

Hello.

CASE STUDY

SCRUM TO KANBAN



SCRUM TO KANBAN

Agenda

01 ABOUT TIGERSPIKE

02 HOW WE WORK

03 PROJECT OVERVIEWS AND OUTCOMES

04 CHALLENGES AND LESSONS LEARNED

05 Q & A



01 About Tigerspike.



We are a
digital products
company

San Francisco

New York

London

Wrocław

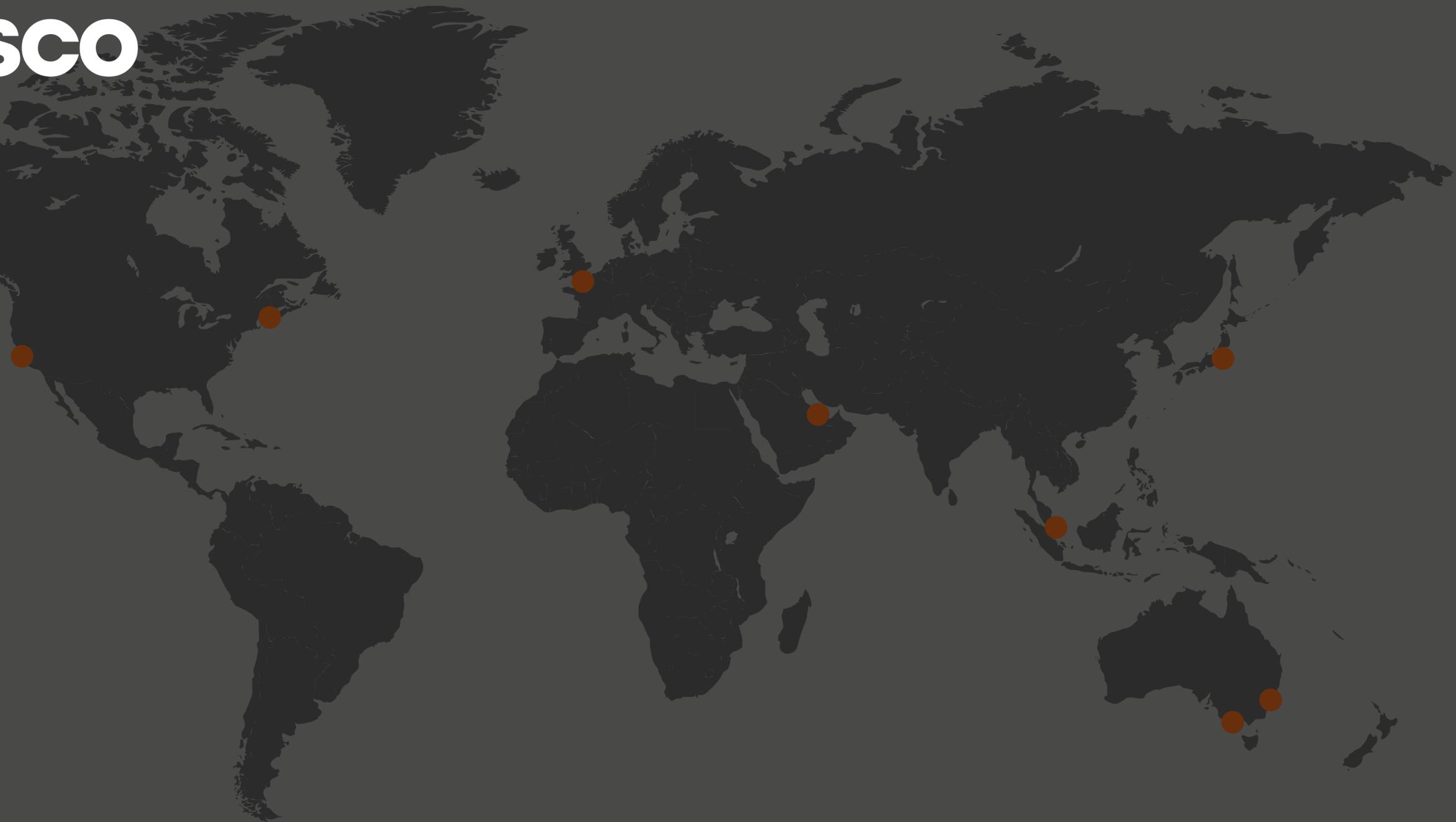
Dubai

Singapore

Tokyo

Sydney

Melbourne



Trusted to Transform Business



Global Strategic Partners



SAMSUNG



02 How We Work.

Our Approach

How we work

EDUCATE

We educate businesses, government and NFP's on the impact of mobile technology and the possibilities to transform their organisation.

BUILD

We develop and implement solutions across a variety of platforms and devices, including integration to legacy systems.

DISCOVER

We work with our customers to discover how mobility can increase sales, create efficiencies, improve productivity and create engaging experiences.

MANAGE

Solution success in an ongoing process. We provide a range of managed services, including maintenance, support, analysis and strategic revision.

DESIGN

Our Experience Definition process ensures that we create solutions that people want to use, not need to use.



Our Guiding Principles

Here are our guidelines for delivery methodology:

CONSIDERED

We don't have a "one size fits all" approach to delivery. We consider the specific needs of our clients' product to design our delivery approach.

CUSTOM

Just like our bespoke design and engineering services, we also custom tailor our delivery approaches to meet our clients' requirements.

CHANGEABLE

We like having a plan. If the plan isn't working, we like changing it to make it work.



Ideal Conditions for Scrum

Let's look at some of the same factors that might make Scrum an ideal methodology to employ.

Desire

Scrum suits a client who has experience or a desire (or both) to work using Agile methods. The client teams should be set up to work in this way.

Scope flexibility

Scrum works best where the problems are clear and there is flexibility in exactly how they should be solved, and which order they should be solved in.

Availability

This method suits an organisation that has a product management function, with a product owner who can dedicate time shaping the product.

Roadmap

If the product has an MVP then subsequent releases, then Scrum is a good candidate for delivery.

Type of product

New products with a high-level planned roadmap are more suited to Scrum deliveries.

Budget

Medium to large projects are the best candidates for Scrum, because establishing a structured delivery approach will provide good ROI.



03 PROJECT OVERVIEW.

PROJECT 1

AN OVERVIEW



PROJECT #1 OVERVIEW

- **Company:** large corporation with multiple tiers of approvals from various senior client stakeholders.
- **The ask:** prototype a dynamic, interactive web-based and tablet solution.
- **Client team:** Co-located with client PO, PM and BAs (who were also on other work streams).
- **Timeline:** 3 months from initiation to completion of first release.
- **Contract Type:** Time and material (over a fixed number of months) with flexibility to grow/change team shape.



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Why Scrum methodology was right (at first)

Factors that were considered for choosing Scrum as the initial methodology utilised.

- **Desire to work agile:** Yes.
- **Type of product:** New. Required an MVP release.
- **Scope:** Not fixed but general requirements clear with initial willingness for flexibility.
- **Product roadmap and backlog:** Was co-created after Discovery.
- **Client availability:** Client assigned a PO and BA's to work with our team on a day-to-day basis.
- **Timing:** Fixed timeline to deliver MVP release.
- **Technology:** A prototyping tool was chosen for rapid design/development.



Why Scrum methodology wasn't right?

Desire

Scrum suits a client who has experience or a desire (or both) to work using Agile methods. The client teams should be set up to work in this way.

Availability

This method suits an organisation that has a product management function, with a product owner who can dedicate time shaping the product.

Type of product

New products with a high-level planned roadmap are more suited to Scrum deliveries.

Scope flexibility

Scrum works best where the problems are clear and there is flexibility in exactly how they should be solved, and which order they should be solved in.

Roadmap

If the product has an MVP then subsequent releases, then Scrum is a good candidate for delivery.

Budget: OK

Medium to large projects are the best candidates for Scrum, because establishing a structured delivery approach will provide good ROI. The budget was £400k which indicated that Scrum might be successful.



Recap: What didn't Scrum address?

Some broad factors that this methodology did not tackle

1. Flexibility

The scope can change outside the sprint timeboxes. Because of this, it won't deliver a guaranteed scope in a guaranteed time. Given our constantly fluctuating scope within sprints, this methodology did not provide the right level of flexibility once we committed to work.

2. Uncertainty

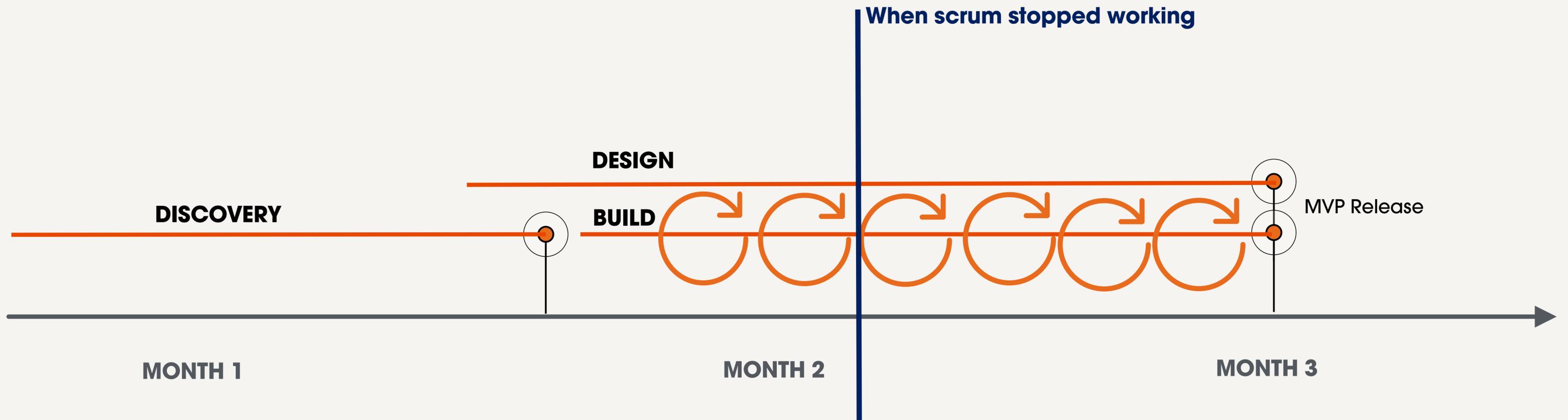
Within a sprint timebox, the scope agreed at the start of the sprint has a high level of likelihood to be delivered by the end of the sprint. With constant fluctuations in requirements and mandatory 1-week sprints/showcases, this was difficult to guarantee on such a tight weekly timeline.

3. Co-Creation

We needed a high level of involvement from our product manager, so this wasn't the methodology when they aren't in the trenches with the team or are not empowered to make decisions on behalf of the client organisation.



When Scrum Stopped Working



Was the Kanban methodology right instead?

Some factors to consider when assessing a Kanban methodology for project delivery

Desire - **Yes**

Kanban suits a client who has experience or a desire (or both) to work using Agile methods. It can be more chaotic than Scrum so this should be clear before starting.

Scope flexibility - **No**

Kanban did not help with scope at all. Scope was still unclear and there was little planning provided to provide clarity. That said, Kanban helped get around the lack of planning by accepting tickets and changes in requirements as they came.

Availability - **Yes**

With Kanban, we conducted ceremonies when we knew we could get hold of the client team. The ad hoc nature of ceremonies allowed us time to regroup to understand requirements without placing too much time and pressure on these activities every week.

Roadmap - **Yes**

The limited WIP rule helped the team understand not to work on too many things simultaneously or else the system in place will fail and become chaotic. The swimlanes and board configuration allowed new and existing team members greater visibility of the work in progress and work left to do.

Type of product - **Unknown**

Though requirements for the prototype roadmap were being ironed out throughout the duration of the project, Kanban allowed us to take in and work on tickets in different orders, helping us adapt to the changes head on.

Budget - **Yes**

Our budget allowed for more team members to be added to the team to help work through more scope in the same amount of time. There was reater flexibility to introduce new team members with the workflow we were utilising in Kanban.



Impacts

Results from switching

1. Reduction of overhead

As rapid scope reduction was the goal with this switch, focus was diverted to development work rather than planning and grooming ceremonies. Grooming was still done, but on a lesser or more ad-hoc basis, freeing up more time for the delivery team to burn scope. This in effect allowed us to deliver a lot more than we could beforehand.

2. Greater Flexibility

Without needing to adhere to timeboxed bursts of effort, we had greater flexibility to deal with the amount of work left and also to deal with any scope changes that occurred mid-flight. In the chaotic environment that was Project #1, this also resulted in some reduced pressure on the team week over week. This added flexibility helped create a smoother workflow and relationship with the client as the system worked more effectively.

3. Timeline Met

We surprised ourselves with the sheer amount we delivered within such a short timeframe. The quality of the MVP release of the prototype was such that our senior partner client rated it 9.5/10. The prototype is now being demonstrated around the world to potential customers. We are still engaged by this client and are working on iterative additions to the MVP.



PROJECT 2

AN OVERVIEW



PROJECT #2 OVERVIEW

- **Company:** Fashion retail brand with international reach.
- **The ask:** Create native iOS and Android apps for a fashion retail brand.
- **Client team:** Client assigned a PO and BA to work with our team.
- **Timeline:** 14 weeks to MVP and beyond.
- **Contract type:** Time and Materials.



Ideal Conditions for Scrum

Let's look at some of the same factors that make scrum an ideal methodology to employ.

Desire

Scrum suits a client who has experience or a desire (or both) to work using Agile methods. The client teams should be set up to work in this way.

Scope flexibility

Scrum works best where the problems are clear and there is flexibility in exactly how they should be solved, and which order they should be solved in.

Availability

This method suits an organisation that has a product management function, with a product owner who can dedicate time shaping the product.

Roadmap

If the product has an MVP then subsequent releases, then Scrum is a good candidate for delivery.

Type of product

New products with a high-level planned roadmap are more suited to Scrum deliveries.

Budget

Medium to large projects are the best candidates for Scrum, because establishing a structured delivery approach will provide good ROI.



Why Scrum methodology was right (at first)

Why Scrum was the initial methodology utilised.

- **Desire to work Agile:** Yes.
- **Type of product:** New. Required an MVP release for two platforms.
- **Scope:** Requirements were generally known but there was room for flexibility.
- **Product roadmap and backlog:** Yes to both with a desire also to move into a continuous delivery phase after MVP release.
- **Client availability:** Very good.
- **Timing:** Fixed timeline to deliver MVP release.
- **Budget:** Fixed budget with a time and materials contract.



Why Scrum methodology wasn't right?

Desire

Scrum suits a client who has experience or a desire (or both) to work using Agile methods. The client teams should be set up to work in this way however in this case it wasn't.

Availability

This method suits an organisation that has a product management function, with a product owner who can dedicate time shaping the product.

Type of product

New products with a high-level planned roadmap are more suited to Scrum deliveries.

Scope flexibility

Scrum works best where the problems are clear and there is flexibility in exactly how they should be solved, and which order they should be solved in. Our scope kept increasing but we had a very prescribed way in which we were allowed to approach problem solving.

Roadmap

If the product has an MVP then subsequent releases, then Scrum is a good candidate for delivery.

Budget: OK

The total budget for the project including the ongoing development is in excess of £1m, so Scrum clearly isn't "wrong" for this budget.



Recap: What didn't Scrum address?

Some broad factors that this methodology did not tackle

1. Scope Flexibility

The scope for this project was fixed unbeknownst to us at the start. Potentially shippable work at the end of every sprint was not valuable and a rigid, ceremony-focused approach was not going to help us cut through scope rapidly.

2. Team Shape

Originally we had 2 engineers per platform (iOS and Android) however once the breadth of the actual scope was realised, this quickly became 4 engineers per platform. We needed to employ a more flexible workflow to allow for an increased amount of work and a larger team shape.

3. Predictability

With a new team on a new product, Scrum can't provide any reliable statistics regarding velocity or throughput of scope for at least 3 sprints. We wanted to be able to use data to help us determine the likely delivery date and Scrum's ability to do that was limited.



When Scrum stopped working

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- **Timeline:** 14 weeks to MVP and beyond.
- **Contract type:** Time and Materials.



Was the Kanban methodology right instead?

Some factors to consider when assessing a Kanban methodology for project delivery

Desire - **Yes**

Kanban suits a client who has experience or a desire (or both) to work using Agile methods. It can be more chaotic than Scrum so this should be clear before starting.

Availability - **Yes**

This method suits an organisation that has a product management function, with a product owner who can dedicate time shaping the product.

Type of product - **Yes**

New products with a planned roadmap are suited to Kanban deliveries.

Products that require larger amendments can also suit the Kanban approach.

Scope flexibility - **Yes**

Kanban offers the ultimate flexibility in that tickets can be changed / reordered at any point before entering the production cycle.

Roadmap - **No**

There was only one release target and no flexibility around that. Switching to Kanban had no impact on the scope or the product roadmap.

Budget - **Yes**

Larger, straight-forward projects are the best candidates for Kanban, because it can deliver value very efficiently once established.



Impacts

Results from switching

1. Reduction of Overhead

As rapid overhead reduction was the goal with this switch, we were able to replan the project so that ceremonies would take place at more appropriate times with a more appropriate frequency. This in effect allowed us to deliver according to a rhythm which was more conducive to maximising the precious development hours we had.

2. Greater Flexibility

Without needing to adhere to timeboxed bursts of effort, we had greater flexibility to deal with the amount of work left and also to deal with any scope changes that occurred mid-flight. This added flexibility helped create a smoother workflow and relationship with the client as the system worked more effectively.

3. Timeline

We didn't meet the initial timelines we were all hoping for, but by using the cycle time and standard deviation metrics we were able to identify that risk earlier and manage it accordingly. This app is now being released globally and we are still engaged with this client to ship out further releases.



04 CHALLENGES & LESSONS LEARNED

Challenges

Results from switching

1. Scope was still fixed

The switch did nothing to change or reduce scope, just to allow us to focus on what our clients deemed to be the most valuable use of the time they had purchased.

2. Learning to understand WIP Limits

Trial and error to understand what limits to impose but also to aim to stick to those guiding limits. While WIP Limits were a helpful guide when we started, when things got chaotic, they still tended to be ignored.

3. Transitioning to a new flow

Initially, there was (naturally) some confusion ensuring the team understood the new workflow and process and making the transition without too much disruption or impact to the delivery cadence. Over a couple of weeks of going through the motions, this was ironed out.

4. Understanding metrics

Our teams are very accustomed to measuring 'success' in story points. They also understand that more resource = more story points achievable. They struggled initially to realise that cycle time is a team measure instead of an individual measure.



Lessons Learned

Key Takeaways

1. Having a flexible delivery process is important

Your teams should be able to change the way they work if the initial methodology proposed is not working. Your internal workflows and processes should allow for adaptability and trial and error. Having an environment where you are amenable to making (and learning from) mistakes is valuable.

2. But don't stop there!

Use your learnings to continue improving your processes and share knowledge with other team members in order to approach potentially similar situations armed with more insight (and preparation).

3. Education is key

Discussing all our various delivery methods and assessing whether each is a fit with our clients at the start of each project is something we have always done and is key to avoiding resistance to in-flight methodology changes.



REMEMBER...

Our Guiding Principles

We're flexible - these are our guidelines:

CONSIDERED

We don't have a "one size fits all" approach to delivery. We consider the specific needs of our clients' product to design our delivery approach.

CUSTOM

Just like our bespoke design and engineering services, we also custom tailor our delivery approaches to meet our clients' requirements.

CHANGEABLE

We like having a plan. If the plan isn't working, we like changing it to make it work.



05 QUESTIONS?

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Thank you

San Francisco

New York

London

Wrocław

Dubai

Singapore

Tokyo

Melbourne

Sydney

