

A Roadmap to Your Own Yellow Brick Road

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ABOUT THE SPEAKERS

Matt Arena

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**Senior Transformation Engagement
Lead, PayPal**

Matt Arena is Sr Transformation Engagement Lead at PayPal. He is currently responsible for driving the engagement of Agile Transformation at Scale for the Merchant BU across Enterprise Planning & Portfolio Mgmt, Release (Multi-Sprint) Planning and Software Delivery. He has been leading process transformation efforts for over 15 years, having most recently led the efforts at PayPal to implement first of its kind PayPal –wide Continual Roadmap Planning and Release Planning at scale. Matt comes from a deep Supply Chain and IT background having held Director level roles at Hewlett Packard and Genentech. He is a certified Scaled Agile Framework Program Consultant (SPC) and his passion is for scaling organizations for value and turning Chaos into Order.



Bhupendra Ubeja

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**Director, Enterprise Transformation,
PayPal**

Bhupendra Ubeja is Director, Enterprise Transformation at PayPal. He is currently responsible for leading Transformation to Agile at Scale, and also leads Enterprise Planning & Portfolio management for PayPal. Bhupendra joined PayPal in August 2008 and since then has led various Change management, Product / Program management, Strategic planning, operations at scale and delivery execution roles. He led program & portfolio management functions for Credit, Payments & Emerging markets Business units and has led Global location & footprint strategy function where his team was responsible for defining & executing medium to long term location & footprint strategy for PayPal.

Bhupendra is a seasoned cross functional leader passionate about driving change at scale to accelerate pace of innovation via disciplined execution to deliver business value faster.

AGENDA

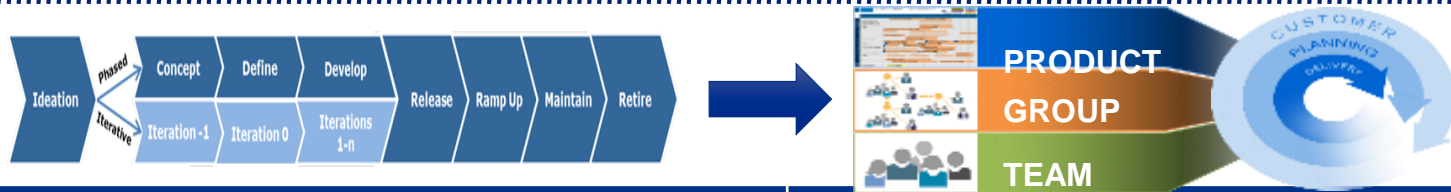
- Overview of PayPal and its Agile Transformation
- Key Steps of Roadmap Planning
- Challenges and Learnings
- Top 5 things to be successful at Roadmap Planning at Scale
- Q&A

PayPal's Transformation Story

Three Big Ideas for Transformational Change

- Big Bang
- Common Sprint Duration (2 weeks)
- One Tool (Rally)

PayPal's Transformation - What Was to What Is Now...

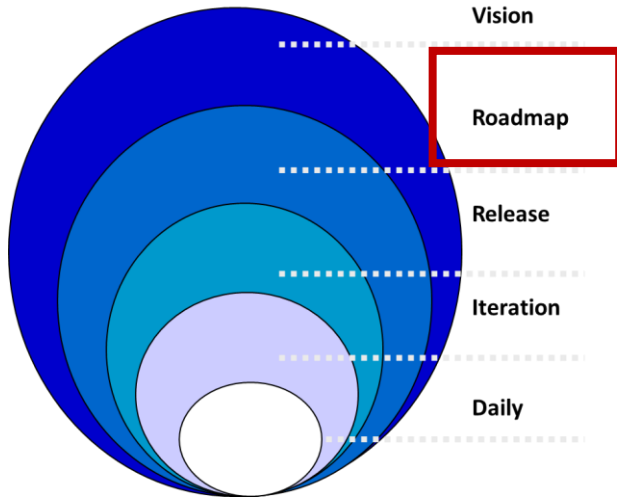


WHAT WAS...	...IS NOW
Project Driven	Product Aligned
Waterfall	PayPal Agile
Feature oriented requirements	Customer driven solutions
Project based planning	Planning by team, group, and product
People assigned to Projects	Stable Teams aligned to Product
Dedicated Teams	Delivery Teams and Delivery Groups
Phases and Phase Exits	Roadmaps, Release Plans and Sprints

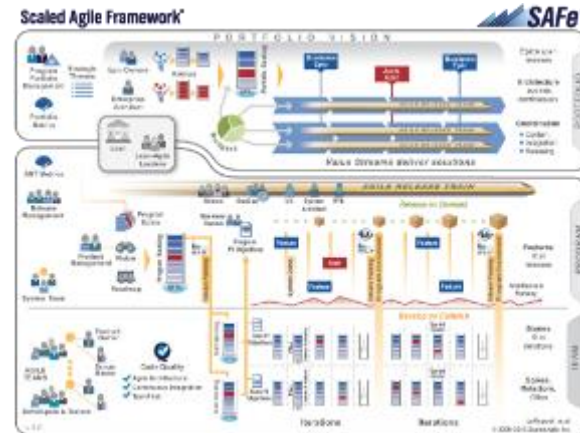
Overview of PayPal and our Agile Transformation

PayPal's Transformation Framework

5 Levels of Planning



SAFe



What do we mean by a High Dependency Environment?

In the world of large global enterprise software development:

- Multiple teams delivering on one roadmap item
- Platforms and APIs that are built by different Product Lines
- Code Ownership residing in other Product areas
- Global Products with Regional Market Experiences

How do you have a higher degree of confidence in delivering on your Product Roadmaps?

Key Steps of Roadmap Planning

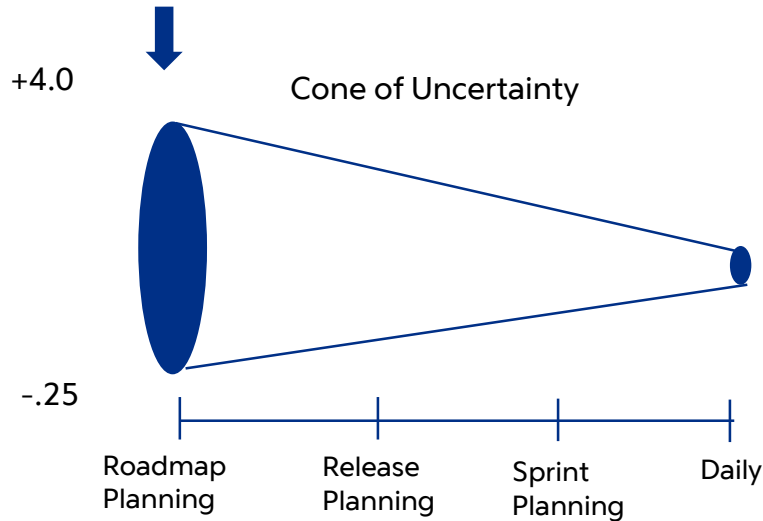
1. Identify new Roadmap Items to be added to the Product Roadmap
 - a. Standard Sizing
 - b. Cone of Uncertainty - Precisely wrong
2. Using Enterprise Priorities to address conflicts
3. Identify and Size Dependencies
4. Balance Demand vs Capacity
5. Define a Continual Cadence of Roadmap Planning

What Roles to make this work

- Product Leaders
- Planning Leaders
- Engineering & Architects

Roadmap Sizing – Cone Uncertainty

- Roles – Product, Planning, Engineering & Architecture
- Planning at a high level of Uncertainty – don't be precisely wrong



Dependency Management

“Details are in the Dependencies”

Consider two type of Dependencies

- Work that is done by other teams to complete your Roadmap Item
- Work that other Product Roadmaps have to do in order for your Roadmap Items to complete

Question?

At scale, how would you resolve dependencies across your Product Roadmaps?

Share you experiences and ideas!

Enterprise Priorities

Value of Enterprise Priorities

- Permits stack rank of top areas that need to be completed at the Company Level
- Assists Dependent team in choosing which work to plan first
- Conflict Resolutions and Tradeoffs

How do you Determine Priorities

- Business Value tied to each Program/Initiative

Using Enterprise Priorities

How certain you are that the Top Priorities can get delivered?

- Determine Business Value of each Initiative/Program
- Determine the size of each Initiative/ Program
- “Filling the Jar” – Big Rocks, Little Rock, Pebbles
- Assess Total Business Value based on what is in the “Jar”
- Re prioritize if needed

Initiative/Program	KPI	Size
A	100	500
B	50	100
C	30	500
D	20	300
E	10	200

Illustrative Purposes Only



Balance Demand vs Supply



Exercise – Instructions

Try your hand at Roadmap Planning with Priorities!

1. Review the list of Prioritized Roadmap Items (RMIs) provided from your leadership team
 - You must ensure that you plan for the **highest Priority RMIs first**
 - Some RMIs may take more than one quarter to complete
2. You will need to Plan for 2 quarters
 - Each quarter, you will have **100 team sprints** of available capacity to plan against
3. Use the colored stickies to represent the different RMIs on the wall in your area
 - Each Ranked RMI is represented by a different color sticky, see RMI list for color relationships
 - You only need to write the **Team Sprint SIZE on the colored sticky** and place it under the quarter
 - Ensure you do not go over capacity in each quarter
 - Use the **Overflow column for RMIs** that can not be fit within the capacity
4. When done, choose 1 person to share your approach with the room

Exercise – Prioritized Roadmap Items

Your Executive Staff has set the following Priorities for all RMIs:

Priority Rank	Roadmap Items	Size in Team Sprints
1	Foundation Work	20
2	Framing Work	90
3	Plumbing Work	40
4	Electrical Work	15
5	Roofing Work	25
6	Exterior Facing Work	35
	Total Demand of all RMIs in TS	225

Exercise – Results

Q1 (100 Team Sprint Capacity)	Q2 (100 Team Sprint Capacity)	Overflow
Total Work = 100 TS	Total Work = 100 TS	Over Capacity = ## TS

Question?

At scale, how would you implemented Roadmap Planning ?

Share you experiences and ideas!

Transparency of Roadmaps at all Levels of the Company

- Moving from verbal plans to documented plans that are visible to all
- Tools are critical – one tool for capturing plans (Rally)
- Reporting is key – a Dynamic visualization of plans and results

Challenges & Learnings

- High Level of Uncertainty – precisely wrong!
- Need to look across Business Units versus only within Business Unit
- Collaboration and Communication

Top 5 things to be successful at Roadmap Planning at Scale

- One Common Sizing Model
- Enterprise Priorities
- Focus on Dependencies
- Transparency of Roadmap Plans at all level of the Company
- Continual Planning Process as part of your Company's Operating Rhythms

PayPal Transformation Whitepaper

PayPal Enterprise Transformation Whitepaper

Authors: Matt Arena, Scott Killen, Don Miller, Kirsten Wolberg

https://stories.paypal-corp.com/uploads/4/8/9/8/48984695/paypalenterprisetransformation_aug_2015.pdf

Q&A