Hands On: Scaling Product Backlogs using Visual Models

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*Senior Product Manager, Seilevel*
# Agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>You Will Learn</th>
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What Do I Mean By “The Enterprise”

- Global time zones
- Distributed team members
- Diverse users, many system integrations, and complex data
- Corporate-level strategies drive portfolio down to the team level (2 or 3 levels of planning)
What It Means to “Be Agile”

Individuals & Interactions
Processes & Tools

Working Software
Comprehensive Documentation

Customer Collaboration
Contract Negotiation

Responding to Change
Following a Plan

“while there is value in the items on the right, we value the items on the left more”

\(^1\)Manifesto for Agile Software Development - http://agilemanifesto.org/
Large Enterprise Challenges on the Agile Manifesto

**Individuals & Interactions**
- Distributed so interactions are hard
- MORE tools to facilitate interactions and structure to coordinate

**Working Software**
- Can’t remember all the details to make it work
- MORE documentation to capture details and allow large teams to see

**Customer Collaboration**
- Many people to gain agreement with
- MORE facilitation to gain agreement about what to build

**Responding to Change**
- Too many interfaces to not formally coordinate
- MORE planning to coordinate interlocks

**Processes & Tools**
- MORE planning to coordinate interlocks

**Comprehensive Documentation**

**Contract Negotiation**

**Following a Plan**
Scaled Agile Approaches

SAFe – Scaled Agile Framework

LeSS – Large Scale Scrum

DaD – Disciplined Agile Delivery

Nexus

Spotify Model

SSwS – Scaling Scrum with Scrum

DSDM – Drive Strategy Deliver Mode

RAGE – Recipes for Agile Governance

Scrum at Scale

Enterprise Scrum

SLIM – Scrum Lean in Motion

FAST Agile

SCARE – Sustainable, Cultural Agile Release in the Enterprise
With So Many Options, How Do We Choose?

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<th>Approach</th>
<th>IT Teams</th>
<th>Dependency Complexity</th>
<th>Assumed Level of Eng. Practices</th>
<th>PO/ Backlog Scaling</th>
<th>Overhead</th>
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<tr>
<td>SAFe</td>
<td>15+</td>
<td>High</td>
<td>Advanced</td>
<td>At each level</td>
<td>High</td>
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<tr>
<td>LeSS</td>
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How do you coordinate between the levels?

- Prioritize based on value
- Easy to see the big picture
- Find missing details
- Collaborate with customers to identify needs
- Enhance team communication
Meet Blue, the SeiEntertainment Large Solution Manager
Objectives help find problems: What is the primary reason that I’m not achieving the objectives today?

Problems help find objectives: How can I tell this is a problem today? What would the business look like if it were solved?

Product Concepts map to objectives: What are we building? What products must be built for each of the business strategies, in order to meet the business objectives?
Business problems & objectives drive the backlog at any level

**Business Problem**
SeiEntertainment’s revenue has dropped by 20% in the last quarter

**Business Objective**
Increase annual revenue from $100M to $120M within two quarters (from development start)
Create a Business Objectives Model for our scenario!
Business Objectives Model by Levels

Increase SeiEntertainment's revenue by $20M

Revenue decreased 20%

Increase revenue from $20M to $28M in 6 months

SeiMoves is missing out on paid subscription revenue

Increase SeiMoves revenue by $6M

SeiSounds is losing paid subscribers to free access

Increase SeiSounds revenue by $2M

10k additional subscribers

6k additional subscribers

2k additional subscribers

50k new paid subscribers

No lost free subscribers

Solution

Program

Team
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Feature Trees can help you organize value and organize by programs/teams

- A one-page view of all the features
- Organized into levels of features
- Used to organize requirements by feature
- Use naming conventions

Solution Epic/ Program

Program Epic

Team1 Feature

Team2 Feature

T3 Feature

Product Concept
Create a Feature Tree for our scenario!
Increase SeiEntertainment's revenue by $20M

Revenue decreased 20%

Increase revenue from $20M to $28M in 6 months

SeiSound is losing paid subscribers to free access

Increase SeiSounds revenue by $2M

SeiMoves is missing out on paid subscription revenue

Increase SeiMoves revenue by $6M

10k additional subscribers

6k additional subscribers

2k additional subscribers

50k new paid subscribers

No lost free subscribers
Increase SeiEntertainment’s revenue by $20M

- Revenue decreased 20%
- Increase revenue from $20M to $28M in 6 months
- Increase/Implement paid subscriptions
  - SeiMoves is missing out on paid subscription revenue
  - Increase SeiMoves revenue by $6M
- Increase SeiSounds revenue by $2M
  - SeiSounds is losing paid subscribers to free access
  - Increase SeiSounds revenue by $2M

Solution
- Program
- Team

- Create station
  - 10k additional subscribers
- Edit station
  - 6k additional subscribers
- Rate songs
  - 2k additional subscribers
- Share songs
  - 50k new paid subscribers
- Watch videos
- Create list
- Auto-suggest
- Keep free option
- Edit station
- Share songs
- Watch videos
- Create list
- Auto-suggest
- Keep free option
- Create station
  - 10k additional subscribers
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Takeaways, Next Steps and What Can I Do Now?

Pick an Approach
- All approaches have some way of scaling product ownership

Use objectives to align all teams/programs
- Each level’s objectives or success metrics should tie back to the organization’s goals

Tie features together across teams and programs with a Feature Tree
- Feature trees are a great one page view to show how scope is spread across teams or programs
• **Software Requirements, 3rd Edition** (Wiegers and Beatty 2013)
• **Visual Models for Software Requirements** (Beatty and Chen 2012)
• **Succeeding With Agile** (Cohn 2009)
• **Scaling Software Agility: Best Practices for Large Enterprises** (Leffingwell 2007)
• Gartner article: Market Guide for Enterprise Agile Frameworks

• Scaled Agile Framework for Enterprise (SAFe) ([http://scaledagileframework.com/](http://scaledagileframework.com/))
• Large Scale Scrum (LeSS) ([https://less.works/](https://less.works/))
• Disciplined Agile Delivery ([http://www.disciplinedagiledelivery.com/](http://www.disciplinedagiledelivery.com/))
Questions?

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Download 6 Requirements Models for Agile Projects Whitepaper:
https://page.seilevel.com/6-requirements-models/
Ecosystem Maps Help Identify Dependencies

- Consider every logical system in the organization
- Shows all system interfaces
SeiEntertainment Example Ecosystem Map

Billing Team

Profile mgmt system

Billing system

Subscription data

Demographic data

Movie Team

Movie catalog

Movie data

Movie Rec Engine

Movie list

UI Team

Radio Rec Engine

Genre requests

User Interface

Song recs

Song catalog

SeiMoves Team

SeiSounds Team

Billing Team

Movie Team

Music Team

Song data