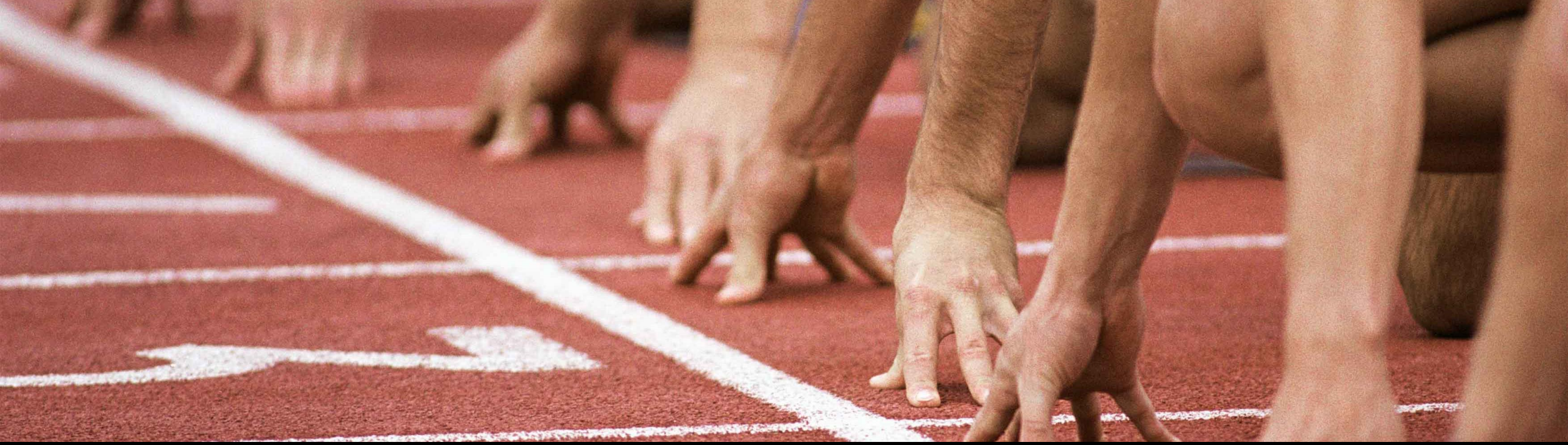


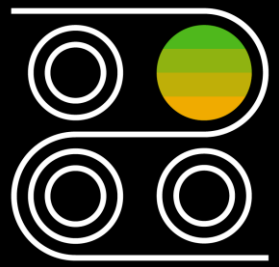
Speed with(out) direction
Weniger Features und mehr Nutzen ausliefern

Dirk Lehmann, SAP

PUBLIC

THE BEST RUN SAP®

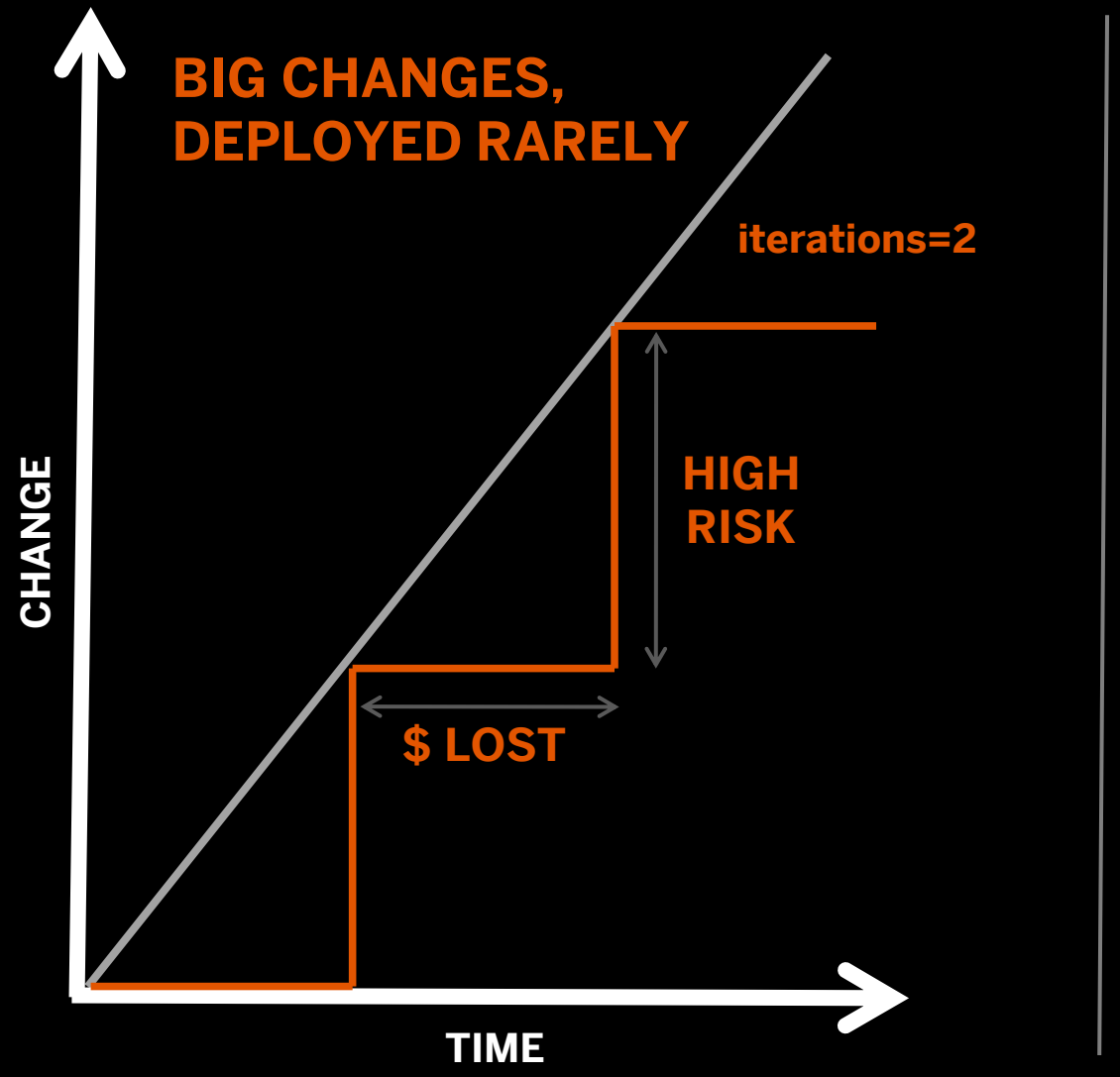
So you wanna go fast?

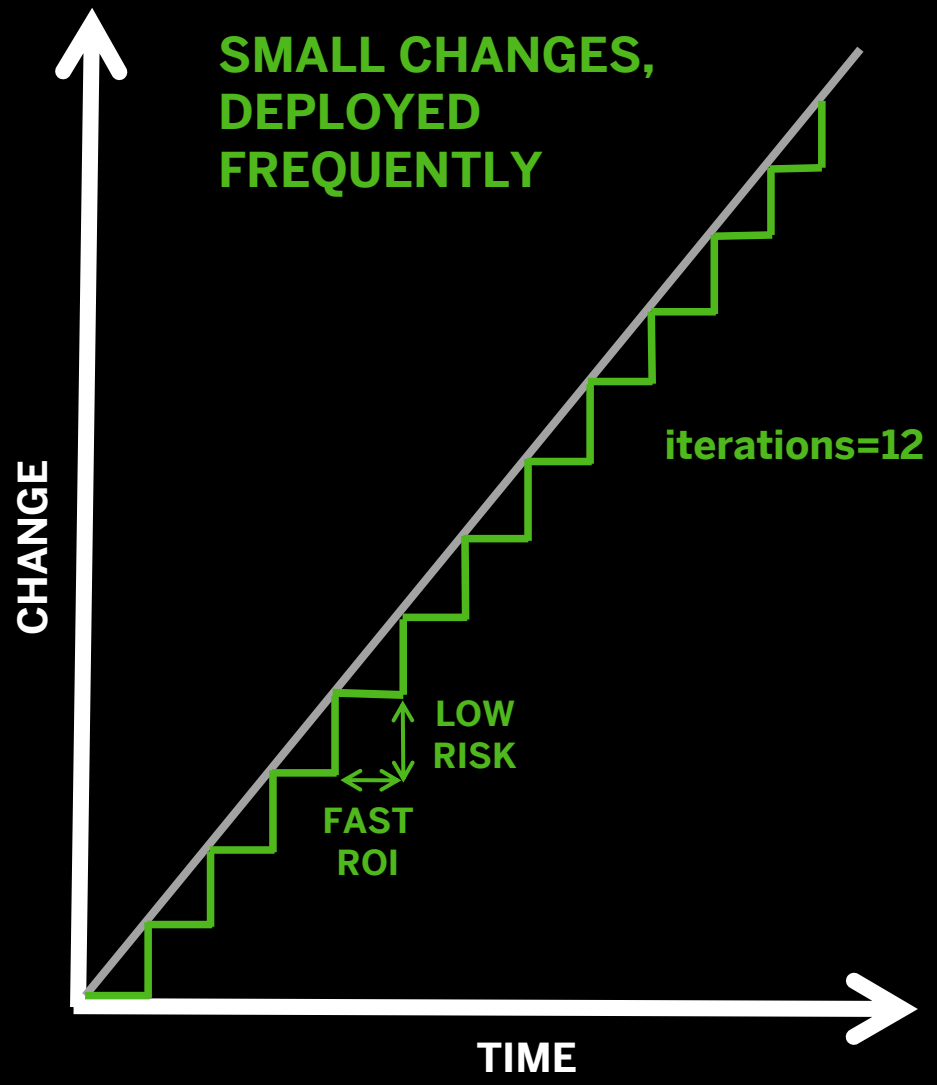


Faster deployment

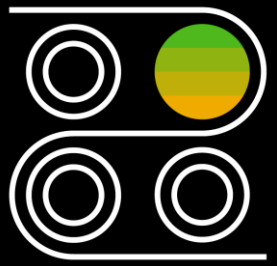
© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

The benefits of fast deployment





© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

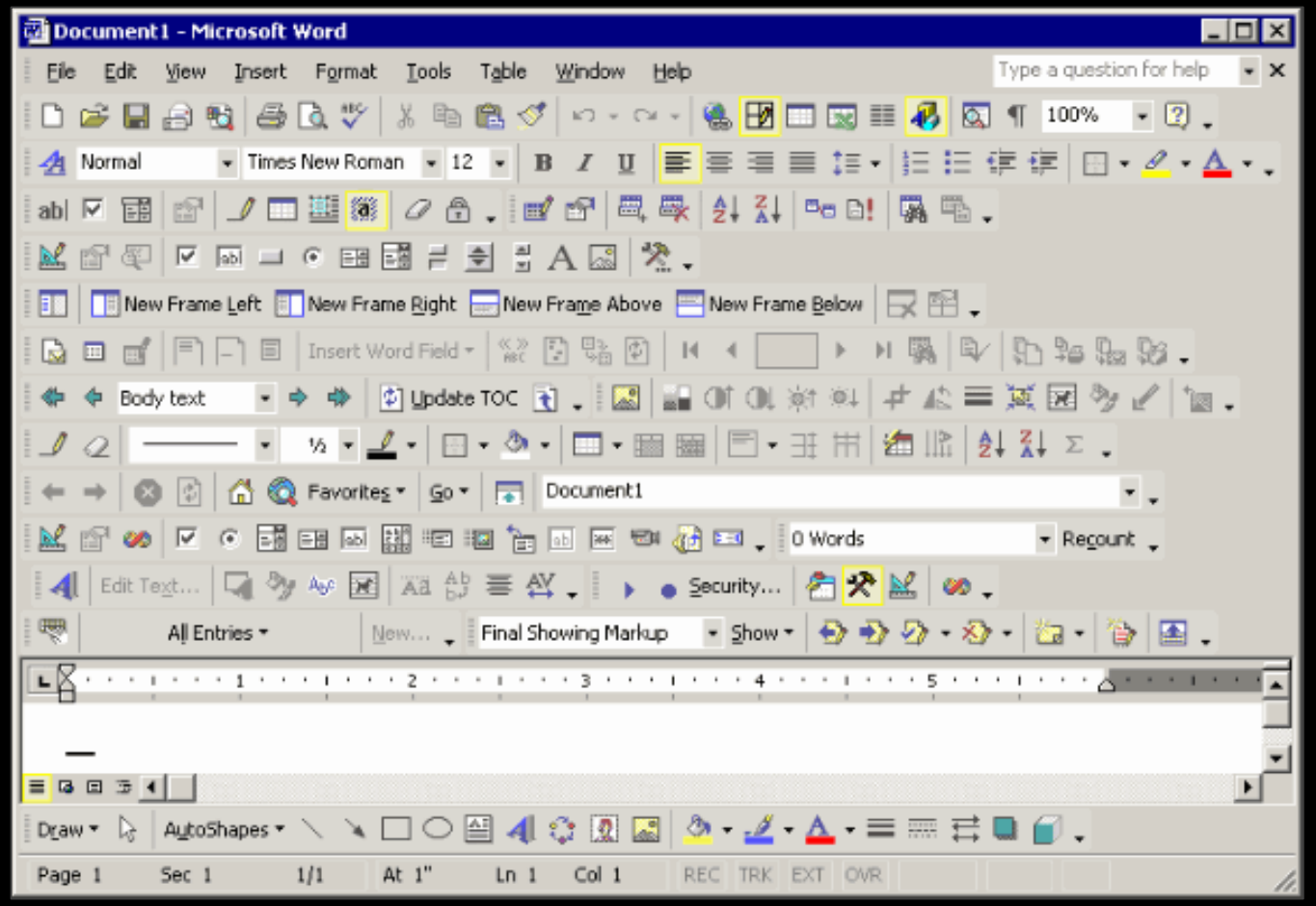


Built-in quality

Faster deployment

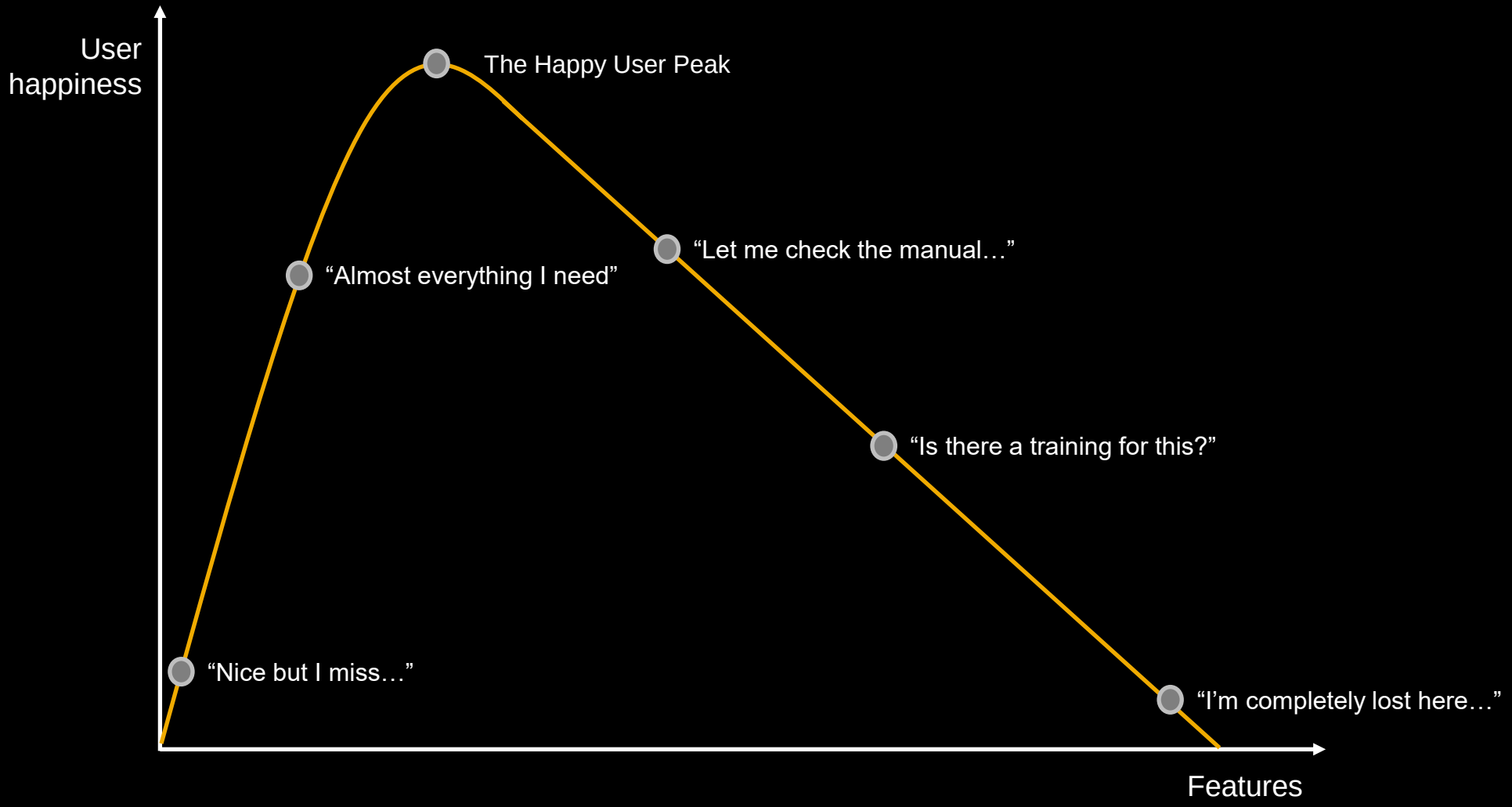
© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Feature creep



© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

The feature creep curve



© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

The mother of all software engineering questions

How do we name that variable?

© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

The mother of all software engineering questions

How do we bring value to the customer?

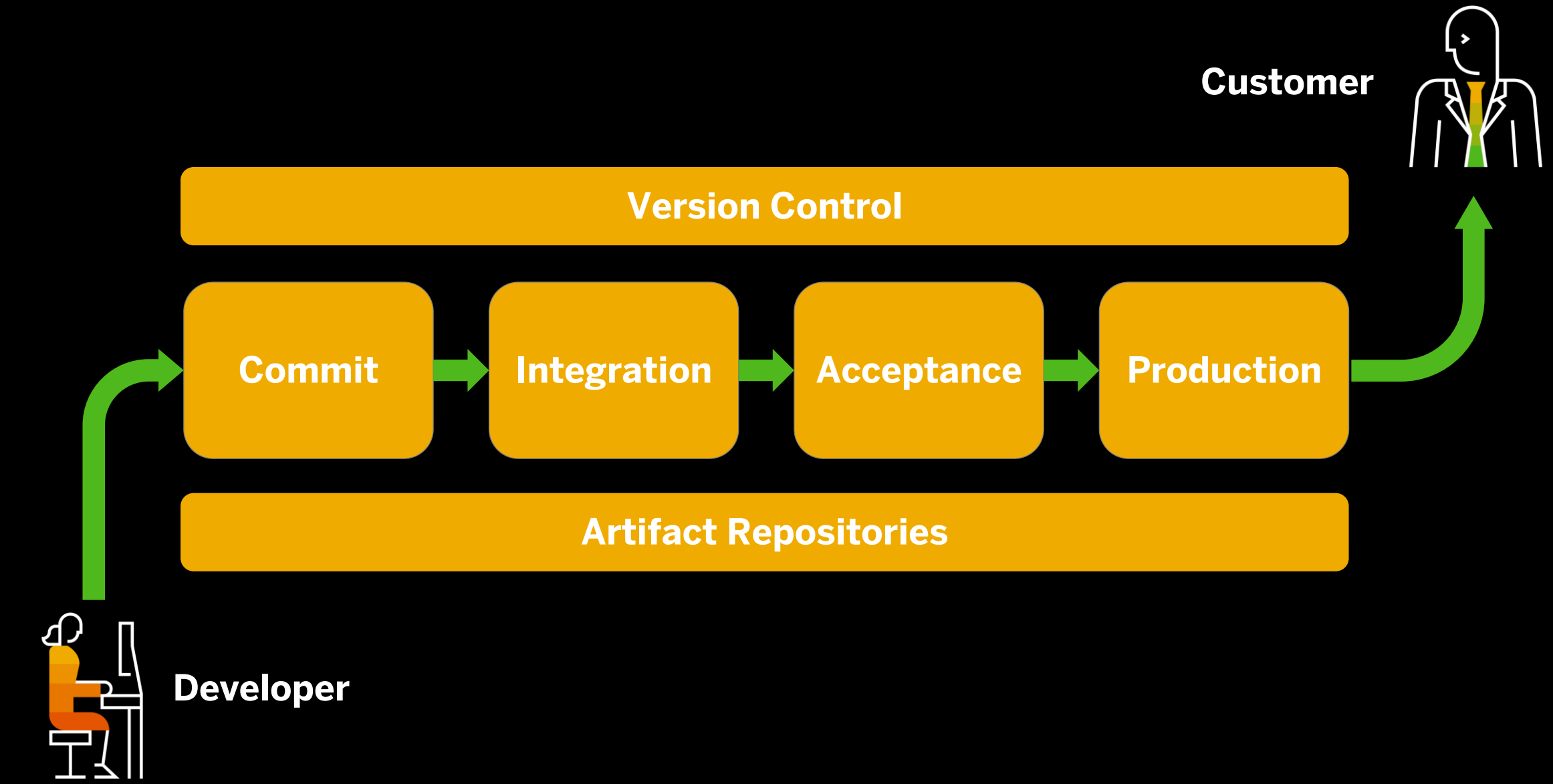
© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Speed.

Monty Python: “The Silly Olympics - 100 yards for people with no sense of direction”, 1972

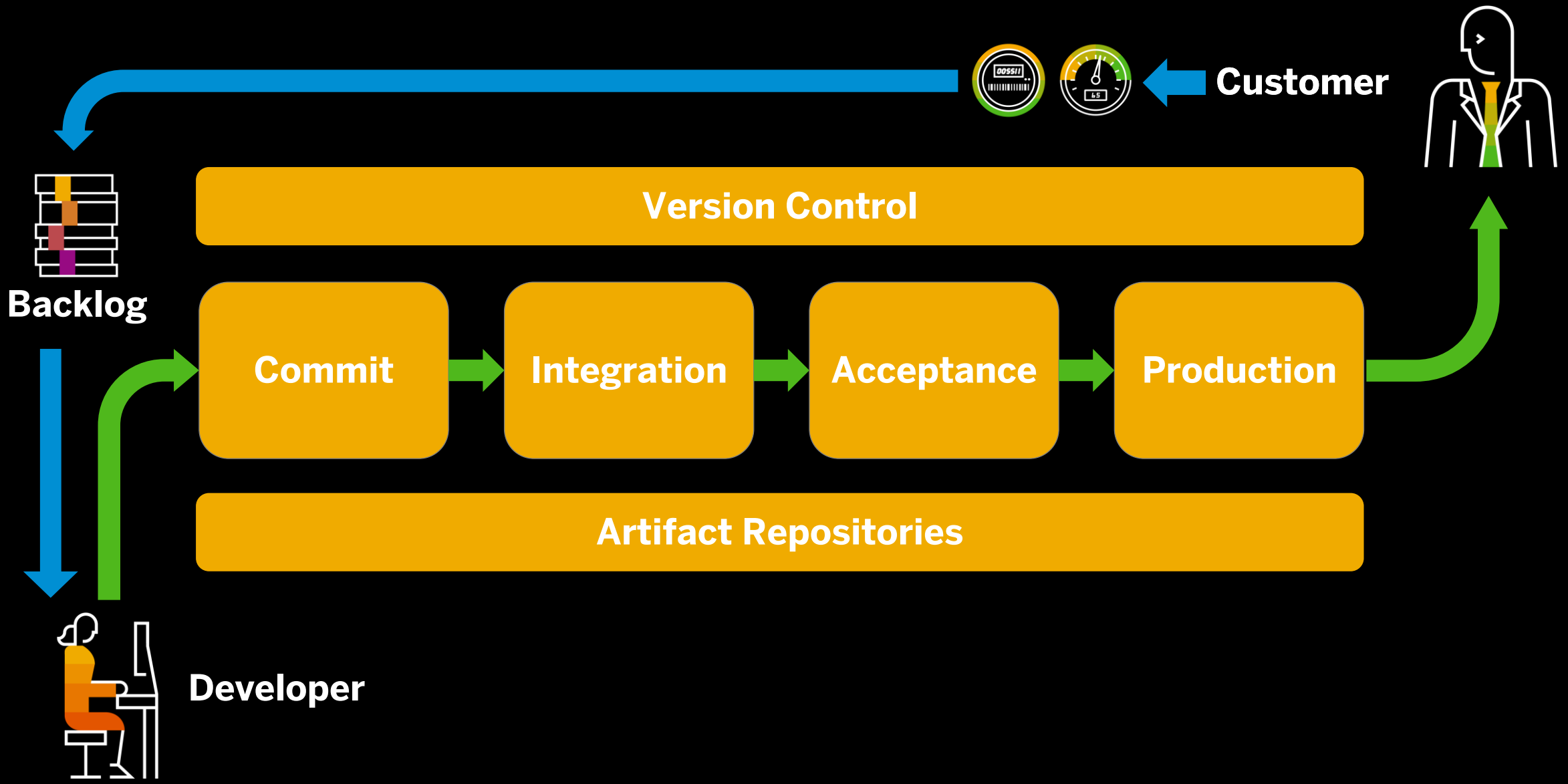
© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Deploy faster



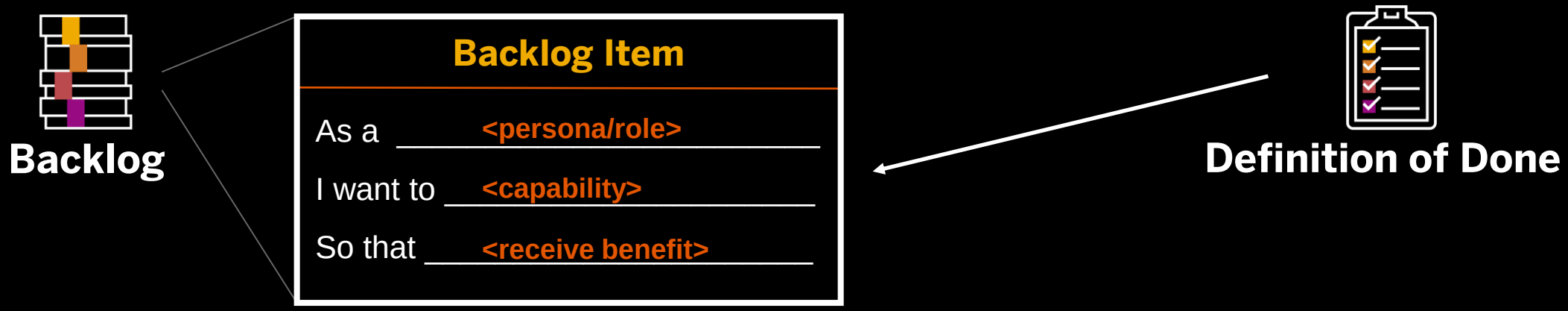
© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Deploy faster



© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Amplify feedback loop – reworking our backlog

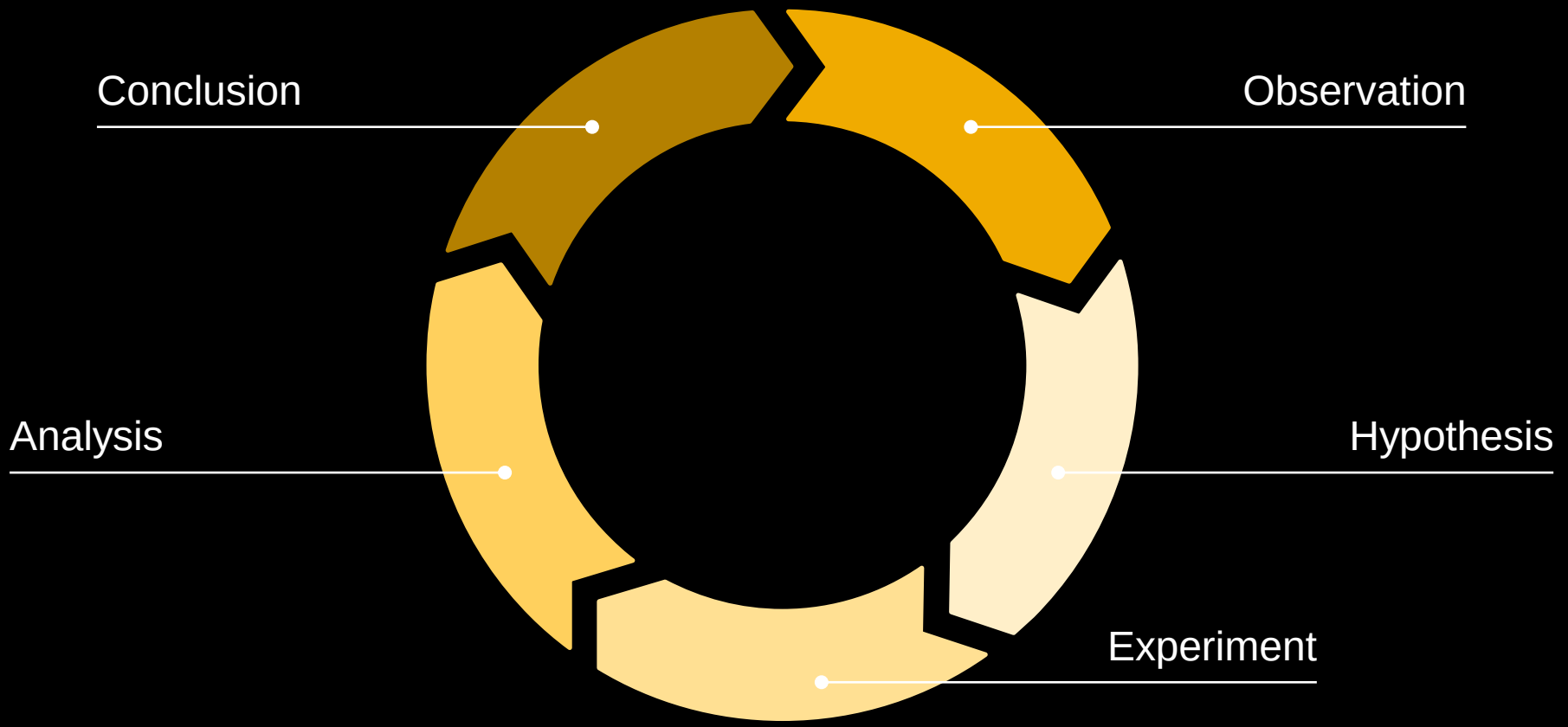


- Based on assumptions
- Could be biased
- Focused on output

- Output-based metrics
- Detects working software
- Does not detect value

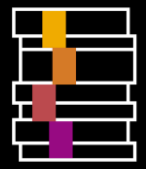
© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Science.



© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Hypothesis-driven development (HDD)



Backlog

Backlog Item

We believe that <this capability>

Will result in <this outcome>

We know we have succeeded when <these metrics apply>

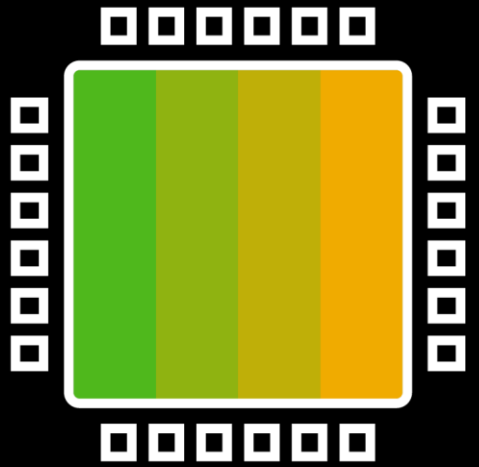
Definition of Done

- Based on a hypothesis
- Measurable
- Focused on value

- Needs to be extended to cover value:
  - “Achieved desired outcome”

© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Measurement.



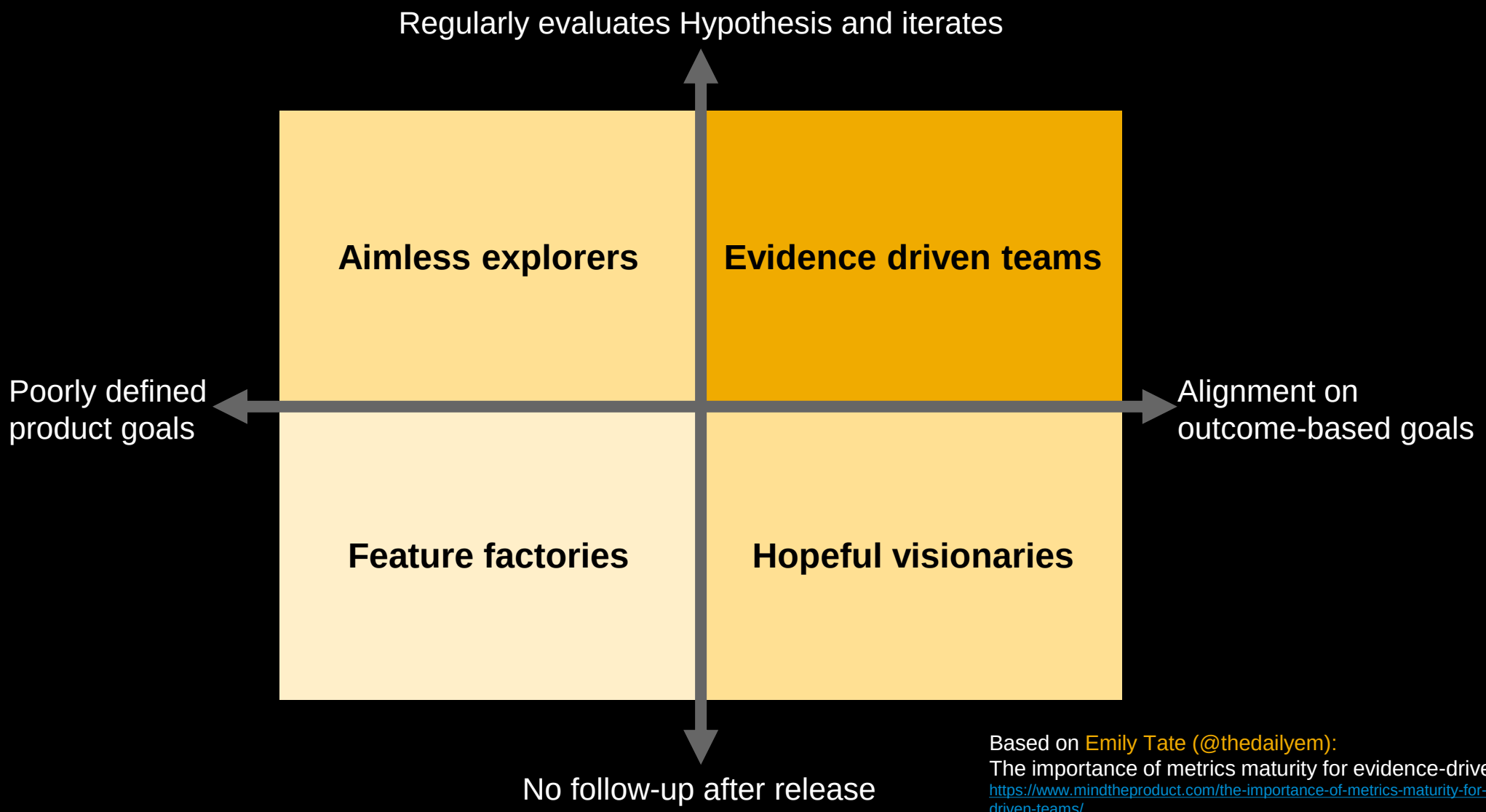
© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

“Without **data** you’re just another person with an **opinion**.”

- W. Edwards Deming

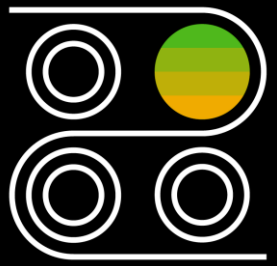
© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Don’t be a feature factory. Become an evidence driven team!



Based on Emily Tate (@thedailyem):
The importance of metrics maturity for evidence-driven teams
https://www.mindtheproduct.com/the-importance-of-metrics-maturity-for-evidence-driven-teams/

© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC



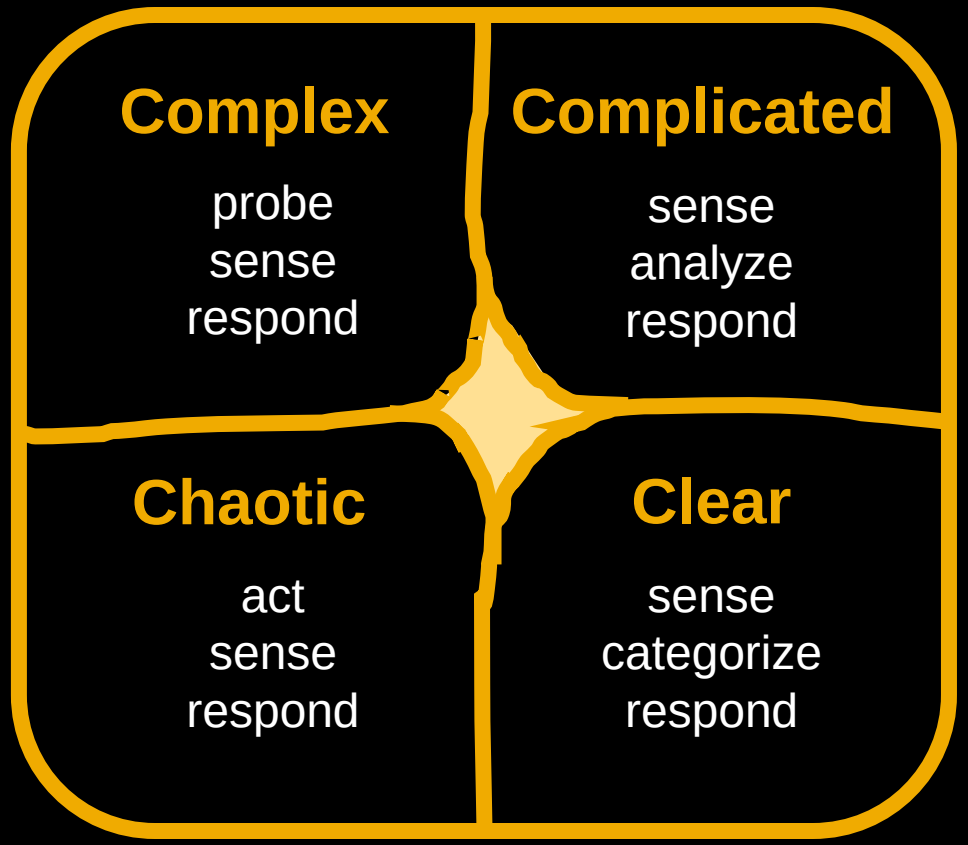
Built-in quality

Faster deployment

Faster feedback

© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

When to use Hypothesis Driven Development?



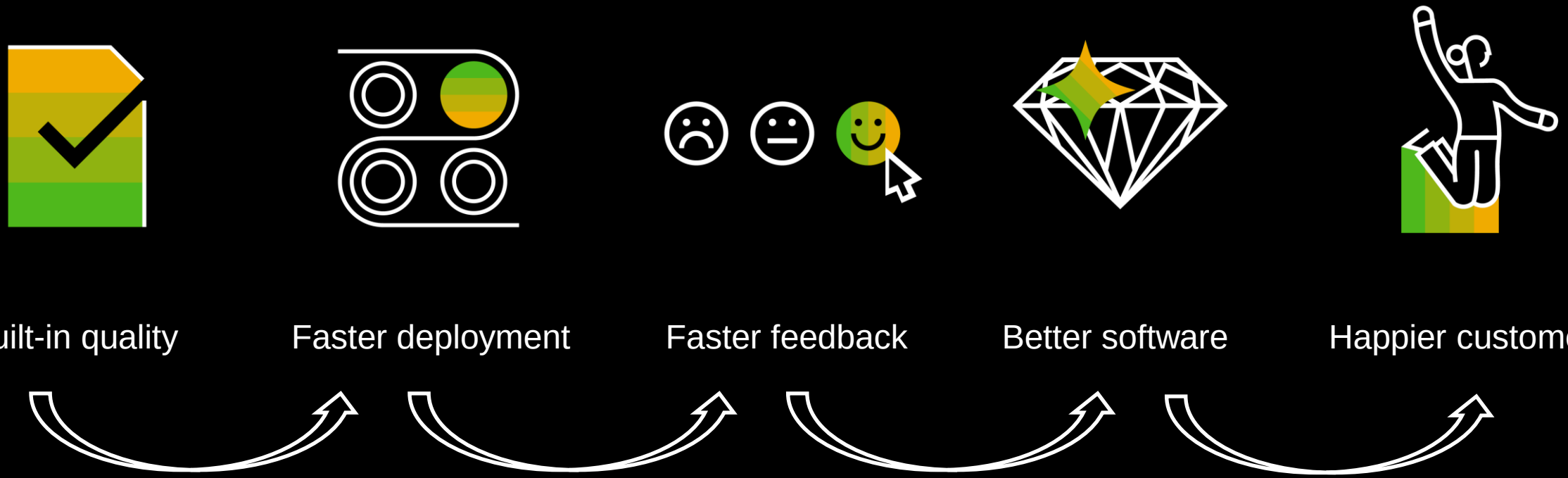
The Cynefin Framework

created by Dave Snowden, 1999

© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

It has always been about value …

“The goal of Continuous Delivery is better software”



© 2021 SAP SE or an SAP affiliate company. All rights reserved. I PUBLIC

Thank you.

Contact information:

Dirk Lehmann
SAP IES CI/CD Product Management

@doergn

THE BEST RUN SAP