Nail it before you Scale it

Set up a solid Reference Model

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A flagship product of a Data Storage giant

- Storage Management application to manage the complex multi-vendor IT infrastructure.

- Over USD 600m Revenue annually

- 250+ Employees spread across 3 continents – North America (Boston), Europe (Ireland), Asia (India)

- Over 4000+ active customers

SCRUM
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Challenges: Unhappy Customers & Loss of Revenue

- 12+ months release cycles with very limited functionality

- Monolithic application, 15 years of legacy Codebase, un-scalable architecture

- Huge technical debt

- High decision latency due to geographically distributed hierarchical organization having clear silos.

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Initial Scaling Approach:

- Chose one module from the suite of modules to rewrite.

- Formed 3 geographically distributed cross-cutting Scrum teams to establish a reference model.

- Established Scrum Of Scrums (SoS)

- Established Executive Action Team (EAT – aka. Agile Center of Excellence)

- Established MetaScrum
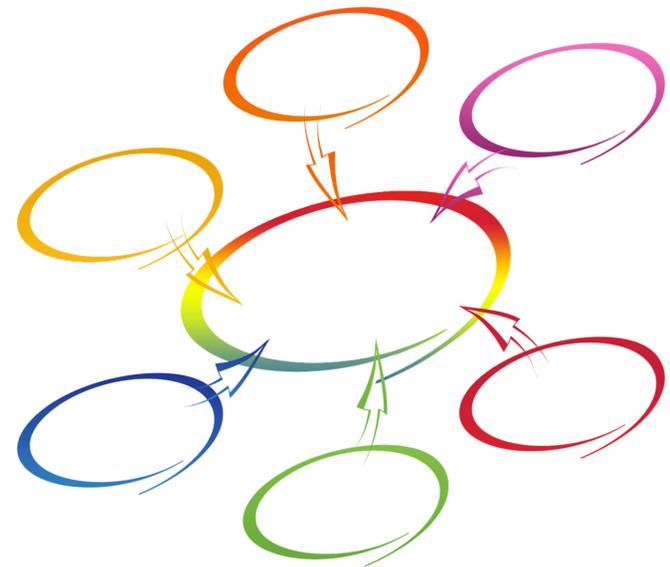
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Initial learnings and establishing the Reference Model

Inspect	Adapt
Poor understanding of Agile and Scrum	Formal training for Scrum Masters and Developers
Non Sustainable Pace	MVP, Single Ordered Product Backlog
Old technology, Monolithic codebase	Scalable RESTful architecture
Decision Latency	Co-located Scrum Teams at each site, make everything visible

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# Ruthless elimination of waste and impediments

- Tools, Environment, Infrastructure & Dependencies challenges

  - Accountability: Scrum Of Scrum

- Budgetary approvals, Trainings, Recruitment & Skill Enhancement

  - Accountability: EAT / Agile Center of Excellence (ACOE)

- Refined, Ordered Single Product Backlog with clear accountability, MVP (20/80 – Rule)

  - Accountability: MetaScrum
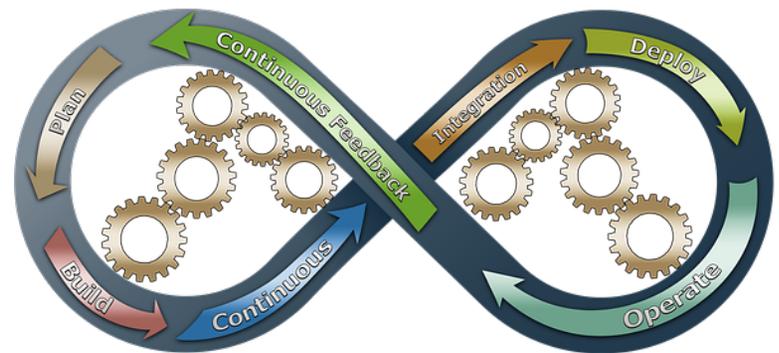
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Results: Before and After

	Earlier	**6 months**	**Year**
Teams	Silos	3 Scrum Teams	18 Scrum Teams
Release	12 to 18 Months	6 months	Quarterly
Planning	MoSCoW	MVP	20/80
Architecture	Monolitic	RESTful – one module	RESTful – All modules
Happiness Index	Unhappy 1/5	Happy 3/5	Very Happy 4.2/5
Defects	20000+	> 5000	➢ 200
Revenue	Down $100m	Up $50m	Up 200m

Conclusion: Set Reference Model as close as possible to True Scrum

NOT Scrum

Scrum

True Scrum

SCRUM @SCALE
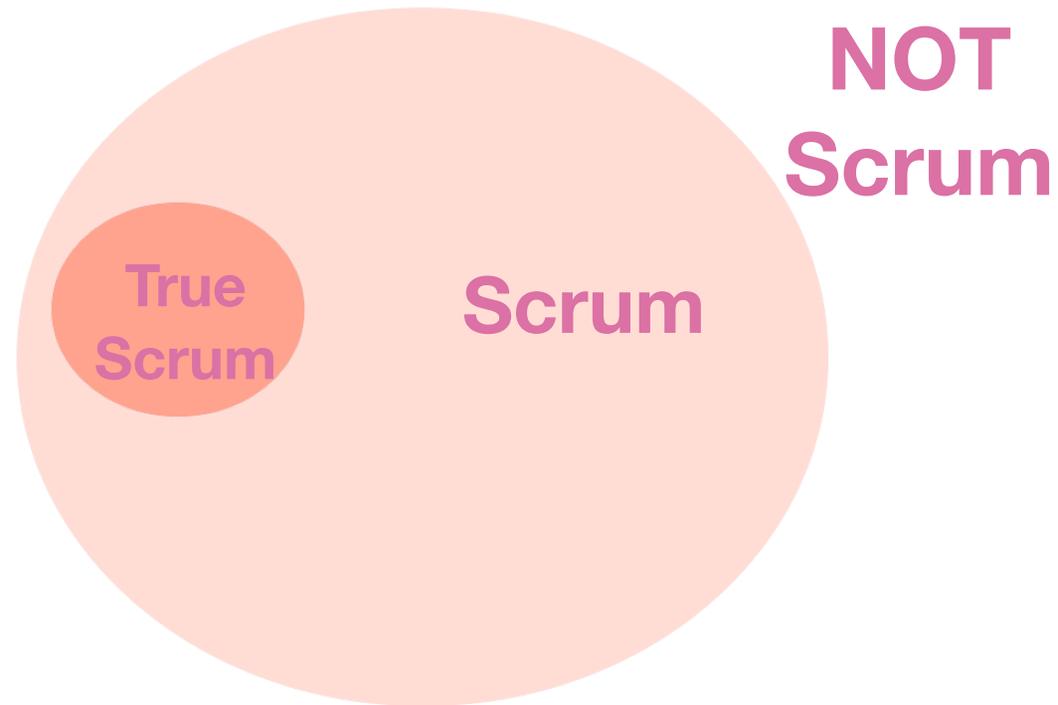
Thank You

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