

What follows Scrum at SAP?



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Karlsruhe XP days - November 2007

Agenda



1. **Scrum**
2. Test Driven Development
3. Retrospectives
4. Product Owner
5. Agile Planning and Estimation
6. Agile Strategy 2008



November '05 to September '07

80 Projects since November 2005
at 16 Locations

25 single-site projects
55 multi-site projects



Increased product quality

Enhanced transparency

Agile Development



Increased flexibility

Reduced risks

Improved productivity

Agenda



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- 2. Test Driven Development**
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Motivation for TDD



Global Quality

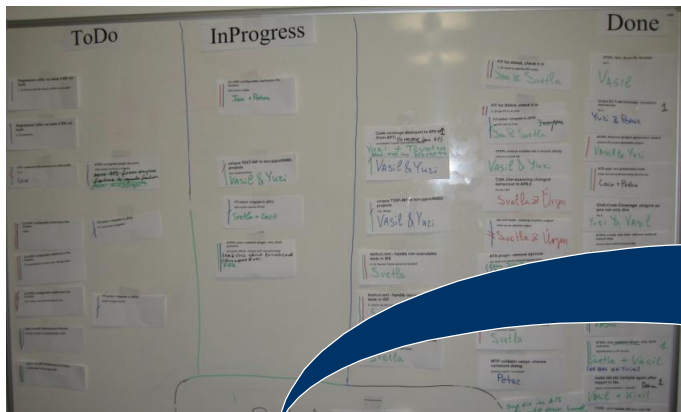
- Less errors
- Less maintenance effort
- Cost reduction



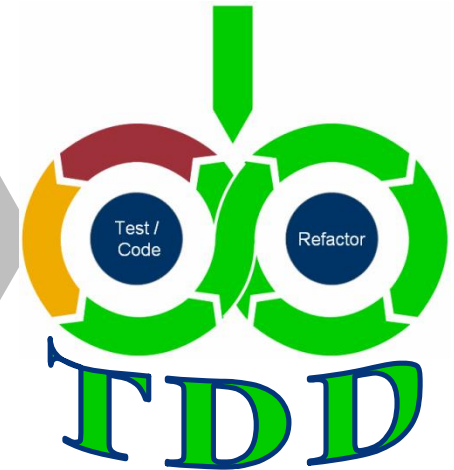
Team

- How to do efficient testing
- Continuous high quality
- Interest in TDD

Our Path to TDD



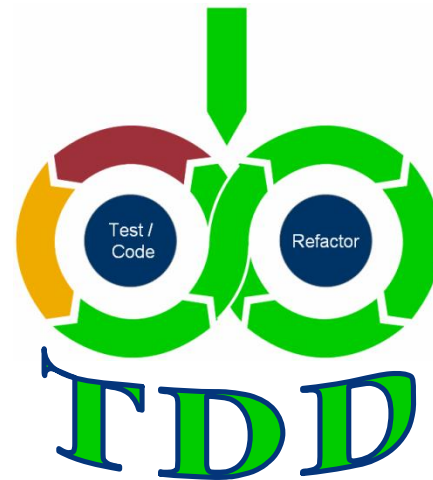
- Two days training
- Four weeks "inside coaching"
- One week "outside coaching"
- Three months on our own again



TDD Benefits



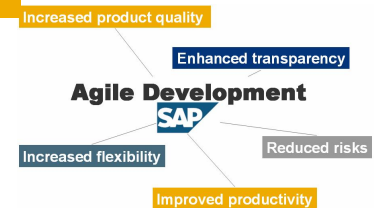
Increased product quality



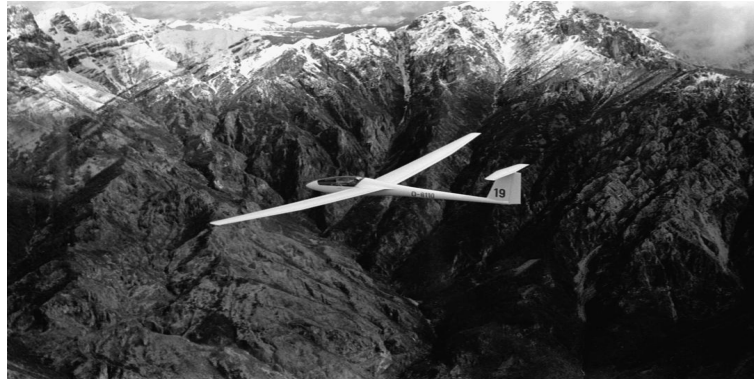
Increased flexibility

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Global Quality

- Effective process improvements
- More successful projects
- Better products

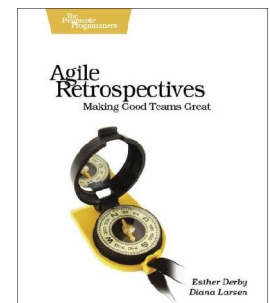
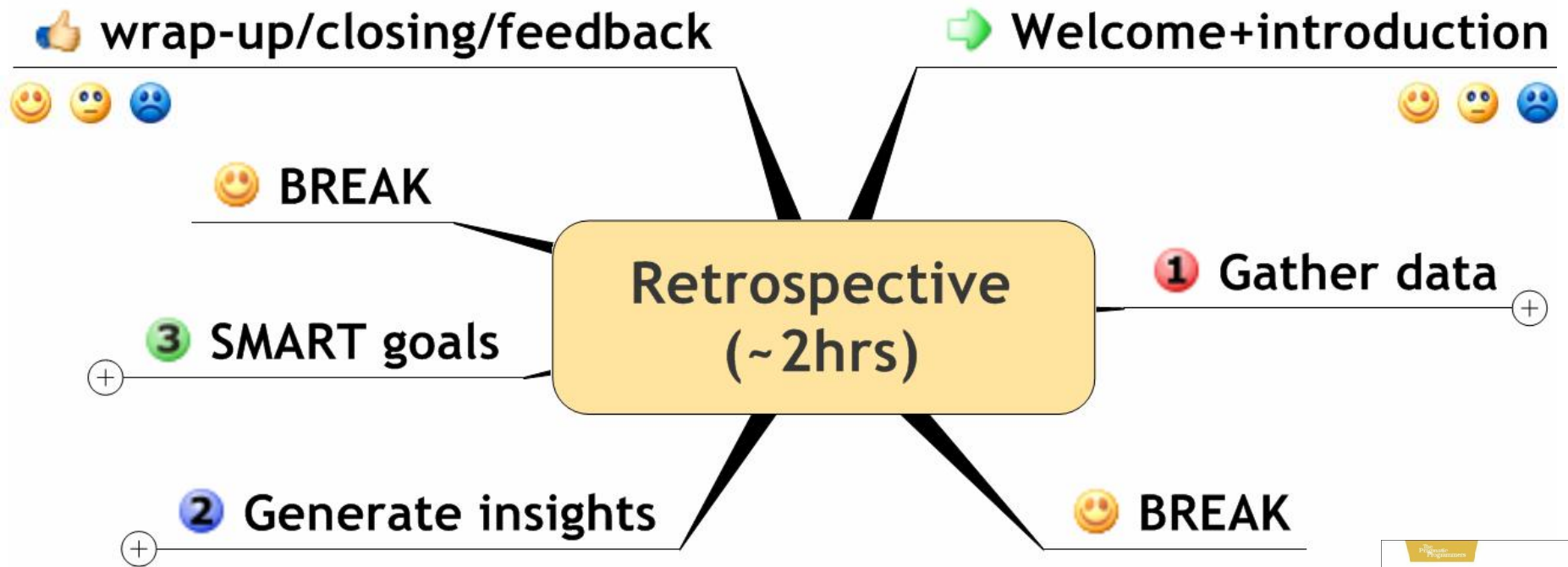


Team

- Establish a Learning Culture
- Enable team development
- Continuous improvement

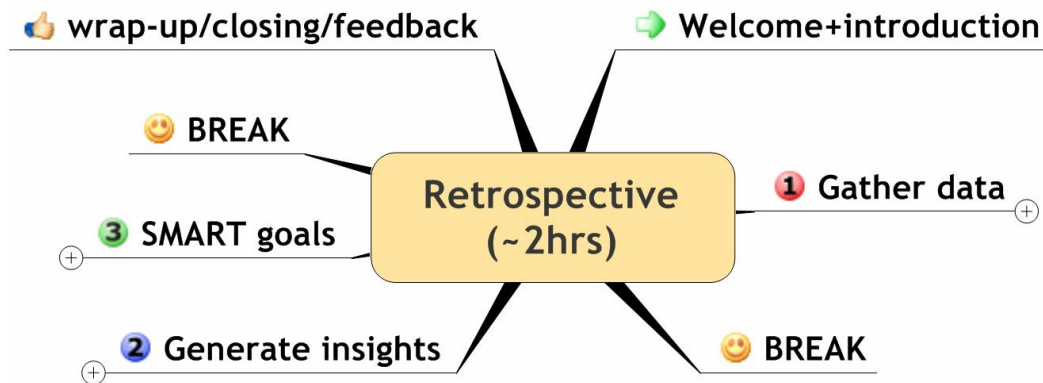


A selected set of possible practises



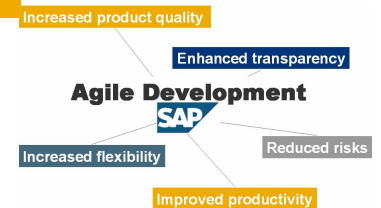


Increased product quality



Reduced risks

Improved productivity



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Better products

through

agile product management

and

effective product owners.



Agile Product Management – The Product Leadership Approach



- Assignment by senior management
- Moderation of product vision
- Product requirements document
- Program leadership
 - Requirements management
 - Sprint planning
 - Product control
- Product adoption



Effective Product Owners



Personal Skills

Empowered Leader

- Authority
- Authentic & trustworthy
- Change skills

Communicator

- Good negotiator
- Good networker
- Intercultural skills



Operational Skills

Process Mentor

- Requirements engineering
- Product standard awareness
- Production know-how

Program Manager

- Planning skills
- Project Management Skills
- Financial Skills

Product Definer

- Visionary skills
- Domain expertise
- Political skills

Strategic Skills

Product Owner Benefits



Increased product quality

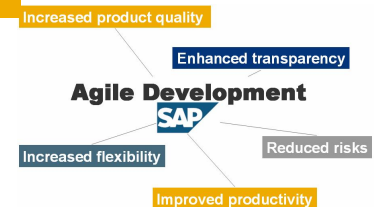
Enhanced transparency

“Better products through agile product management and effective product owners.”

Increased flexibility

Reduced risks

Improved productivity



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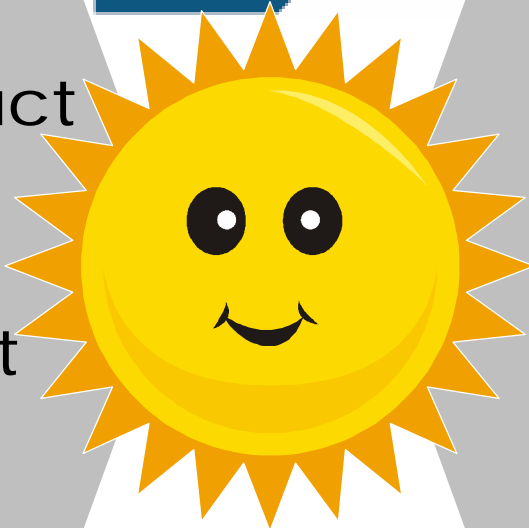
Motivation for Agile Planning and Estimation



Global Quality

- Improved product planning
- Improved project forecast

SAP



Team

- Velocity
- Identification of improvement topics

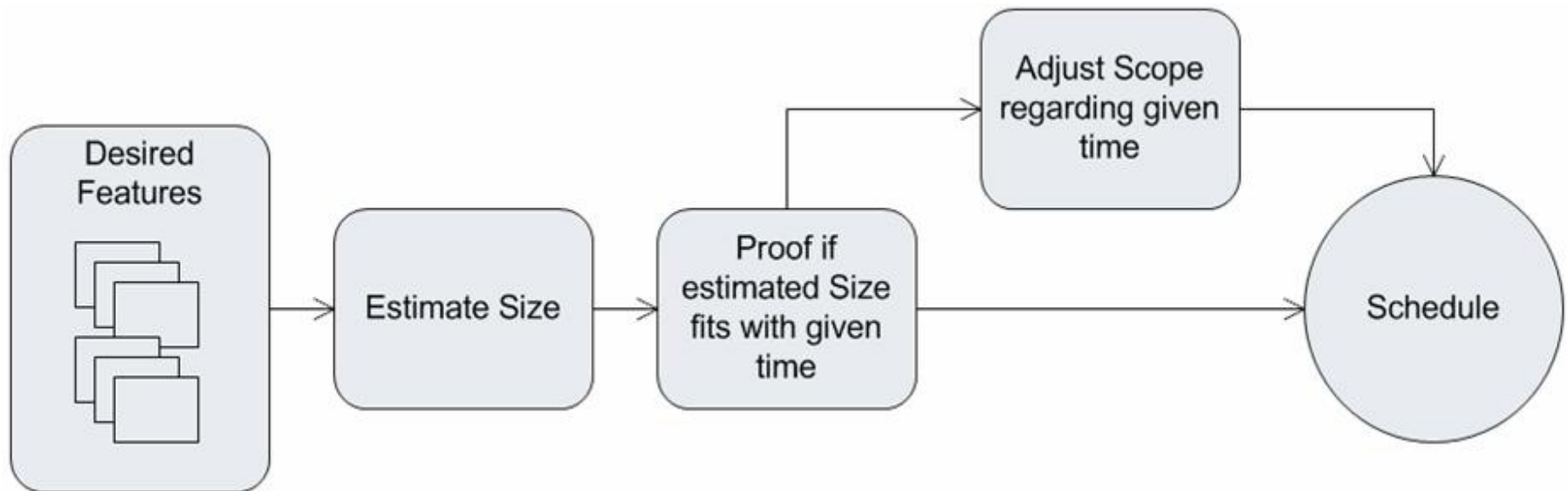


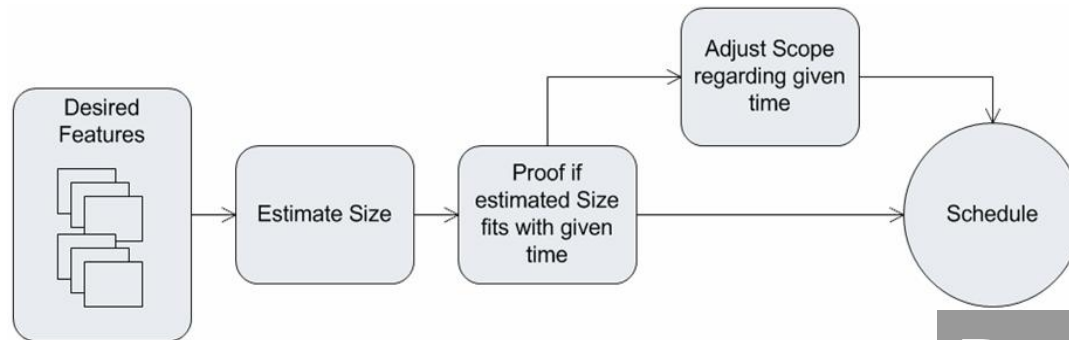
Figure 8 : Estimating the Duration of a Project by Estimating Its Size

Expected Benefits



Increased product quality

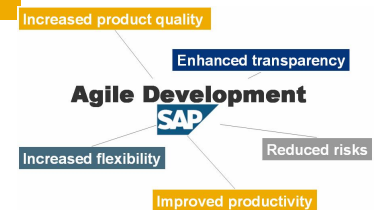
Enhanced transparency



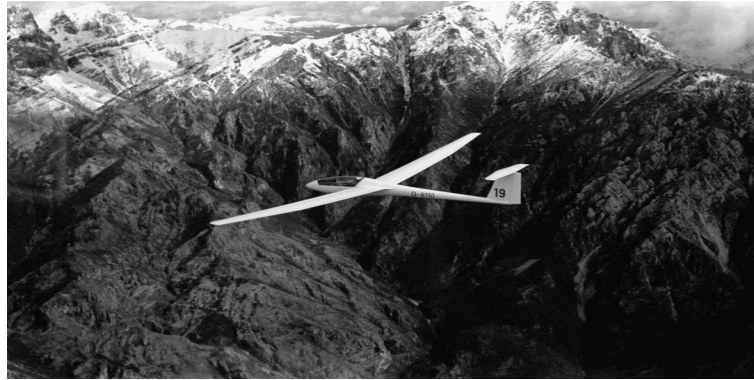
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Increased product quality

Enhanced transparency

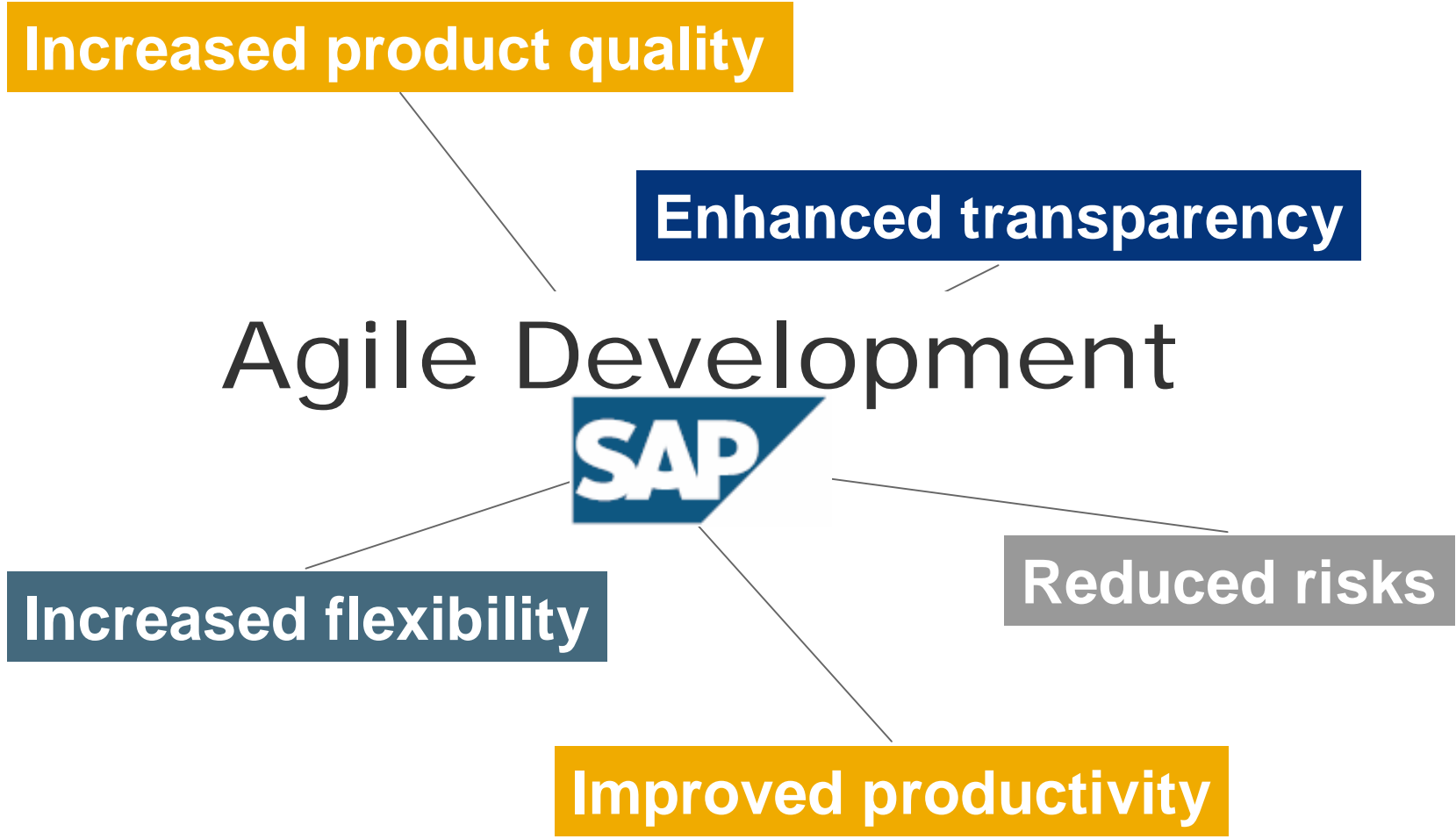
Agile Development



Increased flexibility

Reduced risks

Improved productivity



Agile Benefits Matrix



BENEFITS TOPICS	Increases Product Quality	Enhances Transparency	Improves Productivity	Increases Flexibility	Reduces Risks
Scrum	●	●	●	●	●
Test Driven Development (TDD)	●		●	●	●
Retrospectives	●		●		●
Product Owner Training	●	●	●	●	●
Agile Planning & Estimation	●	●	●	●	●

Agile Strategy Plan



1

Agile as strategic topic

- Management buy-in
- Agile Product Management
- Continue adoption

2

Scrum expansion

- Development
- New areas
- Agile Mentors

Increased product quality

Enhanced transparency

Agile Development



Increased flexibility

Reduced risks

Improved productivity

- Mentors
- Transparency
- Self-monitoring

"Monitoring"

4

- TDD
- Product Owner
- Retrospectives
- Agile Planning + Estimation

3

Deepen Agile practises

Thank you!



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