Dell Data Protection Scrum @ Scale Transformation

How Dell's Data Protection Group transformed a 600 person Waterfall development team to Scrum

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Engagement Overview

Data Protection and Management

DELL Technologies

600 People

80% Market Share in Enterprise Data Protection (DP)

Why Take the Risk?

WATERFALL   AGILE

- **Growth outside of Enterprise Select and shift from Target to Integrated and Software-Defined**
- **Cloud Technology is blurring the lines between Enterprise and Commercial**

Market LEADER!

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State of the Business 2018

Goal to become the leader in Modern Data Protection

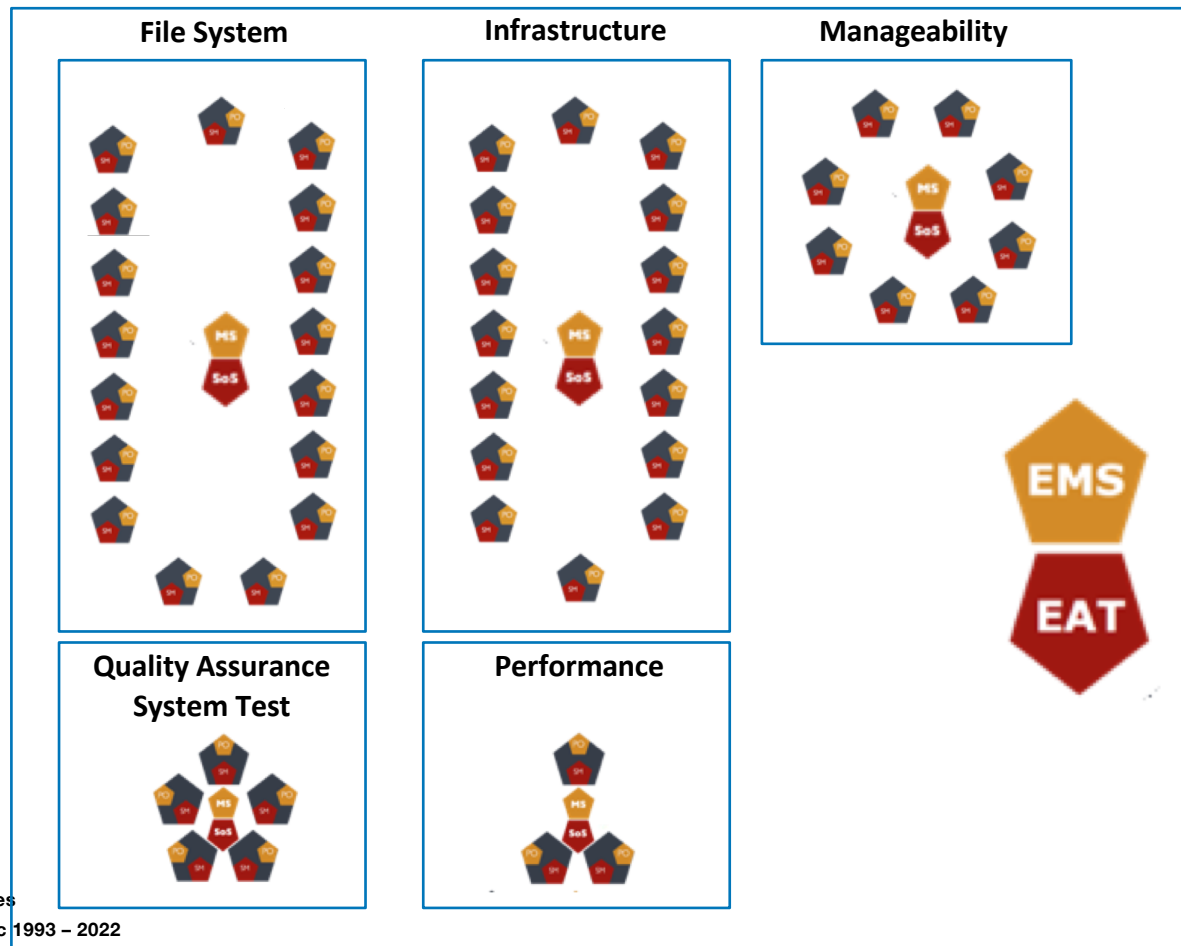**2018 State of business**

- Headwinds

  - Prevailing release cycles were long (9-18 months)

    - Inability to deliver innovation to customers quickly

    - Unpredictable quality, often requiring follow-on patches to reach stability

  - Low eNPS and cNPS scores

  - Revenue is flat

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Organization Skepticism

DANGER

**SCRUM AHEAD
DO NOT
ENTER**

- **Beginner's dilemma**
  - Immediate, all-in transition Vs. incremental steps

- **Backlog management:**
  - Ability to break down features into meaningful smaller chunks
  - Ability to identify "Vertical slices" of customer value

- **Execution overhead**
  - Dependency management
  - 2-week sprints
  - Cost of running repetitive manual tests (w/ low automation levels).

- **Quality**
  - De-centralized functional QA
  - System level QA w/ staggered readiness of features

- **People**
  - Expectations on new roles
  - Growth path for Scrum Masters, Testers

- **Appliance-Specific**
  - This cannot work for a deep-stack product
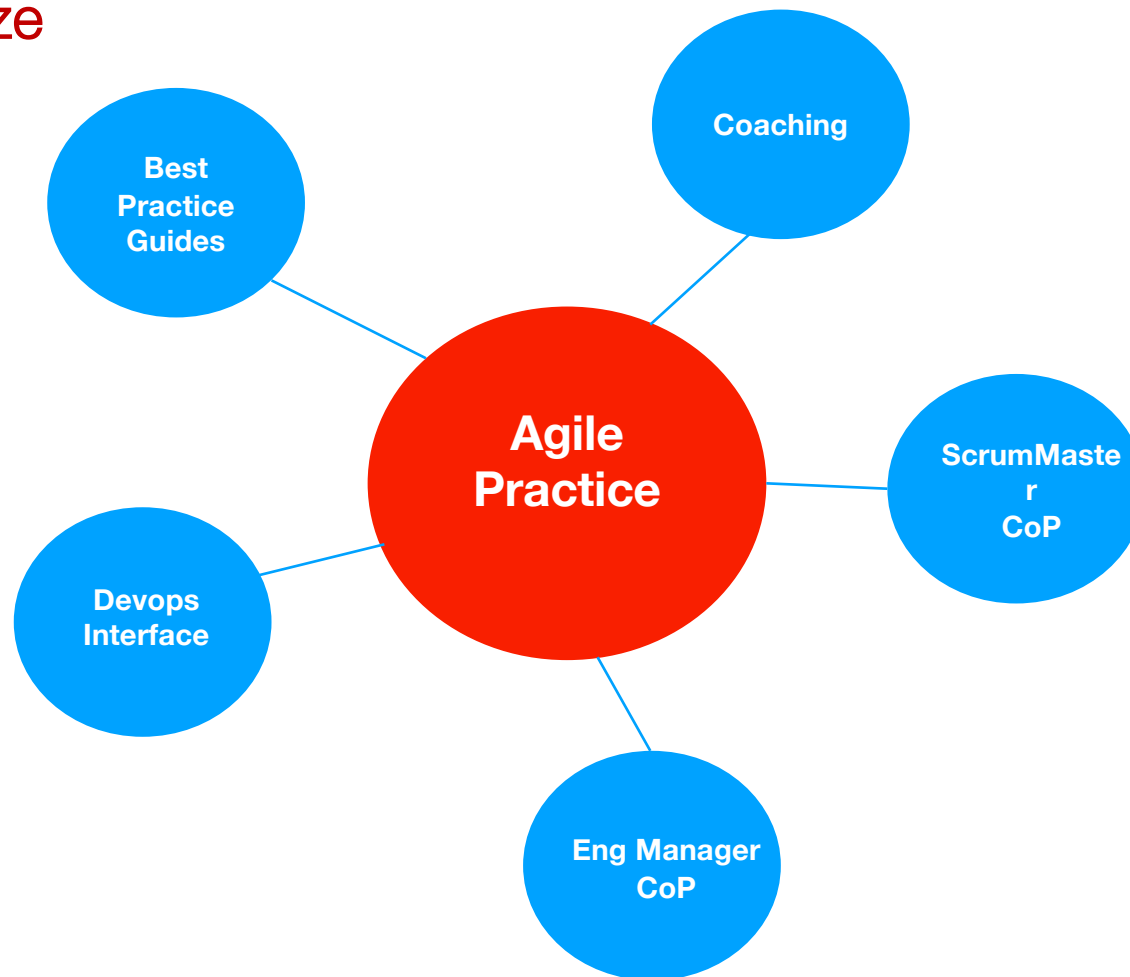 - This cannot work for our significantly large, monolithic source code

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Re-Organized to S@S Model

File System

Infrastructure

Manageability

Quality Assurance System Test

Performance

EMS
EAT

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Operationalize

State of the Business 2021

- Gained Market Share in Enterprise Market and Commercial

- Releasing once a quarter

  - 100% on time delivery for 6 straight quarters

- Quality is at an all time high

  - Customer Found Defects cut in half

  - Internally Found defects up by 30%

  - Deferrals reduced by 95%

- eNPS, cNPS is at an all time high

- Revenue is at an all time high

- **Delighted but NOT Satisfied**

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