

PROJECT GUIDANCE

AGILE ANALYTICS

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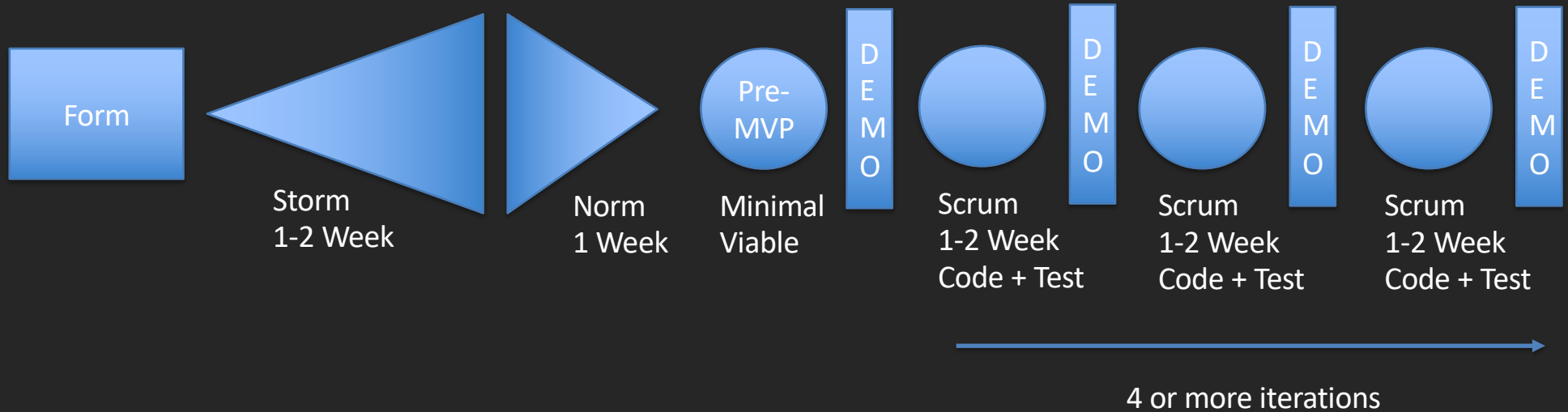
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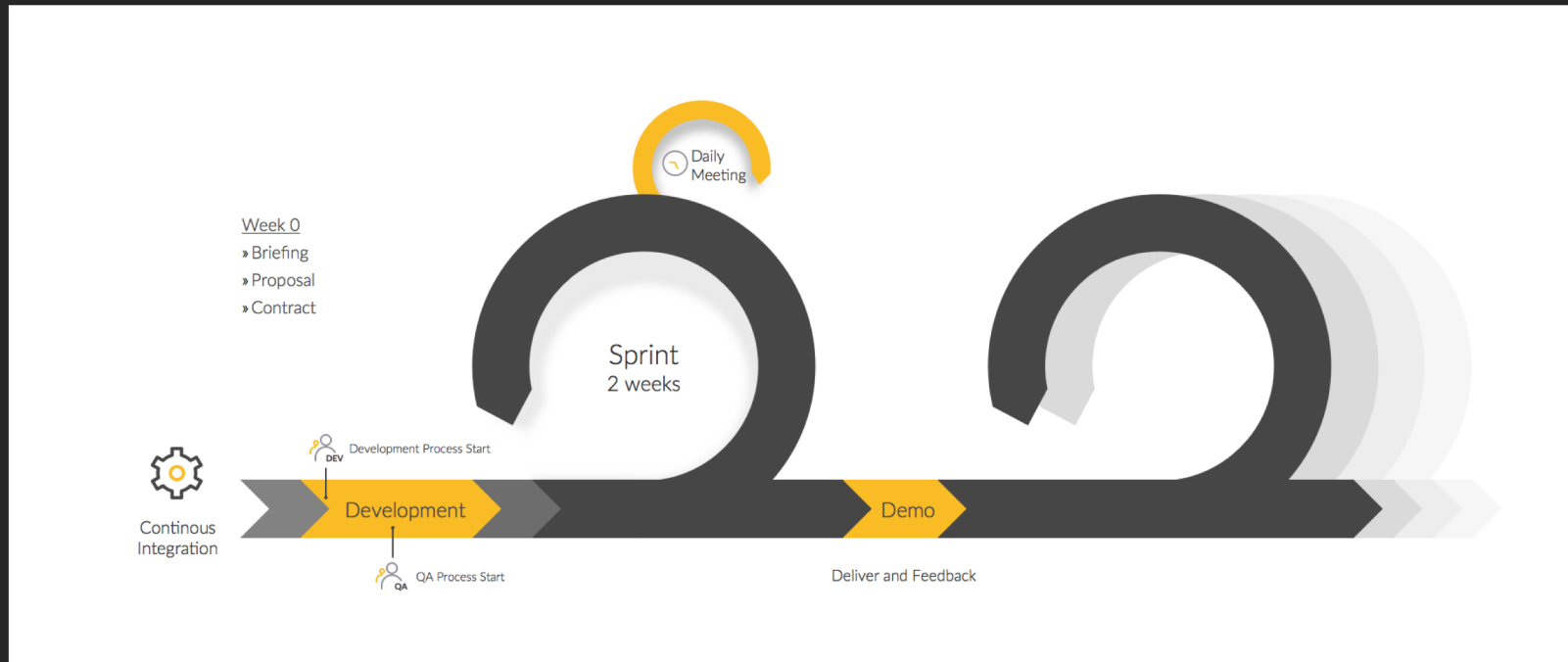
Agile Project Guidance

Getting Started – Behaviors and Process

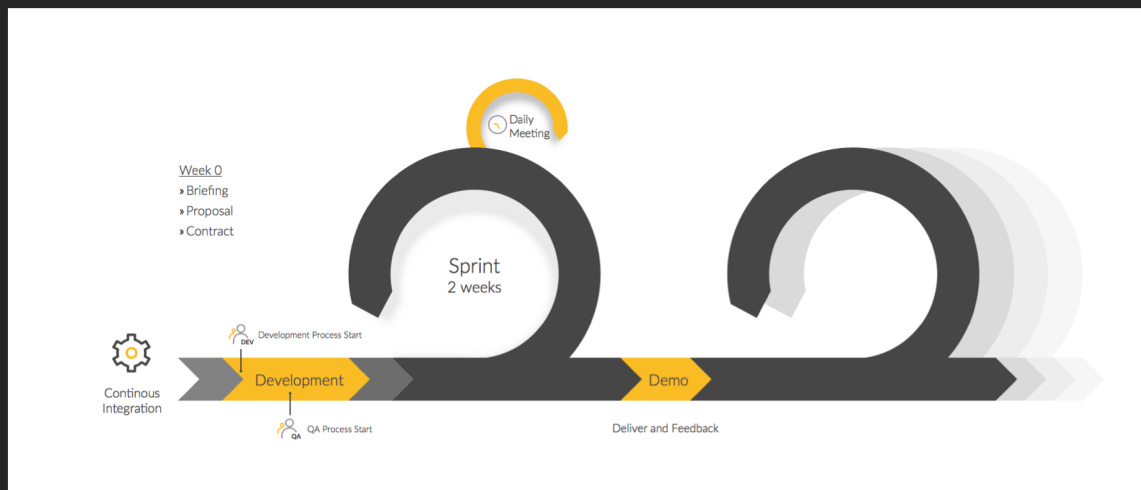


1. Form, Storm, Norm
2. Minimum Viable
3. Key skeleton components
4. Hypothesis → Test → Record
5. Agile Model for Feature Increments (for a changing objective)
6. Agile Analytics

Agile Analytics – Industry Point of View



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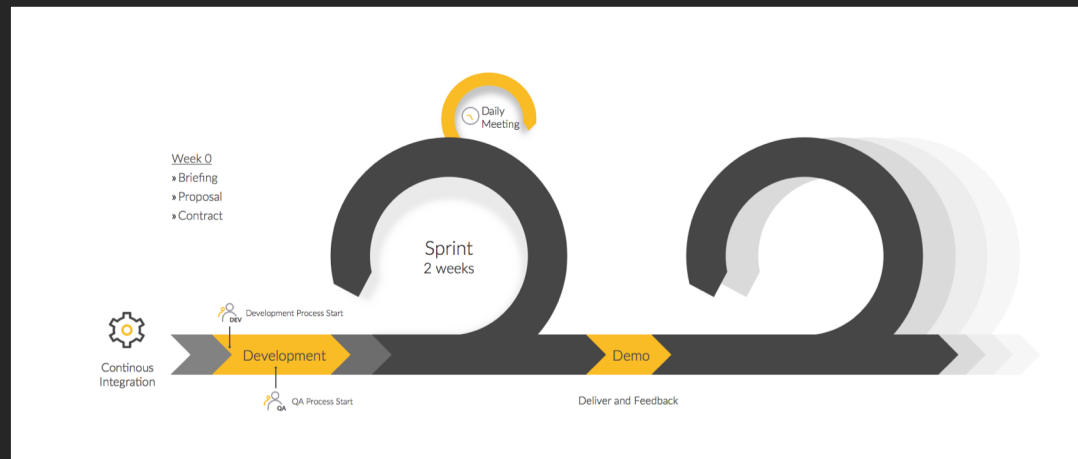
Things that work well:

- Acceptance criteria
- Pointing
- Two week chunks (sprinting)
- Explicit prioritization

Agile Analytics – Industry Point of View

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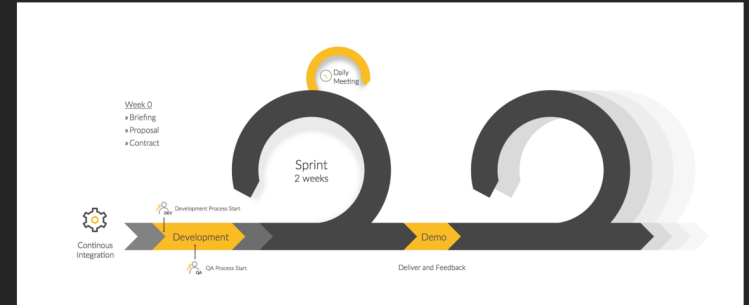


Things that don't work so well:

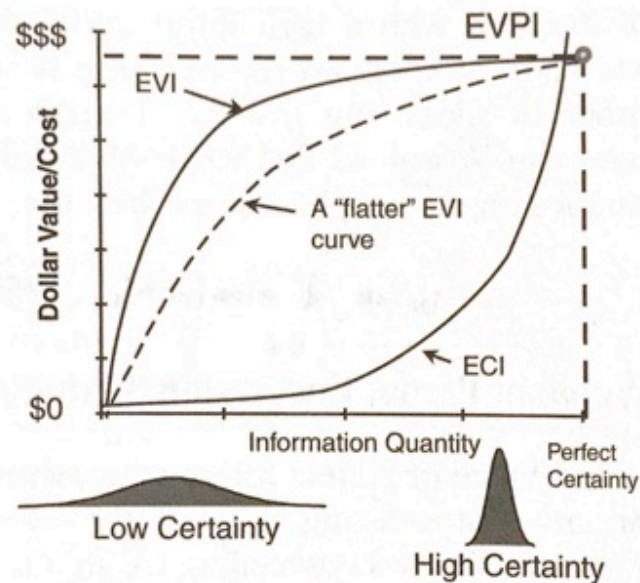
- The fortuitous finding
- Exploratory data analysis
- Product ownership / story-writing (customer x is trying to do Y)
- Business-as-usual support, ie monthly report

Adjustments to SCRUM for Data Analytics:

- **Time bounded** spikes for research with conclusion like should this be pursued further
- Make the AC (Acceptance Criteria) include “**write the next story**” (proposal):
 - 1 page summary, eg what to look into next
 - Recommend our strategy to pursue
 - Write the ACs to be able to prototype it
- Reserve **10% for non-sprint work**
 - **Transparent**, say what they are working on
 - **Plausible** value
- **Peer Review** instead of Sprint Review – at demo day
 - Bring **team** together to review
 - Spread knowledge across team (**junior learn from senior members**)
 - **Cross team input on research topics**
 - Catch more errors, **see discrepancies**



Strategic Analytical Measurement



- EVPI—Expected Value of Perfect Information
- ECI—Expected Cost of Information
- EVI—Expected Value of Information

1. Estimate value of perfect prediction / classification / information?
2. How close are you to perfect information/ prediction today? (what value have you already obtained?)
3. Estimate the cost of improving the information / prediction with an asymptotic shape (
4. Calculate Incremental ROI: Additional Value/Additional Cost

Platforms and Product Management Process

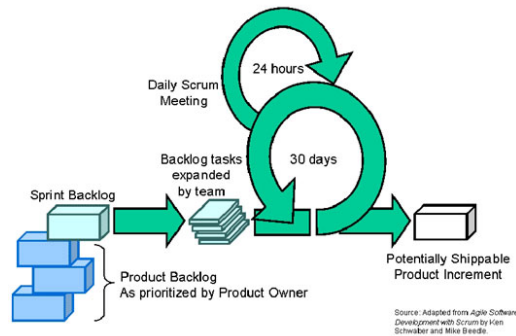
Exec Only

Train Schedule + Platform

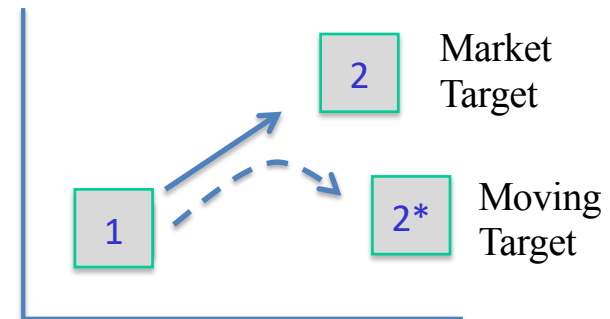
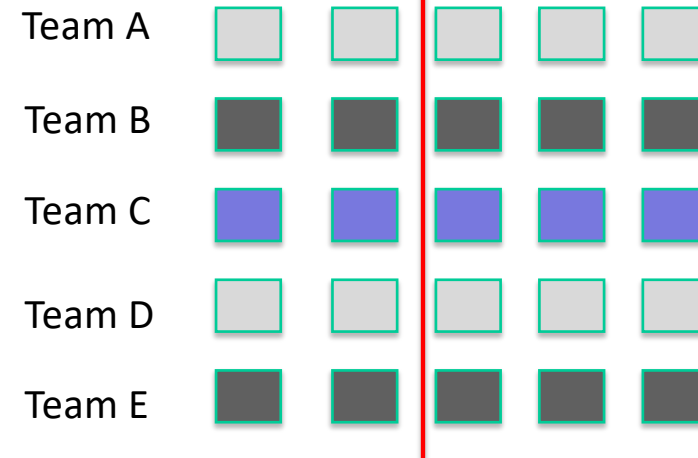


- Fully featured platform -> product line management
- Avoid Medtronic problem: newest feature on simplest product
- Platform costs are shared and allocated over all products
- Team structure to avoid duplicate work and skills

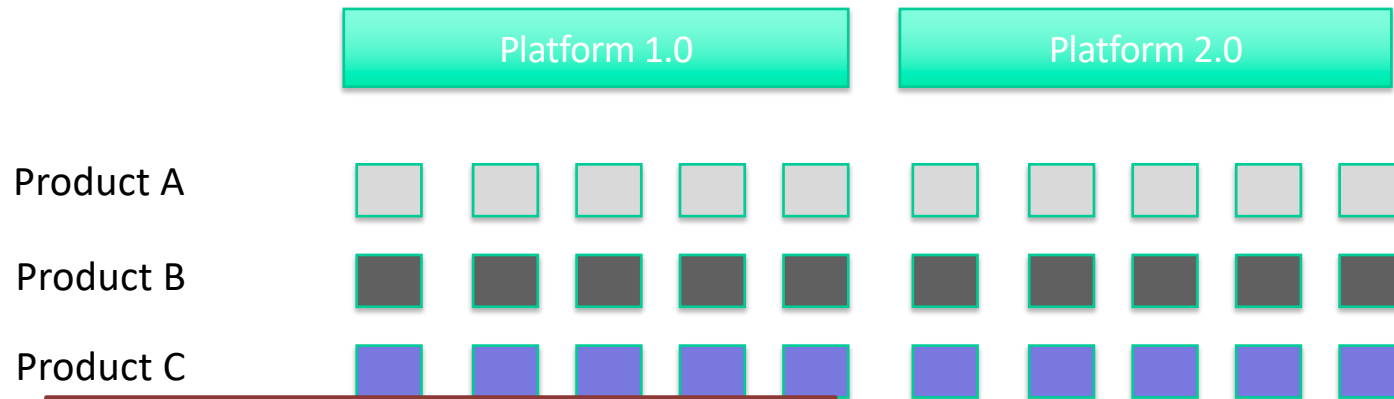
Purpose of Agile



- * X day sprints
- * Design + test together



Train Schedule + Platform



What are the characteristics of an ideal platform?

management
on simplest product
over all products
and skills

An R&D Process for Product Development

Methods:

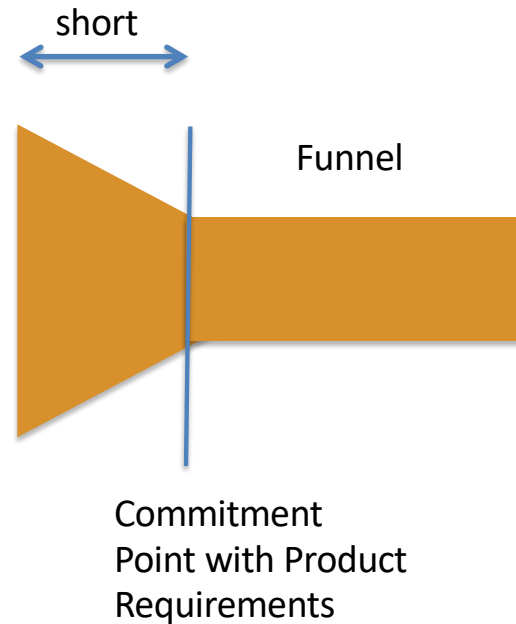
- Train schedules
- Platforms/Products
- Gates / Docs
- Funnels
- PRD
- Agile vs. Aggregate Planning

Measures:

- Cycle time
- Market Share
- Quality
- Fully Allocated Cost



Keep
Technology
Risk in “Labs”



Contact:

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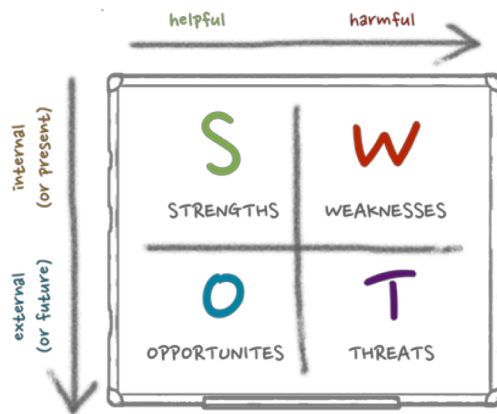
Technology Strategy and Business Model Exercises (Executive Sessions Only)

Disrupt Yourself

Exercises for Urgency and Information Gathering:

What would your firm do if your current products and services were offered at no cost?

How would you disrupt yourself, that is how competitors will do it. What defensive strategy will you use?

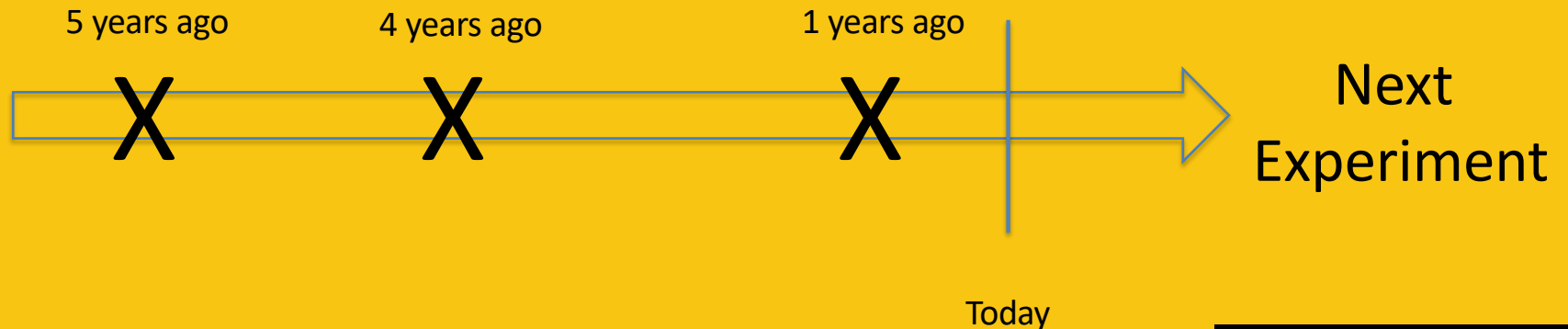


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Disrupt
Yourself™

Sometimes It is Important to Look Backwards and Learn

Attempted
Projects to
Innovate in
This Area



Review in each case:

- What went right? What went wrong?
- Conditions/environment?
- Team, Culture, Decision Making
- Build/buy/Contract
- Timing

Hypothesis of
What can work

Exercise: Try it
List 3-5 past projects
Sub-bullets: reflections

Final statement:
What can we learned

Core Competency	Scale 10x?	Hard to Copy	Option A	Option B	Option C
Inventory Selection					
Customer Service					
Information Management					
Full Price on Internet					
Logistics					
Culture					

Berkeley Innovation Index

Berkeley Innovation Index

Company or Organization



Input vs Output

Investment
R&D
Returns

Understand People & Functions



Data Analytics



X-Ray to Understand



We can now see and understand at the level of people

Your **innovation culture** score is

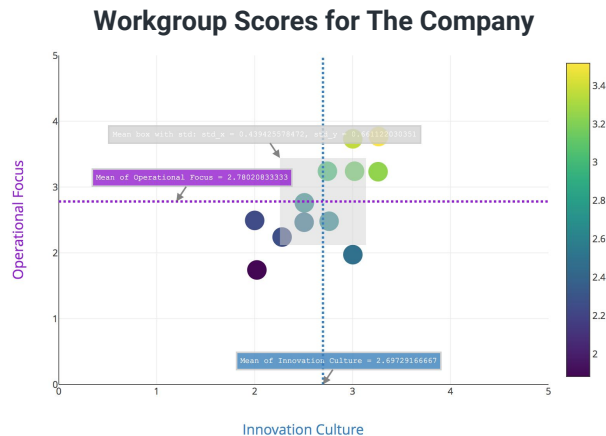
💡 2.7 / 5.0

Your **operational focus** score is

⚙️ 2.8 / 5.0

Your **total score** is

🌳 $2.8 * 2.9 = 7.6$



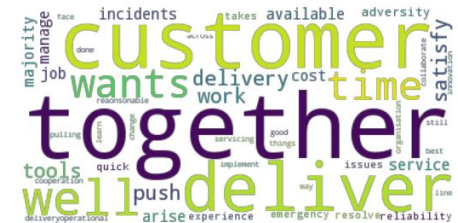
Useful data to collect prior to your next strategy or planning meeting

Summary of The Company's perceived strengths

Most important answers to the Question:
"What do you feel we do best?"

Word Cloud 
Strengths

- **Pulling together in times of crisis** or incidents.
- Completely satisfy the Customers.
- We **manage issues that arise**, very well!
- The majority of the organisation wants to do a good job **servicing the customer** in the best way with the tools available.



Summary of The Company's perceived weaknesses

Most important answers to the Question:
"What are the most important areas for us to improve?"

Word Cloud 
Weaknesses

- **Learn to change** and take some risks along the way.
- Bringing everyone in the organisation into the 21st century **more open approach to change** across organisation. Too many blockers to change and very risk adverse
- A structured realistic approach to **efficiently delivering good quality strategic solutions**

