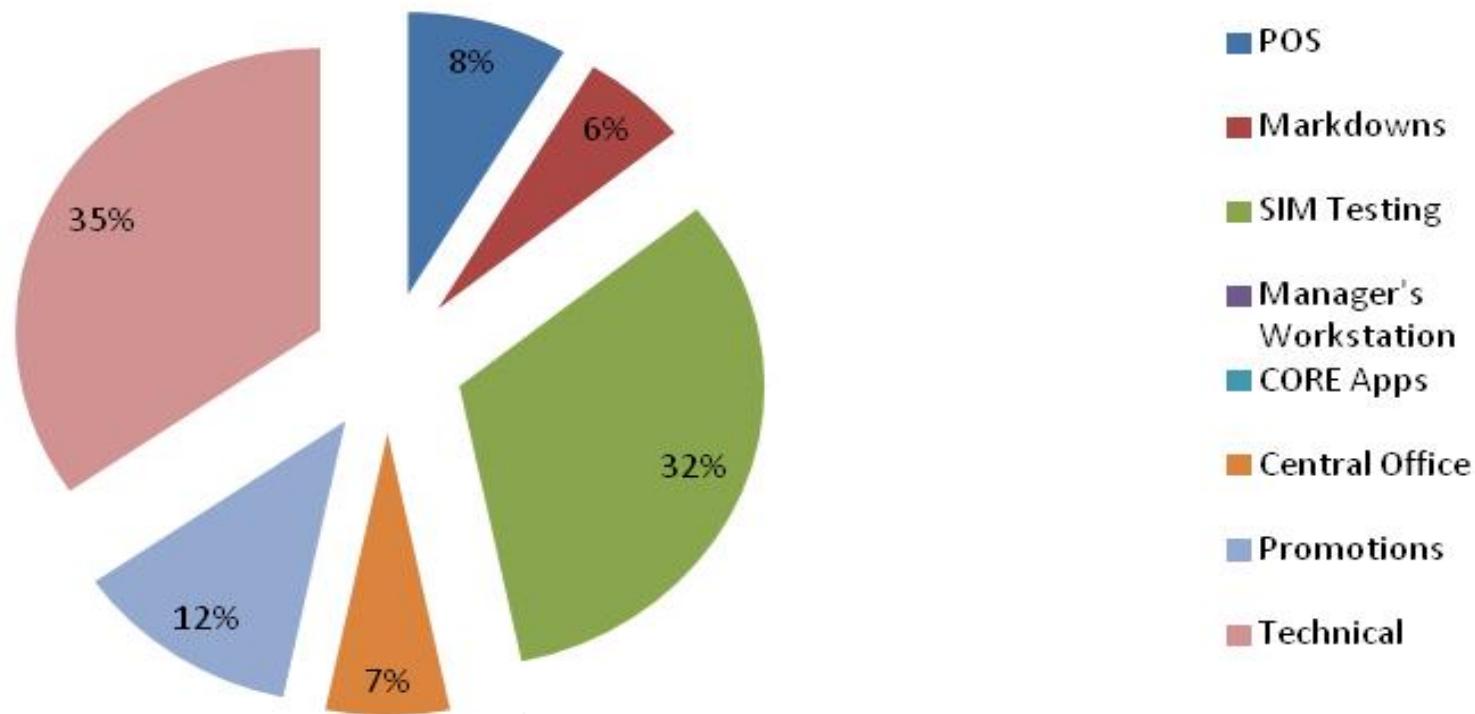
@Delivery
Stories = 104
Points = 635

Remaining
Stories = 60
Points = 644



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Points per Functional Area Remaining



@Start
Stories = 87
Points = 819

Total
Stories = 164
Points = 1279

@Delivery
Stories = 104
Points = 635

Remaining
Stories = 60
Points = 644



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Work Being Deferred – Package 4B & 5

One Store

- Additional promo testing with IPT
- Improved process on item price and promo corrections

Multi Store

- Central Office - Returns Management, Transaction Tracker, Data Purging/Archival, Parameter Distribution
- Store monitoring script updates
- Remote Deployment
- POS Closing report enhancements

SSE

- Updates on ISP1 registry load and boot up
- Configuration update on ISP2

Technical Debt

- Hardening tests for Magic Piano
- Reason code refactoring
- Merging CO CGI instance into SVN
- Functional Test Automation - *LDAP, CO EJ, BO, SIM*

Nice to Have

- RTLOG Validator
- Automating date change on the ISS for testing purposes
- CO application access on Manager Workstation



LESSONS LEARNED



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Lessons Learned

Collaboration Amongst Project Teams

- ✓ Improved coordination and alignment is needed when checking in
- ✓ Responses to broken builds require greater awareness
- ✓ Rework occurred due to the lack of understanding the shared code base
- ✓ Lack of adherence to the Revert Changes Guidelines

Current State CI Environment

- ✓ VM configurations caused unforeseen delays
- ✓ Additional build failures caused by inability to create artifact

Agile Transformation

- ✓ “Definition of Done” best practices adopted at a slow pace
- ✓ Leveraging metrics to understand the quality of work

External Team Coordination & Commitment

- ✓ Coordination with non-Agile teams regarding the alignment of key timelines/activities
- ✓ Commitments were repeatedly readjusted

Post Project Transition

- ✓ Execution to the support model was a new process
- ✓ Release Management was challenging due to sharing common trunk



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Here's How it Turned Out...



The Path There...Our Adventure

VIDEO

http://www.youtube.com/watch?v=X_9syc7pnFM&feature=youtu.be



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Q&A

Questions?



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Last Words...

Managers who want to make the transition

- ❖ Knowledge sharing and training

Experienced folks who are coming into a transition

- ❖ Patience and humility

New folks who want to make a transition

- ❖ Break all the rules; don't do anything you've done before



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