The general manager in 2009 was Jim Stoneham of Yahoo! Which had Flickr and Yahoo Answers. Which had competitors like Stack Exchange, Aardvark and Quora. In 2009 Yahoo! Answers had about 140 million visitors each month. (Kim et al., 2016) It was also available in more than twenty languages. (Kim et al., 2016) But Yahoo!’s problem was that their revenue had flattened along with their growth, and user engagement scores were starting to lower. (Kim et al., 2016)

According to Jim Stoneham their competitors Facebook, Twitter and Zynga did experiments really well at least twice a week. Among the experiments they were able to review any changes before they deployed. But Yahoo! Was struggling to make any releases quicker than 4 weeks. (Kim et al., 2016) “The other people in the market had a feedback loop 10x faster than us.” Said Jim Stoneham (Kim et al., 2016) It was observed by Jim Stoneham that if you do not do these experiments frequent enough the focus of work is just on features, they are working on rather than “customer outcomes.” (Kim et al., 2016)

In order to continue competition with the other companies out there that did similar things, they had to improve the amount of deployments to weekly and further to multiple times in one week. What contributed to Yahoo!’s success was the team was able to focus on these points:

* Time to first answer
* Time to best answer
* Upvotes per answer
* Answers per week per person
* Second search rate

(Kim et al., 2016)

“This was exactly the learning that we needed to win in the marketplace+ Jim Stoneham suggested (Kim et al., 2016) And with out looking into these metrics the team may have not been able to increased production on features and was able to create a “team of employees to a team of owners” (Kim et al., 2016)

Reference:

Kim, G., Debois, P., Willis, J. O., & Humble, J. (2016). *The DevOps Handbook: How to Create World-Class Agility, Reliability, and Security in Technology Organizations*. https://dl.acm.org/citation.cfm?id=3044729