Off-shore on Scrum

A Success Story

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The Obvious Barriers

COMMUNICATION BARRIERS

- Lack of Common Experience
- Confusion Between the Symbol and the Symbolized Object
- Overuse of Abstractions
- Interference

Created by Håkan Forss @hakanforss http://hakanforss.wordpress.com

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The Underlying Barrier

The Foundation of Agile

The real barrier is whether we can trust each other

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The Paradox

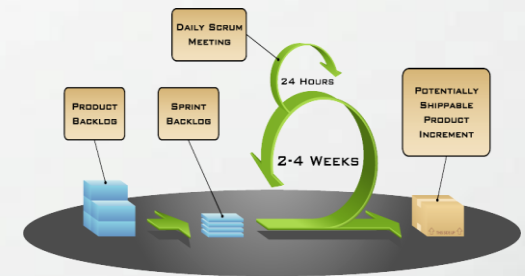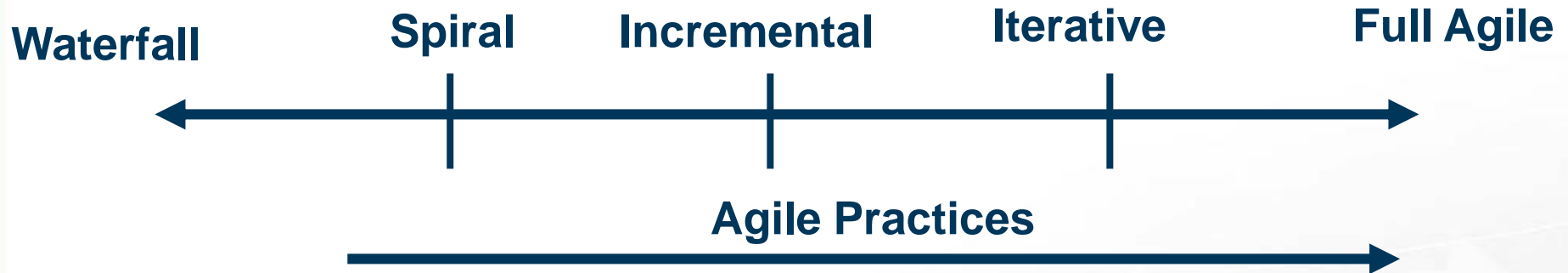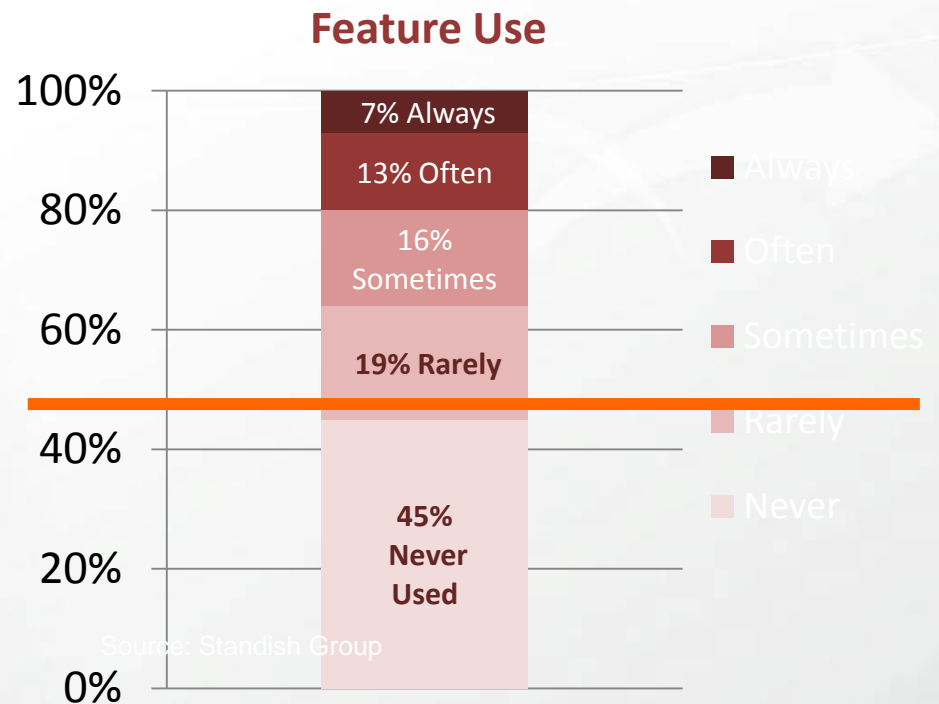In off-shore, agile reduces the need to trust

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The Project

it's
complicated

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Why Agile

How Agile

Waterfall   **Spiral**   **Incremental**   **Iterative**   **Full Agile**

Agile Practices

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How Agile

As **who** I want
what so that
why

Feature Use

- Always
- Often
- Sometimes
- Rarely
- Never

7% Always
13% Often
16% Sometimes
19% Rarely
45% Never Used

Source: Standish Group

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Advantages and Challenges

➢ Advantages
  ➢ Location/time-zone
  ➢ Stability
  ➢ Infrastructure
  ➢ Skills
  ➢ Cultural

➢ Challenges
  ➢ Language

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What we Did

➤ On-shore structure

  ➤ Product Owner

  ➤ Scrum Master

  ➤ Architect

  ➤ SQA

➤ Off-shore

  ➤ Team Lead

  ➤ Developers

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What we Did

- Agile training for the team
- Sprint zero off-shore, with the whole team
- Team building
- Completion bonus

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What we Did

➢ Use of technology

  ➢ A virtual room

  ➢ Scrum tool: virtual team wall

  ➢ WebEx, Skype, BBM

  ➢ Hosted environments

What we Did

➢ Adjustments to processes and tools

  ➢ Sprint planning: two to three sessions on first day

  ➢ No video on daily scrums, no standing either

  ➢ No need for sprint demo

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The Outcome

➢ On-time and on-budget

   ➢ Demo release ProjectWorld April 2011:

      ➢ On-time

      ➢ Expected functionality

   ➢ G.A. Release planned 18 sprints

      ➢ Completed in Dec 2011 in 20 sprints

      ➢ Approximately 60% of the backlog

➢ Quality: all stories met definition of done

   ➢ Backlog of defects and future enhancements

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Switching Gears in 2012

- Enterprise to SaaS
  - Easier adoption
  - Try before you buy
  - Low cost per seat
  - Improved user experience and help functionality

www.p3mconsulting.ca

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Conclusions

Off-shore made the project

possible

Agile made off-shore

successful

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