

Agile Product Management @ SAP

November, 2009 | XP DAYS GERMANY, Karlsruhe



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THE BEST-RUN BUSINESSES RUN SAP™



1. Portfolio
2. Product Definition
3. Product Development
4. Go To Market
5. A Strong Product Owner
6. Scrum in the Context of Lean

Portfolio Iterative Planning



INVENT

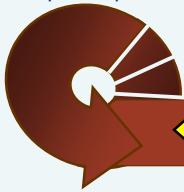
DEFINE

DEVELOP

DEPLOY

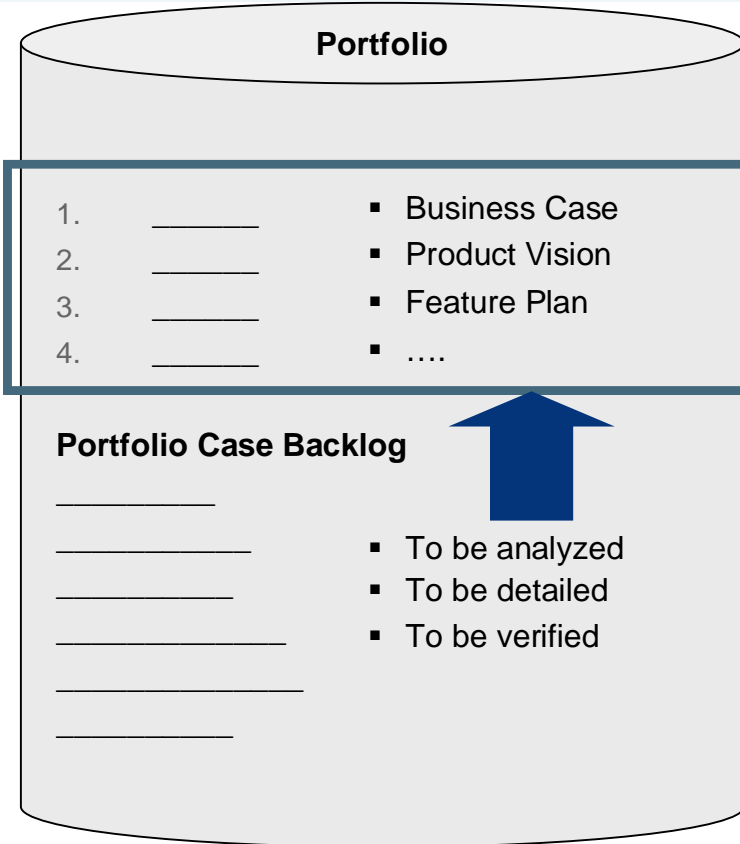
OPTIMIZE

PRODUCT PORTFOLIO LAYER
(1 corporate product portfolio)



Product Portfolio Management

Highest Prio
Portfolio Cases



**Product Definition
per Portfolio Case**

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Product Definition

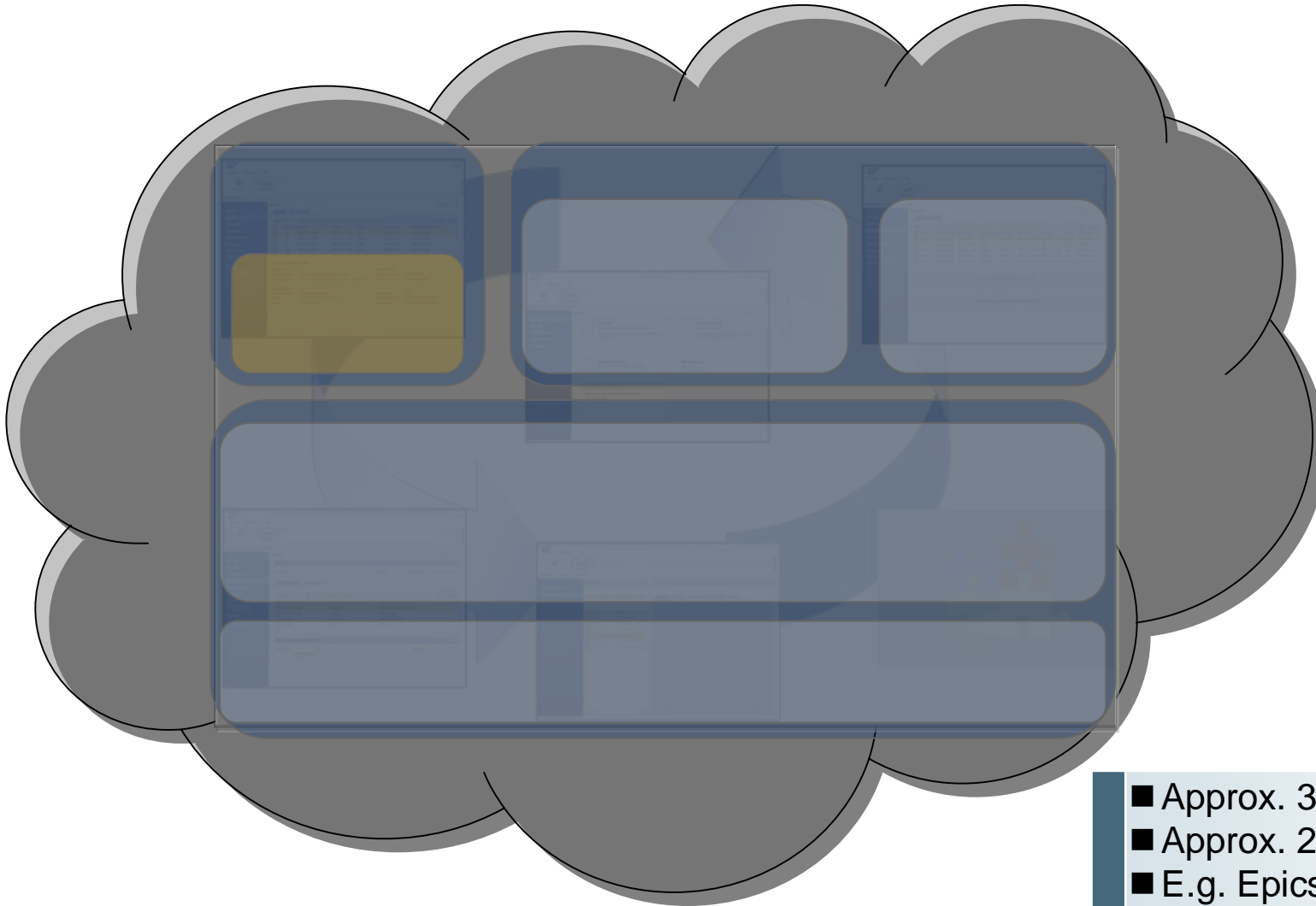
Product Vision



- Product Idea
- Motivation
- Business Value
- Targets
- Rough Scope

Product Definition

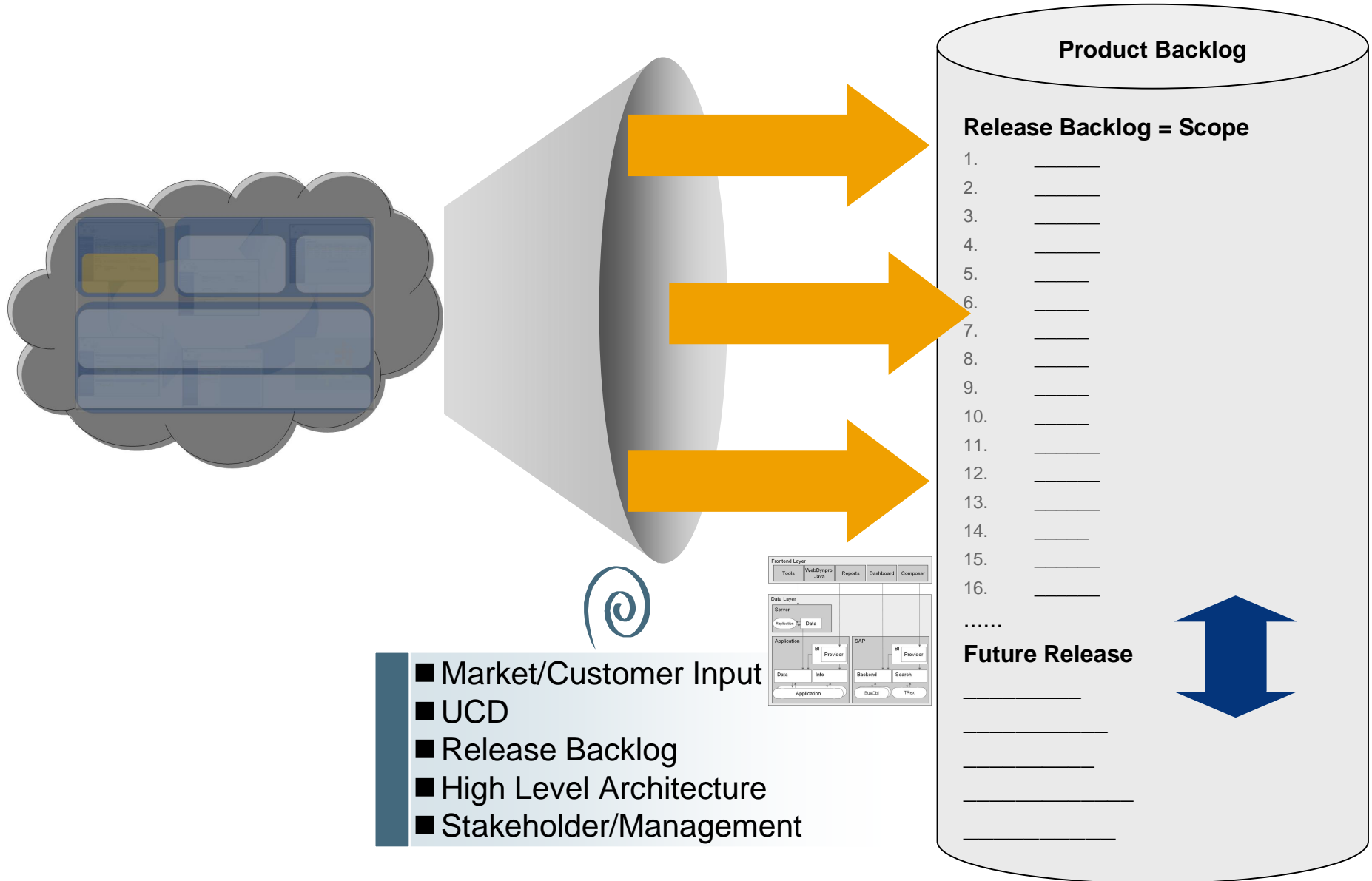
“Feature Plan”



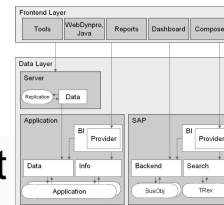
- Approx. 3-20 “Features”
- Approx. 200 to 2.000 pd’s
- E.g. Epics, XL Use Cases, XXL Requirements, HL Scenarios

Product Definition

Product and Release Backlog

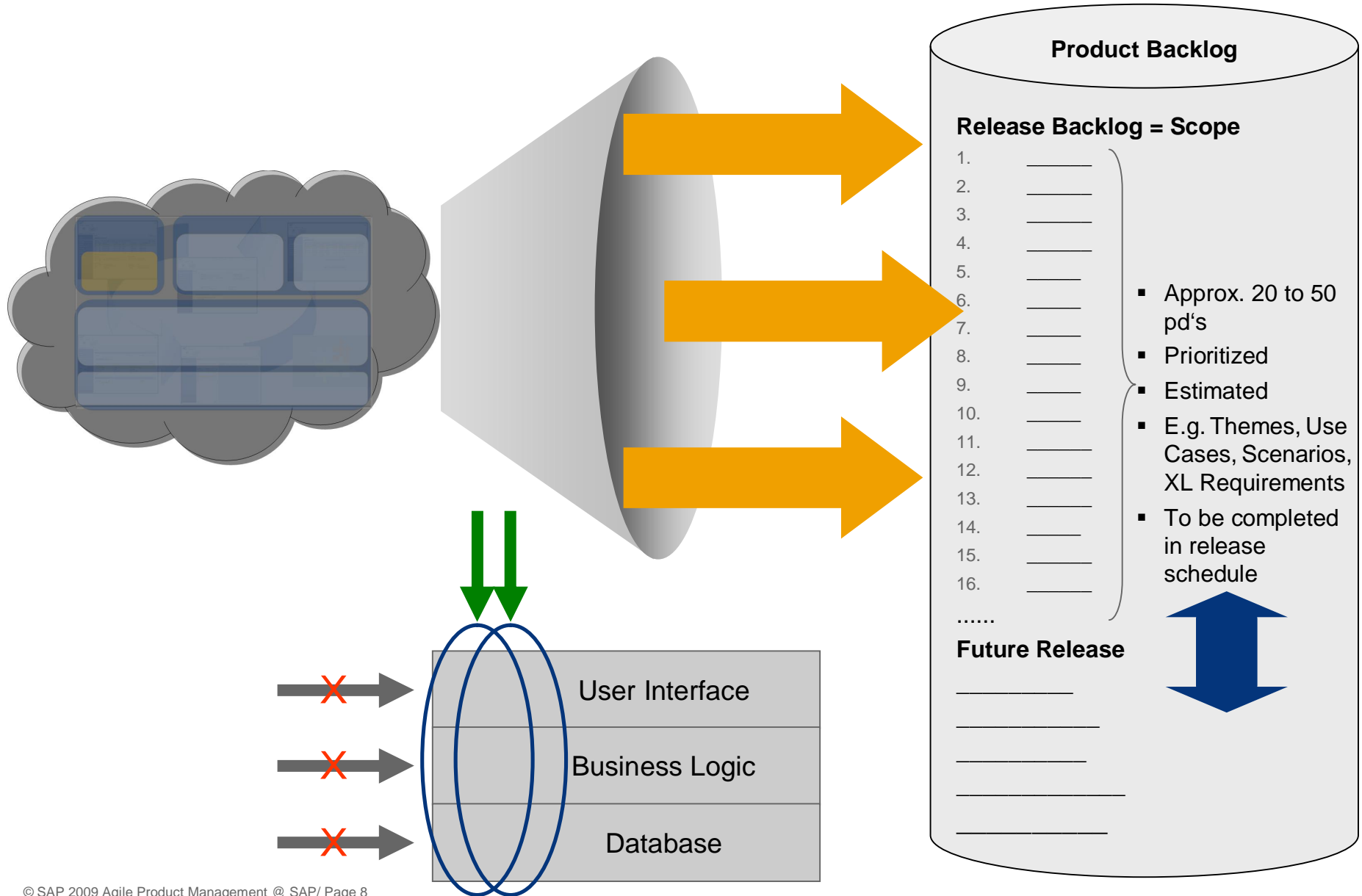


- Market/Customer Input
- UCD
- Release Backlog
- High Level Architecture
- Stakeholder/Management



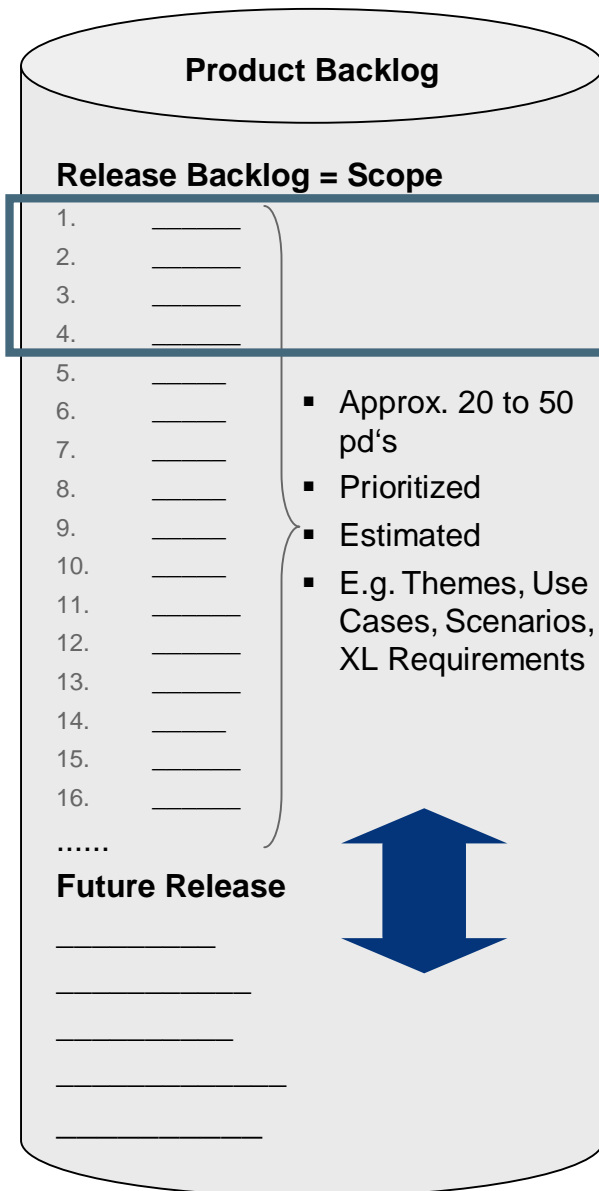
Product Definition

Release Backlog



Product Definition

Detailed Product Backlog for Sprint



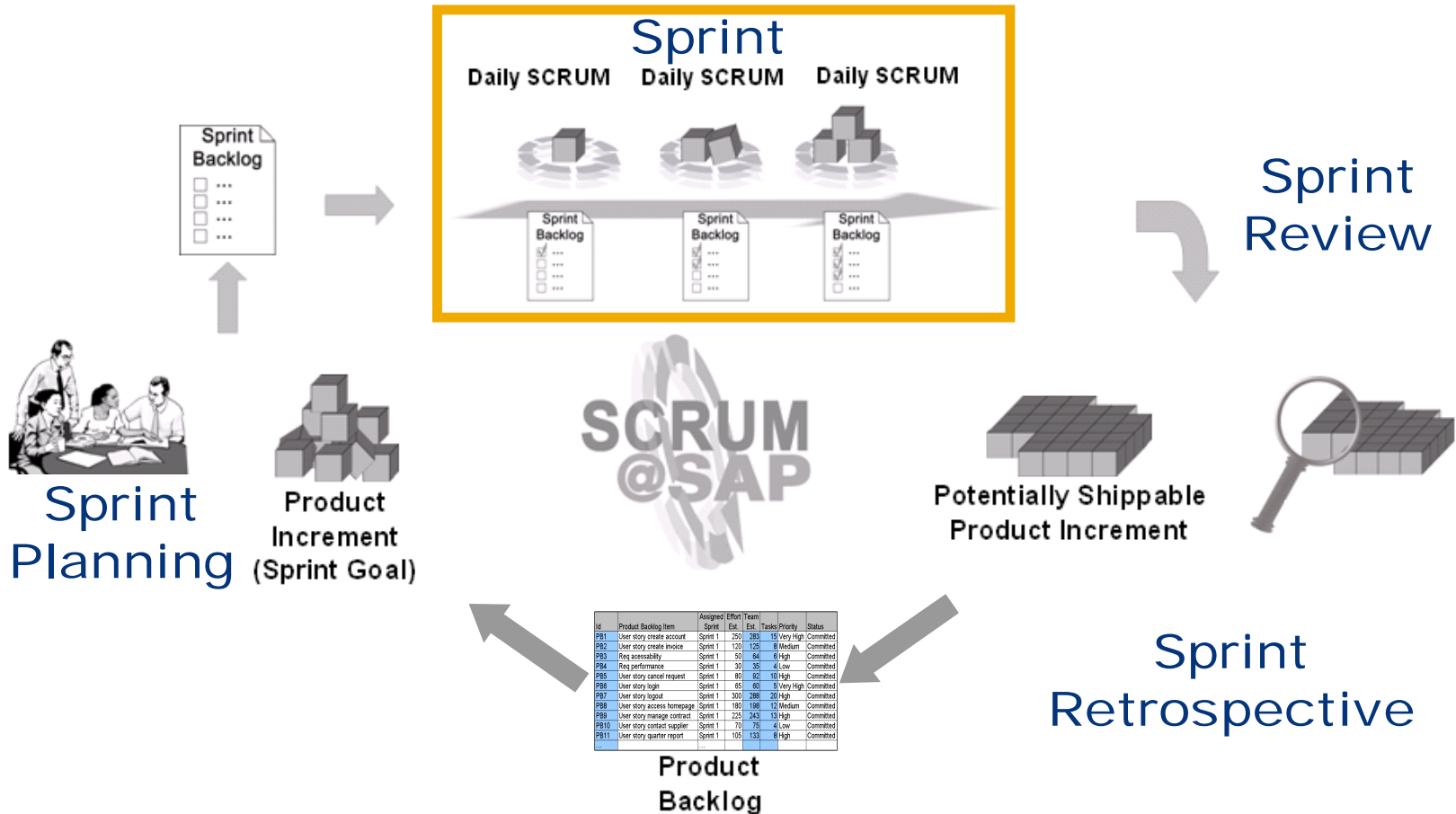
Id	Product Backlog Item	Assigned Sprint	Effort Est.	Team Est.	Tasks	Priority	Status
PB1	User story create account	Sprint 1	250	283	15	Very High	Committed
PB2	User story create invoice	Sprint 1	120	125	8	Medium	Committed
PB3	Req acessability	Sprint 1	50	64	6	High	Committed
PB4	Req performance	Sprint 1	30	35	4	Low	Committed
PB5	User story cancel request	Sprint 1	80	92	10	High	Committed
PB6	User story login	Sprint 1	65	60	5	Very High	Committed
PB7	User story logout	Sprint 1	300	288	20	High	Committed
PB8	User story access homepage	Sprint 1	180	198	12	Medium	Committed
PB9	User story manage contract	Sprint 1	225	243	13	High	Committed
PB10	User story contact supplier	Sprint 1	70	75	4	Low	Committed
PB11	User story quarter report	Sprint 1	105	133	8	High	Committed
...		...					

- With Dev Team**
- Breakdown
 - Definition of DONE
 - Pre-Estimate
 - Rough Design

- Prioritized
- Estimated
- To be completed in 1 Sprint
- E.g. User Stories, small Use Cases, Requirements

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Product Development Scrum Process Flow

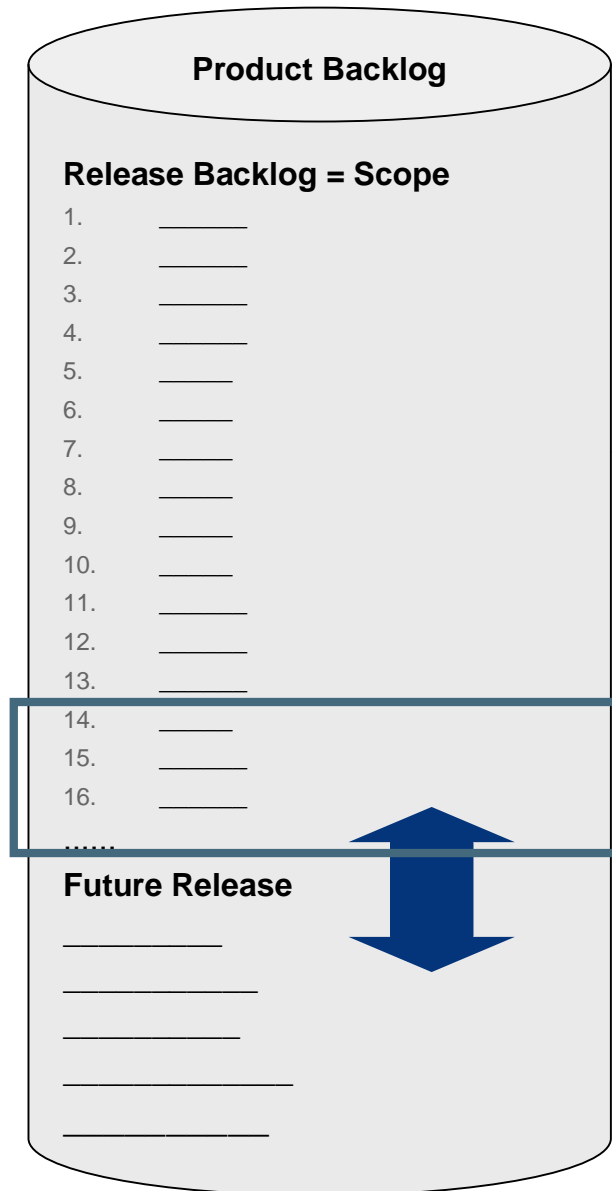


ID	Product Backlog Item	Assigned Sprint	Effort Est.	Team	Priority	Status
PB1	User story create account	Sprint 1	250	2B3	15/Very High	Committed
PB2	User story create invoice	Sprint 1	120	126	8/Medium	Committed
PB3	Req accessibility	Sprint 1	50	64	6/High	Committed
PB4	Req performance	Sprint 1	30	35	4/Low	Committed
PB5	User story cancel request	Sprint 1	80	92	10/High	Committed
PB6	User story login	Sprint 1	65	80	5/Very High	Committed
PB7	User story logout	Sprint 1	300	288	20/High	Committed
PB8	User story access homepage	Sprint 1	180	198	12/Medium	Committed
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...

Product Backlog

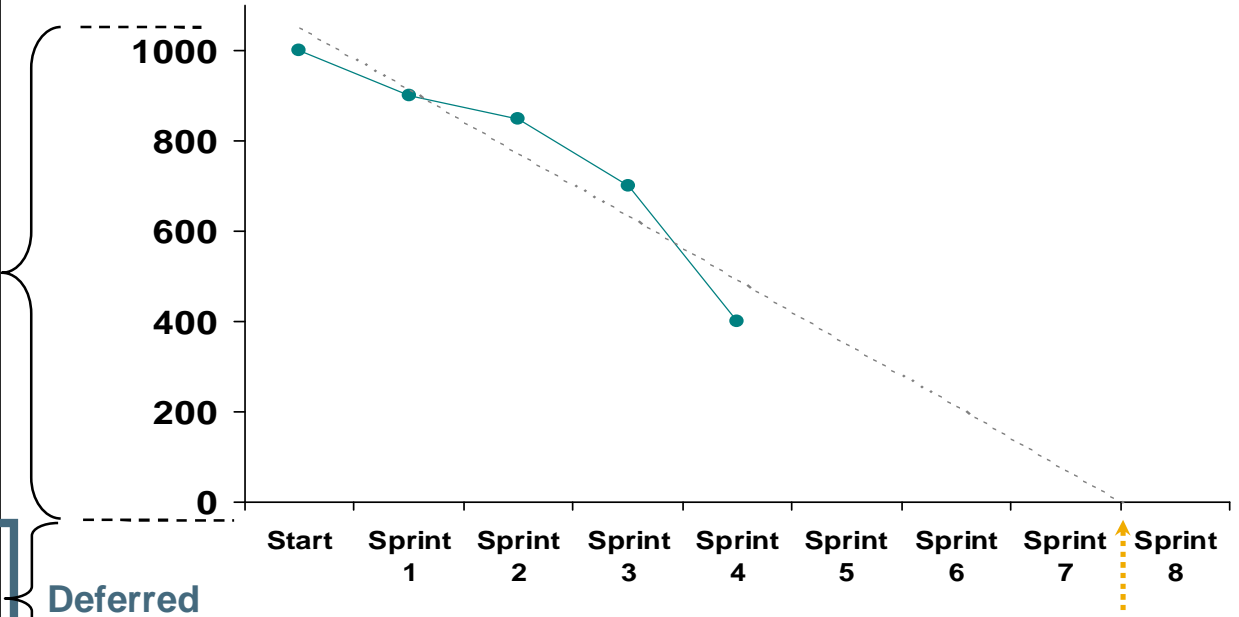
- Feedback/Info on request
- Backlog to zero
- Backlog preparation, Breakdown
- Acceptance, DONE
- Market/Customer, Stakeholder

Product Development Release Burndown



Scope - Target for Release\Project = Prioritized High Level Backlog

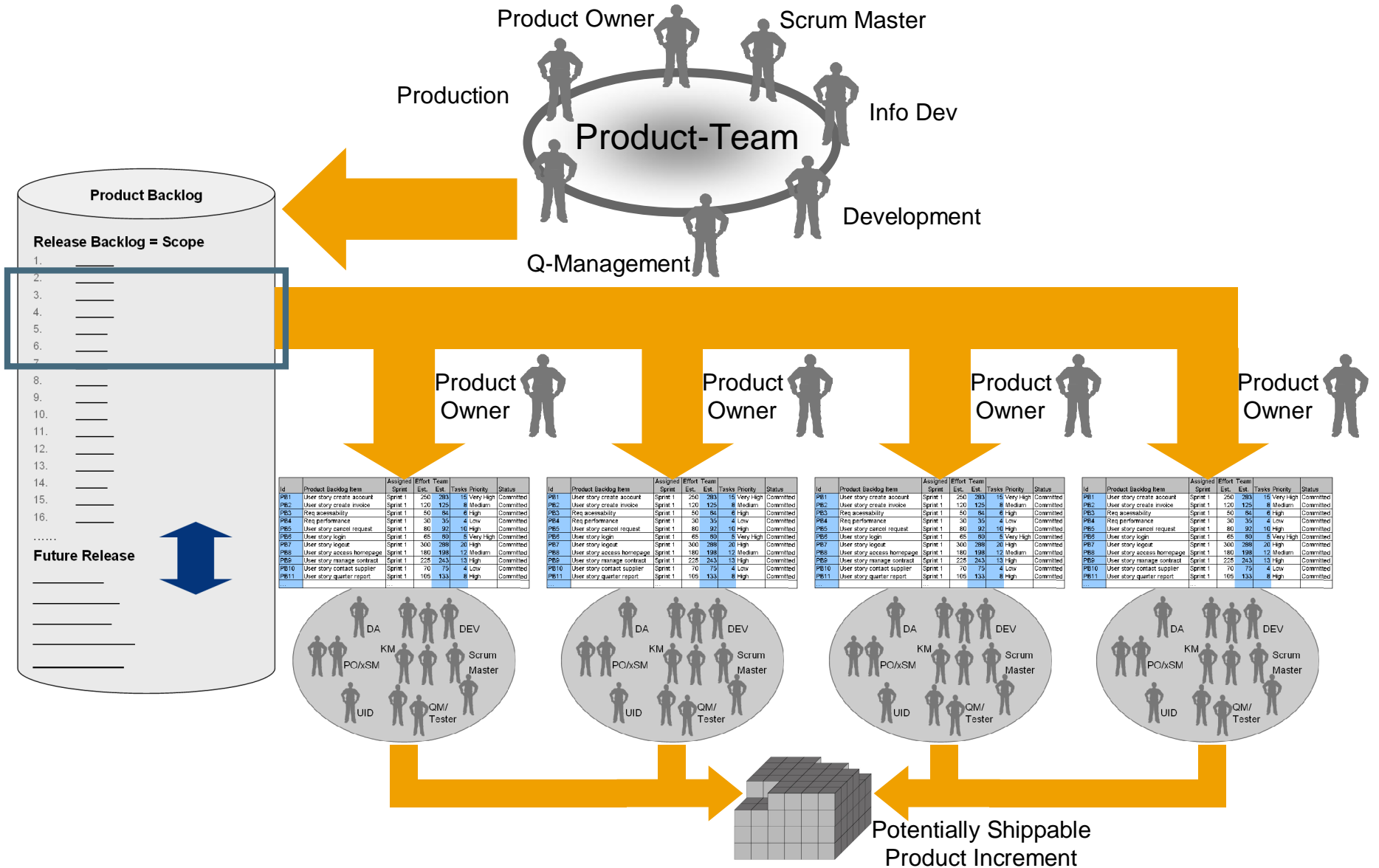
Person Days or
"Story Points"



Target Release\project Date

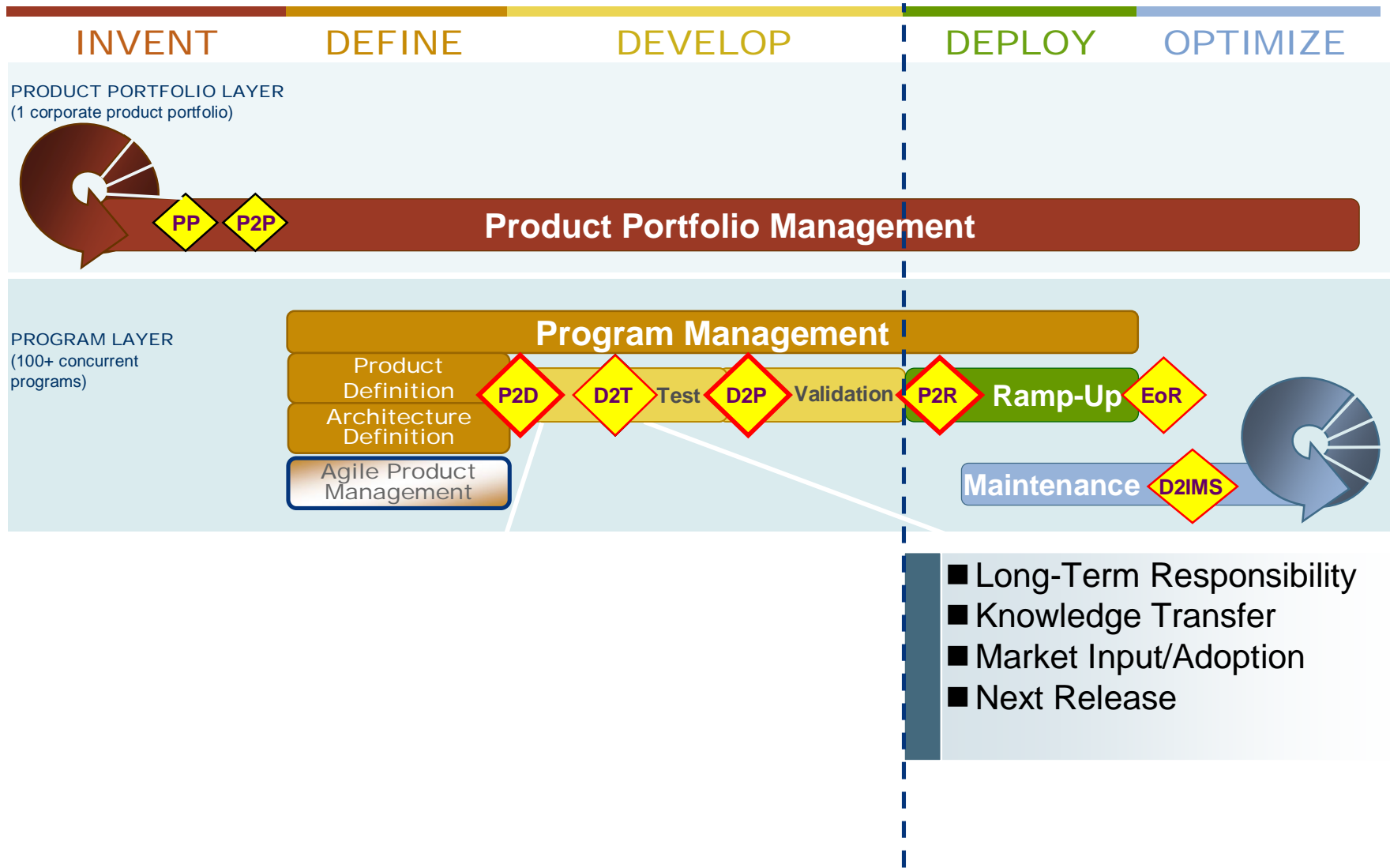
- Release Burndown by the end of each Sprint
- Clear Product Status
- Velocity & Forecast
- Risk Management

Product Development Scaling Scrum



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Go To Market



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A Strong Product Owner



A Product Vision and Product Backlog

- Reflecting Customers and Users voice
- Frequent input and reviews with Customers
- In alignment with Stakeholders and Management
- Optimized on Customer/ Business Value and Profitability

A Conception of a High Level Roadmap

- Release Backlog
- Planning Poker for Business Value
- Prioritization Methodology (e.g. Kano, ..)
- Continuously updated
- Release Burndown including a Forecast (Velocity)
- Risk Management

A Strong Product Owner has...

An up to date Product Backlog

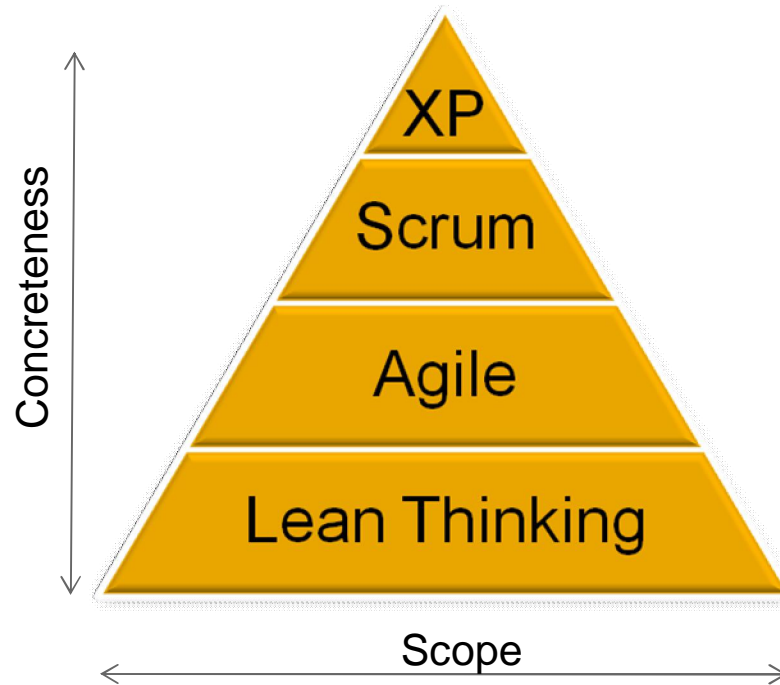
- More coarse granularity for faraway items
- Sufficient detail for near time items
- Sprint Preparation
- Backlog Breakdown with Team
- User Stories
- DONE and Acceptance Criteria (REQ)

Time for his Scrum Team

- Sufficient time for project (full-time)
- Exclusive time for the team
- Intermediate Checks with Teams (on request)
- Offers a Consultation-Hour

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Scrum in the Context of Lean



Scrum is an implementation of the agile development methods: an open development framework with clear role definitions, a very simple process model and a clear set of rules.

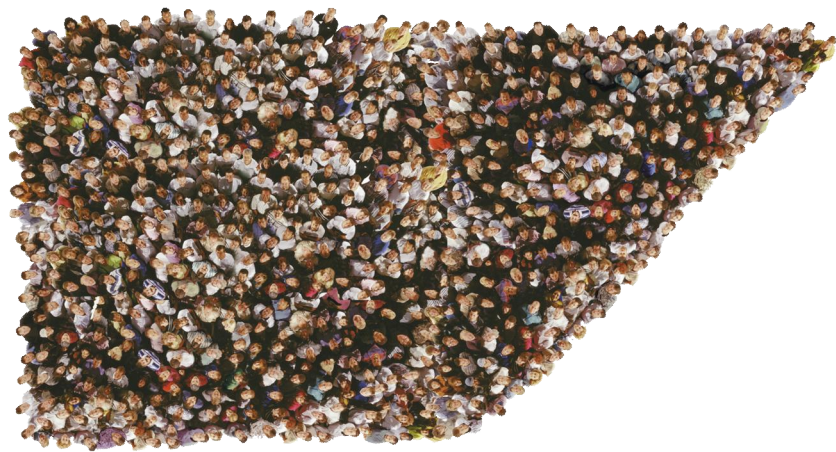
Scrum in the Context of Lean

As Implementation of Lean on Team Level



Lean	Scrum
Flow	Backlog Items/Tasks Focused working, task centric, 100% assignment to project Product Creation Process Map
Takt	Scrum Iterations/ Sprints Daily Scrum
Pull	Prioritized Backlog at all time Team pulls Backlog according the capacity for the next sprint Work commitment Tasks are pulled by team
Zero Defects	Usable software after each sprint (takt) Done criteria Continuous integration Quality control in team
Continuous Improvement	Retrospectives Block list

Thank you!



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