

# Increasing customer satisfaction with iterationless delivery

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@masakmaeda



## Some Pointers for today's Webinar

- Due to large number of attendees, questions will be taken ‘off-air’ using the Q&A box (NOT the Chat box!). Please type in your question(s) in the Questions box on your screen – and mark it to ALL PANELISTS
- To the extent possible, questions will be grouped and responded to jointly.
- To ensure maximum coverage, please limit questions to 1 at a time.
- At the end, any remaining time will be used to take up additional questions.
- The webinar will be recorded; recording will be made available after the meeting.



Host

**Mahesh Singh,**  
**Co-founder, Sr.VP Product**  
**Digité, Inc.**



## Masa K Maeda, PhD

With 25 years of international experience, Masa is the creator Lean Value Innovation and is currently writing a book about it. He is a leading figure in the Lean and Agile communities. He is known for bringing highly successful Kanban and Agile adoptions internationally inside and outside the software and IT industries; and is considered by many to be the person to go to for lean and agile transformation in Ibero-America. He is one of just a few Kanban Trainer-Coaches accredited by the Lean-Kanban University worldwide.



Masa is also a Senior Consultant with the Cutter Consortium, where he specializes in Kanban, Lean-Agile Management, and Lean Value Innovation. He teaches Lean Value Innovation at the University of California at Berkeley Extension. He is also an accredited Kanban trainer with the Lean Kanban University (Valueinnova is a charter member), a PMI Agile Certified Professional, a Certified Scrum Product Owner and a Certified Scrum Master.

Previously, Masa was an associate at David J Anderson & Associates. He did R&D at Apple Inc. and in Japan at Justsystems Corporation. He also worked at Netscape/AOL and was founding team member of 4 startups in Silicon Valley: Electric Communities, When.com, Ingenuity systems, and Vuze Inc.; those companies pioneered in virtual environments, online socialization, proteomics, and online entertainment. Masa also worked at Akimbo systems.

Masa holds a PhD and a M.S. degrees from the University of Tokushima in Japan; a BE with honors from the National Autonomous University of Mexico. He has also done studies in psychology, management, nlp, co-active coaching and cybernetics.



# Digité – A Quick Overview

- A Pioneer in Web-based Collaborative Products/ Solutions for Geographically Distributed Teams
- Headquartered in Mountain View, CA
- Over 250,000 users in the Americas, Europe, Asia/ Pacific
- Products that cover Lean/ Kanban, Agile ALM, Project/ Portfolio Management
- Swift-Kanban is our flagship Lean/ Kanban product.
- Named by Gartner in ALM Market Scope report for 2010

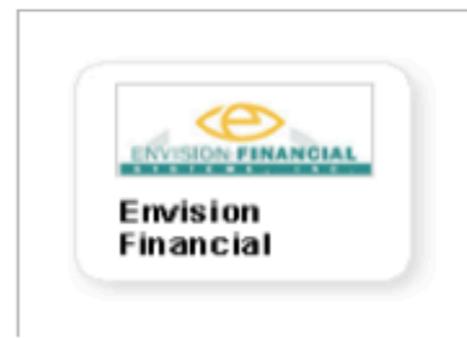


# Swift-Kanban for the Lean-Agile Business

- One of the top Lean/ Kanban tools in the market with guidance from global Thought-Leaders
- Ideal for both software/ IT as well as non-IT functions such as HR, Marketing, Sales, Claims Processing, Purchasing, etc.
- Makes it easy for distributed teams/ functions to –
- Visualize Flow of Work
- Limit Work in Progress to increase Throughput/ Quality
- Collaborate Visually
- Automate critical Performance Metrics
- Evolve and Improve
- Powerful platform that combines High Configurability with Ease of Use
- Available as SaaS or On-Premise license
- Easy signup for 30-day Free Trial!



# Swift Kanban Key Customers



Consulting

Coaching

Training

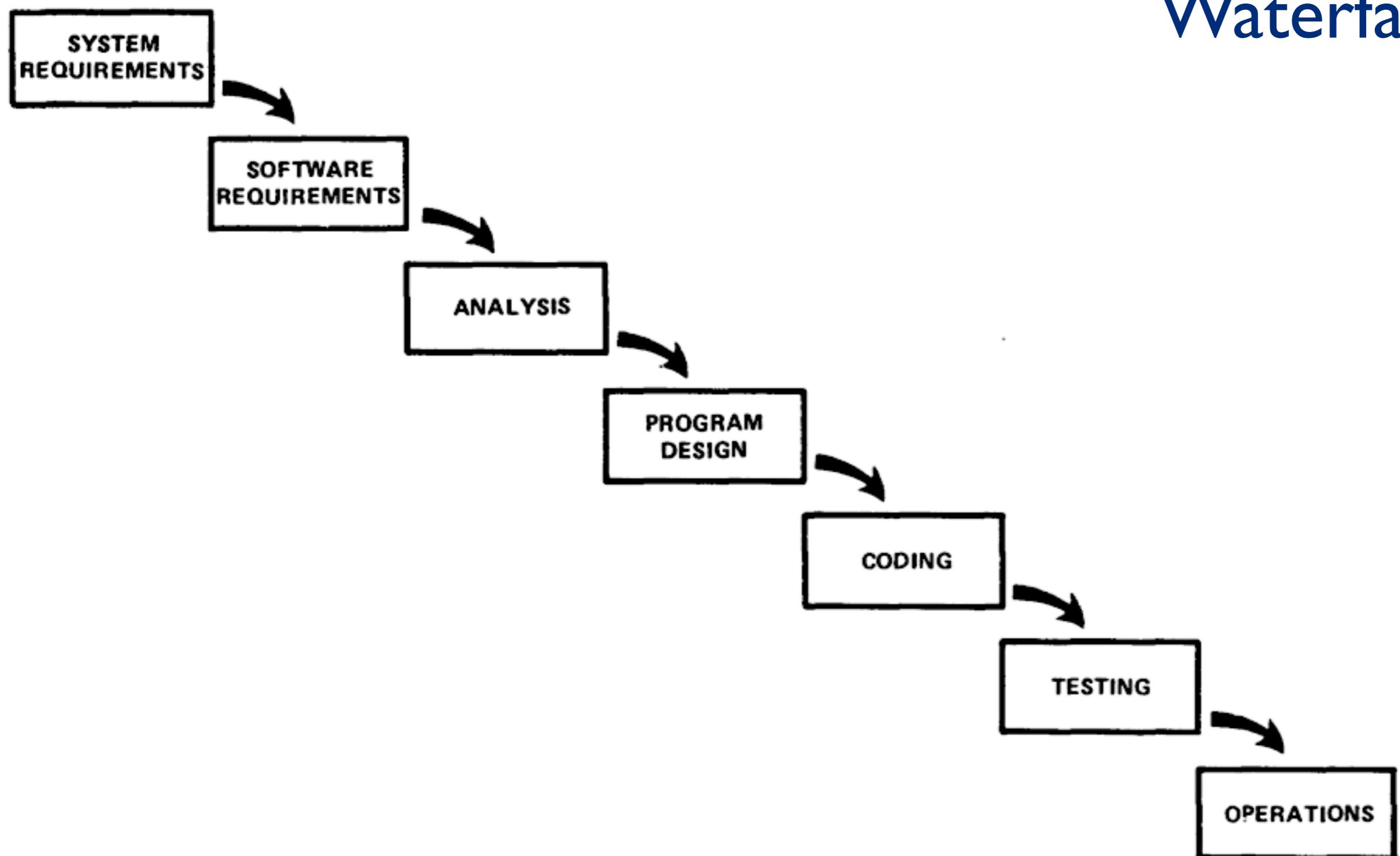


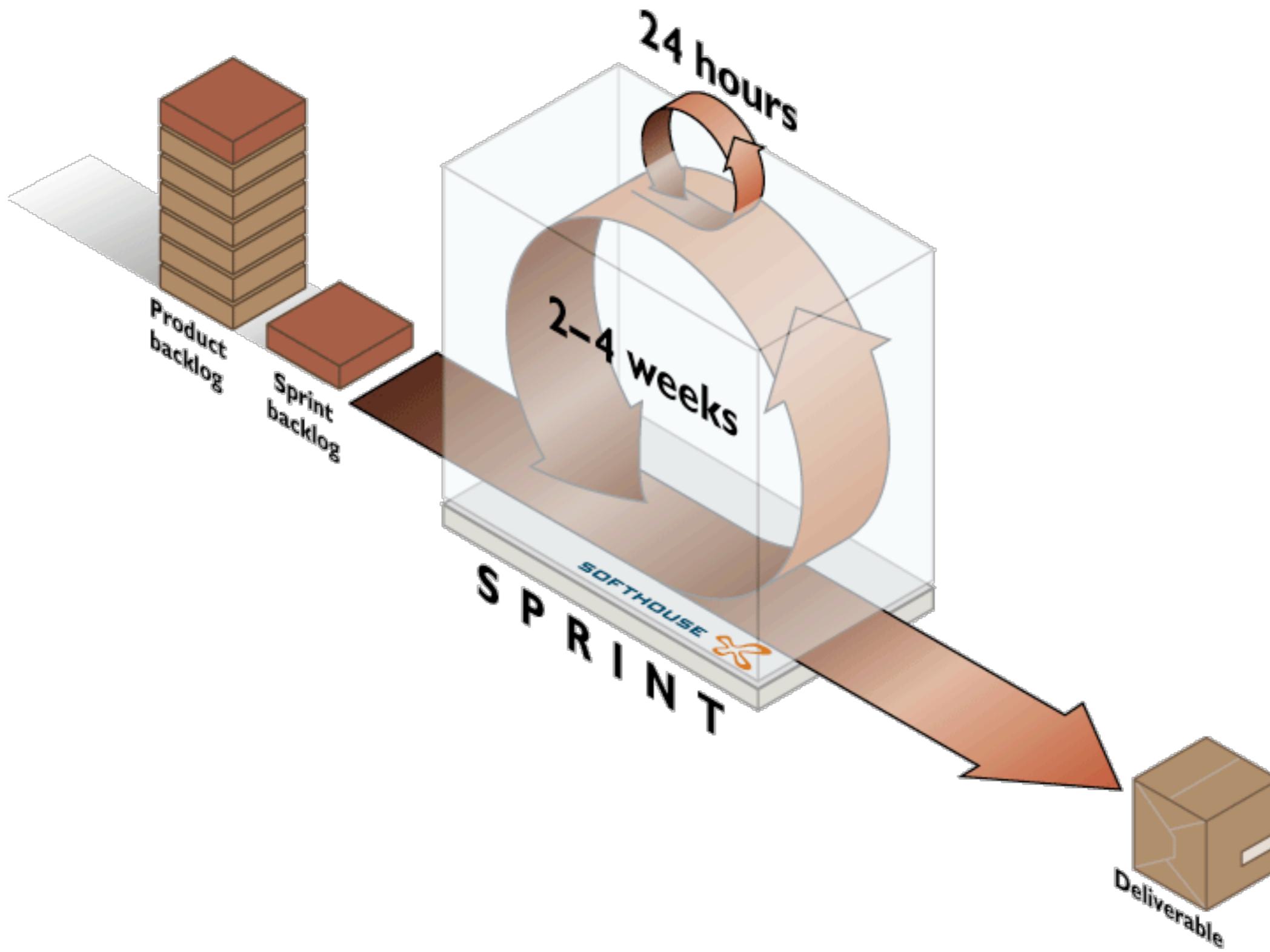


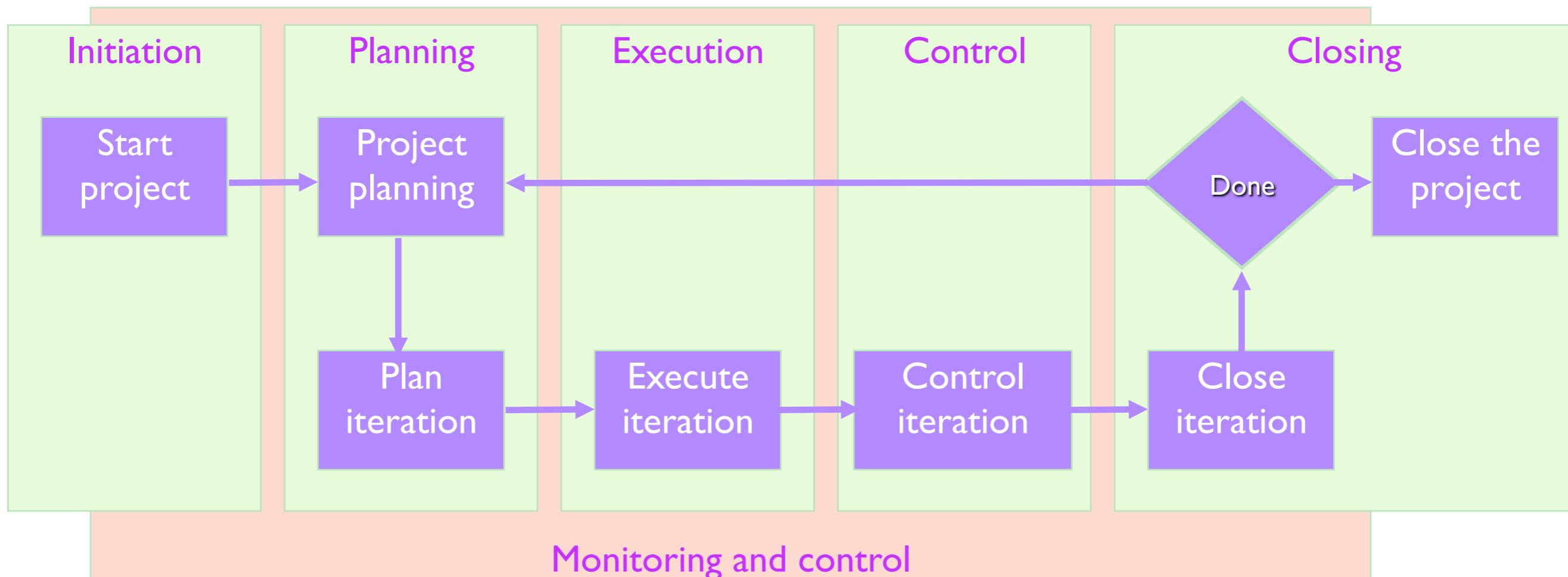
- *Headquarters in Silicon Valley, USA*
- *Offices in Panama, Chile and Spain*
- *Projected to open more offices in 2013*
- *Valueinnova is one of the companies that started the Lean Kanban University*

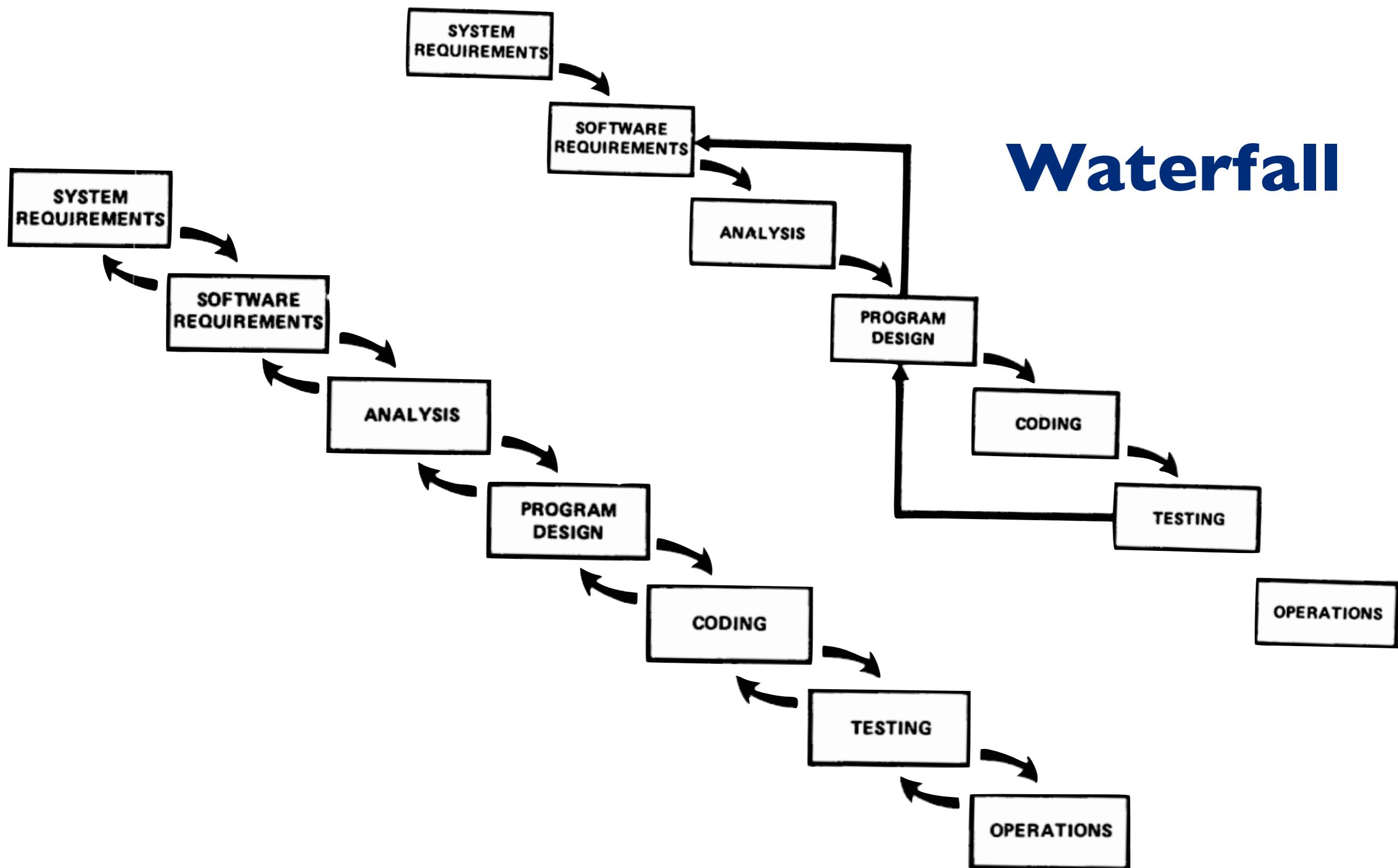












# Waterfall

# Timeboxing

- Limits WIP
- Small batch
- Periodic delivery
- Brings discipline



# However...

One size doesn't fit all



# However...



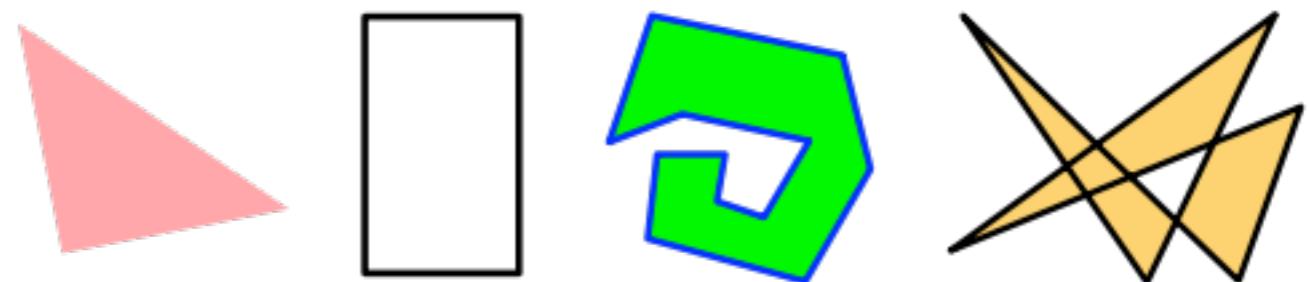
**Story breakdown  
may make it harder  
to implement**

# Courses of action

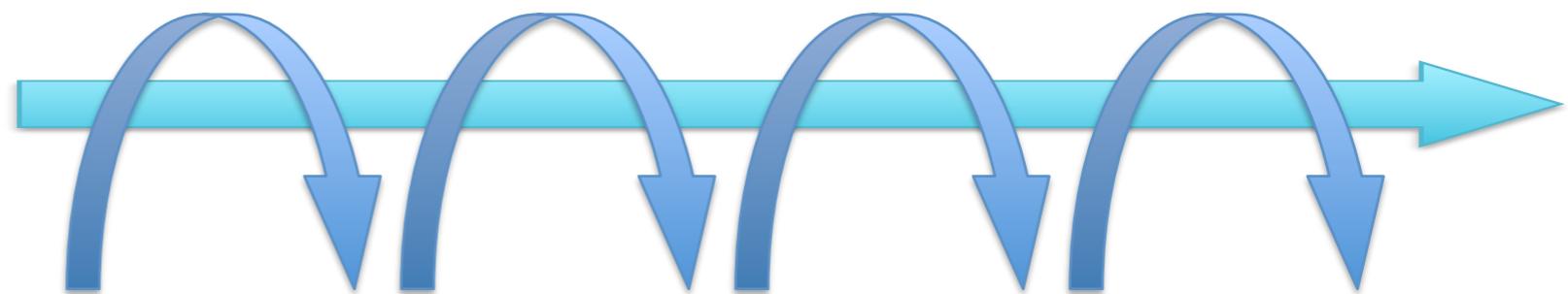
Variable speeds...



Assorted types of requirements...



Allow the story to go through  
several iterations



# The real world has them in all sizes



...and of different nature



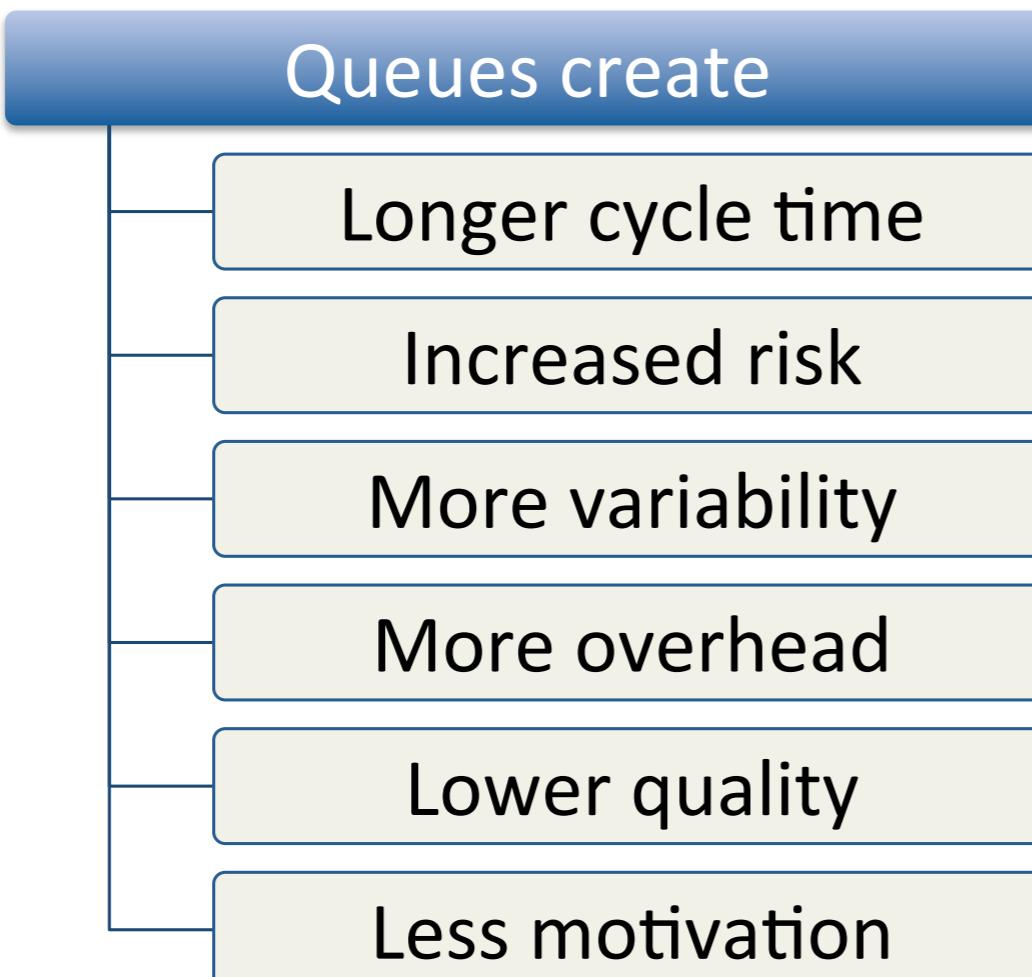
# Invisible inventory

What is the amount of your design-in-progress inventory?



# Invisible inventory

What is the amount of your design-in-progress inventory?



# Batch size

## Reducing batch size:

Reduces cycle time

Reduces variability in flow

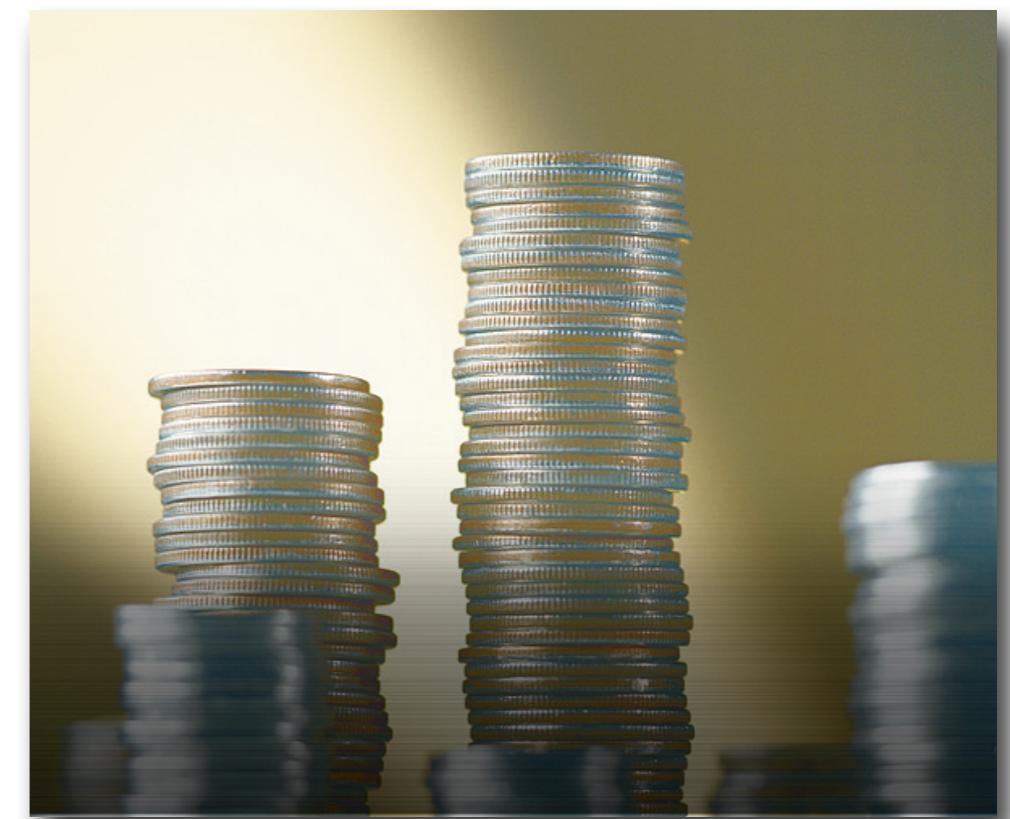
Reduces risk

Reduces cost

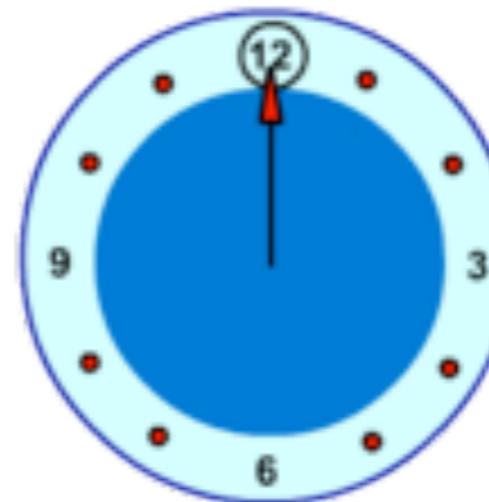
Accelerates feedback

Improves efficiency

Improves motivation



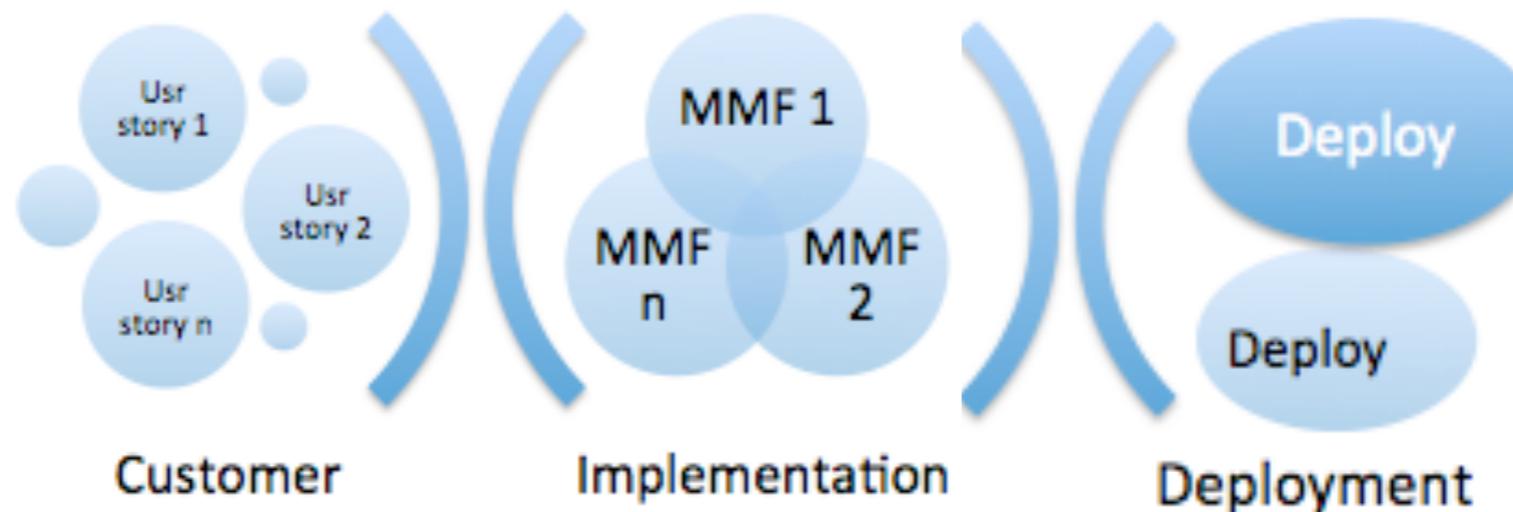
# Kanban's approach

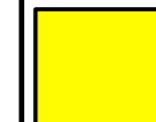
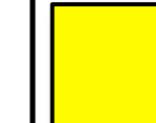
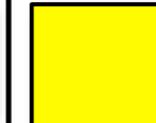
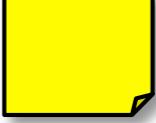
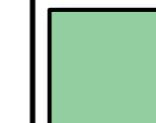


## Decoupling



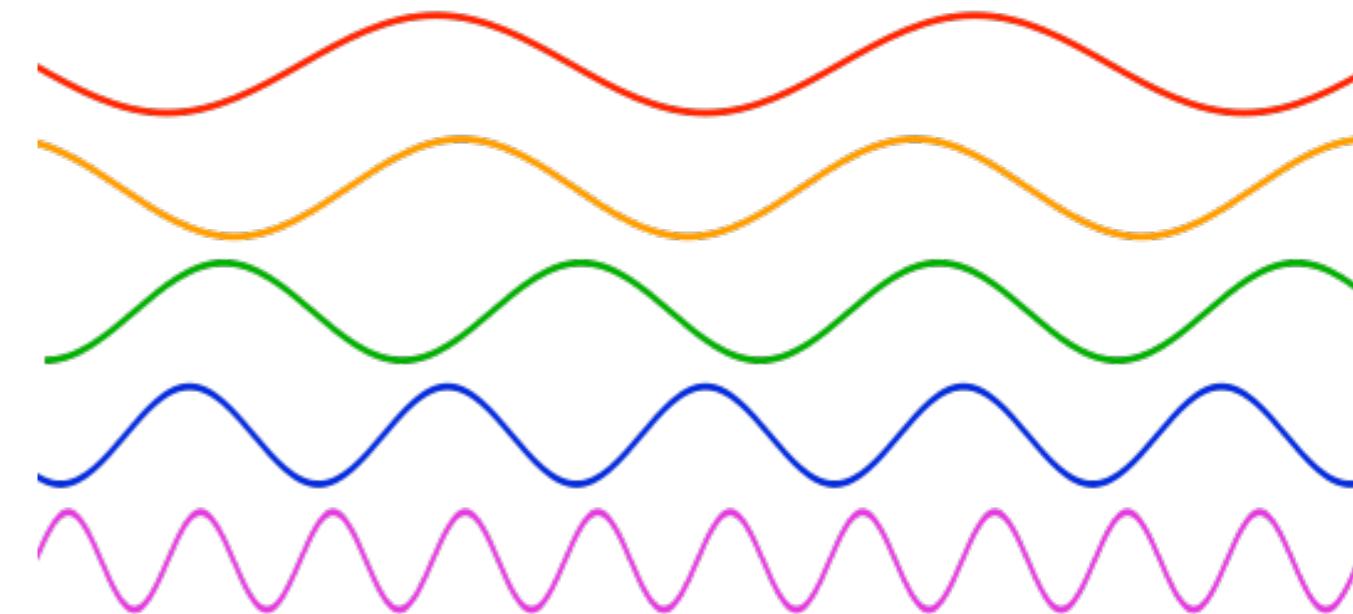
# Decouple

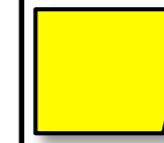
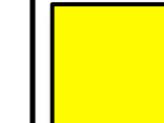
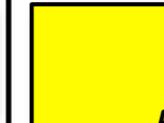
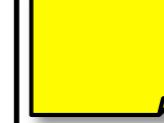
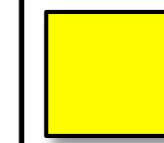
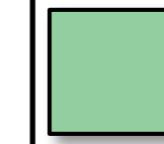
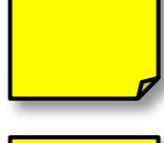
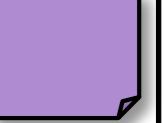


<b>Ready 6</b>	<b>Design 2</b>		<b>Development 3</b>		<b>Testing 4</b>		<b>UAT 3</b>		<b>Deploy</b>
	doing	done	doing	done	doing	done	doing	done	
									
<b>Expedite +1</b>									

# Decouple

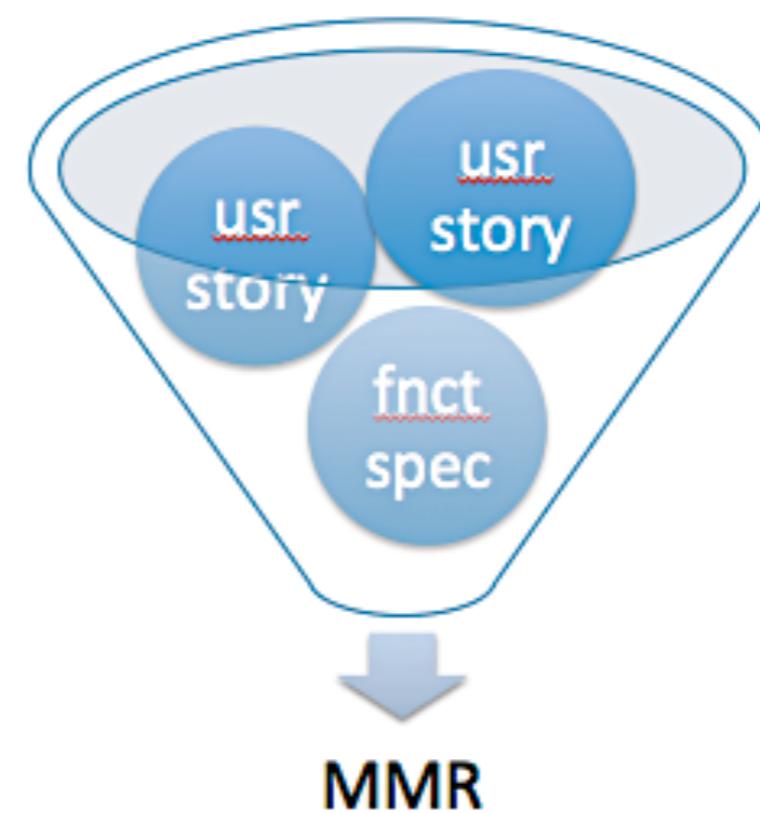
- Prioritization
- Planning
- Estimation
- Deployment
- Implementation

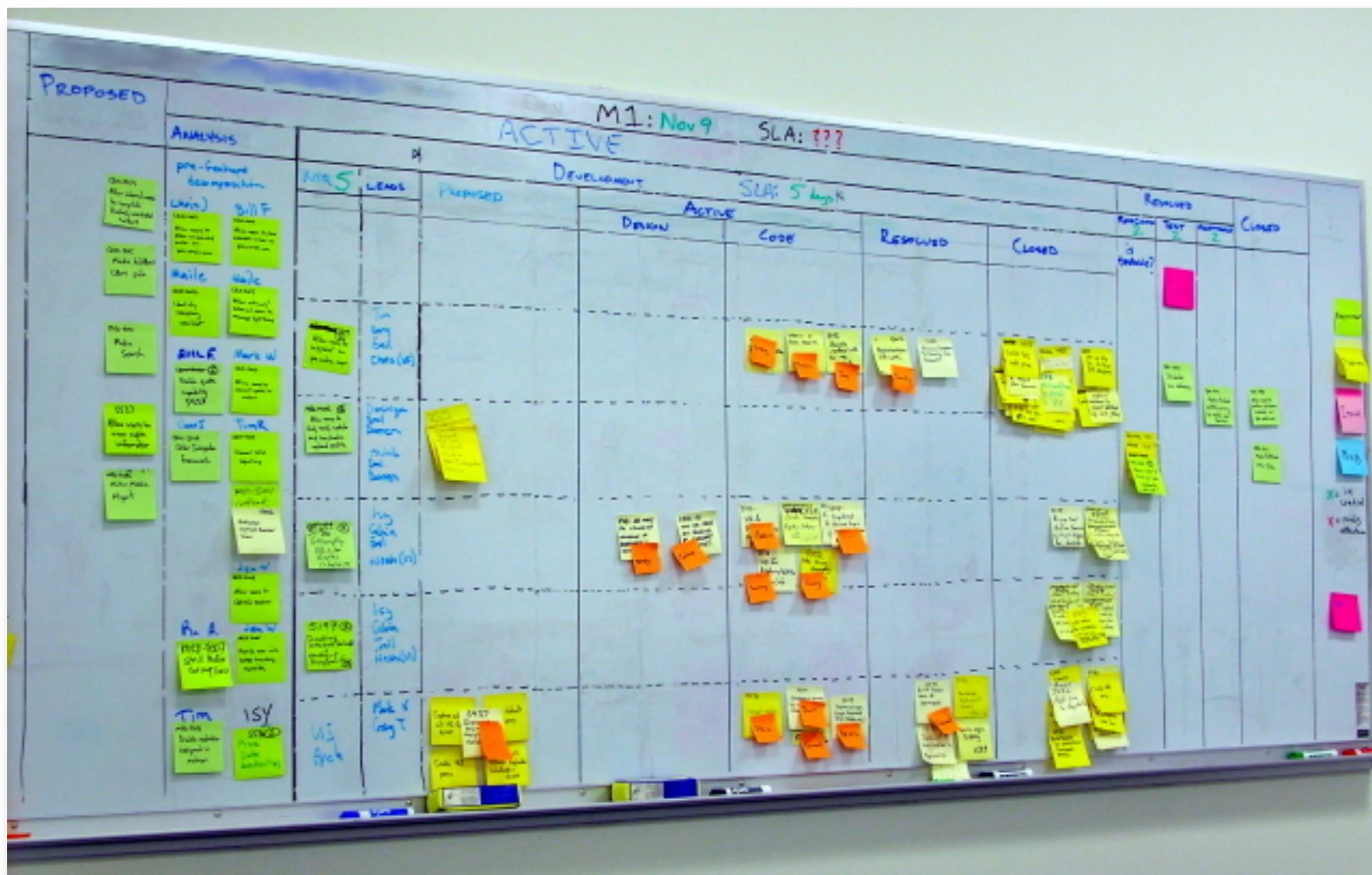


Ready 6	Design 2		Development 3		Testing 4		UAT 3		Deploy
	doing	done	doing	done	doing	done	doing	done	
									
Expedite +1									

# MMR: minimum marketable release

Consider transaction cost of release  
and cycle time cost





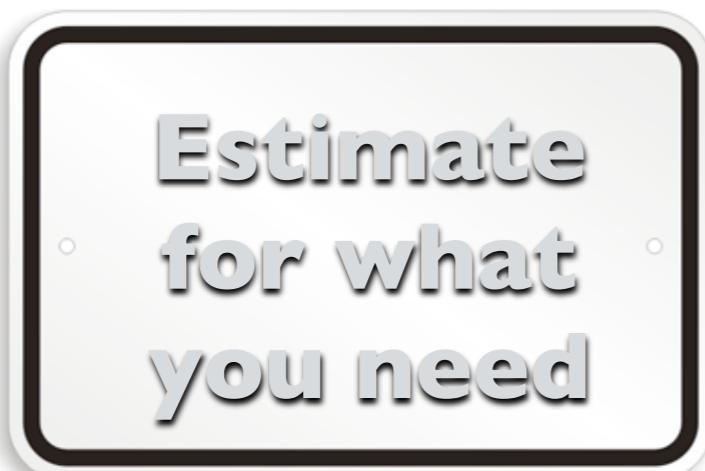
# SLAs



...with your customer

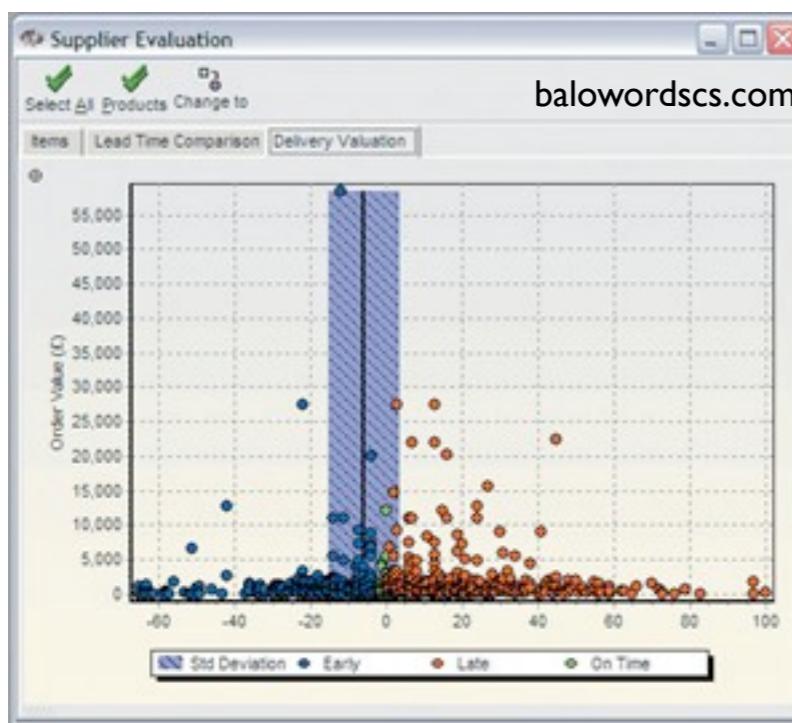
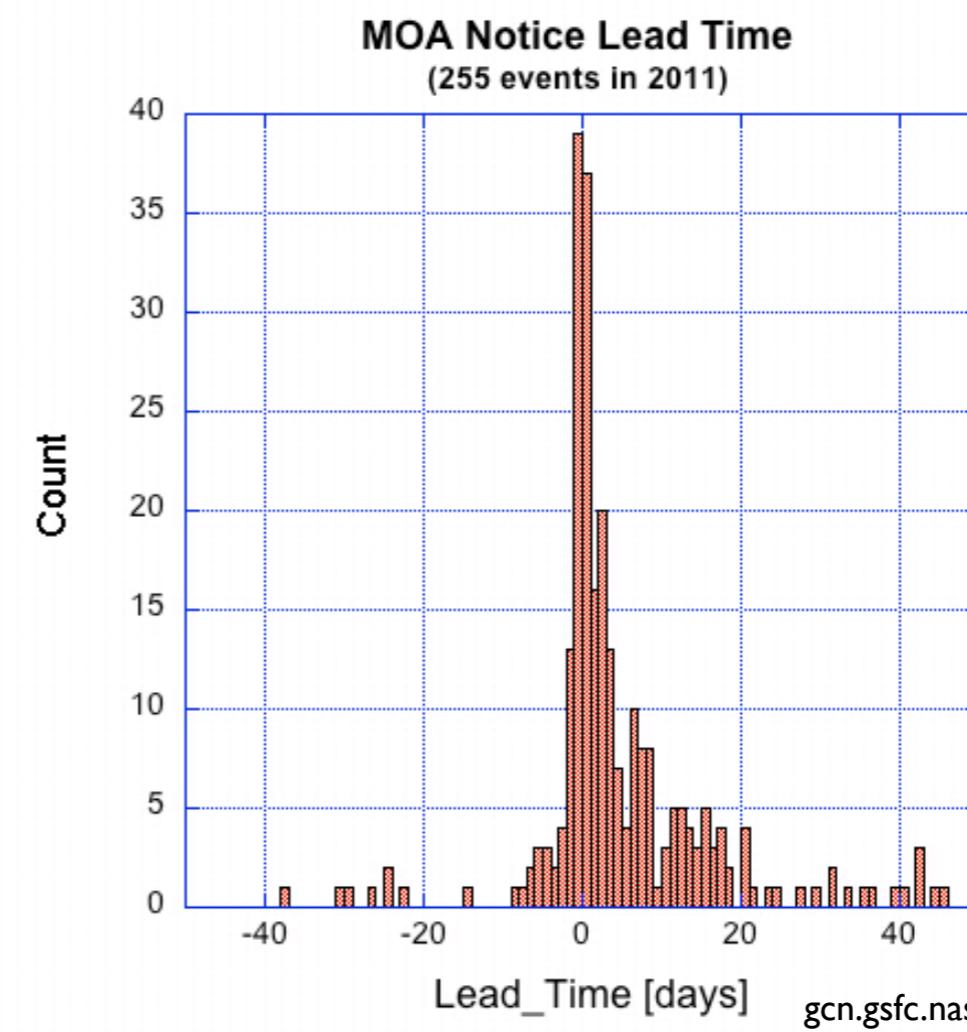
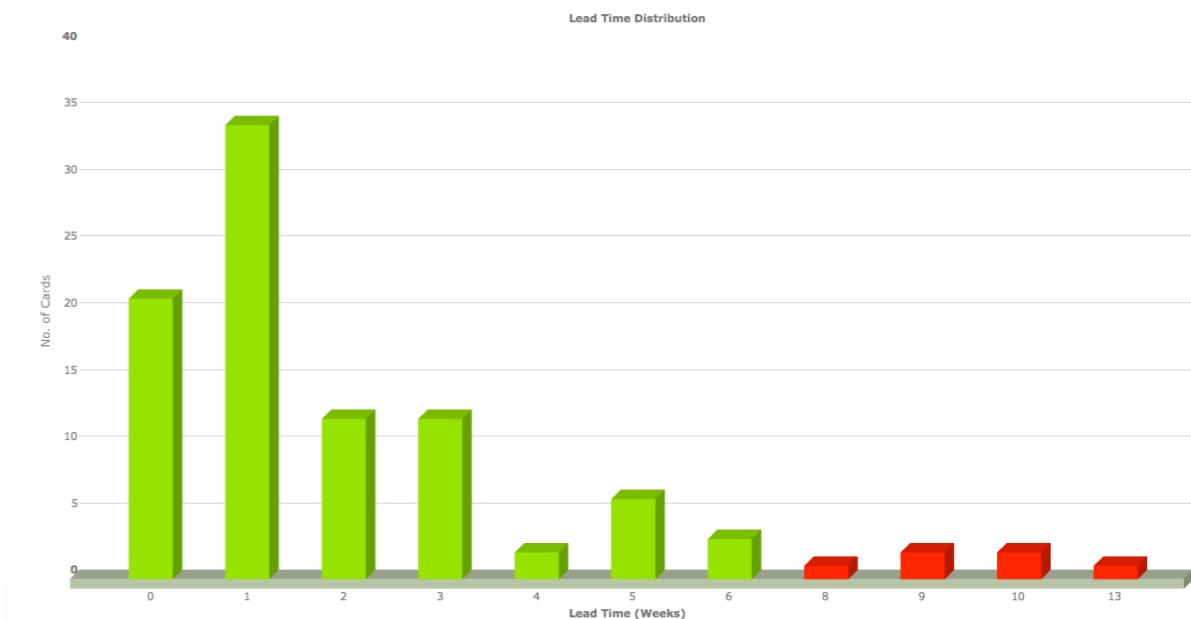
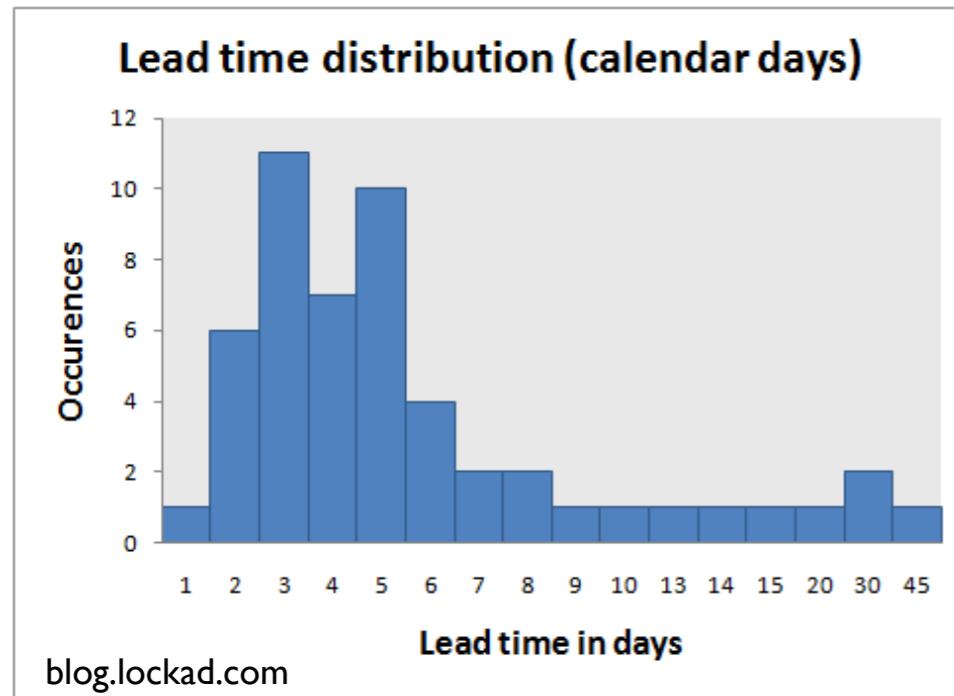


...all the time (w/ customer)

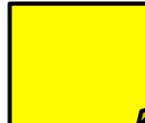
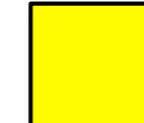
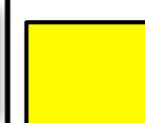
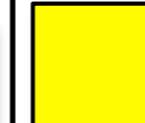
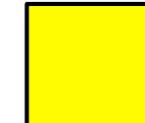
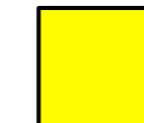
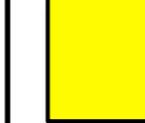
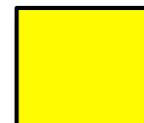
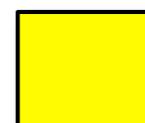
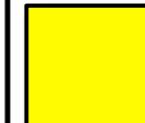


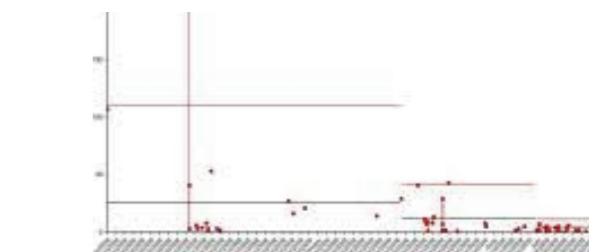
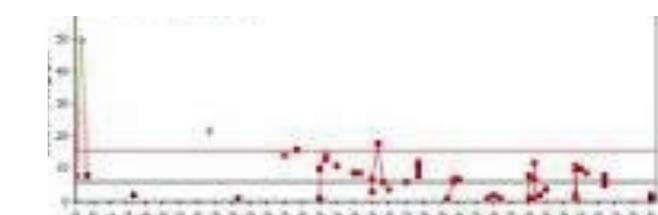
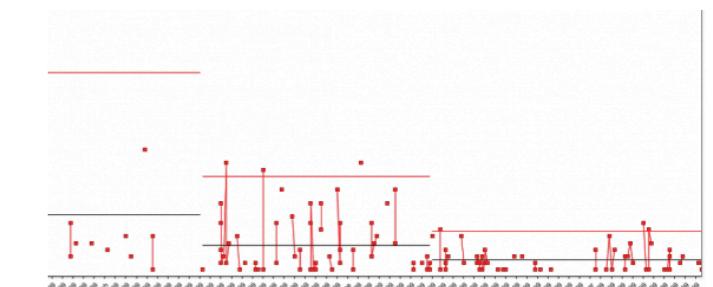
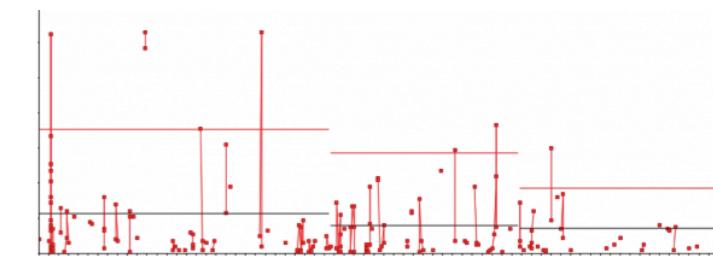
...at the last responsible moment

## Take into account the outliers



# Delivery

Design 4		Development 5		Testing 6		UAT 5	
doing	done	doing	done	doing	done	doing	done
team I 45%							
team 2 30%					 		
maintenance 15%							
defects 10%							



# Conclusion

- |                   |   |
|-------------------|---|
| <b>Decoupling</b> | <ul style="list-style-type: none"><li>• Prioritization</li><li>• Planning</li><li>• Estimation</li><li>• Deployment</li><li>• Implementation</li></ul>                                    |
| <b>Results in</b> | <ul style="list-style-type: none"><li>• Higher customer satisfaction</li><li>• Less work for customer</li><li>• Lower dependency on customer</li><li>• Higher team productivity</li></ul> |
| <b>Observe</b>    | <ul style="list-style-type: none"><li>• Consider small size batches</li><li>• Utilize cadences</li><li>• Manage queues instead of timelines</li></ul>                                     |

# Thank you!



## Masa K Maeda

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